CITIES OF THE UNITED STATES

FIFTH EDITION

Volume 1 — The South

Volume 2 — The West

Volume 3 — The Midwest

Volume 4 — The Northeast

CITIES OF THE UNITED STATES

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CITIES OF THE UNITED STATES

FIFTH EDITION

A Compilation of Current Information on Economic, Cultural, Geographic, and Social Conditions

In Four Volumes

Volume 1 — The South

Volume 2 — The West

Volume 3 — The Midwest

Volume 4 — The Northeast

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INTRODUCTION

Cities of the United States (CUS) provides a one-stop source for all the vital information you need on 189 of America's top cities—those fastest-growing, as well as those with a particular historical, political, industrial, and/or commercial significance. Spanning the entire country, from Anaheim to Virginia Beach, each geographically-arranged volume of *CUS* brings together a wide range of comprehensive data. The volumes include: *The South; The West; The Midwest;* and *The Northeast.*

Within each volume, the city-specific profiles organize pertinent facts, data, and figures related to demographic, economic, cultural, geographic, social, and recreational conditions. Assembling a myriad of sources, *CUS* offers researchers, travelers, students, and media professionals a convenient resource for discovering each city's past, present, and future.

For this completely updated fifth edition, eleven new cities have been added, providing even greater access to the country's growing urban centers. The new city profiles include:

- Akron, OH
- Aurora, IL
- Casper, WY
- El Paso, TX
- Fort Smith, AR
- Henderson, NV
- Huntington, WV
- Mesa, AZ
- Nampa, ID
- Overland Park, KS
- Warwick, RI

Key Features Unlock Vital Information

Cities of the United States offers a range of key features, allowing easy access to targeted information. Features include:

- Section headings—Comprehensive categories, which include **History, Geography and Climate, Population Profile, Municipal Government, Economy, Education, Research, Health Care, Recreation, Convention Facilities, Transportation,** and **Communications** (including city web sites), make it easy for you to locate answers to your specific questions.

- Combined facts and analysis—Fact-packed charts and detailed descriptions bring you the statistics and the rest of the story.

- "In Brief" fact sheets—One-page "at a glance" overviews provide the essential facts for each state and each city profiled.

- Economic information—Detailed updates about such topics as incentive programs, development projects, and largest employers help you rate the business climate using criteria that matter to you.

- Directory information—Contact information at the end of many entry sections provides addresses, phone numbers, and email addresses for organizations, agencies, and institutions you may need to contact.

- Detailed maps—City landmarks, mileage scales, and regional insets allow you to locate many of the points of interest described in main city entries, as well as provide a greater perspective on the city in which you are interested.

- Selected bibliography listings—Historical accounts, biographical works, and other print resources suggest titles to read if you wish to learn more about a particular city.

- Web sites for vital city resources—Access points to URLs for information-rich sources, such as city government, visitors and convention bureaus, economic development agencies, libraries, schools, and newspapers provide researchers an opportunity to explore cities in more detail.

- Enlightening illustrations—Numerous photographs highlight points of interest to you.

- Handy indexing—A referencing guide not only to main city entries, but also to the hundreds of people and place names that fall within those main entries, leading you directly to the information you seek.

Designed For a Variety of Users

Whether you are a researcher, traveler, or executive on the move, *CUS* serves your needs. This is the reference long sought by a variety of users:

- Business people, market researchers, and other decision-makers will find the current data that helps them stay informed.

- People vacationing, conventioneering, or relocating will consult this source for questions they have about what's new, unique, or significant about where they are going.

- Students, media professionals, and researchers will discover their background work already completed.

Hurricanes of 2005 and Their Impact on the United States

The powerful hurricanes of 2005—Hurricane Katrina on August 29 followed by Hurricane Rita on September 24—devastated the Gulf Coast region of the United States. From Alabama to the shores of Texas, these two hurricanes had profound impact—from the loss of lives to the loss of infrastructure (utilities, roads, commerce), industry, and manufacturing. Cities directly hit by these hurricanes, such as New Orleans, Louisiana and Biloxi, Mississippi, will undergo recovery efforts for years to come, and it is unknown at the time of publication of *Cities of the United States,* 5th edition just how long and how far-reaching that recovery will be.

It is also important to note that not only are the cities hit directly by these hurricanes affected; cities that have offered refuge to evacuees and contributed greatly to the relief efforts will continue to be affected as they work to aid the recovery efforts, putting their own development initiatives on hold. Cities such as Mobile, Alabama; Baton Rouge, Louisiana; and Jackson, Mississippi will also continue to experience the effects of these unprecedented natural disasters.

The essays profiled herein for the states of Alabama, Louisiana, Mississippi, and Texas were updated prior to August 2005 and reflect information that was then current.

Definitions of Key Statistical Resources

Following are explanations of key resources used for statistical data:

ACCRA (The Council for Community Economic Research; formerly the American Chamber of Commerce Researchers Association): The Cost of Living Index, produced quarterly, provides a useful and reasonably accurate measure of living cost differences among urban areas. Items on which the Index is based have been carefully chosen to reflect the different categories of consumer expenditures, such as groceries, housing, utilities, transportation, health care, and miscellaneous goods and services; taxes are excluded. Weights assigned to relative costs are based on government survey data on expenditure patterns for midmanagement households (typically the average professional worker's home, new construction with 2,400 square feet of living space). All items are priced in each place at a specified time and according to standardized specifications. Information regarding ACCRA and the Cost of Living Index can be found at www.accra.org. Please note that the ACCRA Cost of Living Index and ACCRA housing price information are reprinted by permission of ACCRA.

Metropolitan Statistical Area (MSA): The U.S. Office of Management and Budget (OMB) provides that each Metropolitan Statistical Area must include (a) at least one city with 50,000 or more inhabitants, or (b) a U.S. Census Bureau-defined urbanized area (of at least 50,000 inhabitants) and a total metropolitan population of at least 100,000 (75,000 in New England). The term was adopted in 1983. The term "metropolitan area" (MA) became effective in 1990. During the 2000 Census, the MSA standards were revised, establishing Core Based Statistical Areas (CBSAs). CBSAs may be either Metropolitan Statistical Areas or Micropolitan Statistical Areas. It is important to note that standards, and therefore content of 1990 Census MSAs, are not identical to 2000 Census MSA standards. Additional information regarding MSAs can be found at http://census.state.nc.us/glossary/msa.html.

FBI Crime Index Total: The total number of index offenses reported to the FBI during the year through its Uniform Crime Reporting Program. The FBI receives monthly and annual reports from law enforcement agencies throughout the country. City police, sheriffs, and state police file reports on the number of index offenses that become known to them. The FBI Crime Index offenses are: murder and non-negligent manslaughter; forcible rape; robbery; aggravated assault; burglary; larceny; motor vehicle theft; and arson.

Estimates of population: Between decennial censuses, the U.S. Bureau of the Census publishes estimates of the population using the decennial census data as benchmarks and data available from various agencies, both state and federal, including births and deaths, and school statistics, among other data.

Method of Compilation

The editors of *Cities of the United States* consulted numerous sources to secure the kinds of data most valuable to you. Each entry gathers together economic information culled in part from the U.S. Department of Labor/Bureau of Labor Statistics and state departments of labor and commerce, population figures derived from the U.S. Department of Commerce/Bureau of the Census and from city and state agencies, educational and municipal government data supplied by local authorities and historical narrative based on a variety of accounts. Along with material supplied by chambers of commerce, convention and visitors bureaus, and other local sources, background information was drawn from periodicals and books chosen for their timeliness and accuracy. Through print resources, web sites, email contact, and/or phone calls with agency representatives, the information reflects current conditions.

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Comments and Suggestions Welcome

If you have questions, concerns, or comments about *Cities of the United States*, please contact the Project Editors:

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CITIES OF THE UNITED STATES

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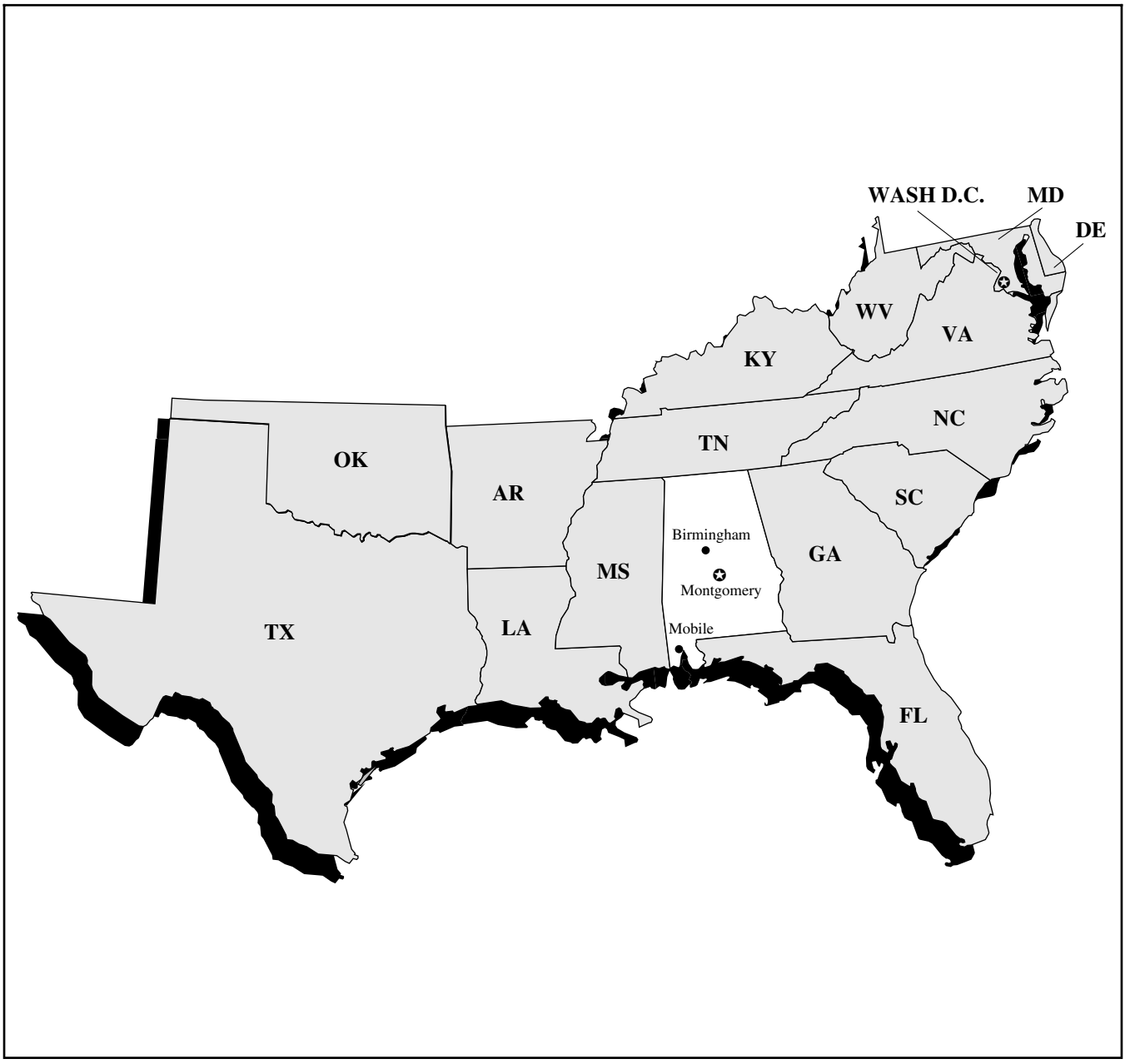


The State in Brief

Nickname: Heart of Dixie; Camellia State
Motto: We dare defend our rights

Flower: Camellia
Bird: Yellowhammer

Area: 50,744 square miles (2000; U.S. rank: 30th)
Elevation: Ranges from sea level to 2,407 feet
Climate: Subtropical and humid; summers are long and hot, winters mild, rainfall abundant

Admitted to Union: December 14, 1819
Capital: Montgomery
Head Official: Governor Bob Riley (R) (until 2006)

Population
- **1980:** 3,894,000
- **1990:** 4,040,587
- **2000:** 4,447,100
- **2003 estimate:** 4,500,752
- **Percent change, 1990–2000:** 10.1%
- **Percent change, 2000–2003:** 1.2%
- **U.S. rank in 2003:** 23rd
- **Percent of residents born in state:** 73.4% (2000)
- **Density:** 87.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 200,331

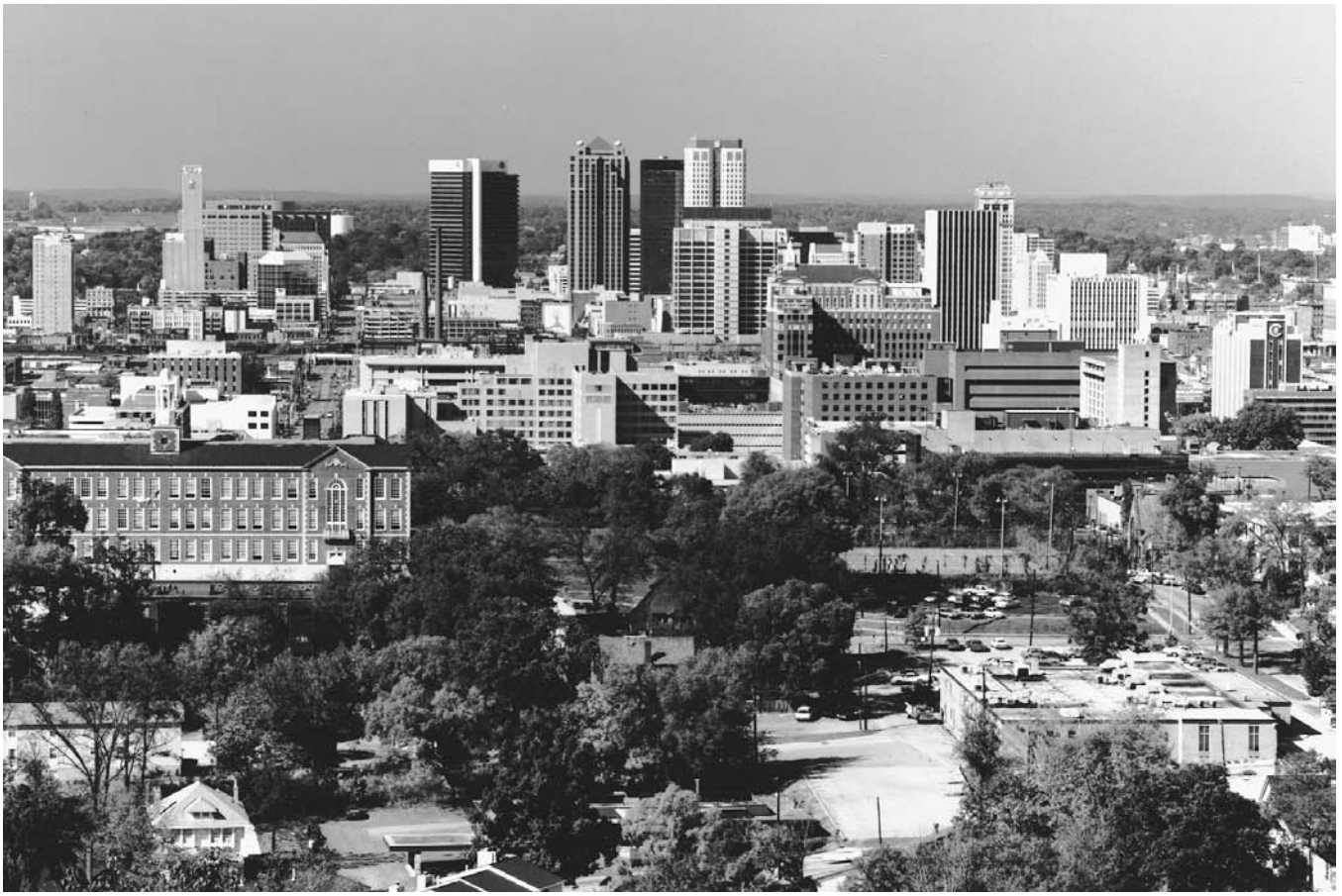
Racial and Ethnic Characteristics (2000)
- **White:** 3,162,808
- **Black or African American:** 1,155,930
- **American Indian and Alaska Native:** 22,430
- **Asian:** 31,346
- **Native Hawaiian and Pacific Islander:** 1,409
- **Hispanic or Latino (may be of any race):** 75,830
- **Other:** 28,998

Age Characteristics (2000)
- **Population under 5 years old:** 295,992
- **Population 5 to 19 years old:** 960,177
- **Percent of population 65 years and over:** 13.0%
- **Median age:** 35.8 years (2000)

Vital Statistics
- **Total number of births (2003):** 59,356
- **Total number of deaths (2003):** 46,598 (infant deaths, 519)
- **AIDS cases reported through 2003:** 7,607

Economy
- **Major industries:** Paper products, agriculture, chemicals, textiles, lumber, wood, metals, electronics, automobiles, food processing
- **Unemployment rate:** 5.2% (November 2004)
- **Per capita income:** $26,276 (2003; U.S. rank: 42nd)
- **Median household income:** $37,419 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 15.1% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.0 to 5.0%
- **Sales tax rate:** 4.0%

Birmingham



The City in Brief

Founded: 1871 (chartered 1864)

Head Official: Mayor Bernard Kincaid (since 2000)

City Population
1980: 284,413
1990: 265,347
2000: 242,820
2003 estimate: 236,620
Percent change, 1990–2000: –8.7%
U.S. rank in 1980: 50th
U.S. rank in 1990: 60th (State rank: 1st)
U.S. rank in 2000: 82nd (State rank: 1st)

Metropolitan Area Population
1980: 815,000
1990: 839,945
2000: 921,106
Percent change, 1990–2000: 9.6%
U.S. rank in 1980: 42nd
U.S. rank in 1990: Not reported
U.S. rank in 2000: 54th

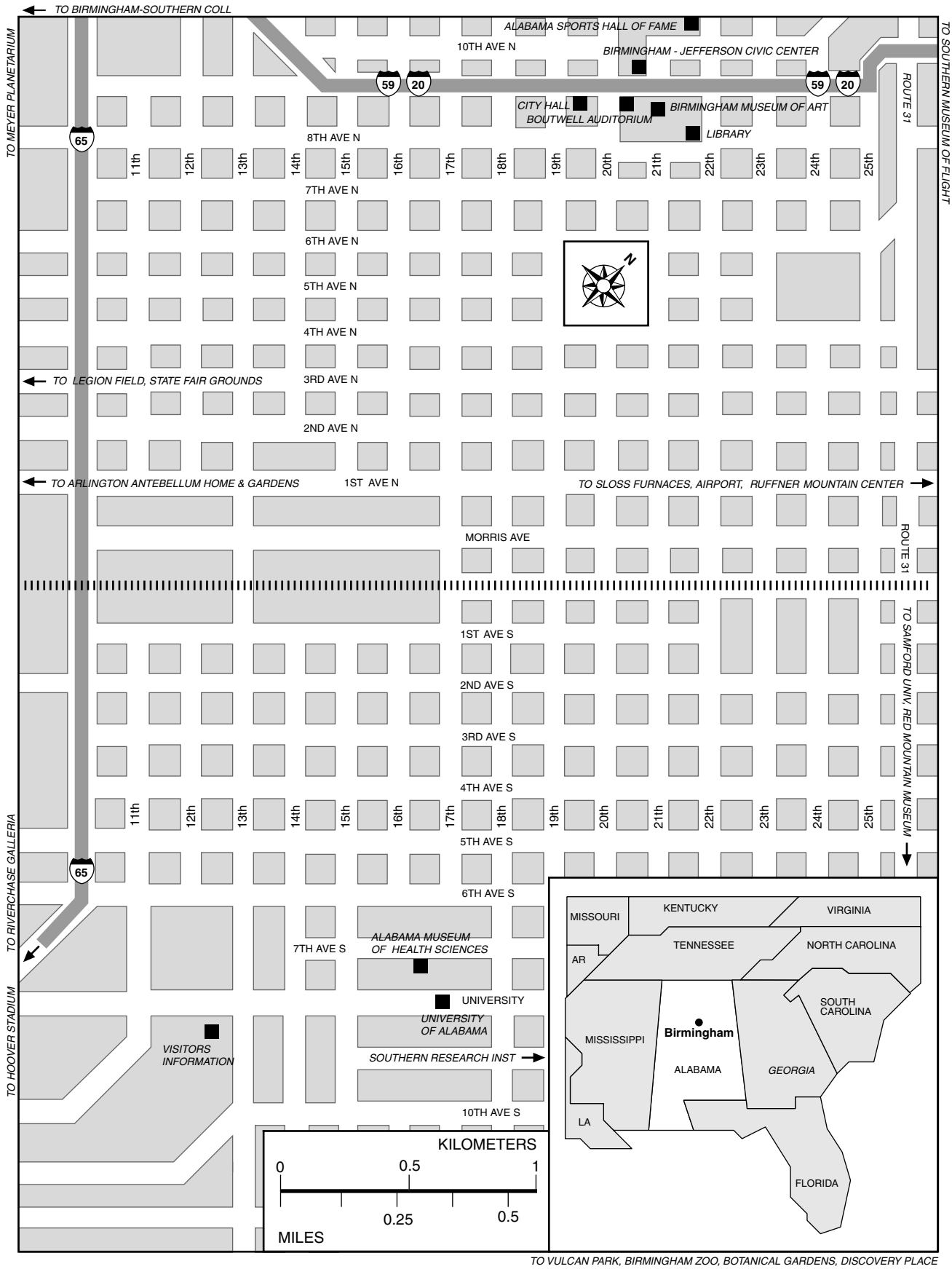
Area: 151.95 square miles (2000)
Elevation: Average 620 feet above sea level
Average Annual Temperature: 62.5° F
Average Annual Precipitation: 52.16 inches of rain; 2.1 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government
Unemployment rate: 4.3% (November 2004)
Per Capita Income: $15,663 (2000)

2002 FBI Crime Index Total: 21,265

Major Colleges and Universities: University of Alabama at Birmingham; Samford University; Birmingham-Southern College; Miles College

Daily Newspaper: *Birmingham Post-Herald; Birmingham News*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TO MEYER PLANETARIUM
ALABAMA SPORTS HALL OF FAME
10TH AVE N
BIRMINGHAM - JEFFERSON CIVIC CENTER
TO SOUTHERN MUSEUM OF FLIGHT
ROUTE 31
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CITY HALL
BOUTWELL AUDITORIUM
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TO SLOSS FURNACES, AIRPORT, RUFFNER MOUNTAIN CENTER
MORRIS AVE
ROUTE 31
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TO SAMFORD UNIV, RED MOUNTAIN MUSEUM
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SOUTH CAROLINA
MISSISSIPPI
Birmingham
ALABAMA
GEORGIA
LA
FLORIDA
TO VULCAN PARK, BIRMINGHAM ZOO, BOTANICAL GARDENS, DISCOVERY PLACE

Introduction

Modern Birmingham calls itself the ''Magic City,'' but this young city, which was founded after the Civil War, has seen its days of adversity. Early in its history it suffered from epidemics, crime, and violence. It failed badly in two depressions and saw, in its darkest days, violent racial confrontations. After years of hard work on race relations, Birmingham gradually moved to such a state of racial equality that it was designated an ''All America City'' for its progress. The Birmingham Civil Rights Institute, located near the downtown statue of Dr. Martin Luther King, Jr., works to educate about the community and beyond in lessons on race relations. In other ways, Birmingham has done much to distance itself from the past and move forward. One of Birmingham's darkest chapters came to a close in 2002 when jurors delivered a guilty verdict in the case of the 1963 church bombing that killed four African American girls. Once dubbed the ''Pittsburgh of the South,'' the city now employs the majority of its workers in service jobs. The arts continue to flourish, the city's medical research and treatment facilities are world class, and Birmingham is the second largest financial and banking area in the Southeast. Residents attend plays, concerts, and sports events in one of the finest facilities in the country, and they shop, eat, and relax in one of the Southeast's largest enclosed malls, the sparkling Riverchase Galleria. At the heart of the new Birmingham stands the city's symbol, a statue of Vulcan, Roman god of fire and the forge. To many, Birmingham seems to have been magically forged anew.

Geography and Climate

Located 300 miles north of the Gulf of Mexico in north central Alabama, Birmingham lies in the Jones Valley between a ridge of hills running from northeast to southwest and the Red Mountain Range, which runs in roughly the same direction. A hilly city, Birmingham stretches for about 15 miles along the valley. The hills northeast and north of the city are the foothills of the Appalachian Mountains. During the winter, Birmingham experiences rather low minimum temperatures. Occasional very low temperatures prevent the growth of some vegetation that might usually be expected in a subtropical climate. Snow accumulation, however, is seldom heavy enough to cause problems. In summer, days are very warm; from April through October the daily highs are usually above 75° F, with lows seldom falling below 50° F. Most of the summer precipitation comes in the form of thunderstorms, especially in the month of July.

Area: 151.95 square miles (2000)

Elevation: Averages 620 feet above sea level

Average Temperatures: January, 42.0° F; July, 80.0° F; annual average, 62.5° F

Average Annual Precipitation: 52.16 inches of rain; 2.1 inches of snow

History

Steel-Making Potential Spurs Growth

The Cherokee, Choctaw, and Chickasaw tribes hunted in the Jones Valley long before the first white man set foot there. The natives found a valley teeming with game and strikingly marked with giant outcroppings of red rock. John Jones and a group of pioneers came to the area in 1815 and established the village of Jonesboro, and in 1819 Jefferson County was formed. Over the next few decades the population of the area gradually increased, and the abundant red rock was found to be high-grade iron ore. By the time of the Civil War, two ore-reducing furnaces were operating for the Confederacy. They were destroyed by Wilson's Raiders in 1865, and development of the valley was virtually halted until 1871, when the Elyton Land Company, realizing the tremendous potential of the valley rich in not only iron ore, but also coal and limestone—the essential ingredients in steel making—founded and incorporated a city to be built at the junction of two major railroads. Thus Birmingham, named for the steel-producing city in England, came into being.

With the expansion of the railroads, what had once been farms and woods became a boomtown, its population growing from 1,200 people in 1871 to 4,000 people in 1873. By 1875, however, after a cholera epidemic and other setbacks, the city's population had dropped back to 1,200 people. Birmingham expanded again in 1880 when the Pratt mining operation began making coke. Two coke furnaces went into blast that year, and by 1885, the population was 25,000 people. Birmingham was growing, and it was beginning to experience some big-city problems, such as crime and disease (particularly typhoid, dysentery, and tuberculosis). The 1890s marked the founding of Birmingham-Southern College, the Mercy Home, and St. Vincent's Hospital, but it was also a decade torn by violence stemming from dangerous mine and foundry conditions and conflicts between union organizers and mine owners.

After January 1, 1900, when the first commercial shipment of steel was made, rolling mills and other factories producing finished steel products began operating in Birmingham. Labor troubles continued in the new century, and the city was plagued with corrupt government officials, vice, and gam-

bling. But Birmingham was growing in positive ways as well. A new model town of Corey, planned by U.S. Steel, was developed by private business, and eight suburbs were incorporated into the city, doubling its population. In October 1921, the city celebrated its fiftieth birthday with four days of festivities, including a visit by U.S. President Warren G. Harding and his wife. On a crest of prosperity that followed World War I, new apartment buildings, hotels, business facilities, and homes went up in Birmingham. During the 1920s, however, the secret white-supremacist organization, the Ku Klux Klan, gained considerable influence in the city; harassment, floggings, and unexplained violence against African Americans were unofficially tolerated by local authorities. As a one-industry town, Birmingham was devastated when the Great Depression of the 1930s reduced demand for iron and steel products; it was quickly deemed ''the hardest hit city in the nation'' by President Hoover's administration.

Birmingham was slow to recover from the Depression, although the federal government poured more than $350 million into the area in an attempt to stimulate the economy. The Works Progress Administration (WPA) tended to Birmingham's streets and parks, and among its projects was the restoration of the city's statue of Vulcan, the Roman god of the forge. The statue was removed from the fairgrounds and placed atop a pedestal on Red Mountain, where it still stands today. Gradually the city began to recover, and by the time World War II was declared in Europe, Birmingham's manufacturing plants were busy preparing for an all-out war effort.

City Meets Post-War Challenges

Following World War II, the economy of Birmingham continued to flourish, and to help fill the need for economic diversification, two important institutions were brought to the city: the Medical School of the University of Alabama at Birmingham and the Alabama Research Institute, now called the Southern Research Institute and known worldwide for its research in industrial and medical fields. A development committee attracted more than one hundred new industries to the Birmingham area in the decade following World War II. In spite of such diversification, however, Birmingham was still hard hit by the recession in 1957, and by 1960 the city was again struggling with unemployment. Along with economic woes, Birmingham was embroiled in civil rights conflicts in the 1950s and 1960s as it sought to avoid forced integration of public transport and facilities. In 1963 civil rights advocate Martin Luther King, Jr. began leading peaceful demonstrations in Birmingham. African American children joining in the protests were arrested by the thousands, and photographs from Birmingham of demonstrators being hosed down by police and attacked by police dogs were published worldwide. State police were eventually called in to help restore order. Tensions over the proposed full-scale integration of city classrooms erupted in more violence when a bomb exploded in the basement of a church, killing four young girls who were changing into their choir robes. Birmingham and the nation were shocked by the event, which convinced the city of the need for change and signaled the end of racial violence.

In the 1970s Birmingham was once again booming, as residential areas spread south and east, millions of feet of warehouse space were constructed, new shopping malls sprang up, and the downtown area was revitalized. The 1979 election of an African American educator as mayor ushered in a new era of racial harmony.

Today's Birmingham, with nearly one million residents in the metropolitan area, is the largest city in Alabama. It has become a worldwide center for health care and boasts a large regional presence in finance, education, research, engineering, transportation and distribution. The early part of the new century saw the city as a booming technological center, with a growing number of people employed in technology jobs. Its symphony, ballet, orchestra, and outstanding schools make it a leader in the arts. And, above all, Birmingham's residents have made integration work—in employment, education, recreation, and health care.

Historical Information: Birmingham Historical Society, One Sloss Quarters, Birmingham, AL 35222; telephone (205)251-1880

Population Profile

Metropolitan Area Residents

1980: 815,000
1990: 839,945
2000: 921,106
Percent change, 1990–2000: 9.6%
U.S. rank in 1980: 42nd
U.S. rank in 1990: Not reported
U.S. rank in 2000: 54th

City Residents

1980: 284,413
1990: 265,347
2000: 242,820
2003 estimate: 236,620
Percent change, 1990–2000: -8.7%
U.S. rank in 1980: 50th
U.S. rank in 1990: 60th (State rank: 1st)
U.S. rank in 2000: 82nd

Density: 1,619.7 people per square mile (in 2000, based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 58,457
Black: 178,372
American Indian and Alaska Native: 422
Asian: 1,942
Native Hawaiian and Pacific Islander: 87
Hispanic or Latino (may be of any race): 3,764
Other: 1,513

Percent of residents born in state: 82.7% (2000)

Age characteristics (2000)
Population under 5 years old: 16,564
Population 5 to 9 years old: 17,349
Population 10 to 14 years old: 16,967
Population 15 to 19 years old: 17,325
Population 20 to 24 years old: 19,511
Population 25 to 34 years old: 36,196
Population 35 to 44 years old: 36,628
Population 45 to 54 years old: 31,407
Population 55 to 59 years old: 9,675
Population 60 to 64 years old: 8,516
Population 65 to 74 years old: 16,388
Population 75 to 84 years old: 11,661
Population 85 years and older: 4,633
Median age: 34.3 years

Births (2001)
Total number: 4,122

Deaths (2001)
Total number: 3,060 (of which, 68 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,663
Median household income: $26,735
Total households: 98,748

Number of households with income of . . .
less than $10,000: 19,813
$10,000 to $14,999: 9,591
$15,000 to $24,999: 17,047
$25,000 to $34,999: 14,679
$35,000 to $49,999: 15,339
$50,000 to $74,999: 13,022
$75,000 to $99,999: 4,796
$100,000 to $149,999: 2,831
$150,000 to $199,999: 637
$200,000 or more: 993

Percent of families below poverty level: 20.9% (52.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 21,265

Municipal Government

Birmingham operates under a mayor-council form of government. The mayor is elected at large every four years; the nine council members are also elected at large, but on a staggered basis in odd-numbered years. Birmingham was one of the nation's first cities to participate in an innovative program whereby citizens serve on boards, make economic decisions, and undertake various neighborhood projects. The Birmingham City Council is divided into nine committees, with three Council Members on each committee. Committee chairpersons are assigned by the president of the council. Each committee is responsible for hearing items that fall under its jurisdiction and then making recommendations to the council as a whole.

Head Official: Mayor Bernard Kincaid (D) (since 1999; current term expires 2006)

Total Number of City Employees: 4,992 (2005)

City Information: City Hall, 710 N. 20th St., Birmingham, AL 35203; telephone (205)254-2000

Economy

Major Industries and Commercial Activity

For many years Birmingham was a one-industry town, dependent on the iron and steel industry. Today, though, Birmingham's economy relies more heavily on the medical industry as well as trade, finance, research and government. The major industrial investments in Birmingham have been in automotive components manufacturing and distribution, machinery, and the metals industries. At the base of the expanding telecommunications industry is one of two regional corporate headquarters of BellSouth Telephone Company. Birmingham is headquarters for the engineering and technical services of several power companies, including Alabama Power Company, ENERGEN Corporation, and SONAT. Metro Birmingham is a leading retail and wholesale trade center for Alabama and parts of Florida, Georgia, Tennessee, and Mississippi. According to the Alabama Department of Industrial Relations, projections for the fastest-growing occupations in Birmingham through 2012 include jobs in medical services. A mecca for health care and medical research, Birmingham boasts the University of Alabama Medical Center, known throughout the world for its research on the treatment of cardiovascular disease, diabetes, cancer, AIDS, and arthritis. Birmingham's Southern Research Institute, the largest nonprofit independent

research laboratory in the southeast, has gained national prominence.

With a plethora of Birmingham businesses working in international trade and warehousing and with the city's nearby waterways, Birmingham is a major distribution center. The city's proximity to the Warrior-Tombigbee River System, which connects to the Tennessee-Tombigbee Waterway, enables Birmingham to be a major shipper of general commodities. Birmingham has also experienced significant growth as a transportation hub because of its central southeast location, and the fact that it is served by eight airlines, five air cargo services, approximately 100 truck lines, four railroads, and more than ten barge lines. Multimillion-dollar runway and cargo facility expansions at Birmingham International Airport took place in 2004 as part of the city's efforts to encourage further growth in the transportation and distribution industries.

Items and goods produced: cast iron pipe, transportation equipment (automotive, rail, and aircraft equipment), fabricated metal products, electronics, plastic products, office furniture, containers, paper products, and fire extinguishers

Incentive Programs—New and Existing Companies

The City of Birmingham Office of Economic Development (OED) provides a wide variety of federal, state and locally-sponsored programs and activities, including financial assistance, employment and training, business assistance and retention programs, and site specific targeted economic development initiatives.

Local programs—The Birmingham Business Resource Center (BBRC) is a one-stop center for small business finance and related technical assistance. BBRC is sponsored by the City of Birmingham and area banks. It brings together in one location a number of small business loan programs previously offered by the Office of Economic Development and area banks.

State programs—Alabama boasts a progressive state business environment as demonstrated by its comprehensive right-to-work laws, one-stop environmental permitting, and a positive state and local government attitude toward new and expanding business. Tax rates are competitive; for example, employers who provide or sponsor an approved basic skills education program qualify to receive a 20 percent credit on state corporate income tax liability. The Alabama Enterprise Zone Program helps attract new business to Alabama with tax breaks to those operating in the designated 10,000-acre industrial area. Information about these incentives is available through the Alabama Development Office.

Job training programs—In April 2001 Jefferson State Community College unveiled its new manufacturing center, where students learn vocational skills including industrial maintenance, automation, computer aided drafting and drawing, machining and telecommunications. The manufacturing program's goal is to train workers who can be productive as soon as they are hired. Rather than instruct students by theory, the school asked area manufacturers to detail their needs. Top business executives in Alabama applaud the state's Industrial Development Training Program, which does everything from advertising, to processing job applications, to training and delivering employees.

Development Projects

After considerable renovations in 2000, the upgraded Birmingham-Jefferson Civic Center opened as the newly named Birmingham-Jefferson Convention Complex. The upgraded complex hosts a variety of events in its many venues, which include the ample exhibition hall and meeting rooms, a 19,000 seat sports and performance arena, a theater and an adjoining hotel. Developers and city agencies are looking toward major revitalization efforts in downtown Birmingham. The city's skyline changed when work was completed in 2002 on the $27 million, 11-story Concord Center office building, the first new multi-tenant office building downtown in 11 years. Operation New Birmingham (ONB), a non-profit organization, is supported by the City of Birmingham and by contributions from businesses, individuals and Jefferson county, works with developers to revitalize the downtown business district. Among ONB's projects are renovations, completed in 2004, of several downtown buildings into retail and loft space. In 2005, plans include a $34 million new construction that will house the Birmingham District of the Federal Bureau of Investigations. The Park Place/Metropolitan Gardens Redevelopment will replace a deteriorating low-income housing project with 663 mixed-housing units in a six-block community. The city's largest planned downtown residential project, the Railroad Reservation Lofts, is a $22 million, nine-story structure that is slated for completion in 2007. The planned project will offer commercial space, apartments and condominiums.

In private developments, so many auto-related companies have located in greater Birmingham that residents call the area ''little Detroit.'' A half hour southwest of Birmingham, in the tiny town of Vance in Tuscaloosa County, a new road called Mercedes Drive leads to the first Mercedes-Benz (a division of Daimler-Chrysler) auto plant ever built in North America. The Mercedes-Benz Vance plant, built in 1993, is also the first Mercedes-Benz passenger-car assembly plant outside Germany. Alabama offered $80 million in incentives to entice Mercedes-Benz to set up shop in the state; by 2000 Mercedes had invested $380 million in Alabama. In 2001 Mercedes-Benz began construction on a $600 million expansion that is estimated to double production, with an expected completion date of 2005. State investments in auto

production have led several auto service production plants to open shop in other areas of the state, namely Hyundai in Montgomery and Honda in Lincoln.

In other private developments, one of downtown Birmingham's largest and most conspicuous vacant building received a $30 million face-lift from Bayer Properties, which finished conversion in 2003 of the eight-story 1908 Pizitz department store building to Class A office space with a ground-floor retail component. In 2002, American Cast Iron Pipe Co. (ACIPCO) prepared for stricter pollution regulations with an $80 million expansion at its North Birmingham plant. The company added 61,000 square feet of space to add a state-of-the-art, electrically-fired furnace.

There is also plenty of activity going on at the University of Alabama at Birmingham (UAB). In 1998, Alabama health officials endorsed a 5-year, $578 million expansion of UAB's University Hospital complex. In late 2004, the new 885,000 square foot, 11-story hospital opened with 37 operating suites, 4 intensive care units, 96 private patient rooms and an emergency unit the size of a football field. In April 2002, UAB broke ground on a new 300,000-square-foot, 12-story Shelby Interdisciplinary Biomedical Research Building, which will house four distinct research programs. Due to be completed in 2005, the new facility is expected to generate $100 million in annual grants and employ 1,400 people. Oxmoor Valley research park was created by a partnership of UAB and the city of Birmingham, and houses the university's Office for the Advancement of Developing Industries Technology Center (OADI). Since UAB became an autonomous campus, it has spent about $800 million on new construction and has built about 100 buildings in an 82-block area.

Economic Development Information: City of Birmingham Office of Economic Development, 710 20th Street North, Birmingham, AL 35203; telephone (205)254-2799; fax (205)254-7741; email cmsmith@earthlink.net. BBRC, 110 12th Street North, Birmingham, AL 35203; telephone (205)250-6380; fax (205)250-6384; email info@bbrc.biz. Alabama Development Office, Neal Wade, Director, 401 Adams Avenue, Suite 670, Montgomery, AL 36130-4106; telephone (800)248-0033; email idinfo@www.ado.state.al.us. Alabama Department Of Industrial Relations, Phyllis Kennedy, Director, 649 Monroe Street, Montgomery, AL 36131; telephone (334)242-8859; fax (334)242-2543; email LMI@dir.state.al.us. Operation New Birmingham, 505 20th Street North, Suite 150, Birmingham, AL, 35203; telephone (205)324-8797; fax (205)324-8799.

Commercial Shipping

Born at the junction of two railroads, and always an important transportation center, Birmingham today is served by an outstanding network of highways, extensive rail track, air-cargo facilities, and nearby navigable waterways. The CSX and Burlington Northern Santa Fe railroad systems haul freight to and from the metropolitan area, where a multimodal system is located. More than 100 truck lines, many with nationwide service, and five air-cargo firms move goods and products for Birmingham companies. Birmingham's Airport Industrial Park is designated as a Foreign Trade Zone, a major asset in attracting additional business to the area. General commodities are transported economically on barges along the nearby Warrior-Tombigbee River System and the Tennessee-Tombigbee Waterway to other inland cities and through the Port of Mobile to foreign countries.

Labor Force and Employment Outlook

Birmingham's transformed economy is now less dependent on cyclical manufacturing and mining sectors and more on health and financial services. Birmingham is the state's center for advanced technology and there are more engineers per capita living in the local area than in any other southeastern city.

Birmingham, like other Alabama cities, enjoys a good reputation in Asia. Local analysts predict that the region will continue to be a magnet for overseas capital.

The following is a summary of data regarding the Birmingham metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 474,500

Number of workers employed in . . .
construction and mining: 32,300
manufacturing: 40,400
trade, transportation and utilities: 102,200
information: 13,700
financial activities: 39,100
professional and business services: 59,700
educational and health services: 54,400
leisure and hospitality: 37,200
other services: 23,100
government: 72,000

Average hourly earnings of production workers employed in manufacturing: $14.56

Unemployment rate: 4.6% (October 2004)

Largest county employers	*Number of employees*
University of Alabama at Birmingham	16,271
U.S. Government	9,690
BellSouth	7,500
State of Alabama	6,784
Baptist Health Systems	6,000
Bruno's Incorporated	5,374
Jefferson County Board of Education	5,000
Birmingham Public Schools	4,555

Largest county employers	*Number of employees*
City of Birmingham	4,500
Walmart	4,320
Jefferson County Government	4,191

Cost of Living

Birmingham's cost of living, as well as its housing prices, are slightly below the national average.

The following is a summary of data regarding several key cost of living factors for the Birmingham area.

2004 (3rd Quarter) ACCRA Cost of Living Index: not reported (U.S. average = 100.0)

2004 (3rd Quarter) ACCRA Average House Price: not reported

State income tax rate: Ranges from 2.0% to 5.0%

State sales tax rate: 4.0%

Local income tax rate: 1.00% (occupational)

Local sales tax rate: 6.0 to 9.0%

Property tax rate: $18.70 per $1,000 assessed value (2004)

Economic Information: Metropolitan Development Board, 2027 First Avenue North, Suite 1300, Birmingham, AL 35203; telephone (205)328-3047; fax (205)328-3073. Office of Economic Development, City of Birmingham, 710 North 20th Street, Birmingham, AL 35203; telephone (205)254-2799. State of Alabama, Department of Industrial Relations, 649 Monroe Street, Montgomery, AL 36131

Education and Research

Elementary and Secondary Schools

The Birmingham public schools offer the Education Program for the Individual Child (EPIC schools) with a population of 50 percent typical children and 50 percent children with developmental challenges; or 50 percent African American students and 50 percent white students; or 50 percent girls and 50 percent boys. EPIC schools aim to foster the individual student's sense of self-worth by helping students to communicate and understand one another. Seventeen public school systems serve the five-county Birmingham area. Fourteen of the seventeen systems rank above the national average on Scholastic Aptitude Test scores. Birmingham is the home of the Alabama School of Fine Arts, one of only a few such schools in the country to offer intensive study in both academic areas and the arts for grades seven through twelve. Mikhail Baryshnikov ranks the ballet school as one of the top three in the country.

The following is a summary of data regarding the Birmingham public schools as of the 2002–2003 school year.

Total enrollment: 36,133

Number of facilities
elementary schools: 52
junior high/middle schools: 18
senior high schools: 12
other: 10

Student/teacher ratio: 15.6:1 (2005)

Teacher salaries (2004-05)
minimum: $30,387
maximum: $67,496

Funding per pupil: $8,778

Colleges and Universities

Eleven major institutions of higher learning are located in metropolitan Birmingham. They offer undergraduate and graduate degrees in such fields as engineering, business, education, medicine, nursing, pharmacy, religion, law, music, and liberal arts. The largest is the University of Alabama at Birmingham (UAB), with 16,000 students. UAB is ranked as one of the finest medical centers in the world. According to *The New York Times,* UAB plays a major role in the life of the city. It provides assistance to ninety public schools and research information to numerous developing local businesses. Other Birmingham schools include Samford University, a private institution affiliated with the Baptist State Convention; Birmingham-Southern College, a four-year liberal arts school affiliated with the Methodist Church; Miles College; Bessemer State Technical College; Jefferson State Community College; University of Montevallo; Virginia College at Birmingham; Herzing College; Lawson State Community College; and ITT Technical Institute.

Libraries and Research Centers

In addition to 21 Birmingham Public Library locations, the Jefferson County Library System has 19 municipal libraries. The system numbers more than 1.5 million items in its collection and circulates almost 4 million items per year, including books, magazines, and recordings. More than 20 other libraries serve Birmingham; some of them are affiliated with educational institutions, while others are associated with religious groups or research centers. Their collections focus on such areas of interest as botany and horticulture, art, law, religion, regional history, engineering, genealogy, energy, science, medicine, and business.

Martin Luther King, Jr., is honored in a Birmingham sculpture. The city was a center for the civil rights movement during the 1960s.

In keeping with its status as a medical center for the southeast, Birmingham is home to a large number of health care research centers, most of which are supported by the University of Alabama at Birmingham (UAB). UAB, with its affiliate Southern Research Institute, receives more than $460 million in grant and contract money. Major projects center on aging, heart disease, human genetics, and immunological and other diseases. UAB is a designated center for AIDS research, and its Spinal Cord Injury Care System is one of the few in the nation. The Southern Research Institute is nationally recognized for its virus studies and cancer research and industrial research programs. Area research centers are active in other fields as well, including computers, education, labor, urban affairs, metallurgy, and electronics.

Public Library Information: Birmingham Public Library, 2100 Park Place, Birmingham, AL 35203; telephone (205)226-3610

Health Care

Internationally known as a medical center, Birmingham is a leader in the prevention and treatment of illness. The University of Alabama at Birmingham (UAB) is a leader in research and education. Its Comprehensive Cancer Center, one of 41 in the country and the only one in a five-state area, is ranked as expert.

Many of the 17 hospitals in the area offer specialized care while providing a total of more than 6,000 beds. Health care institutions other than those affiliated with the University of Alabama include hospitals operated by the Baptist and Methodist churches and others. UAB's specialty hospitals include the Spain Rehabilitation Center and the Callahan Eye Foundation Hospital. UAB's $125-million Kirklin outpatient superclinic houses 32 outpatient facilities and more than 60 physicians.

Recreation

Sightseeing

Visitors to Birmingham will enjoy the variety of parks throughout the city, including the 90-acre Highland Park with its modern sports complex and golf course; Roebuck Park, known for its beautiful golf course and wooded grounds; Avondale, with an amphitheater, duck pond, and formal rose garden; East Lake, with more than 50 acres of fresh water; and Magnolia, known for its flowing fountains. Birmingham's Vulcan Park features a towering statue of Vulcan, the Roman god of fire and the forge, the city's symbol. Said to be the largest iron figure ever cast, it rises 55 feet above its pedestal to reach a total of 179 feet. This monument, a tribute to the iron industry in Birmingham, is unique in that it honors an industry rather than a person or event. A glass enclosed elevator takes visitors to the statue's climate controlled observation deck for an aerial view of the city.

One of the largest zoos in the Southeast, the Birmingham Zoo exhibits mammals, birds, and reptiles in near-natural surroundings within a 100-acre compound. Rare species such as Siberian tigers, white rhinoceroses, gorillas, and polar bears join exhibits of specimens from nations around the globe. The Social Animals Building is the latest example of a leading-edge zoo concept that groups animals in exhibits according to lifestyle characteristics rather than species. In 2005, the zoo will celebrate its 50th year with the addition of a $15 million exhibit devoted to the urban, rural and wild animals and environment of Alabama. Across the street from the zoo are Birmingham's internationally known Botanical Gardens, which offer the visitor both indoor and outdoor plant displays of common and rare plants. Among its more than 67 acres of flowers and plants from all over the world are an authentic Japanese garden and a rose garden featuring more than two thousand blooming plants.

Birmingham's early history is preserved at the Arlington Antebellum Home and Gardens, a Greek Revival mansion built between 1845 and 1850, now restored to its original splendor and filled with period pieces. The home also hosts craft demonstrations and a variety of social functions.

At Ruffner Mountain Nature Center, a 1,000-acre nature preserve just five miles from the heart of the city center, 11 miles of hiking trails allow visitors to explore the nation's largest urban wilderness. The environmental education center offers a variety of changing exhibits and a gift shop. Free admission and free and fee-based programs are available for all ages. Thirty minutes south of the city, Oak Mountain State Park is Alabama's largest state park and offers 10,000 acres of mountains, forest land and lakes with space for camping, hiking biking, fishing and horseback riding.

Arts and Culture

Birmingham is fast becoming a leading center for the arts in the Southeast, providing superb facilities, emphasizing arts education, and showcasing numerous performances and exhibits. The pride of Birmingham is the Birmingham-Jefferson Convention Complex, which occupies a seven-square-block area in the heart of the city. Presenting more than 600 events a year, the complex hosts meetings, conventions, sporting events, ballets, operas, plays, concerts, shows, and lectures. The complex's concert hall, called one of the finest facilities in the world, seats 3,000 people in an

acoustically superior auditorium. Its theater seats more than 1,000 people and features a stage that can change from a proscenium opening to three other forms, depending on the performance. The theater plays host to the Alabama Symphony Orchestra, which showcases both classical and pops performances. For young people interested in drama, the Birmingham Children's Theatre, which performs at the theater, has gained a national reputation.

The non-profit Birmingham Music Cooperative is comprised of four member organizations and is dedicated to scheduling, fundraising, education, community outreach and marketing efforts on behalf of its members, who include: the Birmingham Art Music Alliance, which features new music by local composers, community members, students and professionals; the Birmingham Chamber Music Society, which performs in and around Birmingham; the Birmingham Music Club, which offers specialty performances by world-class performers and a strong outreach program; and Opera Birmingham, which stages full operas and recitals. The Birmingham Metropolitan Orchestra made its debut in 1996.

Birmingham is home to the Alabama Ballet, which performs on tour and in the city. The Alabama School of Fine Arts is famous for the quality of its young dancers. Southern Danceworks operates as Alabama's only modern dance company. The Birmingham Repertory Theatre, the Birmingham Festival Theatre, and the Terrific New Theatre (TNT) also stage dramatic offerings. The Alabama Jazz Hall of Fame has a permanent home downtown in the Art Deco Carver Theatre and jazz is also performed by the Birmingham Heritage Band. The Alabama Theatre, a restored 1920s movie palace with a classic Wurlitzer organ, features concerts, plays, and recitals.

The University of Alabama at Birmingham hosts many cultural events; the city expanded its offerings in 1997 when the $17 million Alys Robinson Stephens Performing Arts Center opened its doors. That facility is part of a complex that includes a recital hall, a ''black box'' theater for student productions, and the Sirote Theater, where performances of the Alabama Shakespeare Festival are scheduled.

Birmingham's museums and galleries reflect its history, as well as the diverse interests of its residents. Located in the expanded Convention Complex, The Alabama Sports Hall of Fame Museum displays a host of articles relating to the sports history of the state, including plaques, trophies, uniforms, recordings, and films. Memorabilia such as Coach Paul ''Bear'' Bryant's cap and Pat Sullivan's Heisman trophy are housed in the museum.

The Birmingham Museum of Art celebrated a 50-year anniversary in 2001 and holds a collection of 21,000 works of art. Said to be the largest municipally supported museum in the South, the Museum features paintings and sculptures from many cultures and periods, including Pre-Colombian, Indian, and African. It is also noted for its collections of Wedgwood ceramics, Remington bronzes, and Oriental Art. The BMA completed a $17 million renovation in 1992; additions included a sculpture garden, 7,000 more feet of gallery space, a 350-seat auditorium, and a restaurant.

The Birmingham Civil Rights Institute houses exhibits that depict historical events pertaining to race relations from post-World War I to the present. The institute promotes research and discussion through its education program services. It was constructed across from the Sixteenth Street Baptist Church, where it is the focal point of a Civil Rights District that includes the church, an African American commercial neighborhood, the Fourth Avenue Business District, the Alabama Jazz Hall of Fame, and Kelly Ingram Park, site of many 1960s civil rights marches.

Among Birmingham's other museums are the Alabama Museum of the Health Sciences, which contains items relating to the history of medicine; the Southern Museum of Flight, whose holdings include replicas of monoplanes and other items relating to the history of flight in Alabama; Meyer Planetarium, which gives programs on the stars and constellations; Bessemer Hall of History, which displays pioneer items, fossils, Civil War artifacts, and other unusual exhibits such as Adolph Hitler's typewriter; and the Sloss Furnaces National Historical Landmark, a combination museum and park where visitors can examine two blast furnaces and observe iron-making technology. The McWane Center in downtown Birmingham promotes scientific exploration for all ages. The 180,000 square foot Center features an IMAX Dome Theater, hands-on exhibits, educational programming and permanent and traveling exhibits.

Festivals and Holidays

Each April, the world-famous Birmingham International Festival, Birmingham's largest festival, salutes a different foreign country. During three days of activities devoted to film, dance, sculpture, music, fashion, food, and fun, more than 250,000 people attend events sponsored by civic organizations, schools, churches, museums, and ethnic groups. The International Festival runs in conjunction with the city's annual Magic City Art Connection, featuring more than 200 juried art exhibitors. Also in spring, the Birmingham International Educational Film Festival features outstanding educational films. June's City Stages Festival fills Linn Park with three days of performances by more than fifty top jazz, blues, rock and gospel musical acts. Birmingham Jam, held in the fall at Sloss Furnaces, brings jazz, blues, and gospel groups from around the country for three days of quality performances.

The young and growing Sidewalk Moving Picture Festival in September offers four days of independent film viewing

at venues in Birmingham's downtown theater district. At the Bluff Park Arts and Crafts Show each October, browsers can see and buy arts and crafts items and enjoy a barbecue. Fall is the season for the Alabama State Fair, held at the State Fairgrounds in Birmingham. Demonstrations, exhibitions, contests, and entertainment are presented along with items for display and for sale. Other major celebrations include the Greek Food Festival, Oktoberfest, the Juneteenth Culture Fest and the Lebanese Food and Cultural Festival.

Sports for the Spectator

Often called ''The Football Capital of the South,'' Birmingham enjoys a rich sports history. The legendary Paul ''Bear'' Bryant and Ralph ''Shug'' Jordan both coached football teams for many years at Birmingham's Legion Field Stadium, where the University of Alabama's Crimson Tide played its games to capacity crowds. In 2004, structural issues to Legion Fields upper deck seating forced the Tide to move most of their games to the Bryant-Denny Stadium. Legion Field hosts the Magic City Classic, the annual clash between Alabama State and Alabama A & M, and is home to the university's Division IA football team. Baseball fans go to Hoover Metropolitan Stadium from April to September to watch the Birmingham Barons, a Double A farm club of the Chicago White Sox. The Barons' former home and oldest American ballpark, Rickwood Field, is enjoying restoration and offers visitors a glimpse into history with tours and games. Greyhounds race at the Birmingham Race Course, a track set on a 330-acre wooded site. The grandstand can accommodate 20,000 spectators who may also enjoy the clubhouse and private facilities. The University of Alabama at Birmingham Blazers play at UAB Arena and the Birmingham-Jefferson Convention Complex. The Birmingham-Jefferson Convention Complex regularly hosts prestigious national basketball events and championships and is home to the Birmingham Steeldogs football team. Greystone Country Club hosts the Bruno's Memorial Classic Senior PGA tournament each May. It has become one of the most popular venues on the Senior Tour.

Sports for the Participant

The Birmingham Park and Recreation Board operates 127 public recreational facilities, which host 2 public golf courses, 16 swimming pools, more than 120 tennis courts, and 23 softball fields. Suburban communities also boast fine recreational opportunities. Marathoners can test their endurance in the annual Mercedes Marathon, or the city's 10K Vulcan Run. A massive theme park in nearby Bessemer called VisionLand includes water sports, rides, auto racing, and skeet shooting. The Barber Vintage Motorsports Park opened in 2003. The $54 million racing facility and museum houses the Porsche Driving Experience school and hosts a variety of motorcycle and auto racing events. Built into the landscape, the state-of-the-art racetrack has no grandstands, with seating built into the surrounding hillside and offering good viewing vantage points from most locations. The Museum showcases nearly 900 motorcycles and 45 cars, most from businessman George W. Barber Jr.'s own collection.

Birmingham is famous for its beautiful golf courses. Its Oxmoor Valley Golf Course is one stop on the Robert Trent Jones Golf Trail, the largest golf course construction project ever attempted with a total of 378 holes over 18 courses throughout the state. According to *Golf* magazine, the course is ''Alabama's equivalent of Disney World.''

Shopping and Dining

The most recent center to open is Colonial Promenade Tutwiler Farm shopping center, whose tenants will include Home Depot, SuperTarget, and Books-A-Million. The new Watermark Place Outlet Center features more than 30 outlet stores. The Summit, with just under 80 shops opened in November 1997 and includes stores never before seen in the state, including Williams-Sonoma. One of the most exciting shopping centers in the Southeast is the Riverchase Galleria, located at the interchange of I-459 and U.S. 31, thirteen miles south of downtown Birmingham and in the center of the Riverchase community. The mall boasts the luxurious Wynfrey Hotel, an office tower, a ten-foot statue of blue herons in flight, the largest skylight in the country, and more than 200 stores. Five Points South is an entertainment and shopping area on the south side that offers unique restaurants, bars and specialty shops; it is the scene of a variety of festivals. The sights, sounds, and scents of an old-fashioned farmer's market are available at two Birmingham locations, the Jefferson County Truck Growers Association and Pepper Place Market. The Jefferson County market is open daily, year-round. The Pepper Place Market in the Lakeview Design District operates on Saturdays and offers fresh vegetables and flowers, baked goods, local organic produce and cooking demonstrations by area chefs.

Magic City residents are proud of their tradition of sumptuous dining coupled with southern hospitality. More than 600 restaurants dot the Birmingham area, from fast-food outlets to establishments specializing in ethnic cuisine and those featuring traditional southern barbecue: meat cooked slowly over coals and basted with savory sauce.

Visitor Information: Greater Birmingham Convention and Visitors Bureau, 2200 Ninth Avenue North, Birmingham, AL 35203; telephone (205)458-8000. Visitor Information Centers are located on the lower level of the Birmingham International Airport, telephone (205)458-8002, and at 1201 University Boulevard, telephone (205)458-8001. For information on University of Alabama events, call 934-0553. For weather information, call (205)945-7000.

Convention Facilities

The Birmingham-Jefferson Convention Complex completed a $140 million expansion in 2000, creating even more versatile convention facilities. Located on seven square blocks in downtown Birmingham, the center is only ten minutes from the airport. Its facilities include the Exhibition Hall, covering 220,000 square feet and featuring 74 meeting rooms to accommodate up to 1,200 participants; the 3,000-seat Concert Hall, one of the most acoustically effective structures in the country; the 1,000-seat Theatre, with a moveable stage that can be adjusted to suit differing performance requirements; and the Arena, which seats 19,000 people, making it one of the largest such facilities in the southeast. Within the Complex, the ten-story Medical Forum building contains classrooms, meeting space, commercial office suites and an auditorium. The Complex also features retail operations including the Alabama Sports Hall of Fame, and adjoining 770-room Sheraton Birmingham hotel.

The newly renovated art deco Boutwell Municipal Auditorium offers a main arena seating capacity of 5,700 people and an exhibition hall capacity of 1,000. About 20 minutes from the airport, the Bessemer Civic Center has a main hall that seats 1,600 people and additional meeting rooms for up to 300 people. Arthur's Conference Center is an elegant new facility with 1,560 square feet of meeting/banquet space that can be broken down into three smaller rooms. With a total of more than 14,000 hotel and motel rooms in the metropolitan area, many of them having gone through renovations in the 1990s and in the early part of the new century, Birmingham is ready to accommodate large and small groups.

Convention Information: Greater Birmingham Convention and Visitors Bureau, 2200 North Avenue North, Birmingham, AL 35203; telephone (800)458-8085

Transportation

Approaching the City

Eight commercial airlines operating at Birmingham International Airport offer 154 daily flights to and from 25 nonstop destinations and 35 direct flight destinations. The airport is only ten minutes from downtown. It recently completed a $43 million runway expansion, and added 400,000 square feet to its air cargo facility space. Four interstate highways bring motorists into Birmingham: Interstates 20 or 59 from the northeast or southwest; Interstate 65 from north or south; and Interstate 459, which loops to the southeast of the city. U.S. Highway 280 enters from the southeast, U.S. 31 from the north, U.S. 78 from the northwest, and U.S. 11 from the southwest and northeast. Amtrak offers daily passenger service to Birmingham from Mobile, New Orleans, and New York. Greyhound serves Birmingham out of a downtown terminal.

Traveling in the City

A hilly city, Birmingham lies in a valley running from northeast to southwest. The roads are laid out in a grid pattern; those that run roughly east to west are designated as numbered avenues, while those that run north to south are designated as numbered streets. The Birmingham-Jefferson County Transit Authority provides public transportation within the city of Birmingham. Nicknamed MAX—for Metro Area Express—the bus system provides regular city bus service and, in the downtown area, trolley-like vehicles called DART that carry passengers from location to location throughout the central business district.

Communications

Newspapers and Magazines

Birmingham is one of the few American cities that still have separately-owned competing daily newspapers. Birmingham's major daily newspaper is the *Birmingham Post-Herald* (afternoons). The *Birmingham News* publishes an afternoon edition and a combined edition with the *Post-Herald* on Saturdays. Other newspapers appeal to African Americans, college students, and various religious groups. Also published in Birmingham are the regional magazine *Southern Living,* a monthly focusing on homes, cuisine, gardens, and recreation; and *Cooking Light,* the country's number one healthy lifestyle magazine. Nearly twenty other magazines are published here.

Television and Radio

Birmingham is served by eight television stations, of which four are affiliated with the major commercial networks and one with public broadcasting. Additional stations are available via cable. The city's 19AM and 16 FM radio stations broadcast a wide range of programs, from gospel, country/western, and inspirational to big band, classical, and rock.

Media Information: *Birmingham Post-Herald,* 2200 4th Avenue North, Birmingham, AL 35203; telephone (205)325-2344. *Birmingham News,* PO Box 2553, Birmingham, AL 35202; telephone (205)325-2444

Birmingham Online

Alabama Bureau of Tourism and Travel. Available www.touralabama.org

Alabama Development Office. Available www.ado.state.al.us

Alabama Live (entertainment listings and more). Available www.al.com

Birmingham News. Available www.al.com/news

Birmingham Post-Herald. Available www.postherald.com

Birmingham Public Library. Available www.bham.lib.al.us

Birmingham Public Schools. Available www.bhm.k12.al.us

City of Birmingham Home Page. Available www.informationbirmingham.com

City of Birmingham Office of Economic Development. Available www.informationbirmingham.com/economic.htm

Greater Birmingham Convention and Visitors Bureau. Available www.bcvb.org

Information about development opportunities, events, and amenities in City Center. Available www.yourcitycenter.com

Online CityGuide. Available www.onlinecityguide.com/al/birmingham

Selected Bibliography

Dunnavant, Keith, *Coach: The Life of Paul ''Bear'' Bryant* (New York: Simon & Schuster, 1996)

Hemphill, Paul, *Leaving Birmingham: Notes of a Native Son* (Tuscaloosa: University of Alabama Press, 2000)

Jefferson County Historical Commission, ed., *Birmingham and Jefferson County Alabama* (Charleston, S.C.: Arcadia Publishing, 1998)

Mobile

The City in Brief

Founded: 1702 (incorporated 1819)

Head Official: Mayor Michael C. Dow (N-P) (since 1989)

City Population
1980: 200,452
1990: 199,973
2000: 198,915
2003 estimate: 193,464
Percent change, 1990–2000: −.3%
U.S. rank in 1980: 72nd
U.S. rank in 1990: 79th
U.S. rank in 2000: 105th (State rank: 3rd)

Metropolitan Area Population
1980: 444,000
1990: 476,923
2000: 540,258
Percent change, 1990–2000: 13.3%
U.S. rank in 1980: 74th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 78th

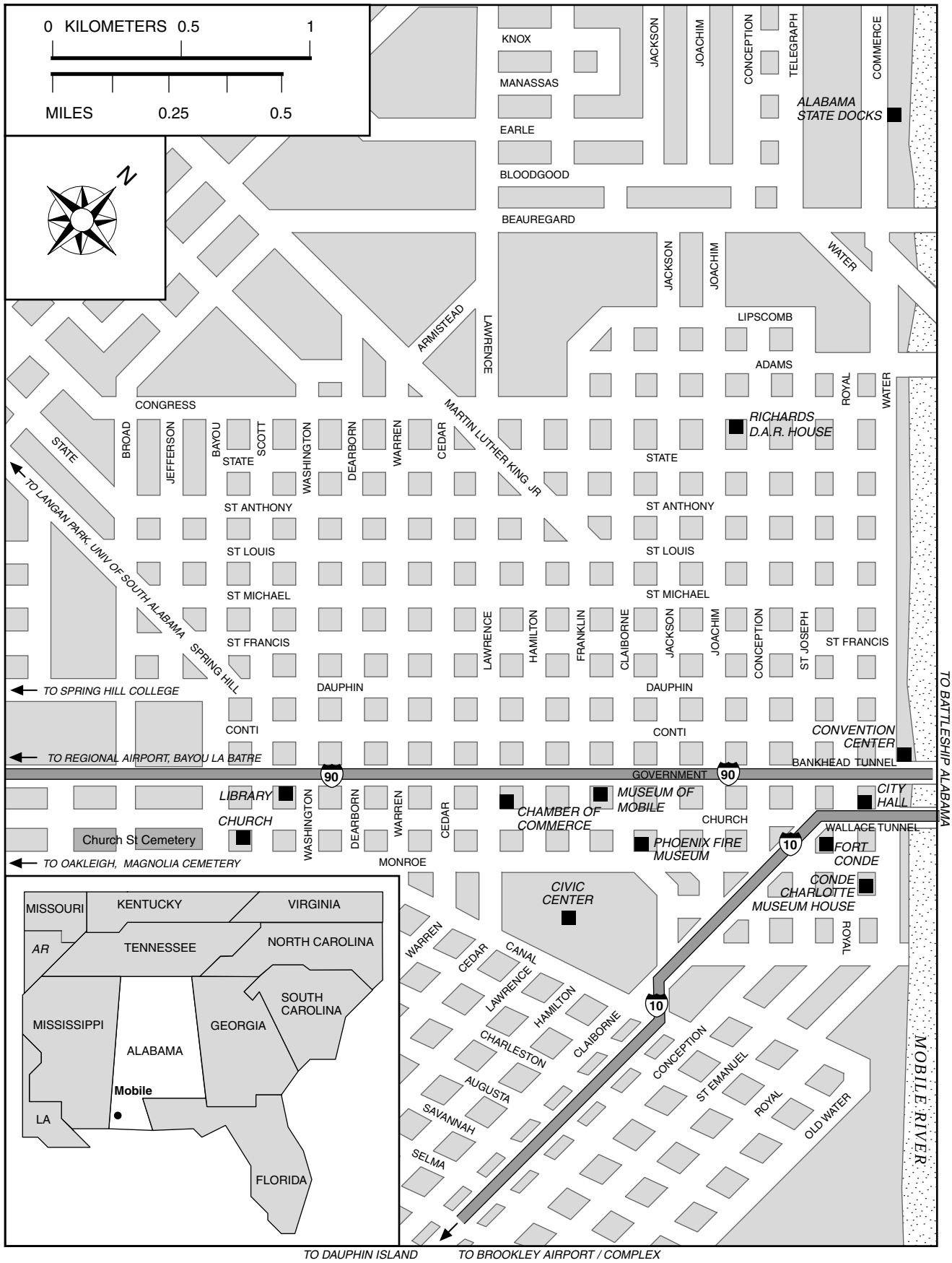
Area: 118 square miles (2000)
Elevation: 211 feet above sea level
Average Annual Temperature: 68° F
Average Annual Precipitation: 66 inches

Major Economic Sectors: Wholesale and retail trade, services, government
Unemployment rate: 6.0% (November 2004)
Per Capita Income: $18,072 (1999)

2002 FBI Crime Index Total: 17,949

Major Colleges and Universities: University of South Alabama, University of Mobile, Spring Hill College

Daily Newspaper: *The Mobile Register*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KNOX
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JACKSON
JOACHIM
CONCEPTION
TELEGRAPH
COMMERCE
ALABAMA STATE DOCKS
WATER
LIPSCOMB
ADAMS
ROYAL
ARMISTEAD
LAWRENCE
CONGRESS
STATE
BROAD
JEFFERSON
BAYOU
SCOTT
WASHINGTON
DEARBORN
WARREN
CEDAR
MARTIN LUTHER KING JR
RICHARDS D.A.R. HOUSE
ST ANTHONY
ST LOUIS
ST MICHAEL
ST FRANCIS
HAMILTON
FRANKLIN
CLAIBORNE
ST JOSEPH
TO LANGAN PARK, UNIV OF SOUTH ALABAMA
SPRING HILL
TO SPRING HILL COLLEGE
DAUPHIN
CONTI
TO REGIONAL AIRPORT, BAYOU LA BATRE
CONVENTION CENTER
BANKHEAD TUNNEL
GOVERNMENT
90
LIBRARY
CHURCH
Church St Cemetery
TO OAKLEIGH, MAGNOLIA CEMETERY
MONROE
MUSEUM OF MOBILE
CHAMBER OF COMMERCE
CITY HALL
PHOENIX FIRE MUSEUM
WALLACE TUNNEL
10
FORT CONDE
CONDE CHARLOTTE MUSEUM HOUSE
CIVIC CENTER
CANAL
CHARLESTON
AUGUSTA
SAVANNAH
SELMA
ST EMANUEL
OLD WATER
TO BATTLESHIP ALABAMA
MOBILE RIVER
MISSOURI
KENTUCKY
VIRGINIA
AR
TENNESSEE
NORTH CAROLINA
SOUTH CAROLINA
MISSISSIPPI
GEORGIA
ALABAMA
Mobile
LA
FLORIDA
TO DAUPHIN ISLAND
TO BROOKLEY AIRPORT / COMPLEX

Introduction

Mobile, Alabama's oldest and third largest city, is also the state's only seaport, serving as a major industrial, shipping, and shipbuilding center. Located on the Mobile River at the head of the Gulf of Mexico's Mobile Bay, it was an important maritime site during the Civil War and both world wars. The area that is now Mobile was France's first Gulf Coast settlement, and except for St. Augustine, Florida, it is the oldest Latin town east of Mexico. Also settled by Spanish and British populations during its colorful early years, Mobile has preserved its historic sites and architecture, as well as its Creole culture and traditions, and so retains much of the rich heritage of the American South while remaining substantially different from inland communities. *Money* magazine consistently rates Mobile in the top 100 best metropolitan areas in which to live in the United States. In the 1990s the city underwent a $168 million revitalization of its waterfront and downtown areas. Today's Mobile, while steeped in the heritage of a genuinely Southern past, continues to move forward as a truly modern city.

Geography and Climate

Mobile is located at the mouth of the Mobile River in southwest Alabama and stands at the head of Mobile Bay, 31 miles inland from where the bay meets the Gulf of Mexico.

Mobile is one of the nation's wettest cities. Rainfall occurs fairly evenly throughout the year. Summers are hot and muggy; winters are mild. Mobile averages only nineteen days each year at or below freezing temperatures. Average annual snowfall is less than half an inch.

The city is occasionally threatened by hurricanes from the Gulf of Mexico and the West Indies. In 2004, hurricane Ivan wreaked havoc on Mobile and surrounding areas.

Area: 118.0 square miles (2000)

Elevation: 211 feet above sea level

Average Temperatures: January, 51° F; July, 82° F; average annual temperature, 68° F

Average Annual Precipitation: 66 inches

History

French Establish First Settlement

Represented on maps as early as 1507, the Gulf of Mexico inlet now known as Mobile Bay was navigated by European seafarers in 1519 when ships under the command of Spanish Admiral Alonso Alvaraz de Pineda sought a safe harbor in which to undertake repairs. The bay area was not really explored, however, until 1558. It was included in the vast region that was claimed for France's King Louis XIV and was named Louisiana by French explorer Robert Cavelier de La Salle in 1682. France authorized two brothers, Pierre Le Moyne d'Iberville and Jean Baptiste Le Moyne de Bienville, to explore territories in Louisiana, and they arrived at the gulf inlet that is now called Mobile Bay in 1699. The area was subsequently considered crucial to establishing French occupation of Louisiana and the brothers were ordered to colonize the region, which was inhabited by the Mobile, or Maubila, tribe. In 1702 Bienville established Fort Louis de la Mobile—named to honor France's king and to acknowledge the native tribe—at Twenty Seven Mile Bluff on the banks of the Mobile River, just north of present-day Mobile. It was the first French town in the gulf region.

The settlement, which consisted of the log fort, Creole houses, a church, a hospital, a marketplace with shops, and a well, served as the capital of the vast Louisiana Territory. Women joined the community in 1704. When river flooding forced the colony to abandon Fort Louis de la Mobile in 1711, the settlement's four hundred inhabitants moved downstream to a new site protected by a wooden fort at the river's mouth on Mobile Bay. During this era, pelts, furs, wax, and tallow were transported down river to where the bay meets the gulf for transfer to ocean-going vessels. This settlement retained the name Mobile and remained the capital of the Louisiana Territory until New Orleans assumed that title in 1720. That same year Mobile renamed its fort Fort Conde. A brick structure later replaced the original fort.

Mobile Becomes Part of the United States

Mobile continued to serve as an important center for diplomatic dealings with the neighboring tribal inhabitants. France ceded its territory east of the Mississippi River to Britain in 1763, and that year, taking possession of Fort Conde, the British renamed it Fort Charlotte. Two years later Mobile was the site of the Great Choctaw-Chickasaw Congress held among tribal leaders and British officials.

When Spain, at war with Britain, captured Mobile in 1779, the area traded in cotton and indigo and supported sawmills and brickyards. After two decades of Spanish rule, the

region was returned to France, who sold the Louisiana Territory to the United States in 1803. It was not until after the War of 1812, however, that U.S. influence began to be felt in the region. The Bank of Mobile was established in 1818, Mobile was incorporated as a city shortly after Alabama attained statehood in 1819, and Fort Charlotte was dismantled in 1820.

Explosion Destroys City

Mobile's population by 1822 had reached nearly 3,000 people, a figure that subsequently quadrupled in less than two decades. As steamboats made upstream transportation possible, Mobile served as an important port for distributing goods brought in by ocean-going vessels as well as for exporting cotton and lumber. By the 1850s Mobile was the South's second largest cotton port, following New Orleans. Although tested by fires and yellow fever epidemics, Mobile's prosperity by mid-century was secure. In 1861, recognizing the nation's deep political and social division, Alabama seceded from the United States as the Republic of Alabama, and joined other southern states to form the Confederacy.

Mobile was particularly valuable to the South because of its location on the Gulf of Mexico. The city maintained trade with Europe and the West Indies while constructing the first submarine used in warfare. But in 1864 during the Battle of Mobile Bay, Union forces, urged on by Admiral David Farragut's famous rallying cry, ''Damn the torpedoes, full speed ahead!,'' defeated Confederate troops and captured southern strongholds around Mobile. Still, Mobile was the only major southern port unoccupied by Yankee troops during the Civil War. At the war's end a tremendous ammunitions explosion in Mobile left massive destruction. The Battle of Mobile rendered the navies of the world obsolete as the era of the wooden ship had ended.

Mobile Emerges Triumphant

The city's post-Civil War recovery was aided by port-related activity; the shipping channel was deepened and shipbuilding increased. In the 1870s, Mobile began to serve as a major center for the importation of Brazilian coffee. Railroad expansion also contributed to Mobile's emergence as a major distribution center. At the beginning of the twentieth century, the city's port underwent further development and modernization, and in the 1920s the Alabama State Docks were conceived and realized as a means of providing and maintaining adequate port facilities. Mobile's shipbuilding contributed to the war efforts during World War I, and in the 1940s the city's shipyards were packed with shifts of workers welding hulls for World War II naval operations.

While Mobile found itself weathering the violent racial tensions that swept the nation in the 1960s, the city was and is often the site of damaging tropical storms. Mobile sustained heavy losses after hurricane Camille hit the Gulf Coast in 1969, destroying a total of $1.5 billion worth of property along the coast and claiming 250 lives in Mobile. Ten years later hurricane Frederic was especially brutal for the city, with property damage in Mobile mounting to $1 billion. In 2004, hurricane Ivan attacked the Gulf Coast, leaving Mobile another hefty bill.

An economically diverse community, Mobile now counts oil and gas reserves, discovered in the 1970s, among its economic resources. The city continues to benefit from port activities and is also a center for manufacturing. The area produces chemicals, steel, wood pulp and paper products, furniture, rayon fibers, and clothing, and is a growing center for medical care, research, and education. Tourists and conventioneers enjoy the city's Creole charm and nearby coastal beaches. Mobile's long-term French and Spanish heritage make it unique in Alabama and places the city among the elite urban centers of the South. In 2002, Mobile celebrated its 300th birthday with events around the city.

Historical Information: Historic Mobile Preservation Society, 300 Oakleigh Place, Mobile, AL 36606; telephone (251)432-6161. Bienville Historical Society, The Center for Gulf Studies Library, 606 Government Street, Mobile, AL 36602; telephone (205)457-5242

Population Profile

Metropolitan Area Residents
1980: 444,000
1990: 476,923
2000: 540,258
Percent change, 1990–2000: 13.3%
U.S. rank in 1980: 74th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 78th

City Residents
1980: 200,452
1990: 199,973
2000: 198,915
2003 estimate: 193,464
Percent change, 1990–2000: −.3%
U.S. rank in 1980: 72nd
U.S. rank in 1990: 79th (State rank: 2nd)
U.S. rank in 2000: 105th (State rank: 3rd)

Density: 1,687.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 100,251

Black or African American: 92,068
American Indian and Alaska Native: 487
Asian: 3,022
Native Hawaiian and Pacific Islander: 52
Hispanic or Latino (may be of any race): 2,828
Other: 1,046

Percent of residents born in state: 72.7% (2000)

Age characteristics (2000)
Population under 5 years old: 14,480
Population 5 to 9 years old: 15,100
Population 10 to 14 years old: 14,495
Population 15 to 19 years old: 14,754
Population 20 to 24 years old: 15,387
Population 25 to 34 years old: 27,076
Population 35 to 44 years old: 28,613
Population 45 to 54 years old: 25,207
Population 55 to 59 years old: 8,830
Population 60 to 64 years old: 7,700
Population 65 to 74 years old: 13,778
Population 75 to 84 years old: 9,968
Population 85 years and older: 3,527
Median age: 34.3 years

Births (2002)
Total number: 5,830

Deaths (2002)
Total number: 3,929 (of which, 60 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,072
Median household income: $31,445
Total households: 78,548

Number of households with income of . . .
less than $10,000: 13,142
$10,000 to $14,999: 7,145
$15,000 to $24,999: 12,026
$25,000 to $34,999: 10,400
$35,000 to $49,999: 12,155
$50,000 to $74,999: 12,450
$75,000 to $99,999: 5,211
$100,000 to $149,999: 3,597
$150,000 to $199,999: 1,055
$200,000 or more: 1,367

Percent of families below poverty level: 17.9% (63.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 17,949

Municipal Government

Mobile has a mayor/council form of government made up of seven council members plus the mayor who are elected for four-year terms.

Head Official: Mayor Michael C. Dow (N-P) (since October 1989; current term expires 2005)

Total Number of City Employees: 2,450 (2005)

City Information: City of Mobile, PO Box 1827, Mobile, AL, 36633-1827; telephone (251)208-7209

Economy

Major Industries and Commercial Activity

Benefiting from abundant natural resources, a diversified work force, and a prime location, Mobile enjoyed steady economic expansion throughout the twentieth century. Since 1990 the city has had its healthiest economy in decades, based on factors such as tax revenue, Port of Mobile tonnage, total employment, and residential sales.

Medicine and research, aerospace, retail trade, services, construction, and manufacturing are among Mobile's major businesses. From 1993 to 2003, 87 new companies were created and 399 existing companies were expanded, resulting in 13,983 new jobs. The city's fastest-growing jobs are those in tourism and services.

Austal USA, a joint venture between its parent company in Australia and Mobile's Bender Shipbuilding and Repair Company, will bring 600 new jobs to the area in 2005 and 2006. Austal USA broke ground in early 2005 on a new shipbuilding facility created for design and construction of a new U.S. Navy ship. Also in early 2005 construction began on a new aircraft facility adjacent to the Mobile Regional Airport. EADS CASA North America will occupy the 13,000 square foot center when it relocates its aircraft service and support operation from Chantilly, Virginia to Mobile. An April 2004 article in the *Mobile Register* quoted Carl Ferguson, director of the University of Alabama's Center for Business and Economic Research, as saying that Mobile added 1,700 new jobs from February 2003 to February 2004. The same article offers that the 2004 opening of Carnival Cruise Lines' Mobile operation will not only create direct jobs, but will create more jobs in the port area by spurring new restaurants, shops, and tourist attractions.

Items and goods produced: wood pulp and paper, aircraft engines, aluminum, chemicals and paints, cement, apparel, pumps, batteries, ship-related items, rayon fibers, bakery products

Incentive Programs—New and Existing Companies

Local programs—The Mobile Chamber of Commerce serves as a regional economic development agency, coordinating with city, county and private partners. According to the Chamber, both local and state incentives are available to help firms reduce initial capital costs, develop a labor force, and lessen long term tax burdens.

State programs—Alabama boasts a progressive state business environment as demonstrated by its comprehensive right-to-work laws, one-stop environmental permitting, and a positive state and local government attitude toward new and expanding business. Tax rates are competitive; for example, employers who provide or sponsor an approved basic skills education program qualify to receive a 20 percent credit on state corporate income tax liability. Parts of Mobile have been designated as part of the Alabama Enterprise Zone Program, which helps attract new business to Alabama with tax breaks to those operating within the zone. Information about these incentives and Alabama's state-of-the art industrial training programs is available through the Alabama Development Office.

Job training programs—Top business executives in Alabama applaud the state's Industrial Development Training Program, which supports local businesses by doing everything from advertising, to processing job applications, to training and delivering employees. In Mobile, the Center for Workforce Development (CWD) was launched in January 2000 in response to business community needs for better-trained workers. The CWD's purpose is to form strategic alliances in workforce development with area business, education, and community leaders. These alliances are designed to foster improvements in the quality of Mobile's workforce and ensure that the region remains competitive in a global economy.

Development Projects

The Museum of Mobile expanded in 2000 and moved next door to the Exploreum in the Southern Market/Old City Hall on Royal Street. After massive renovations in the late 1990s and early in the new century, the city of Mobile's waterfront and downtown areas were rebuilt into a venue of cultural, tourist, and entertainment outlets named Mobile Landing. In addition to a host of new restaurants, a waterfront and concert park and the Gulf Coast Exploreum Science Center and IMAX Theater have sprung up. In 2004, Carnival Cruise Lines opened for business with a one-year contract to sail its massive cruise ship, the 1,452-passenger Holiday, out of Mobile Bay. The ship leaves the new $20 million Mobile Alabama Cruise Terminal on four- and five-night cruises to Mexico and is expected to help boost what is already a $500 million tourism industry. The Maritime Center, slated to open in May 2006, will offer interactive exhibits, programs, and ferry rides.

In 2000 the Mobile Public Library began work on a multimillion-dollar expansion. Plans were underway in 2004 for expanding the Main Library from 20,000 to more than 63,000 square feet at a projected cost of $7.5 million. By that year, construction had begun on the 58,457 square foot West Regional Library on Grelot Road at a projected cost of $10.8 million, and the new Toulminville Branch opened after construction was completed at a cost of $2 million.

In 2005, funding was still being secured and plans were underway for the University of South Alabama's $100-million USA Cancer Research Institute (USACRI). The 100,000 square foot center will focus on both research and treatment, and is expected to be completed in 2006.

In private investments, in 2001 Ipsco Inc. completed construction of a new plate mill in Mobile County. The steel mill, which cost $425 million to build, generates 1.25 million tons of steel annually and employs 450 people. The company selected Mobile County because of its highly skilled workforce, competitive power rates, good tax practices, and transportation logistics.

Economic Development Information: Mobile Area Chamber of Commerce, 451 Government Street, Mobile, AL 36652; telephone (251)433-6951; fax (251)432-1143; email info@mobilechamber.org. Alabama Development Office, Neal Wade, Director, 401 Adams Avenue, 6th Floor, Montgomery, AL 36130; telephone (800)248-0033; email adoinfo@www.ado.state.al.us

Commercial Shipping

Mobile, long recognized as a prime port location, experienced a period of strong growth in the 1990s that continued into the new century. The Port of Mobile is one of the largest deepwater ports in the United States, served by more than 130 steamship lines providing substantial shipping capabilities connected to 376 inland dock facilities. Mobile also boasts two huge ship repair businesses and numerous barge repair companies; more than 300 private firms work to support the maritime industry in Mobile. Mobile's importance as the center of a far-reaching distribution network is further enhanced by the Brookley Complex, a designated Foreign Trade Zone. The 1,700-acre trade and industrial complex is operated by the Mobile Airport Authority and provides connections to air, rail, waterway, and interstate transportation. Sixty-five motor freight lines are certified to transport interstate shipments to and from the Mobile area.

Labor Force and Employment Outlook

Alabama is a right-to-work state and ranks below half the states in its percentage of nonagricultural union membership. Employment opportunities are plentiful and diverse in Mobile. In the 10-year span from 1993 to 2003, nearly 14,000 new jobs were created by new or expanding companies in the Mobile area.

The following is a summary of data regarding the Mobile metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 224,400

Number of workers employed in . . .
construction and mining: 15,600
manufacturing: 20,500
trade, transportation and utilities: 49,900
information: 3,000
financial activities: 12,300
professional and business services: 25,900
educational and health services: 54,400
leisure and hospitality: 22,900
other services: 12,600
government: 36,000

Average hourly earnings of production workers employed in manufacturing: $14.75

Unemployment rate: 6.0% (November 2004)

Largest employers	*Number of employees*
Mobile County School System	7,187
Univ. of South Alabama and USA Health System	4,972
Mobile Infirmary Medical Center	3,500
City of Mobile	2,466
Providence Hospital	2,307
County of Mobile	1,700
ST Mobile Aerospace Engineering	1,500
Springhill Memorial Hospital	1,400
Winn Dixie Food Stores	1,052

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Mobile area.

2004 (3rd Quarter) ACCRA Average House Price:$213,394

2004 (3rd Quarter) ACCRA Cost of Living Index: 88.3 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 5.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 4.0% (city); 1.0% (county)

Property tax rate: $56.50 total for city, county, and state per $1000 assessed valuation; assessment rate, 10% for residential, 20% for commercial (2005)

Economic Information: Mobile Area Chamber of Commerce, 451 Government Street, PO Box 2187, Mobile, AL 36652; telephone (251)433-6951; Fax (251)432-1143; e-mail info@mobilechamber.org.

Education and Research

Elementary and Secondary Schools

The Mobile County Public School System is the oldest in the state and encompasses five separate school districts. The system educates 65,000 students and employs more than 7,000 people. The school system completed the largest building program in its history with the opening of Spencer Elementary School in the fall of 1999. Spencer Elementary was the last project in the Phase I Building Program that consisted of one high school, two middle schools, five elementary schools, and six additions to existing elementary schools. The school system then began another aggressive building program that includes several new elementary schools. In 2001, voters passed a bond to increase funding for the school system.; currently the systems' budget exceeds $400 million yearly.

The school system, the Mobile Chamber of Commerce, and area businesses and training organizations work together to provide vocational training for Mobile students. Programs include Family and Consumer Sciences Education; Health Science; Agriscience and Technology; Business/Marketing Education; Career/Technical Cooperative Education; Career Technology; and the School-to-Work program. One of the few of its kind, the Environmental Studies Center offers more than 500 acres of woodlands and teaches students and the community about the natural environment.

The following is a summary of data regarding Mobile's public schools as of the 2002–2003 fiscal year.

Total enrollment: 65,000

Number of facilities
elementary schools: 55
middle schools: 16
senior high schools: 14
other: 15 magnet, vocational and other

Student/teacher ratio: 16:1

Teacher salaries (2004-05)
minimum: $29,538
maximum: $48,832

Funding per pupil: $3,955

In addition to the many parochial and private schools in Mobile county, the Alabama School of Mathematics and Science is a residential high school educating sophomores, juniors, and seniors in advanced studies of math, science, and technology.

Public Schools Information: Mobile County Schools, PO Box 1327, Mobile, AL 36633; telephone (251)221-4000

Colleges and Universities

Two private institutions and one state-supported school offer college degrees in the Mobile area. The University of South Alabama is a state school that offers bachelor's and master's degrees and enrolls more than 13,000 students. The University of Mobile, a private institution, is affiliated with the Southern Baptist Church. Spring Hill College is a private Catholic institution. Mobile is also served by three technical and trade schools, including an aviation school; a branch of Montgomery's Faulkner University offering 2-year degrees; and four campuses of Bishop State Community College.

Libraries and Research Centers

The Mobile Public Library maintains seven branches, bookmobiles, and a collection of more than 400,000 volumes, as well as CDs, films, and tapes. In 2005 major renovations were underway of the library's main branch, bringing about a temporary location move to the Mobile Civic Center's Expo Hall. Much of the material in the library's special collections focuses on regional history. The system's specialized libraries in the area maintain holdings on fine arts, banking and finance, law, sports, and health sciences.

Research centers in the Mobile area include mineralization and primate research laboratories at the University of South Alabama, which also supports a Center for Business and Economic Research. On nearby Dauphin Island, 22 Alabama universities and colleges maintain a Sea Lab research complex for marine studies. Paper and pollution are among the subjects studied at the Erling Riis Research Laboratory. When completed in 2006, the University of South Alabama's new USA Cancer Research Institute (USACRI) is expected to serve an estimated 2.5 million people in 42 Gulf Coast counties of Alabama, Mississippi, and Florida.

Public Library Information: Mobile Public Library, 700 Government St., Mobile, AL 36602-1403; telephone (251)208-7106

Health Care

Mobile offers a full range of basic and specialty health care in five general hospitals, a women's and children's hospital, both a public and a private mental health hospital, a rehabilitation hospital, outpatient surgery centers, and more than 850 physicians and 175 dentists. A designated regional trauma center, the University of South Alabama Medical Center has a Level I Trauma Center, an emergency helicopter, the region's only burn center, and a cancer center. The University also boasts the USA Children's and Women's Hospital, with sophisticated facilities and services, and Knollwood Park Hospital; the institution also provides instruction through its colleges of medicine, nursing, and allied health professions. The Mobile Infirmary Medical Center is the state's largest not-for-profit hospital and includes cardiac and cancer services plus a 50-bed rehabilitation hospital. Mobile's other hospitals include Providence Hospital, Springhill Medical Center, Thomas Hospital, and Mercy Medical.

Recreation

Sightseeing

Visitors to Mobile may want to stop at the Fort Conde Welcome Center at 150 Royal Street in the Church Street East district. Built between 1724 and 1735, the brick fort was demolished 100 years later. The site was discovered during freeway excavations in the 1970s, and using original plans archived in France, the city undertook a partial reconstruction of the fort, which was dedicated in 1976. Today, a video presentation about Mobile and interactive video screens offer a glimpse of the many sightseeing opportunities that abound in this historic city. Visitors may tour Fort Conde accompanied by costumed guides who will fire period muskets and cannons.

Mobile's colorful heritage has also been preserved in other historic districts. Near Fort Conde, the Conde Charlotte Museum has been furnished in the various styles of Mobile's past eras. Among other historic sites in the Church Street East district are the Bishop Portier House, a Creole cottage from the 1830s, and townhouses dating from the 1850s and 1860s. The Oakleigh Garden historic district, a group of nineteenth-century Gulf Coast and Victorian cottages, centers around Oakleigh, an 1830s residence on 3.5 acres enhanced by azaleas and moss-covered oak trees. The nearby Cox-Deasy house, a good example of Creole Cottage Style, can also be toured.

Seven miles from Mobile Bay, near Spring Hill College, the Spring Hill historic district features mansions dating from the 1850s. The 1855 Bragg Mitchell Mansion on Spring Hill

Tours of the *USS Alabama* are offered at Battleship Memorial Park.

Avenue is a handsome antebellum mansion open to the public. The nine-block area known as De Tonti Square historic district consists of elegant townhouses, built in a variety of styles between 1840 and 1900, which are illuminated by the neighborhood's antique gas lights. The 1860 Italianate Richards-DAR House is splendidly furnished and boasts iron lace porches and beautiful gardens. Included on the National Register of Historic Places are Mobile's Church Street Graveyard and Magnolia Cemetery, which contain headstones and funerary monuments from the earliest days of the area's history.

At Mobile's Battleship Alabama Memorial Park, the USS *Alabama,* the World War II submarine USS *Drum,* and the Aircraft Pavilion can be toured. The park also features a nature observatory. The Mobile Botanical Gardens, adjacent to Langan Municipal Park, presents 100 acres of azaleas, camellias, magnolias, roses, and other native and exotic plants. Twenty miles south of Mobile, the 900-acre Bellingrath Gardens estate dazzles sightseers with 65 acres of landscaped flowers, trees, shrubs, and flowering bushes surrounding a luxurious home; 200 species of birds frequent the gardens. Bayou La Batre, a fishing and shipbuilding community near Mobile, affords visitors many sightseeing opportunities, especially during the festivities connected with the annual blessing of the fleet. When Dauphin Island, two miles off the coast of Mobile County where Mobile Bay meets the Gulf of Mexico, was discovered by the Le Moyne brothers in 1699, it was found to be the site of burial grounds termed Indian shell mounds. The island also features Fort Gaines and lovely gulf beaches. Fort Morgan on the tip of Gulf Shores Island is another remaining Confederate fort.

Arts and Culture

Among the community theater groups in Mobile are the Mobile Theatre Guild, the Joe Jefferson Players, and the Chickasaw Civic Theatre. Children's theater is presented by Mobile's Youth Theatre at the Playhouse in the Park. Mobile's colleges and universities also mount stage productions. Mobile audiences enjoy music performed during annual visits of the Alabama Symphony Orchestra and the New Orleans Symphony Orchestra. The Mobile Chamber Music Society and the Mobile Symphony also sponsor concerts. The Mobile Symphony Youth Orchestra completed its first season in 2000-2001 under the auspices of the Mobile Symphony. The following year, a new acoustical shell created a new listening experience for symphony-goers. Mobile Symphony and Mobile Opera jointly purchased a building to be used for rehearsals, teaching studios, and administrative offices; renovations were completed in 2002, and the center opened as the Josephine Larkins Music Center. During warm weather in downtown Mobile a weekly concert series entertains at lunch time on Bienville Square, while pops concerts can be heard in the city's parks. The renovated 1,900-seat Saenger Theatre offers up theater and musical productions. The Mobile Ballet brings exciting dance presentations to the area; its dance school educates residents from toddlers to pre-professionals. The Alabama Contemporary Dance Company trains local dancers and brings contemporary dance to the city.

Mobile's municipal museum system maintains three facilities: the Museum of Mobile, Carlen House, and the Phoenix Fire House Museum. The Museum of Mobile moved to the Old City Hall in fall 2000, where it showcases furniture, silver, arms, ship models, documents, and historical records; its former location will serve as a new Mardi Gras Museum. Carlen House is a Creole cottage where period crafts such as spinning, weaving, and quilting are demonstrated. The Phoenix Fire House Museum is devoted to the city's fire fighting history.

The Mobile Museum of Art is located west of downtown and houses a collection of more than 6,000 pieces spanning more than 2,000 years of culture, including paintings, prints, sculpture, lithographs, silver, quilts, porcelain, seventeenth- and eighteenth-century southern furnishings, and African art. The museum reopened in 2002 after undergoing an expansion costing $15 million, which brought the gallery's exhibition space to 95,000 square feet.

At the University of South Alabama the Museum Gallery Complex consists of Toulon House, a former plantation home built in 1828; Seamen's Bethel, built in 1860 and now serving as a theater; and the Isaac Max Townhouse, dating from 1870.

The Gulf Coast Exploreum Science Center and IMAX Dome Theater features exhibits that let visitors explore aquatic life and human science, and games and puzzles that demonstrate scientific concepts and stimulate problem-solving skills.

Festivals and Holidays

Rooted in ancient Grecian and Roman celebrations and adapted to fit the Christian Church's calendar, Mardi Gras is an outpouring of revelry that precedes the penitential Lenten period observed for 40 days prior to Easter. Mardi Gras practices are thought to have been brought to the first Mobile settlement by its French colonists around 1700, and were later enhanced with traditions added by Spanish and subsequent settlers. Resumed after the Civil War, Mobile's Mardi Gras today is observed with two weeks of balls, floats and parades, costumes, music from bands and minstrels, and pageantry. Mardis Gras is celebrated in Mobile with a variety of citywide events.

Also in late winter, Mobile celebrates its Azalea Trail Festival, when 37 miles of azalea shrubs in bloom throughout Mobile are marked out on two driving routes that afford trail followers a spectacular floral display. The festival also in-

cludes a 10-kilometer footrace, a historic homes tour, and other events. Spring events in Mobile include the Festival of Flowers on the campus of Spring Hill College, and the Blakeley Battle Festival reenactment commemorating the last major Civil War land battle. In June, 52 contestants in the America's Junior Miss program compete in Mobile for college scholarships and other prizes.

Proximity to the Gulf of Mexico inspires summer events in and around Mobile. Among these is the Blessing of the Fleet in neighboring Bayou La Batre, where fishing boats are decorated for a water parade, arts and crafts are displayed, live crabs are raced, and seafood and gumbo are served in abundance. During the Alabama Deep Sea Fishing Rodeo held for a weekend on nearby Dauphin Island, anglers test their skills against each other and such prize fish as shark and blue marlin. In September the Fall Outdoor Arts and Crafts Fair also includes music, food, and games.

October's National Shrimp Festival in Gulf Shores promises seafood contests, a parade, an arts and crafts show, dancing, fireworks, boat racing, and a ten-kilometer footrace. Also in October, the Greater Gulf State Fair features exhibits of commercial, cultural, leisure, military, and agricultural interest. October 2005's BayFest Festival expected a draw of 200,000 for its annual 3-day continuous-music festival. The Mobile International Festival in November showcases food and customs of more than 30 countries. Seasonal celebrations at Mobile's historic locations in December are followed by festivities surrounding January's Senior Bowl, a yearly football event that draws national attention.

Sports for the Spectator

Sports enthusiasts can view a wide range of sporting events in the Mobile area, which annually hosts the Alabama-Mississippi All Star Classic high school football competition. Collegiate sports played in Mobile include baseball, basketball, and wrestling. Ladd-Peebles Stadium hosts the annual GMAC Bowl, started in 1999.

Each January the nation's top-ranking college seniors meet in the city to play football in the prestigious Senior Bowl. The post-season competition, televised nationally, showcases upcoming talent and attracts scouts, coaches, and management representing professional football. Stock car racing and dog racing at Mobile Greyhound Park are also on view in the Mobile area. Mobile's AA baseball team, the Mobile BayBears, entertain fans at the Hank Aaron Stadium.

Sports for the Participant

The city of Mobile maintains 85 facilities that provide a variety of sports activities and opportunities. Langan Park's 700 acres surrounding a 40-acre lake offer golf, tennis, baseball, bicycling, paddle boating, and picnicking. Bowling alleys, skating rinks, swimming pools, and many tennis and basketball courts throughout Mobile add to the city's active life. Mobile's Magnolia Grove Golf Course is a stop on the Robert Trent Jones Golf Trail, the largest golf course construction project ever attempted with a total of 378 holes over 18 courses throughout the state.

Mobile's residents and visitors can engage in many activities on or in adjacent water bodies. The city's proximity to the Gulf of Mexico is appreciated by bird watchers, who have an opportunity to view many migratory species crossing the gulf, as well as an abundance of local species. Sailing, wind surfing, canoeing, kayaking, water-skiing, swimming, and scuba diving are common on the area's rivers, on Mobile Bay, and on the Gulf of Mexico. The Gulf Yachting Association sponsors a variety of racing events around the Gulf Coast. At nearby Gulf State Park, 6,150 acres of park land include a 2 mile stretch of sandy beach, a beach front lodge, cabins, a campground, a swimming pool, two freshwater lakes for skiing, canoeing, sailing, and fishing, and facilities for tennis, cycling, and golf. Among the Gulf area's other sites for sporting activities are Dauphin Island and Pleasure Island.

Fishing and hunting are also popular pursuits in the Mobile area. Freshwater fishing on such waterways as Dog River, Mobile River, the Tennessee-Tombigbee system, and the Tensaw River yield catches of bream, bass, and perch. Saltwater fishing from piers or banks on the Mobile Bay or the gulf brings in trout, flounder, and Spanish mackerel. Deep-sea fishing can be chartered in the Mobile area, yielding land sharks, snapper, amberjack, and sailfish. Hunters in the Mobile area bag waterfowl and game such as deer and wild turkey.

Shopping and Dining

Shopping venues in the Mobile area range from regional malls to specialty boutiques. A district of shops surrounds restored Fort Conde, and recent developments to the downtown waterfront area have brought about new entertainment, restaurant and shopping options. The Bel Air shopping mall also features a food court offering a variety of ethnic and American foods. Mobile restaurants take full advantage of the area's abundant seafood, including gulf and bay shrimp, oysters, soft-shell crab, blue crab, red snapper, flounder, mullet, and trout. Among Mobile's other regional specialties are Creole and Cajun menus, Caribbean dishes such as West Indies salad, and traditional Southern fare such as catfish and barbecue. Ethnic dining is also available at establishments featuring European, Oriental, and Mexican menus.

Visitor Information: Mobile Area Chamber of Commerce, 451 Government Street, Mobile AL 36652; telephone (800)422-6951 or (251)433-6951. Mobile Bay Convention and Visitors Bureau, PO Box 204, Mobile AL 36601; telephone (800)5-MOBILE or (251)208-2000

Convention Facilities

Downtown Mobile boasts the 400,000-square-foot Mobile Civic Center Complex, which features a 10,000-seat arena and 80,000 square feet of exhibit space. There are also a 28,000-square-foot exposition hall, a 1,950-seat theater, and ample meeting rooms.

Part of the downtown revitalization program is the Mobile Convention Center, a $50 million facility that opened in 1993. The center offers 100,000 square feet of exhibit space, 50,000 square feet of meeting and banquet space, and a 52,000-square-foot area for registration and receptions. The center is adjacent to the Adam's Mark Hotel. Among Mobile's other convention facilities are a dozen hotels, with meeting rooms for groups of 100 to 5,000 people.

Convention Information: Mobile Bay Convention and Visitors Bureau, PO Box 204, Mobile AL 36601; telephone (800)5-MOBILE or (251)208-2000

Transportation

Approaching the City

The Mobile Regional Airport is located approximately 14 miles from downtown Mobile. Air travelers are served by Delta, Northwest Airlines, Continental Express, and U.S. Airways. The Downtown Airport at Brookley is a 1,700-acre transportation terminal favored by private and corporate planes for its proximity to downtown Mobile, which is only four minutes away by car. Motorists may reach Mobile via two interstate highways, I-10 and I-65, and by U.S. highways 31, 43, 45, 90, and 98. A $100 million interstate spur completed in 1995 connects I-65 and I-10 in downtown Mobile. In addition, several state roads head into the city. Amtrak provides passenger rail service between Mobile and New Orleans, Atlanta, and New York.

Traveling in the City

The Mobile Metro Transit Authority operates more than twenty local bus routes to serve the area's transit needs. The Transit Authority also operates an electric-run trolley through downtown Mobile, Monday through Friday. The LoDa moda! makes 22 stops to downtown businesses, parks, hotels, and city buildings, and is free of charge.

Communications

Newspapers and Magazines

Mobile's largest-circulation newspaper is *The Mobile Register,* Alabama's oldest newspaper, dating back to 1813. *The Mobile Press* combines with the Register on weekends and prints as *The Mobile Press Register.* Two African-American-oriented newspapers, the *Mobile Beacon* and *The New Times,* are published in Mobile. Other publications focus on industry, education, and Christian themes.

Television and Radio

Mobile is served by five local television stations and receives broadcasts from other stations originating in Pensacola, Florida, and Huntsville, Alabama. Mobile's 6 AM radio stations broadcast a range of rock and roll, contemporary, and country and western music as well as religious and news programming. The city's 8 FM radio stations program classical, jazz, popular, easy listening, urban, and progressive music.

Media Information: *The Mobile Register,* 304 Government Street, PO Box 2488, Mobile, AL 36630; telephone (251)219-5400

Mobile Online

Alabama Bureau of Tourism and Travel. Available www.touralabama.org

Alabama Development Office. Available www.ado.state.al.us

City of Mobile home page. Available www.cityofmobile.org

Mobile Bay Convention and Visitor's Bureau. Available www.mobile.org

Mobile Chamber of Commerce. Available www.mobilechamber.com

Mobile County Public Schools. Available www.mcpss.com

Mobile Museum of Art. Available www.mobilemuseumofart.com

Mobile Public Library. Available www.mplonline.org

Mobile Register. Available www.al.com/mobileregister

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Pride, Richard A., *The Confession of Dorothy Danner: Telling a Life.* (Nashville: Vanderbilt University Press, 1995)

Montgomery

The City in Brief

Founded: 1819 (incorporated 1819)

Head Official: Mayor Bobby N. Bright (since 1999)

City Population
1980: 177,857
1990: 187,106
2000: 201,568
2003 estimate: 200,123
Percent change, 1990–2000: 5.6%
U.S. rank in 2000: 100th (State rank: 2nd)

Metropolitan Area Population (MSA)
1980: 272,631
1990: 292,517
2000: 333,055
Percent change, 1990–2000: 13.9%
U.S. rank in 1990: 120th
U.S. rank in 2000: 121st (MSA)

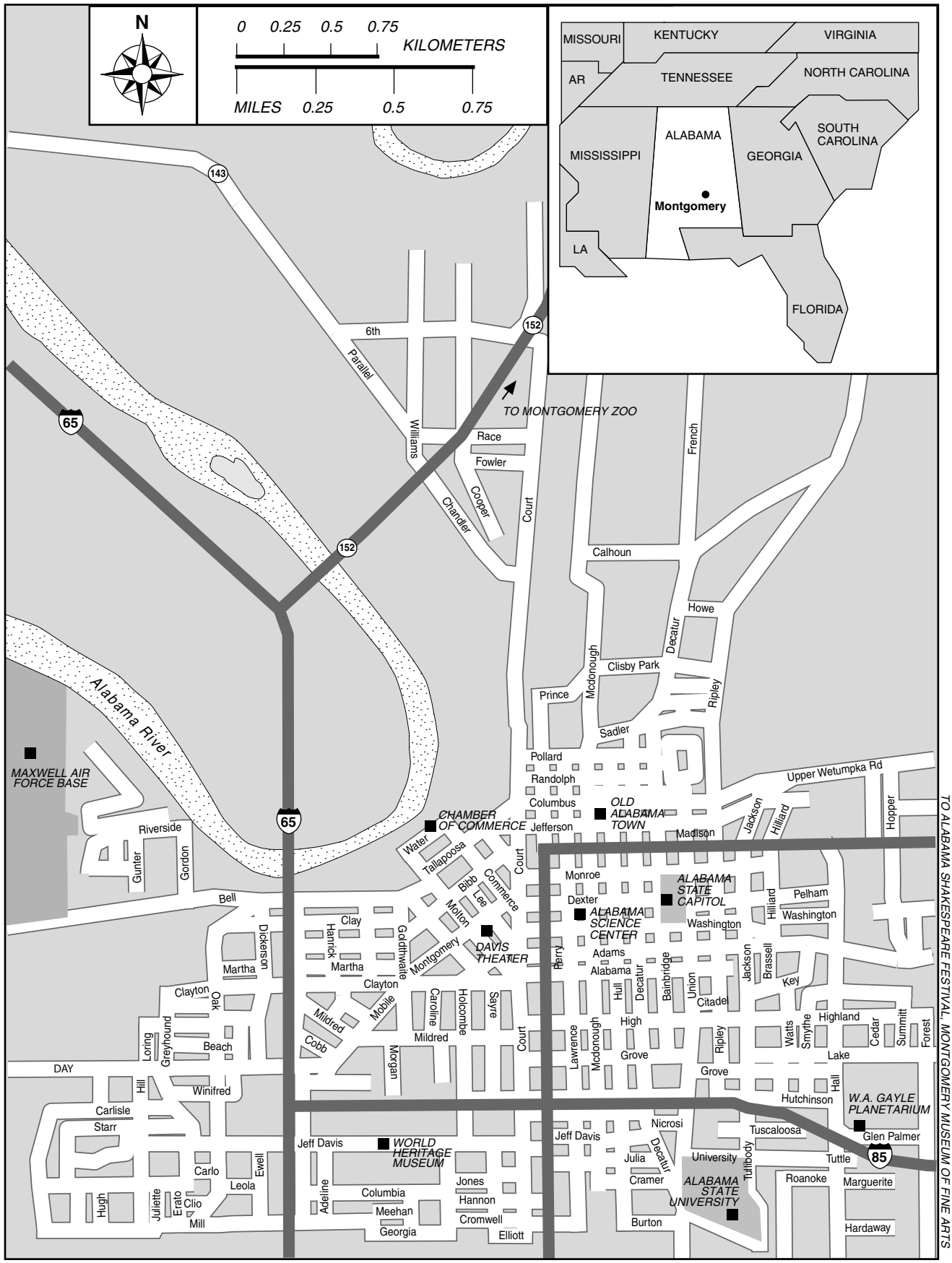
Area: 155 square miles (2000)
Elevation: 221 feet above sea level
Average Annual Temperature: 67.2° F
Average Annual Precipitation: 44.5 inches

Major Economic Sectors: Services, government, trade
Unemployment rate: 5.1% (November 2004)
Per Capita Income: $19,385 (1999)

2002 FBI Crime Index Total: 17,617

Major Colleges and Universities: Alabama State University, Auburn University at Montgomery, Faulkner University, Southern Christian University, Troy State University Montgomery, Community College of the Air Force

Daily Newspaper: *The Montgomery Advertiser, The Montgomery Independent*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152
6th
Parallel
Williams
Chandler
Cooper
Court
Race
Fowler
TO MONTGOMERY ZOO
French
Calhoun
Howe
Decatur
Mcdonough
Clisby Park
Ripley
Prince
Sadler
Pollard
Randolph
Columbus
Jefferson
Madison
Upper Wetumpka Rd
Jackson
Hilliard
Hopper
Alabama River
MAXWELL AIR FORCE BASE
Riverside
Gunter
Gordon
Bell
CHAMBER OF COMMERCE
OLD ALABAMA TOWN
Water
Tallapoosa
Commerce
Bibb
Lee
Molton
Monroe
Dexter
ALABAMA STATE CAPITOL
ALABAMA SCIENCE CENTER
DAVIS THEATER
Washington
Pelham
Clay
Harrick
Goldthwaite
Montgomery
Perry
Adams
Alabama
Martha
Dickerson
Clayton
Oak
Caroline
Holcombe
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Summitt
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Loring
Greyhound
Beach
DAY
Hill
Winifred
Carlisle
Starr
Hutchinson
W.A. GAYLE PLANETARIUM
Glen Palmer
Nicrosi
Tuscaloosa
Jeff Davis
WORLD HERITAGE MUSEUM
Julia
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Marguerite
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Leola
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Hannon
Cromwell
Columbia
Meehan
Georgia
Elliott
Adeline
Cramer
ALABAMA STATE UNIVERSITY
Burton
Hardaway
Hugh
Juliette
Erato
Clio
Mill
TO ALABAMA SHAKESPEARE FESTIVAL, MONTGOMERY MUSEUM OF FINE ARTS

Introduction

As the home of a fine art museum and highly respected Shakespeare Festival, the city of Montgomery combines a small town feel with an aura of cultural sophistication. Blessed with beautiful parks and gardens as well as a rich historical legacy, the city is both a tourist attraction and the administrative site of the Alabama state government.

Geography and Climate

Montgomery, located in the state's south-central region, lies on the south bank of the Alabama River in a gently rolling area with fertile soil. The city is 100 miles south of Birmingham and 172 miles southwest of Atlanta, Georgia.

No topographical feature of the Montgomery area appreciably influences the local climate. Generally the days from June through September show little change, with frequent afternoon rain showers that soon dissipate. Beginning in late August, the weather gets drier until the period of December through April, when there are great differences from day to day in the amount and intensity of rainfall. Droughts sometimes occur in spring, late summer, and early autumn. The occurrence of snow is a rarity.

Area: 155 square miles (2000)

Elevation: 221 feet above sea level

Average Temperatures: January, 49.4° F; July, 83.6° F; annual average, 67.2° F

Average Annual Precipitation: 44.5 inches

History

Early Days in Montgomery

Many centuries before Montgomery was founded, the land on which it sits was the site of two Indian towns called Ikanatchati and Towasa. Numerous mounds and burials sites have been uncovered there, proving it to have been an area thickly settled by ancestors of the Creek people, the Alibamu Indians, from whom the state took its name.

The first Europeans to visit the region were Hernando De Soto and his fellow Spanish explorers, who passed through the region in 1540. The first white inhabitant of the area was James McQueen, a Scottish trader, who arrived in 1716. The area remained sparsely inhabited until 1814, when Arthur Moore and his companions built cabins on local riverbanks. Three years later, the land was put up for sale and purchased by two groups of speculators.

General John Scott led a group of Georgians who built the town of Alabama but abandoned it when a second group of poor New Englanders founded a nearby town they called Philadelphia. Scott and his companions then built a new town they called East Alabama. Both groups began their settlements to make riches on future growth of the area.

The rivalry between the two groups was finally settled in December 1819, when they merged the towns under the name Montgomery, Incorporated. The name was chosen to honor General Richard Montgomery, who had died in the Revolutionary War. Eleven days after Montgomery's founding, Alabama was admitted as a state. Three years earlier, Montgomery County had been named in honor of a local man, Major Lemuel P. Montgomery, who later lost his life when serving with U.S. President Andrew Jackson during a war with the Creek Indians.

Lafayette's Visit a Local Highlight

The year 1821 was an important one for Montgomery as the first steamboats reached the city, which was the northernmost point up the Missouri River to which large vessels from Mobile could travel. That same year a stage line began to carry passengers eastward, and the newspaper the Montgomery *Republican* was founded.

From Montgomery's earliest days, cotton production was its most important local industry, with the first commercial cotton gin having been installed in the area at the beginning of the nineteenth century. Montgomery soon became an important port for shipping cotton from the region. Although the town was still small, it had two general stores whose owners accepted payment in ''either cotton or cash.'' The town also boasted a private school, a dancing school, a court whose docket showed more than one hundred cases, and a lively social calendar for the wealthier residents.

A grand ball held during the 1825 visit of distinguished Frenchman the Marquis de LaFayette was the highlight of the town's early history. About that time, the State Bank was founded, and real estate companies began to flourish as new settlers moved to the area.

Montgomery Becomes State Capital

In 1834, the state of Alabama voted to establish the Montgomery Railroad Company and build a rail route to West Point, Georgia. In time it became an important link in service between New York City and New Orleans. By 1840, Montgomery had a population of 2,179 residents.

On January 30, 1846, the Alabama legislature announced that it had voted to remove the capital city from Tuscaloosa to Montgomery. The first legislative session in the new capital met in December 1847. In time, a Capitol building was erected under the direction of a Philadelphia, Pennsylvania architect. The original structure burnt down in 1849 but was rebuilt in 1851 following the original plans.

Secession and Its Consequences

By the time of the Civil War, Alabamians were among the Southerners with the strongest anti-Northern sentiments. Their slave-based economy was made up of the triad of wealthy white planters, working class whites, and a large group of African American slaves who served at the whims of their masters. The wealthy planters were adamant about protecting the entrenched socio-economic structure and their accumulated wealth.

As the whites' fears of change accelerated, it did not take long for the movement for secession from the Union to strengthen, and a Secession Convention met in Montgomery on January 6, 1861. On February 4, representatives of six seceding states assembled in Montgomery, which they chose to serve as the provisional capital of the Confederate States of America. Five days later, Jefferson Davis was unanimously chosen to serve as President of the Confederacy. A torchlight parade held on March 4 culminated in his inauguration. At that time, the population of the city stood at more than 8,850 citizens.

Montgomery's stint as capital of the Confederacy was short lived, however, when it became apparent that Virginia was to be the site of much of the early fighting. It then became necessary to shorten the line of communication between military headquarters and the field officers. At the first Montgomery meeting of the Provisional Congress, the representatives decided that the capital should be moved to Richmond, Virginia, within two months.

Dedication to the Confederate cause remained strong, even when General James Wilson's federal raiders entered Montgomery in April 1865. Upon their arrival, local citizens burned more than 100,000 bales of cotton to prevent their falling into Union hands. In response, Union troops burned the local small arms factories, the railroad cars, and five steamboats.

Troubled Times Improve

The Reconstruction period following the end of the Civil War in 1865 was a time of hardships. Much of the wealth of local citizens had been wiped out, articles of common use were scarce, stores lay empty, and the means of traveling by steamer and railroad had been destroyed.

A slow and painful economic and social recovery took place. By 1880, the population had grown to 16,713 people and railroad expansion had helped local conditions to improve. Montgomery's geographic location and proximity to the most productive agricultural regions of the South, as well as the fact that it was the state capital, soon brought about the re-connection of the city with other areas of the state and nation via roads and railway routes. By 1885, an intra-city electric trolley car system had been constructed.

In 1890, industrialists and financiers began to visit Montgomery in search of business sites. The first large lumber mill had been opened and the local population stood at 21,883. In time, local textile and garment factories, cotton processing plants, and fertilizer plants were established.

First Half of Twentieth Century Brings Industrial Growth

The years between 1900 and 1940 saw steady industrial progress and a local population growth from more than 30,000 to about 78,000 residents. Montgomery remained a focal point for cotton farmers, and livestock and dairy production became vital industries. In 1910, flight pioneers Orville and Wilbur Wright built an airfield in the city and opened a school of aviation. Later, during mid-century, Montgomery became a center for packing plants, furniture, construction, and chemical and food production.

During the 1940s, Southern African American citizens began to show their dissatisfaction with the restrictive ''Jim Crow'' laws allowing discrimination, including the restriction of their voting rights. By the mid-1950s, the call for African American voter registration had greatly increased.

Desegregation and the Civil Rights Movement

In 1955 Montgomery saw a simple but historical event that was to influence the history of the United States. That year, a Montgomery woman named Rosa Parks was arrested for not yielding her bus seat to a white man. For the 381 days that followed, Montgomery African Americans boycotted the city's buses, making way for the December 1956 U.S. Supreme Court order for the desegregation of Montgomery buses.

The 1960s were a period of great upheaval in the United States and in the city of Montgomery. Supporters of the civil rights movement from the North and other areas of the South began coming to the city to support efforts by African Americans to gain their civil rights, and Montgomery became the virtual headquarters of the civil rights movement. Groups of African American and white people, known as Freedom Riders, rode buses together throughout the south as a way to protest segregation. On May 20, 1961, when a number of Freedom Riders arrived at the Montgomery bus station, they were beaten by local Ku Klux Klansmen, who were later tried and sentenced for their crimes.

In 1962, George Corley Wallace won the governorship of Alabama after a campaign based on his support for segrega-

tion. Standing on the state's Capitol steps, he made a famous speech championing segregation. The next year, Dr. Martin Luther King, Jr. came to Montgomery and preached against segregation.

In 1965, King led 25,000 demonstrators on a four-day march from Selma, Alabama to Montgomery to seek voting rights for African Americans. When the 600 civil rights marchers reached the Edmund Pettus Bridge shortly after the walk began, they were attacked by local lawmen carrying clubs and using tear gas. The march continued only after a federal judge granted the protestors a court order protecting their right to march from Selma to Montgomery. Nearly 3,200 marchers set out for Montgomery, walking 12 miles a day and sleeping in fields. By the time they reached the capitol, their numbers had swelled to 25,000 people. Less than five months after the march, President Lyndon B. Johnson signed the Voting Rights Act of 1965, which represented a major victory for civil rights advocates.

In 1971, attorney Morris Dees founded the Southern Poverty Law Center in the city of Montgomery. The center promoted tolerance and took up the cause of poor people and minorities. It also helped to sponsor the building of the local civil rights memorial. In 1991 a U.S. federal district judge furthered civil rights efforts when he ordered Alabama State University and other state institutions to hire more minority faculty and staff and to make changes in their financial and admission policies.

The last decades of the 1900s brought many changes to the city of Montgomery. A new spirit of cooperation grew between its African American and white citizens and new industries grew, especially in the area of high technology. In addition, the establishment of Maxwell-Gunter Air Force Base further strengthened the local economy. By 1999, a wealth of new construction and the addition of Overlook Park where once a parking lot stood marked the beginning of an extensive downtown renaissance. The Montgomery of the new century is boosted by a burgeoning tourism industry based on the city's plethora of Civil War and Civil Rights historical sites.

Historical Information: Montgomery County Historical Society, PO Box 1829, Montgomery, AL 36102; telephone (334)264-1837. Alabama Department of Archives and History Museum, 624 Washington Ave., Montgomery, AL 36130; telephone (334)242-4435; email Mark.Palmer @archives.alabama.gov

Population Profile

Metropolitan Area Residents
1980: 272,631
1990: 292,517
2000: 333,055
Percent change, 1990–2000: 13.9%
U.S. rank in 1990: 120th (MSA)
U.S. rank in 2000: 121st (MSA)

City Residents
1980: 177,857
1990: 187,106
2000: 201,568
2003 estimate: 200,123
Percent change, 1990–2000: 5.6%
U.S. rank in 2000: 100th (State rank: 2nd)

Density: 1,297.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 96,085
Black or African American: 100,048
American Indian and Alaska Native: 500
Asian: 2,146
Native Hawaiian and Pacific Islander: 71
Hispanic or Latino (may be of any race): 2,484
Other: 748

Percent of residents born in state: 71.5% (2000)

Age characteristics (2000)
Population under 5 years old: 14,259
Population 5 to 9 years old: 14,912
Population 10 to 14 years old: 14,729
Population 15 to 19 years old: 15,465
Population 20 to 24 years old: 17,365
Population 25 to 34 years old: 29,703
Population 35 to 44 years old: 30,331
Population 45 to 54 years old: 25,398
Population 55 to 59 years old: 8,649
Population 60 to 64 years old: 6,957
Population 65 to 74 years old: 12,376
Population 75 to 84 years old: 8,415
Population 85 years and older: 3,009
Median age: 32.9 years

Births (2002)
Total number: 3,338

Deaths (2002)
Total number: 2,124 (of which, 39 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19.385
Median household income: $35,627
Total households: 78,436

Number of households with income of . . .
less than $10,000: 10,255
$10,000 to $14,999: 5,798
$15,000 to $24,999: 11,337
$25,000 to $34,999: 11,130
$35,000 to $49,999: 12,837
$50,000 to $74,999: 13,295
$75,000 to $99,999: 6,261
$100,000 to $149,999: 4,997
$150,000 to $199,999: 1,229
$200,000 or more: 1,297

Percent of families below poverty level: 13.9% (54.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 17,617

Municipal Government

Montgomery's municipal affairs are managed by a nine-member city council and a mayor, all elected for four-year terms.

Head Official: Mayor Bobby N. Bright (since 1999; current term expires 2007)

Total Number of City Employees: 2,900 (2000)

City Information: Mayor's Office, City of Montgomery, PO Box 1111, Montgomery, AL 36101; telephone (334)241-2000; email mayor@ci.montgomery.al.us

Economy

Major Industries and Commercial Activity

Government at the local, state, and federal levels plays a major role in Montgomery's economy. It makes up one-fourth of the work force and lends a strong stability to the local economy. The local colleges and universities make an important contribution to the economy, as does the major military presence of Maxwell Gunter Air Force Base. The relatively new addition of automotive companies to central Alabama has created new opportunities for workers and suppliers.

Montgomery's location in the center of a zone of rich black soil that stretches across Alabama makes it an important processing and shipping center for cotton, dairy, and other farm products. The city also boasts a large livestock market. The city's role as a regional trade center is firmly established, and it serves as a wholesaling and distribution gateway to the entire southeast.

Among the variety of Montgomery's industries are metal fabrication, food processing, lumber processing, and furniture production. Sand, gravel, grain, and chemicals are transported north and south via barge from the Montgomery region.

More than 135 information technology (IT) companies were based in Montgomery in 2005. The IT industry in Montgomery has an estimated $1 billion per year economic impact and accounts for approximately 14,000 workers in private, federal and state sectors. In addition, the tourism industry, which annually pours more than $350 million into the local economy, employed more than 11,000 people.

Items and goods produced: food, lumber, furniture, metal products, textiles, brick, glass, printing/publishing, plastics, software engineering products

Incentive Programs—New and Existing Companies

Local programs—The Montgomery Area Center for Entrepreneurial Development provides help to small businesses with everything from startup and counseling to nonconventional financing, training, recognition, and networking. An offshoot of the Montgomery Area Chamber of Commerce, the center also provides affordable space at below-market rates for startup entrepreneurs. Manufacturing/distribution projects may receive exemptions for up to 10 years from *ad valorem* taxes other than those levied for educational purposes.

State programs—The City of Montgomery is an Urban Enterprise Zone, which results in state tax and nontax incentives that are some of the best in the United States. Montgomery has been designated as a general purpose foreign trade zone, which provides payment deferrals or cancellation for businesses in the zone. New or expanding businesses may also qualify for grants of money for carrying out site improvements.

Alabama offers a full gamut of financial incentives aimed at promoting economic growth. These include payroll tax breaks, industrial revenue bonds for land, building, and equipment for new and expanding plants. The Alabama Economic Development Loan Program can be used to purchase land, buildings, machinery, and equipment. There are also three revolving loan funds. Business loan guarantees are available to firms that create or retain permanent jobs. The Capital Investment Tax Credit program is available to new and expanding businesses involved in manufacturing, warehousing, research, and computer services. Other innovative programs include the State Industrial Site Preparation Grant Program and the Public Works and Development Facilities Grant Program.

Job training programs—The Alabama Industrial Development Training (AIDT) program provides a total delivery system for screening and selecting trainees and for designing and implementing training for any new or expanding manufacturer in the state of Alabama. The program provides a full range of customized technical training programs that are free to employers and trainees. Thirty-six mobile training units go directly to the employer site to provide classroom and hands-on training. The program's AIDT project supports the development and enhancement of the city's professional Information Technology community as well as its aerospace, chemical industry, and other area manufacturers. The Workforce Investment Act helps defer the costs of hiring and training new employees for private businesses.

Development Projects

In 2005, plans were underway for a major overhauling of the Montgomery Riverfront district. The City of Montgomery, the Montgomery Riverfront Development Foundation, and the Montgomery Area Chamber of Commerce had formed an alliance and were working together towards this end. The riverfront plan consists of a $29 million upgrade of the current civic center and a new $53 million hotel in the heart of the district. Those efforts will join the new amphitheatre, stadium, and riverwalk, and combine with an already thriving entertainment district. In addition, the city's revitalization efforts will include a new intermodal transportation center at Union Center. The center, funded in part by federal money to the tune of $8.1 million, will serve as a hub for the transportation system and the downtown trolley system.

In 2004 construction of four new shopping centers began under the development of Aronov Realty Management. Each new center is to be anchored by a Publix grocery store. The four centers will offer 500,000 square feet of retail and business space. In 2004 the Headquarters Standards Systems Group (SSG) broke ground at Maxwell Airforce Base, Gunter Annex. SSG's new $12.6 million 51,450-square-foot Integrated Operational Support Facility is expected to be completed in 2006.

Also in 2004 plastics manufacturer Webster Industries expanded, opening a second operating facility and adding 300 new jobs. Production at Hyundai Motor Manufacturing Alabama is expected to begin in spring 2005. Hyundai's Montgomery plant will occupy 1,720 acres and pump out an estimated 300,000 vehicles and engines, as well as bring 2,000 jobs to the state.

Economic Development Information: Montgomery Community Development Department, PO Box 1111, Montgomery AL 36101; telephone (334)241-2996. Montgomery Area Chamber of Commerce, 41 Commerce Street, PO Box 79, Montgomery, AL 36101; telephone (334)834-5200

Commercial Shipping

Montgomery is served by 48 motor freight carriers. The Norfolk Southern Company and CSX railroads provide transport opportunities for many local industries. The Alabama River provides a nine-foot channel for barges to cross into the Gulf of Mexico through the port of Mobile. Alabama State Docks in Mobile, accessible via waterway from Montgomery, offer 1000-ton capacity facilities inside a protected barge-turning basin. Barge transportation to the Great Lakes is available through the Tennessee-Tombigbee Waterway.

Labor Force and Employment Outlook

In 2000 a corporate research group that specializes in the study of job creation named Montgomery as one of the nation's top 25 small metropolitan area ''hot spots'' for entrepreneurial growth. Montgomery's job growth today relies on the city's burgeoning tourism industry as well as its resident air force base, universities, and information technology industry.

The following is a summary of data regarding the Montgomery metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 163,300

Number of workers employed in . . .
construction and mining: 8,500
manufacturing: 15,900
trade, transportation and utilities: 30,400
information: 2,600
financial activities: 10,400
professional and business services: 17,200
educational and health services: 17,800
leisure and hospitality: 13,600
other services: 8,200
government: 38,300

Average hourly earnings of production workers employed in manufacturing: $13.56 (statewide)

Unemployment rate: 5.1% (November 2004)

Largest employers	*Number of employees*
Maxwell-Gunter Air Force Base	12,700
State of Alabama	9,500
Baptist Health	4,300
Montgomery Public Schools	3,700
ALFA Insurance Companies	2,568
City of Montgomery	2,500
Jackson Hospital & Clinic	1,300
Rheem Manufacturing Co.	1,150

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Montgomery area.

2004 (3rd Quarter) ACCRA Average House Price:$241,263

2004 (3rd Quarter) ACCRA Cost of Living Index: 94.3 (U.S. Average = 100.0)

State income tax rate: 2.0 to 5.0%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 3.5% city, 2.5% county

Property tax rate: $3.45 per $100 of assessed value

Economic Information: Montgomery Area Chamber of Commerce, 41 Commerce Street, PO Box 79, Montgomery, AL 36101; telephone (334)834-5200

Education and Research

Elementary and Secondary Schools

Montgomery's school system includes nine magnet schools with specialized programs each with its own focus, including arts, technology, math, science, international studies, and advanced academics. The schools offer gifted and special education programs as well as a Career Tech program. The Partners In Education (PIE) program is a joint venture of the Montgomery Public Schools, the Montgomery Area Chamber of Commerce, Junior League of Montgomery, and the Volunteer and Information Center. PIE's 500 partners, consisting of local businesses and organizations, encourage improvement in the school system through partnerships, materials, and donations. The Children's Center of Montgomery is a non-profit organization serving Montgomery's severely disabled and special needs children. The Center is funded in part by the County Board of Education and the State Department of Education, among others. The late 1990s saw the opening of several new schools and a number of additions to existing schools. Brewbaker Technology Magnet High School is designed to expose students to career opportunities in such diverse technical fields as graphics design, pre-engineering, building sciences, e-commerce, medicine, and computer information systems.

The following is a summary of data regarding the Montgomery public school system as of the 2004–2005 school year.

Total enrollment: 33,000

Number of facilities
elementary schools: 36
junior high/middle schools: 11
senior high schools: 7
other: 6

Student/teacher ratio: 15.4 (2002-2003)

Teacher salaries
minimum: $29,538
maximum: $44,936

Funding per pupil: $5,728 (2000-2001)

Montgomery also has 37 private and religious schools, prekindergarten and early education centers.

Public Schools Information: Montgomery Public Schools, 307 S. Decatur St., Montgomery, AL 36104; telephone (334)223-6700

Colleges and Universities

Montgomery is home to a variety of institutions of higher learning. Alabama State University offers programs in health information management and occupational therapy, and master's degree programs in a variety of education fields and accounting. It has recently expanded to include a graduate program in physical therapy as well as a doctoral program in environmental biology and education.

Auburn University Montgomery is known for its Center for Government and Public Affairs and its Center for Business and Economic Development. Faulkner University offers such programs as the Alabama Christian College of Arts and Sciences, the Harris College of Business and Education, and the Jones School of Law. Its program at the Cloverdale Center for Family Strengths reflects the school's emphasis on family stability through training, counseling, and research. Huntingdon College students participate in the Huntingdon Plan, which encompasses many areas including global awareness, critical thinking, strong writing, and hands-on learning as well as Judeo-Christian heritage and values.

John M. Patterson State Technical College offers varied programs in technical, industrial, and service professions. South College Montgomery, a branch of Savannah, Georgia's South College, offers associate degrees in business and computer- related fields. Montgomery is also home to Southern Christian University, which educates Protestant ministers. Trenholm State Technical College provides training in programs such as auto body repair, childcare, broadcasting technology, and other trades. Adult students who work during the day are the special focus of Troy State University Montgomery. Students there earn associate, undergraduate, or graduate degrees while attending school exclusively at night and on the weekends. Troy State programs focus on business, education, the arts, history, sciences, and social science; its graduate programs offer degrees in education, counseling, and business.

Thousands of military students come to Maxwell-Gunter Air Force Base to study at the Air War College and the Air Command and Staff College and at the Squadron Officer College. The College for Enlisted Professional Military Education (CEPME) at Maxwell's Gunter Annex oversees and standardizes all Air Force educational programs.

Libraries and Research Centers

Montgomery has a variety of public and private libraries. Montgomery City-County Public Library has 600,000 volumes with a circulation of more than one-half million items. The facility has ten branches and a bookmobile. The Alabama Supreme Court & State Law Library has 200,000 volumes on Alabama law and history. Maxwell-Gunter Air Force Base is home to the Air University Library, one of the largest federal libraries outside Washington D.C., and the largest military academic library in the world.

College libraries include the 258,000-volume Alabama State University Library, which has special collections on accounting and allied health; the Auburn University Montgomery (AUM) library, with 270,000 titles; and the Huntingdon College Library, which has more than 225,000 holdings, and subject interests in business education, ethnic studies, and gerontology. Faulkner University Library's collection houses 100,000 volumes in its Gus Nichols Main Library; the George H. Jones, Jr. Law Library serves the needs of the University's law school students. Troy State University Montgomery Library is housed on the 2nd and 3rd floors of the Rosa Parks Library and Museum building. Opened in 2000, the new structure was built on the site where Mrs. Parks boarded the bus on which she refused to give up her seat.

Baptist Medical Center, Central Alabama Veterans Health Care System, and Jackson Hospital & Clinic maintain medical libraries. Other libraries in the city include the Montgomery County Law Library, the Montgomery Museum of Fine Arts Library, the U.S. Environmental Protection Agency, and Validata Computer and Research Corporation. Auburn University research centers in Montgomery include the Center for Demographic and Cultural Research.

Public Library Information: Montgomery City-County Public Library, 245 High St., PO Box 1950, Montgomery, AL 36102; telephone (334)240-4300

Health Care

The Baptist Health network operates not-for-profit clinics and hospitals throughout Montgomery. Baptist Medical Center East is a 150-bed full-service hospital that offers a wide variety of services, such as emergency care, obstetrics, surgical services, laser surgery, nuclear medicine, outpatient addictive disease care, and wellness programs. Baptist Medical Center South, with 454 beds, is known for its Center for Advanced Surgery and regional Neonatal Intensive Care Unit. Baptist Health also operates three PriMed clinics throughout Montgomery which are open every day for illnesses and minor emergencies, and the free-standing Montgomery Surgical Center.

Jackson Hospital has 379 beds and 30 long-term acute care beds, and encompasses a 13-city-block area. It features a Diabetes Center, Wound Treatment Center, a Women's Health unit specializing in breast biopsies, a Sleep Disorders Center, and a specialized Cardiac Care center with new open heart surgical suites. The oncology unit treats cancer patients and the obstetrics unit offers labor, delivery, recovery, and postpartum care in special suites.

Recreation

Sightseeing

The Visitor Center, located in historic Union Station at Riverfront Park, offers maps and brochures for visitors to use in touring the city. Many of Montgomery's most important tourist sites are located in the city's downtown and are within walking distance of one another. The Alabama State Capitol, built in 1850–1851, is a National Historic Landmark and has been restored to its original design. At this site Jefferson Davis was sworn in as President of the Confederacy and Martin Luther King, Jr. culminated the historic march through downtown Montgomery by asking for equality for all Americans.

The Civil Rights Memorial lists the key events in the American civil rights movement, including the names of forty men, women, and children who were killed during the struggle. Nearby is Dexter Avenue King Memorial Baptist Church where Dr. Martin Luther King, Jr. issued many of his pleas for freedom. The church also served as the center of the famous 1955 bus boycott.

Montgomery is also the home of the First White House of the Confederacy, where President Jefferson Davis and his family resided. The Alabama Judicial Building houses the state Supreme Court, the courts of Criminal and Civil Appeals, and the state law library. In nearby Wetumpka, at the site of Fort Toulouse in 165-acre Jackson Park is the William Bartram Arboretum, a museum, historic buildings, and an Indian mound dating back thousands of years.

Old Alabama Town is a collection of restored homes and buildings from the 19th and early 20th centuries, set in the

A museum today, the First White House of the Confederacy contains artifacts and exhibits about the Confederacy and its president, Jefferson Davis.

heart of Montgomery's historic downtown. The site features a walking tour, live demonstrations, and a gift shop. Another popular tourist stop is the U.S. Air Force Heritage Museum, which houses the Air Force Enlisted Heritage Hall. The museum, on the grounds of Maxwell-Gunter Air Force Base, highlights important achievements of enlisted soldiers and the airplanes they used, as well as vintage military uniforms, historical photos, and paintings. The Air Force Base occupies the site where in 1910 Wilbur and Orville Wright operated the world's first flight training school. Tours of the stainless steel Monument to Powered Flight are conducted there daily and visitors have the opportunity to see vintage aircraft.

The Alabama Science Center encourages hands-on learning through touch-screen interactive computer programs and video presentations.

Renowned country singer Hank Williams, Sr. is a son of Montgomery. The museum that bears his name features his 1952 Cadillac and other items such as his clothing, piano, and band members' possessions. A life-sized statue of the beloved singer stands across the street from the old city auditorium where many of his performances and his funeral took place.

Rosa L. Parks, the African American heroine who was the catalyst for the 1955 Montgomery bus boycott, is honored at Troy State University Montgomery's Rosa Parks Library and Museum, which opened in 2000. The 55,000-square-foot structure was built on the site where Mrs. Parks boarded the bus on which she refused to yield her seat. The interpretive museum is housed in the 7,000 square foot first floor of the three-story building, which also houses the Troy State University Library. Permanent exhibits commemorating the civil rights movement are displayed, including a replica of the bus, original historical documents on loan from the City of Montgomery, and various sculptures. The Museum also contains a 2,200 square foot, 103-seat multimedia auditorium.

The Alabama Cattleman's Association MOOseum tells the story of the agricultural history of the state, focusing on the history of the cattle industry from the explorations of DeSoto to the present day.

Visitors are alerted to ''expect the unexpected'' at the 40-acre Montgomery Zoo, which displays more than 700 animals from five continents living in a ''barrier free'' setting lush with vegetation and crashing waterfalls. One of the largest planetariums in the Southeast, the W.A. Gayle Planetarium allows 230 visitors to view the sun, moon, planets, and stars projected on a 50-foot domed ceiling. Laser Lights are a highlight of the facility, which is set in beautiful Oak Park.

Teague House offers visitors a chance to observe one of the south's finest examples of late Greek Revival architecture, while the Murphy House antebellum mansion, which now houses the Montgomery Waterworks Board, is open for free tours. The stern-wheel riverboat *Betsy Ann* provides nautical tours of the city from its berth in historic Riverfront Park.

Arts and Culture

The 150-acre Wynton M. Blount Cultural Park plays host to two Montgomery Gems: The Montgomery Museum of Fine Arts and the Alabama Shakespeare Festival. The Montgomery Museum of Fine Arts' noted Blount Collection includes works by John Singer Sargent and Edward Hopper and spans 200 years of American art. The museum also displays collections of European art and offers an educational gallery called ARTWORKS, through which patrons can use their five senses to learn about works in the permanent collection and art in general. The acclaimed Alabama Shakespeare Festival makes its home at the Carolyn Blount Theatre in the Cultural Park. The complex includes two separate theaters, a 750-seat Festival Stage, and the 225-seat Octagon Theatre. The Shakespeare Festival attracts more than 300,000 visitors annually. The park's Shakespeare Gardens hosts many events, including acoustic music concerts, lectures, and theatrical productions. The grounds are festooned with numerous lush plantings and an Elizabethan herb garden. Blount Cultural Park is a $21.5 million facility representing the largest single gift in the history of American arts philanthropy.

The Alabama Artists Gallery features the work of the state's artists.

The F. Scott and Zelda Fitzgerald Museum is located in a former home of F. Scott Fitzgerald, the author of *The Great Gatsby* and other American classics. It houses a large collection of photos, possessions, partial manuscripts, and original correspondence between Fitzgerald and his wife Zelda, a fine artist.

Troy State University's Davis Theatre for the Performing Arts, which opened in 1930, is a renovated former movie palace that now hosts professional musicals, drama, chamber music, symphony concerts, dance, and other performances. It is home to the Montgomery Symphony Orchestra and the Montgomery Ballet. Faulkner University's Dinner Theatre holds claim to Montgomery's only dinner theater venue.

The Montgomery Symphony Orchestra began in 1976 as a community orchestra with 30 musicians. Now, with 75 musicians and a full-time maestro, the symphony performs 7 concerts per season and oversees a variety of educational programs as well as the Montgomery Youth Orchestra. The Montgomery Ballet professional dance company and school features performances of classics throughout the year. Two of the Ballet's annual traditions are *The Spring Gala* and *Ballet and the Beasts,* a free performance at the Montgomery Zoo.

The 34,406-square-foot Armory Learning Arts Center, a one-time National Guard Armory that underwent complete

renovation in 1983, brings art, music, dance, and gymnastic instruction to the community. The Center is the permanent home of the Alabama Dance Theatre, which presents both contemporary and classical dance performances, and twice a year presents major productions at the Davis Theatre. The company offers a free performance each summer at the Armory Center. The Capri Theatre features art, foreign, and classic films.

Festivals and Holidays

Autumn is the season for many annual events on Montgomery's calendar. September brings the annual *Ballet & the Beasts* at Montgomery Zoo, the Alabama Jazz and Blues Federation River Jam, the annual Storytelling Festival, and the Alabama Highland Games.

October's calendar features the 10-day Alabama National Fair at Garrett Coliseum. Also in October, residents have enjoyed the Festival in the Riverfront Park (formerly the Festival in the Park) in downtown Montgomery since I972. The festival features arts and crafts exhibitors, children's activities, food, and a 5-kilometer run/walk. November brings the Turkey Day Classic at Crampton Bowl, where Alabama State University takes a stand against its biggest rival, Tuskegee University. Events kick off with the Turkey Day Classic Parade down Dexter Avenue.

January brings the Fitzgerald Museum Gala & Auction, and DESTA, a festival that highlights African-American arts and culture. March brings the annual Miss Rodeo Alabama pageant during the week-long Southeastern Livestock Exposition Rodeo, and the Junior League Rummage Sale. The Jubilee City Fest is a three-day music, arts, and food festival held near the State Capitol building in May.

Culture blossoms in the summer air with July's free Montgomery Ballet Performance on the Green at Wynton M. Blount Cultural Park and the free Day of Late Summer performance by Alabama Dance Theatre. The Montgomery Symphony Orchestra bids summer adieu with the ''Broadway Under the Stars'' free performance at the Alabama Shakespeare Festival grounds.

Sports for the Spectator

As the home of Alabama State University, Auburn University Montgomery, Troy State College, and other colleges, Montgomery offers a variety of football and baseball games and other college sports for fans to watch. The Montgomery Biscuits AA Southern League baseball team (Tampa Bay Devil Rays affiliate) makes their home at Montgomery's new (2004) Riverwalk Stadium, at the corner of Coosa and Tallapoosa Streets. Victoryland Greyhound Park offers daily races witnessed by up to 4,000 people per day. Montgomery Motorsports Park offers year-round drag racing and weekly events.

Sports for the Participant

Montgomery has 19 city parks that cover more than 400 acres. Among the most popular are Buddy Watson Park, Oak Park, Riverfront Park, Overlook Park, Vaughn Road Park, and Woodmere Park. Tennis and softball facilities dot the parks, and arts, crafts, and fitness programming is available at The Armory on Madison Avenue. The 26,000 square foot Therapeutic Center on Augusta Street features a gymnasium, indoor and outdoor swimming pools, a weight room, game room, locker rooms, meeting rooms, a kitchen, and tennis courts. Lagoon Park Golf Course offers year-round opportunity to play on a 6,773 yard par 72 championship course.

Shopping and Dining

The Shoppes at EastChase opened in 2002 with an open-air ''main street'' concept and feature fountains, street lamps, lush landscaping, and upscale tenants. Montgomery Mall is anchored by JCPenney and Parisian and features more than 100 other tenants. Eastdale Mall, with 80 stores, is the site of Dillards, Sears, Parisian, and JCPenney department stores. Festival Plaza offers 110,000 square feet of shopping and entertainment. Cloverland Shopping Center features everyday necessities, and Eastbrook Flea Market and Antique Mall offers something a little different for the antique and bargain shopper. The Mulberry Shopping District features unique boutiques, antique shops, galleries, and restaurants. Fresh fruits, vegetables, and home-cooked specialties are for sale year-round at the State Farmers Market; the Montgomery Curb Market and Fairview Farmers Market are open seasonally.

Tourist-friendly Montgomery offers restaurants featuring a variety of cuisines from country to Cajun, Mexican, and Thai. Specialties include down-home Southern fare and just-caught seafood from the Gulf of Mexico. Others choices include Indian restaurants, an Australian steakhouse, Italian, Chinese, and the Farmers Market Café, which features fresh fruits and vegetables.

Visitor Information: Montgomery Area Visitor Center, 300 Water Street., Montgomery, AL 36104; telephone (334)262-0013; email tourism@montgomerychamber.com

Convention Facilities

Montgomery offers a variety of sites for conferences and conventions. The Montgomery Civic Center features a main exhibition hall measuring 200 by 300 feet, with an acoustical

ceiling 35 feet high. Telescopic risers and chairs in the arena are used to provide seating for up to 8,000 people. The center's 16 carpeted meeting rooms seat from 45 to 1,600 guests, and the catering kitchen can serve up to 4,000 people. By the beginning of 2005, the Center was in the midst of construction, creating expanded offerings in its new Convention Center with an attached four-star hotel. Garrett Coliseum, offers 31,000 square feet of meeting space and contains seating for 13,500, with an arena, barns, and parking facilities for 5,000 people.

The Embassy Suites Hotel, next to the Civic Center, offers 15,000 square feet of meeting space and can seat up to 900 people. The Governor's House Hotel & Conference Center features more than 18,000 square feet of meeting and banquet space. The Holiday Inn East Holidome has 5,300 square feet of meeting space and 5 meeting rooms. The Holiday Inn Hotel and Suites Downtown offers 10 meeting rooms and can accommodate up to 750 people.

Convention Information: Montgomery Area Chamber of Commerce, 41 Commerce Street, PO Box 79, Montgomery, AL 36101; telephone (334)834-5200; email macoc @montgomerychamber.com. Montgomery Area Visitor Center, 300 Water Street, Montgomery, AL 36104; telephone (334)261-1100 or (800)240-9452; email tourism @montgomerychamber.com

Transportation

Approaching the City

Montgomery Regional Airport, located six miles southwest of the city, supports civilian use and provides facilities for the Alabama Army and Air National Guard. Air carriers serving Montgomery include Delta, Northwest Airlink, US Airways Express, and beginning in 2005, Continental Express. Daily flights travel to and from Atlanta, Dallas-Ft. Worth, Houston, and Charlotte.

Interstate Highway I-65, which runs north and south, and I-85, which runs east and west, intersect in Montgomery. The two highways lead to Atlanta, Birmingham, Mobile, Huntsville, and Nashville. Bus service to other parts of the region and the country is provided by Greyhound and Capital Trailways.

Traveling in the City

Montgomery is served by U.S. Highways 31, 80, 82, 231, and 331, all of which are connected by a four-lane perimeter road surrounding the city. Major east-west streets include Fairview Avenue, Madison Avenue, and South Boulevard, while important north-south streets are Union and Perry streets and Norman Bridge Road.

The Montgomery Area Transit System (MATS) is the local bus line with 15 fixed service routes throughout Montgomery. MATS also provides a demand response service that allows riders to specify pickup and drop-off locations, and the Lightning Route, a turn of the century replica trolley that circulates the historic downtown district.

Communications

Newspapers and Magazines

The *Montgomery Advertiser* is the city's only daily newspaper. The *The Montgomery Independent* is published weekly. Several magazines focusing on hunting, fishing, farming, and agriculture are published in Montgomery. *Alabama Living* features stories of interest to rural and city-dwelling residents.

Television and Radio

The six local television stations include four network stations, a public television station, and an independent station. The five local FM radio stations offer jazz, country, religious, adult contemporary, and Top 40 formats. The two local AM radio stations feature religious and sports programming.

Media Information: *The Montgomery Advertiser,* 200 Washington St., Montgomery, AL 36104; telephone (334)262-1611. *The Montgomery Independent,* 1810 W. Fifth St., Montgomery, AL 36106; telephone (334)265-7320

Montgomery Online

Alabama Shakespeare Festival. Available www.asf.net

City of Montgomery. Available www.montgomery.al.us

City of Montgomery Parks and Recreation. Available http://parks.ci.montgomery.al.us

Maxwell-Gunter Air Force Base. Available www.au.af.mil

Montgomery Area Chamber of Commerce. Available www.montgomerychamber.com

Montgomery Area Visitor Center. Available www.visitingmontgomery.com

Montgomery Biscuits baseball. Available www.biscuitsbaseball.com

Montgomery City-County Public Library. Available www.montgomery.al.us/city/library

Montgomery Public School System. Available www.mccpl.lib.al.us

Online Montgomery. Available www.onlinemontgomery.com

Selected Bibliography

Burns, Stewart, ed. *Daybreak of Freedom: The Montgomery Bus Boycott* (Chapel Hill, NC: University of North Carolina Press, 1997)

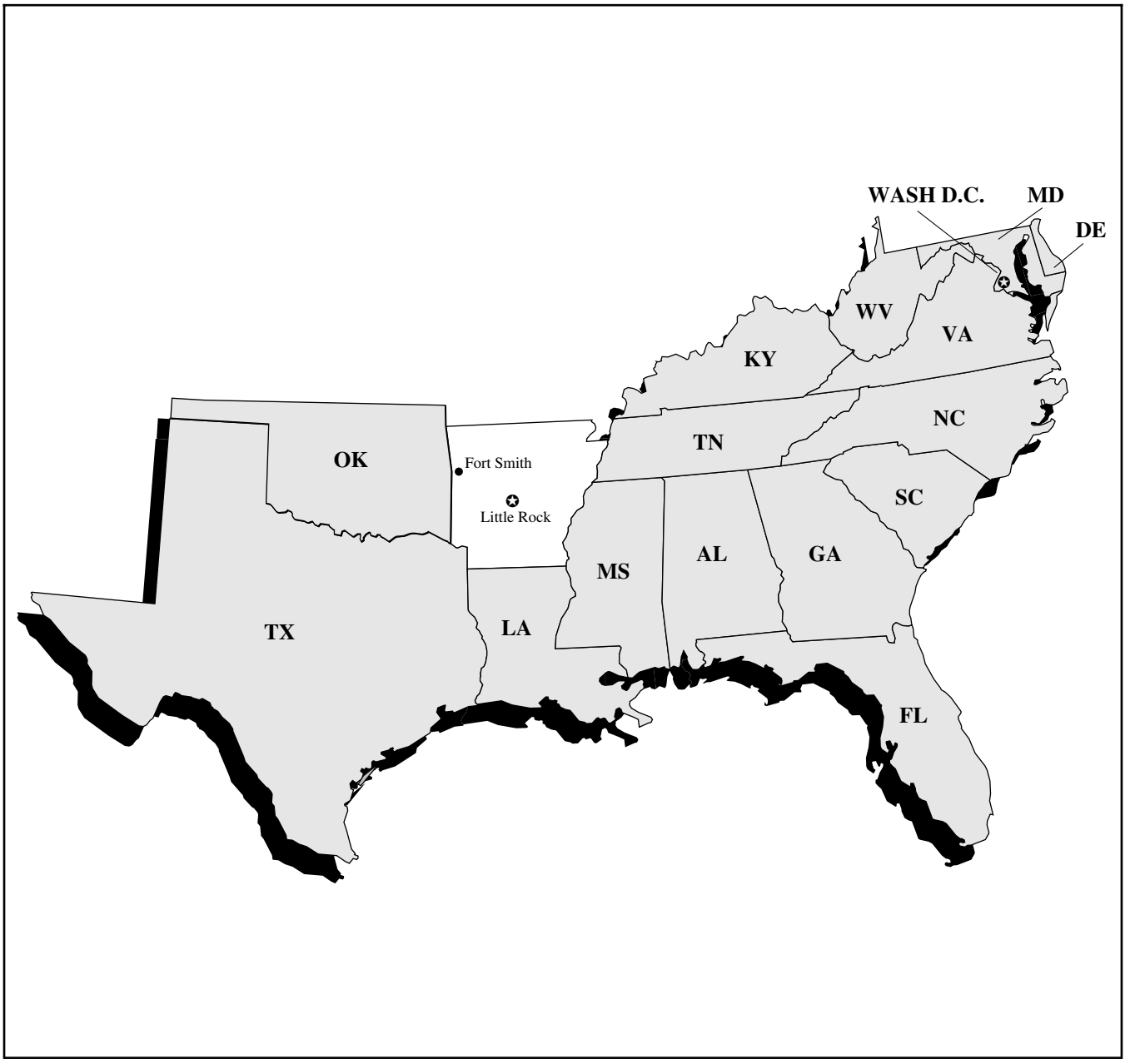
Lewis, Wendy I. and Marty Ellis. *Montgomery: At the Forefront of a New Century.* (Community, 1996)

Parks, Rosa, *Quiet Strength: The Faith, Hope, and the Heart of a Woman Who Changed a Nation* (Grand Rapids, MI: Zondervan Publishing House, 1994)

Rogers, William Warren, *Confederate Home Front: Montgomery During the Civil War* (Tuscaloosa, AL: University of Alabama Press, 1999)

ARKANSAS

Fort Smith 49
Little Rock 61



The State in Brief

Nickname: Land of Opportunity
Motto: *Regnat populus* (The people rule)

Flower: Apple blossom
Bird: Mockingbird

Area: 53,179 square miles (2000; U.S. rank: 29th)
Elevation: Ranges from 55 feet to 2,753 feet above sea level
Climate: Long hot summers, mild winters, ample rainfall

Admitted to Union: June 15, 1836
Capital: Little Rock
Head Official: Governor Michael D. Huckabee (R) (until 2007)

Population
- **1980:** 2,286,000
- **1990:** 2,350,725
- **2000:** 2,673,398
- **2003 estimate:** 2,725,714
- **Percent change, 1990–2000:** 13.7%
- **Percent change, 2000–2003:** 2.0%
- **U.S. rank in 2003:** 32nd
- **Percent of residents born in state:** 63.9% (2000)
- **Density:** 51.3 people per square mile (2000)
- **2002 FBI Crime Index Total:** 112,672

Racial and Ethnic Characteristics (2000)
- **White:** 2,138,598
- **Black or African American:** 418,950
- **American Indian and Alaska Native:** 17,808
- **Asian:** 20,220
- **Native Hawaiian and Pacific Islander:** 1,668
- **Hispanic or Latino (may be of any race):** 86,866
- **Other:** 40,412

Age Characteristics (2000)
- **Population under 5 years old:** 181,585
- **Population 5 to 19 years old:** 578,924
- **Percent 65 years and over:** 14.0%
- **Median age:** 35.3 years (2000)

Vital Statistics
- **Total number of births (2002):** 37,437
- **Total number of deaths (2001):** 27,124 (infant deaths, 307)
- **AIDS cases reported through 2003:** 3,581

Economy
- **Major industries:** Food products, agriculture, tourism, manufacturing
- **Unemployment rate:** 5.6% (November 2004)
- **Per capita income:** $24,296 (2003; U.S. rank: 50th)
- **Median household income:** $33,259 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 18.5% (3-year average, 2001-2003)
- **State income tax rate:** Ranges from 1.0% to 7.0%
- **State sales tax rate:** 5.125%

Fort Smith

The City in Brief

Founded: 1817

Head Official: Mayor C. Ray Baker, Jr. (unaffiliated) (since 1991)

City Population
1980: 72,734
1990: 73,511
2000: 80,268
2003 estimate: 81,562
Percent change, 1990–2000: 9.2%
U.S. rank in 2000: 363

Metropolitan Area Population
1980: 203,511
1990: 175,911
2000: 207,290
Percent change, 1990–2000: 17.8%
U.S. rank in 2000: 162nd

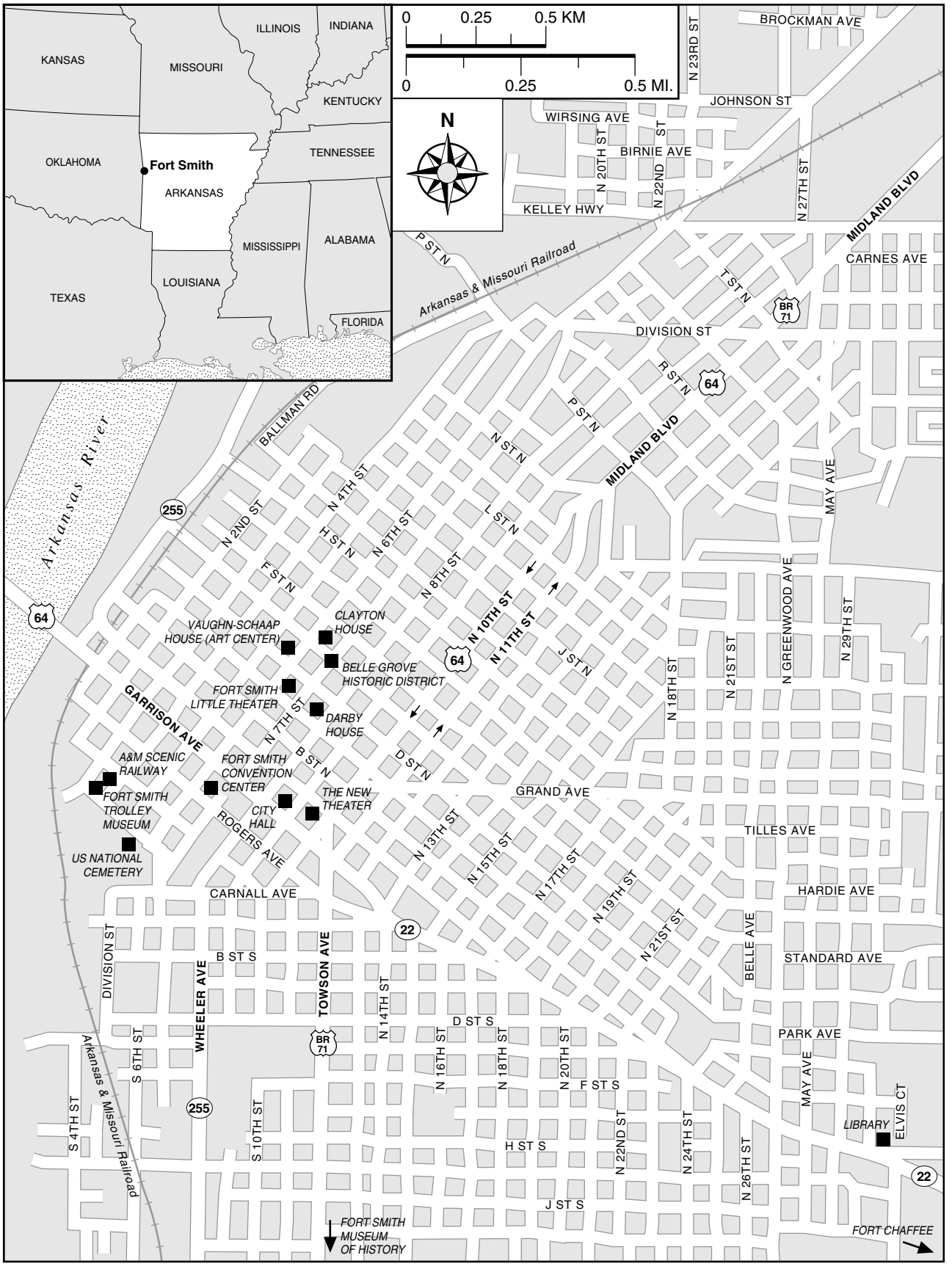
Area: 52.94 square miles (2000)
Elevation: 463 feet above sea level
Average Annual Temperature: 61° F
Average Annual Precipitation: 40.9 total inches of precipitation; 6.2 inches of snow

Major Economic Sectors: Manufacturing, trade, transportation, utilities, education, health services, government
Unemployment rate: 4.5% (November 2004)
Per Capita Income: $18,994 (2000)

2002 FBI Crime Index Total: 7,498

Major Colleges and Universities: University of Arkansas at Fort Smith, Webster University, John Brown University

Daily Newspaper: *The Times Record*


KANSAS
MISSOURI
ILLINOIS
INDIANA
KENTUCKY
TENNESSEE
OKLAHOMA
Fort Smith
ARKANSAS
MISSISSIPPI
ALABAMA
LOUISIANA
TEXAS
FLORIDA
0 0.25 0.5 KM
0 0.25 0.5 MI.
N
BROCKMAN AVE
N 23RD ST
JOHNSON ST
WIRSING AVE
N 20TH ST
BIRNIE AVE
N 22ND ST
KELLEY HWY
N 27TH ST
MIDLAND BLVD
CARNES AVE
P ST N
Arkansas & Missouri Railroad
T ST N
BR 71
DIVISION ST
R ST N
64
P ST N
MIDLAND BLVD
BALLMAN RD
Arkansas River
N ST N
MAY AVE
255
N 2ND ST
N 4TH ST
H ST N
N 6TH ST
L ST N
N 8TH ST
T ST N
N GREENWOOD AVE
N 29TH ST
64
VAUGHN-SCHAAP HOUSE (ART CENTER)
CLAYTON HOUSE
BELLE GROVE HISTORIC DISTRICT
N 10TH ST
N 11TH ST
J ST N
N 18TH ST
N 21ST ST
FORT SMITH LITTLE THEATER
GARRISON AVE
N 7TH ST
DARBY HOUSE
D ST N
A&M SCENIC RAILWAY
FORT SMITH CONVENTION CENTER
B ST N
THE NEW THEATER
GRAND AVE
FORT SMITH TROLLEY MUSEUM
CITY HALL
ROGERS AVE
N 13TH ST
N 15TH ST
N 17TH ST
N 19TH ST
TILLES AVE
US NATIONAL CEMETERY
CARNALL AVE
HARDIE AVE
22
DIVISION ST
B ST S
TOWSON AVE
N 14TH ST
N 21ST ST
BELLE AVE
STANDARD AVE
WHEELER AVE
D ST S
PARK AVE
Arkansas & Missouri Railroad
S 6TH ST
BR 71
N 16TH ST
N 18TH ST
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F ST S
MAY AVE
ELVIS CT
255
S 4TH ST
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J ST S
FORT SMITH MUSEUM OF HISTORY
FORT CHAFFEE

Introduction

Located on the Arkansas River where the state of Arkansas meets Oklahoma, Fort Smith is the western gateway to Arkansas. The former military fort was situated with great purpose in 1817 to separate warring native tribes, and its location continues to serve Fort Smith today as a manufacturing and tourism destination. The Arkansas River Valley separates the Ozark Plateau from the Ouachita Mountains, giving Fort Smith visitors and residents a smorgasbord of outdoor activities in which to participate. Fort Smith is known as the Wild West town of Arkansas, capitalizing on its history as a frontier military installation and the site of ''Hanging'' Judge Parker's notorious courtroom. During and just after the Civil War, former slaves and refugees from repressive regimes found a temporary home in Fort Smith and nearby Fort Chaffee in anticipation of a more democratic style of life. Today, Fort Smith remains a gateway to and from the west as a mecca for manufacturing businesses and as a burgeoning tourist destination on its own merits.

Geography and Climate

Fort Smith is located on the Arkansas-Oklahoma border, where it is bisected by the Arkansas River and sandwiched between the Ouachita and Ozark national forests. Built on the flats left by the meandering river, the city is level and green but enjoys easy access to mountains. Fort Smith sees the sun more than 200 days out of the year and experiences temperate weather during most months. The winters are generally mild, with less than seven inches of snow on average, while the summers are warm and often humid. Fort Smith sits at the edge of the reputed ''Tornado Alley,'' and in spring of 1996 its downtown was devastated by a class F2 (on the Fujita scale based on damage, with F1 being lowest to F5 being highest) twister.

Area: 52.94 square miles (2000)

Elevation: Approximately 463 feet above sea level

Average Temperatures: January, 36.1° F; July, 81.5° F; annual average, 61° F

Average Annual Precipitation: 40.9 total inches of precipitation; 6.2 inches of snow

History

The Fort That Wouldn't Die

The groundwork for Fort Smith's role in U.S. and Arkansas history was laid early and deep, as the native tribes that originally peopled the area during the Stone Age established communities in what later became valued and contested lands. Early inhabitants of western Arkansas have been characterized as ''bluff dwellers'' whose civilization dates back to 10,000 BC. The bluff dweller culture was absorbed into that of invading tribes, and by the time that Spanish explorer Hernando de Soto ventured into Arkansas in 1541, the most numerous Arkansas residents were of the Quapaw tribe.

Other explorers followed, claiming the land in the name of their sponsoring country; in 1682, French explorer Robert cavelier de La Salle claimed the area for France as part of the Louisiana Territory. In Arkansas and back east, relocation of native peoples soon began as early European settlers required more land on which to live, hunt, and farm. The later 1700s saw an increasing mix of native tribes west of the Mississippi, not all of who were on friendly terms. Closer proximity naturally resulted in heightened tensions and conflicts, endangering not just the tribe members themselves but also the increasing population of fur traders and pioneers who were employing the Arkansas River Valley as a funnel into the southwest. After Arkansas became an official part of the United States as the District of Arkansas in 1803, the federal government perceived a need to intervene in intertribal hostilities on the western edge of the burgeoning country. A new fort was established in 1817 on the banks of the Arkansas River where it meets the Poteau River, on a promontory of bluffs called Belle Point; the fort was named for General Thomas Smith of the federal garrison in St. Louis. For the next seven years, Fort Smith military personnel arbitrated clashes between the Osage and Cherokee tribes, negotiated treaties, and also patrolled the borders of the United States that were contested by Spain.

The military presence in Arkansas allowed for an influx of settlers from the east, and a community began to grow up around Fort Smith. New businesses catered to the soldiers with a drive to keep the installation occupied and thriving. Military forts of the time typically had a relatively brief lifespan as the western boundary of the United States continued to edge toward the Pacific. Indeed, the troops encamped at Fort Smith were relocated further west in 1924; the fort retained its utility by serving as the headquarters for the Western Choctaw Agency and also as the hub of enforcement for prohibition activities in that area. Location played a major role in Fort Smith's continued viability; the Arkansas River Valley provided easy access to the west where the fort and its surrounding community became the meeting point

for many primary roads. The federal government and its military more and more viewed Fort Smith as a strategic site based on access and the fact that it was near but not encroaching a newly established Choctaw reservation in what had come to be known as Indian Territory. A new Fort Smith garrison was constructed in 1938, bringing with it an official town of the same name.

Fort Smith: A Stop on the ''Trail of Tears''

The history of Fort Smith is inextricably interwoven with that of native peoples in the United States, from the fort's time as a peacekeeping entity to the part it played in the forced relocation of thousands of native tribes west of the Mississippi River. During Thomas Jefferson's tenure as president, American citizens began to wish for more land and less conflict with the previous inhabitants of the eastern area. Jefferson's proposed solution was to relocate eastern native tribes to a buffer zone between U.S. territory holdings and land claimed by European countries. Between 1816 and 1840, a number of eastern tribes ceded their land to the United States and voluntarily headed west to what is now Oklahoma. In 1830, President Andrew Jackson put into effect further plans for the relocation of eastern native peoples; the result was an exodus of more than 100,000 native men, women and children on an arduous route that took them halfway across the country. There were several points of debarkation and several western routes used, but the ''Trail of Tears'' ultimately passed right through the gateway community of Fort Smith. Military installations in the area assisted tribe members in rejoining their own communities or held them temporarily while land assignments were made.

Fort Smith had come full circle. Its troops were once again in the position of keeping watch on a forced collective of age-old foes and allies in a relatively concentrated area, more for purposes of protecting pioneers and California-bound prospectors of European descent than for protecting and preserving the tribes themselves. But then came a new kind of war.

Citizen Against Citizen: The Civil War at Fort Smith

In 1860, the state of Arkansas had achieved a population of 435,450 people, 111,115 of whom were slaves of African descent and 11,481 of whom were slave owners of primarily European background. It appeared inevitable that when the Confederacy voted to secede from the Union in April 1861, Arkansas would be on board with the Confederates; however, while more than 60,000 Arkansas residents joined rebel troops, at least 9,000 Anglos and more than 5,000 African Americans fought on the side of the Union in this conflict that divided communities and families. Fort Smith was no exception—it began its participation in the war as a Confederate military installation and supply depot until September 1, 1863, when Union troops took the post.

Fort Smith's strategic location on intersecting rivers and roads made it both a valuable staging area as a Union outpost and a continuing target for the Confederate faithful holed up in the surrounding mountains and in Indian Territory. The garrison became, not for the last time in history, a refuge for besieged citizens aligned with the Union and suffered through much deprivation when supply sources were ambushed by rebel troops. In 1865, Confederate leadership officially turned Arkansas, Texas and Indian Territory over to the Union, and the Fort Smith Confederates returned home to begin the work of rebuilding for the community's future.

Reconstruction, Retribution and Reconciliation

Post-Civil War Reconstruction returned some of the states in the Union to a military form of government; consequently, Fort Smith became an outpost in the subdistrict of Arkansas, charged with enforcement of Reconstruction regulations and registration of freedmen. As a community, Fort Smith's function began to evolve from military to administration of frontier justice, as a succession of tough judges presided on the bench and attempted to impose order on the populace. Judge Isaac Parker, the infamous ''hanging judge,'' meted out sentences over a 21-year period, ordering hundreds of defendants to jail and 160 men to ''hang by the neck until you are dead, dead, dead!''

In 1896, Fort Smith ceased operations as a military outpost and the community's focus became that of municipal growth while sustaining the city's formative history. Reverberations from the Civil War continued as, in 1891, Jim Crow legislation was passed segregating rail stations and keeping the population divided literally and figuratively, until the issue of integration came to a head in 1957. In the interim, Arkansas weathered the Great Depression, accompanied as it was by crop-killing drought and the departure of many citizens from Fort Smith and Arkansas in general for what appeared to be greener pastures.

As the country began to rebound, Fort Smith established its identity as an industrial hub seated fortuitously at the nexus of two rivers leading to the Mississippi and an abundance of roadways radiating off across the country. The former military installation briefly served as a relocation camp for Japanese and German U.S. citizens during World War II, but in 1975 and 1980 also provided shelter and transition for Vietnamese and Cuban refugees seeking asylum in the United States. Fort Smith's public school system now proudly embraces the diversity of its students even as the city embraces its history; adaptability and survival may be the best descriptors for the former Wild West town.

Historical Information: Fort Smith Historical Society, PO Box 3676, Fort Smith, AR 72913; telephone (479)478-6323

Population Profile

Metropolitan Area Residents (MSA)
1980: 203,511
1990: 175,911
2000: 207,290
Percent change, 1990–2000: 17.8%
U.S. rank in 2000: 162nd

City Residents
1980: 72,734
1990: 73,511
2000: 80,268
2003 estimate: 81,562
Percent change, 1990–2000: 9.2%
U.S. rank in 2000: 363rd

Density: 1,594.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 63,868
Black or African American: 7,548
American Indian and Alaska Native: 2,541
Asian: 4,101
Native Hawaiian and Other Pacific Islander: 105
Hispanic or Latino (may be of any race): 7,048
Other: 4,040

Percent of residents born in state: 56.1%

Age characteristics (2000)
Population under 5 years old: 6,083
Population 5 to 9 years old: 5,581
Population 10 to 14 years old: 5,363
Population 15 to 19 years old: 5,586
Population 20 to 24 years old: 5,681
Population 25 to 34 years old: 11,454
Population 35 to 44 years old: 12,040
Population 45 to 54 years old: 10,513
Population 55 to 59 years old: 3,884
Population 60 to 64 years old: 3,082
Population 65 to 74 years old: 5,376
Population 75 to 84 years old: 4,113
Population 85 years and over: 1,512
Median age: 35.3

Births (Sebastian County; 2001)
Total number: 1,827

Deaths (Sebastian County; 2001)
Total number: 1,134

Money income (1999)
Per capita income: $18,994
Median household income: $32,157
Total households: 32,398

Number of households with income of . . .
less than $10,000: 4,095
$10,000 to $14,999: 2,887
$15,000 to $24,999: 5,374
$25,000 to $34,999: 5,092
$35,000 to $49,999: 5,054
$50,000 to $74,999: 5,233
$75,000 to $99,999: 2,092
$100,000 to $149,999: 1,537
$150,000 to $199,999: 405
$200,000 or more: 676

Percent of families below poverty level: 12.1% (59.7% of which were female householder families with related children under 5 years

2002 FBI Crime Index Total: 7,498

Municipal Government

Fort Smith operates under a city administrator form of government in which the governing body is composed of a mayor and seven board directors. Four of the directors represent wards of the City of Fort Smith, while the mayor and the other three directors are elected by the broader population of the city. Terms of service are four years in duration, with off-set elections. The Board of Directors is chaired by the mayor and oversees matters of policy and budget. The board employs a city administrator to oversee daily operations for the city.

Head Official: Mayor C. Ray Baker, Jr. (unaffiliated) (since 1991; current term expires 2006)

Total Number of City Employees: 850 (2005)

City Information: City of Fort Smith, 623 Garrison Avenue, Fort Smith, AR 72901; mailing address PO Box 1908, Fort Smith, AR 72902; telephone (479)785-2801

Economy

Major Industries and Commercial Activity

Fort Smith is the manufacturing hub of Arkansas, with more goods produced in that vicinity than anywhere else in the state. National and international companies such as Weyerhauser, Gerber Foods, Whirlpool Corporation and Rheem Air Conditioning Products have facilities in Fort Smith and employ thousands of area workers to generate

wood and paper products, food products, air conditioning system components and appliances. Recreation and tourism, particularly structured around the unique history of Fort Smith, is a growing industry with a workforce that is growing apace.

Items and goods produced: air conditioning systems, food products, appliances, paper products, wood products, composite building materials

Incentive Programs—New and Existing Companies

Local programs—In conjunction with the Arkansas Department of Economic Development, Fort Smith offers a variety of investment and job creation incentives designed to attract and retain thriving businesses.

State programs—Arkansas' incentive plan was updated in 2003; counties are divided into four tiers based on rates in the areas of poverty, unemployment, per capita income and population growth. More lucrative incentives are offered for businesses that choose to locate in underserved counties.

Start-up businesses can take advantage of several incentive packages, including Advantage Arkansas (an income tax credit program), Tax Back (refunds of sales and use taxes), and InvestArk (a sales and use tax credit program). Businesses in highly competitive categories such as manufacturing, agriculture and information technology may be eligible for incentive programs such as Create Rebate (payroll rebates) and the ArkPlus income tax credit program.

The State of Arkansas additionally provides specialized incentive programs to encourage development of specific components of a business (child care facilities, customized training, recycling) or to recruit particular industries to the area (motion picture companies, tourism businesses).

Job training programs—The Arkansas Construction Education Foundation Training Program offers classroom and real-world experience through apprenticeship programs in Fort Smith and three other Arkansas locations. The University of Arkansas Fort Smith's Center for Business and Professional Development partners with local companies to develop skills of employees.

Development Projects

With Community Development Block Grant (CDBG) funding, the City of Fort Smith is implementing a 5-year strategic action plan to address affordable housing issues, increase resources for the homeless, and attract corporate expansion and relocations in the metropolitan area to increase employment opportunities for mid- and low-income community members. A number of the plan's strategies seek to increase the income of workers in relation to their rental or mortgage burden, with tactics to include promotion of General Education Development (GED) programs that serve adults, encouragement of higher education for workers, and provision of quality childcare services that will allow parents to work outside of the home.

Downtown Fort Smith has experienced a renaissance in response to a growing tourism and convention market. The Fort Smith Downtown Development association has thrown considerable energy into recruiting businesses into the area and into increased valuation of properties, including $55 million in improvements to the Fort Smith Convention Center, the Riverfront Development and Garrison Street. Building on the draw of Fort Smith's history, the municipal government has agreed to restore brick streets in the Belle Grove Historic District in downtown.

Nearby Fort Chaffee is undergoing change at the start of the new century as well. The Fort Chaffee Redevelopment Authority, created in 1997 after the base was closed in 1995, is in the process of creating residential, commercial and industrial resources on 7,000 acres of former military land. The new Chaffee Crossing will preserve the local history of the fort while offering modern facilities, parks, homes and business opportunities. Some office and warehouse buildings are already available for leasing; the remainder of the project is still undergoing development.

Economic Development Information: Fort Smith Regional Chamber of Commerce, PO Box 1668, Fort Smith, AR 72902; telephone 479-783-6118; email info@fortsmithchamber.com

Commercial Shipping

Sited at the confluence of the Arkansas and Poteau Rivers, the Port of Fort Smith is experiencing growth in tonnage, primarily composed of steel and scrap metal, passing through its terminal and on through the Mississippi River system. The port is served by the Arkansas-Missouri Railroad and a variety of trucking companies. In general, local trucking companies have seen continued demand for service as they transport general commodities throughout the United States. Air freight services are also available through local companies and the Fort Smith Regional Airport, which serves an eight-county area.

Labor Force and Employment Outlook

With a strong base of manufacturing and the recent addition of a major medical center, Fort Smith is experiencing an upswing in employment, as evidenced by decreased layoffs compared to years previous. From 1990 to 2001, the Fort Smith metropolitan area demonstrated a 26.2% growth in nonfarm employment, compared to a rate of 25.2% for the state of Arkansas. Mainstay local manufacturers such as Gerber Foods, Weyerhauser, Rheem Air Conditioning and

Whirlpool Corporation all provide products for which there appears to be relatively stable demand, thereby minimizing employment fluctuations. Growing areas of employment include health services, as well as leisure and hospitality. With a growing and involved local university, Fort Smith is seeing increasing support for professional and business service professions. According to the U.S. Department of Labor, a long term shift from goods-producing employment to service-producing activities is expected.

The following is a summary of data regarding the Fort Smith metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 99,700

Number of workers employed in . . .
natural resources and mining: 1,000
construction: 4,500
manufacturing: 25,400
trade, transportation and public utilities: 19,700
information: 1,600
financial activities: 3,600
professional and business services: 9,700
educational and health services: 12,800
leisure and hospitality: 7,200
other services: 2,800
government: 11,400

Average hourly earnings of production workers employed in manufacturing: $13.73

Unemployment rate: 4.5% (November 2004)

Largest employers	*Number of employees*
Whirlpool Corporation	4,500
Sparks Regional Medical center	2,180
Rheem Air Conditioning Products	1,592
City of Fort Smith	850
University of Arkansas at Fort Smith	807
Gerber Products	600
Owens-Corning (Composite Materials Division)	not reported
Planters Peanuts Company	not reported

Cost of Living

2004 (3rd Quarter) ACCRA Cost of Living Index: 85.7

2004 (3rd Quarter) ACCRA Average House Price: $205,946

State income tax rate: Ranges from 1% on the first $3,999 of net taxable income to 7% on amounts over $27,500

State sales tax rate: 6%

Local income tax rate: 1.5%

Local sales tax rate: 2% on taxable goods and services

Property tax rate: Assessed valuation is equal to 20% of the market value of property

Economic information: Fort Smith Regional Chamber of Commerce, PO Box 1668, Fort Smith, AR 72902; telephone (479)783-6118; email info@fortsmithchamber.com

Education and Research

Elementary and Secondary Schools

The Fort Smith Public Schools (FSPS) offers education services to students within the city's municipal boundaries, with students from outside the area eligible to apply to the School of Choice program. The student population increased slightly during the 2003-2004 school year, with the most marked growth in non-English speaking and economically disadvantaged students. Fort Smith Public Schools celebrates its diversity, noting that 20 languages are spoken by FSPS students. The school system demonstrates gains on all categories of the Arkansas End of Course tests, which determine student mastery of essential academic skills and knowledge in areas of core knowledge.

Eight Fort Smith elementary schools and all of its secondary schools were designated as Arkansas Schools of Excellence for the 2003-2004 school year; two high schools were selected as National Schools of Excellence. The school district has created discipline-specific task forces to support curriculum development in math, science, literacy and social sciences. Other facilities in the school district include an adult education center, a parent resource center, an alternative learning center, and a professional development and technology center.

Recent legislation passed by the Arkansas General Assembly promises to have a significant impact on the Fort Smith Public School System, including increases in funding available for education of students from lower-income families and students with limited backgrounds in English language, a higher minimum teacher's salary, and additional financial support for early childhood programs.

The following is a summary of data regarding Fort Smith Public Schools as of the 2003-2004 school year.

Total enrollment: 12,871

Number of facilities
elementary schools: 19
junior high/middle schools: 4
high schools: 2
other: 4

Student/teacher ratio: 16:1

Teacher salaries
minimum: $29,750
maximum: $56,545

Funding per pupil: $6,863

Preschool, Headstart and specialized programs are offered privately or through religious institutions.

Public Schools Information: Fort Smith Public Schools, 3105 Jenny Lind, PO Box 1948, Fort Smith, AR 72902-1948; telephone (479)785-2501

Colleges and Universities

Institutions of higher education in Fort Smith offer a full array of academic opportunities including associate degrees, bachelor degrees, and master's degrees through the University of Arkansas at Fort Smith, the University Center at Westark and the Business and Industrial Institute. Advanced degrees are also available through John Brown University and Webster University. The University of Arkansas at Fort Smith (UA Fort Smith) is the fifth largest institution of higher education in the state, with an enrollment of 6,406 reported for fall 2003. UA Fort Smith offers a range of educational degree programs, including technical certifications, certificates of proficiency, associate degrees, bachelor degrees and master's degrees. UA Fort Smith students are able to tap into the resources of other University of Arkansas campuses via the University Center; an active and involved Business and Professional Institute at the University offers training and continuing education programs to area businesses and community agencies. Health Sciences is also an education concentration that makes UA Fort Smith remarkable; between Business and Health Sciences students, UA Fort Smith provides the state of Arkansas with the bulk of its technical and health care workers.

John Brown University (JBU), a private Christian institution, maintains an educational outreach center in Fort Smith. Total enrollment for JBU in 2004 was 1,947; students were offered 51 undergraduate majors and 6 graduate programs. Two endowed, associated centers located at JBU indicate the university's commitment to graduating civically engaged students: The Soderquist Center for Leadership & Ethics and the Center for Marriage and Family Studies.

Webster University has played a unique role in the local community. Located on the grounds of nearby decommissioned Fort Chaffee in 1989, the University originally provided graduate level classes to military personnel through the Joint Readiness Training Center. In 1991, Webster University made a commitment to stay in Fort Smith but has now focused on master's degree programming in Human Resource Management and Business Administration.

Libraries and Research Centers

Having the University of Arkansas as a community partner allows Fort Smith residents to take advantage of its Boreham Library, with access to thousands of books, periodicals and databases; the Health Sciences program at UA Fort Smith also maintains a specialized library that benefits not only its students but residents working in the healthcare sector.

The Fort Smith Public Libraries system is comprised of one main library and three branch libraries, supplemented by a bookmobile program. In February of 2001, the main library's new building was featured on the cover of an architectural edition of *Library Journal.* The library also hosts a specialized section for genealogical research. A law library is available at the Sebastian County Courthouse facility in Fort Smith. The Fort Smith Historical Society produces a journal and maintains archives of historical information regarding the city and its environs.

Public Library Information: Fort Smith Public Library, 3201 Rogers Ave., Fort Smith, AR 72903; telephone (479)783-0229

Health Care

The greater Fort Smith Arkansas-Oklahoma metropolitan area of 11 counties is served by 5 hospitals and 23 clinics, with outpatient and specialty services being provided by 591 organizations and individuals in private practice. The primary provider of healthcare services locally is Sparks Regional Medical Center, established in Arkansas in 1887. Sparks offers a range of outpatient and inpatient services, from preventive programs for diabetes and heart disease to rehabilitation for post-operative patients. The hospital's oncology unit is supported by a local cancer care house for the comfort and convenience of cancer patients and their families. Saint Edward Mercy Medical Center, an affiliate of the Sisters of Mercy healthcare network, has served the Fort Smith community since 1905, providing acute care medical intervention to the metropolitan area. Specialties of the medical center include behavioral services, a hospice program, and the Mercy Northside Clinic, which provides affordable healthcare and bilingual staff to an underserved segment of the Fort Smith population. Vista Health of Fort Smith, originally part of the Saint Edward Mercy system, now acts as a stand-alone not-for-profit behavioral health provider of inpatient and outpatient services to adults, adolescents and children. Sixteen local organizations and individuals provide alternative health care services to the metropolitan community.

Fort Smith and greater Sebastian County are in the process of mobilizing a Hometown Health Initiative under the aus-

pices of the Arkansas Department of Health. The Initiative encourages communities to actively participate in large-scale prevention and health improvement.

Recreation

Sightseeing

The best way to get to know the city is to begin at the Fort Smith National Historical Site on the grounds of the old military installation. Here visitors can trace the history of the area from Wild West fort to ''Trail of Tears'' waystation, to frontier justice courtroom. Fort Smith then continues its transformation, becoming a World War II relocation facility and then a refugee camp, to its preservation in 1961 as a National Historical Site and its current status as modern city. Located at 4th Street and Garrison Avenue, the urban park consists of maintained trails that lead guests past and through the remains of the two forts, a reconstruction of Judge Parker's infamous gallows and a portion of the ''Trail of Tears'' along the Arkansas River. The Visitor Center at the Historical Site features displays that reflect on the fort's history from 1817 to 1871. The ''Living the Legacy'' educational program is a curriculum designed for grades two through five that makes history come alive. The nearby Fort Smith Museum of History makes a convenient and logical follow-up stop.

The history tour of Fort Smith continues in the downtown area with the Belle Grove Historic District, a 22-square-block area that was added to the National Register of Historic Places in the early 1970s. Within the vicinity of 5th, H, 8th, and C Streets are 22 houses, some up to 150 years old, that have been restored along with the brick-paved streets. The area contains a number of notable residences such as the Darby House, the Vaughn-Schaap House and the Clayton House. No visit to downtown Fort Smith would be complete without a stop at Miss Laura's Visitor Center, allegedly the only former house of prostitution on the National Register of Historic Places. From there it's a short distance to The Hangman's House, the former residence of George Maledon, who carried out executions for Judge Isaac Parker for a number of years.

Tourists interested in transportation will enjoy both the Fort Smith Air Museum and the Fort Smith Trolley Museum. The Fort Smith Air Museum is located at the Fort Smith Regional Airport Terminal; visitors can take a self-guided tour at no cost, viewing displays that detail military, agricultural and commercial aviation history. Back in the downtown area, travelers who enjoy a leisurely pace can ride the restored 1926 trolley that makes a circuit from Garrison Street to the Fort Smith National Cemetery. On its route, the trolley will stop at the Trolley Museum, containing transportation-related artifacts.

The U.S. National Cemetery in Fort Smith, served by the trolley and within walking distance of downtown, provides its own silent commentary on the history of Fort Smith, with 10,000 gravesites dating from the establishment of the original fort. Confederate and Union soldiers both rest at this site, and visitors can view the repositories of men hung at the order of Judge Isaac Parker as well as the grave of the infamous judge himself. Judge Parker's hanging legacy continues at the Oak Cemetery, which is also the final resting place of a number of deputy U.S. Marshalls who worked with the judge.

Arts and Culture

The Fort Smith Art Center, housed in the Vaughn-Schaap House in the Belle Grove Historic District, is an architectural work of art and a rare example of Victorian Second Empire buildings in Fort Smith. Displays inside the Center include a permanent contemporary art show featuring local artists and monthly exhibits in a variety of media featuring local and national artists. Art classes and an art camp are also offered through the Fort Smith Art Center.

The Western Arkansas Ballet Company not only offers lavish productions of well-known ballets but also operates a ballet academy and summer ballet instruction for local children and adults. Productions are often performed in conjunction with performing arts departments of the Fort Smith Public Schools system or the University of Arkansas at Fort Smith. In 2005, the Fort Smith Symphony began its 81st season as a professional orchestra performing classical and popular music throughout the region.

Theater fans can take in a performance of ''The Medicine Show on Hanging Day'' at Miss Laura's Visitor Center, featuring Miss Laura and Hanging Judge Parker as characters. A more mainstream option might be provided by the all-volunteer Fort Smith Little Theater, which debuted in 1948. The players produce and perform an eclectic assortment of comedies, dramas and musicals year-round.

The University of Arkansas at Fort Smith hosts a variety of cultural events throughout the year, including performances of vocal and instrumental music, operas, and plays throughout the year.

Arts and Culture Information: Fort Smith Convention & Visitors Bureau, 2 North B, Fort Smith, AR 72901; telephone (800)637-1477 or (479)783-8888

Festivals and Holidays

Each May, Memorial Day weekend is kicked off in Fort Smith with a PRCA (Professional Rodeo Cowboys Associa-

Fort Smith is home to numerous historical landmarks.

tion) Rodeo parade that leads up to the Old Fort Days Rodeo and Barrel-Racing Futurity. Rated as one of the best rodeo events in the country, the event runs for ten days and provides a large pay-off for entrants in the Wild West contests. A natural follow-up is the Old Fort Riverfest in June, a three-day festival of music, food, and art for the entire family. The Arkansas-Oklahoma State Fair in late September offers a similar flavor of down-home fun seasoned with history.

Celebrating the Scottish heritage of western Arkansas is the focus of the Scottish Border Games and Gathering held each fall; authentic Scottish foods, music and competitions are offered during the three-day fair. Another eclectic offering is the Riverfront Blues Festival, where for two days soulful music can be heard wafting over the Arkansas River.

The calendar year winds up with Frontier Fest, held in late October and celebrating the long and varied history of Fort Smith, and the Arkansas Trail of Holiday Lights displayed in December.

Sports for the Spectator

The University of Arkansas at Fort Smith athletic department houses a baseball team, women's and men's basketball programs and a women's volleyball squad, all of which play at the top of Division I in the National Junior College Athletic Association.

Sports for the Participant

The Arkansas River is fed by smaller tributaries that are ideal for canoeing, kayaking and whitewater rafting. Enthusiasts recommend the Mulberry River, the White River, Lee Creek, the Fourche River, and the slightly more distant Buffalo River. Abundant water in rivers and lakes makes the Fort Smith area an angler's paradise; top spots for fishing include the rivers, Lake Fort Smith, Blue Mountain Lake, Lake Shepherd Springs and a wealth of small bayous known only to the locals.

Fort Smith is close enough for a day-trip to a variety of state parks with extensive trail systems. After a scenic drive south from Fort Smith, Queen Wilhelmina State Park offers a selection of trails with a variety of difficulty ratings. Nearby Blue Lake Mountain Trail is a beautiful and easy hike for trekkers of any ability. On Highway 10 to the east of Fort Smith, the Mount Magazine Trail is a bit more challenging with a pay-off of breathtaking views. Mount Magazine State Park also offers more than 100 rock climbing routes that range from easy to a 5.10 difficulty rating. The state parks include camping accommodations, as do the national forests in the Arkansas River Valley; the Ozark and Ouachita Mountain ranges are close enough for driving tours, overnight or multi-day camping outings.

With more than 200 days of sunshine and temperate weather throughout much of the year, Fort Smith golf courses are always open for business. The public course at Ben Geren Park has 27 holes, and there is a public 9-hole course at the Fort Smith Country Club. Private 18-hole golf courses include Hardscrabble and Fianna Hills.

Shopping and Dining

The Historic Belle Grove District in downtown Fort Smith is home to specialty and antique stores, and is a central location for souvenir shopping. Central Mall Fort Smith, located at 5111 Rogers Avenue, houses stores selling a wide variety of wares including shoes, jewelry, clothing, books, cards and foods. The Brunwick Place farmers' market is held from spring through fall.

Fort Smith visitors and residents can choose from approximately 300 restaurants featuring a broad selection of ethnicities and tastes. Southern food and barbecue joints hold down a corner of the market, with more global fare represented by a menu of Mexican, Italian, Chinese and Thai eateries. Dining in Fort Smith covers all bases, from drive-through chain restaurants, to eat-with-your-fingers rib shacks, to fine bistro victuals. Lattes, espressos, mochas and the occasional plain black coffee are served at local coffee shops and some restaurants.

Visitor Information: Fort Smith Convention & Visitors Bureau, 2 North B, Fort Smith, AR 72901; telephone (800)637-1477 or (479)783-8888

Convention Facilities

Central to the Belle Grove Historic District, the U.S. National Cemetery, the Riverfront Park, and other downtown attractions is the Fort Smith Convention Center. The facility was completed in 2001 and features 40,000 feet of open space that can be subdivided, 8 conference rooms, theater-style seating for up to 5,200 people, banquet-style seating for 2,700 people, room for 231 exhibit booths, and a performing arts theater that can seat up to 1,331 in the audience.

Slightly north and east of the downtown Fort Smith area is Kay Rodgers Park, which annually hosts the Arkansas-Oklahoma State Fair and the Old Fort Rodeo and Barrel Racing Futurity. Kay Rodgers Park is home to the Expo Center, with 24,000 feet of meeting and exhibition space, and the Harper Arena. The Harper Arena is a covered open-air stadium that can seat 7,000 to 14,000 attendees for a variety of events. Barns and a smaller arena are also available. Plentiful parking accommodates RVs and smaller vehicles.

Meeting rooms and pavilions can be reserved through the Parks and Recreation Department of the City of Fort Smith.

Transportation

Approaching the City

The Fort Smith Regional Airport is located just outside the city limits to the south, at 6700 McKennon Blvd., and is served by American and Northwest Airlines. In 2002, the airport completed a new terminal complex with improved accommodations for waiting passengers. This effort was to be followed in 2004 by the construction of two new jet bridges that would allow passengers to avoid inclement weather when boarding planes. Car rental services are available at the airport terminal, which is also the site of an aviation museum.

Vehicle traffic enters and exits Fort Smith via a network of interstate, national and state highways, including Interstates 40 and 540, State highway 22, and U.S. Highways 71 and 64. Greyhound Bus service operates a terminal in Fort Smith, which is located at 116 N. 6th St.

Aside from rail service linked to the Port of Fort Smith, there is no passenger train route through the vicinity.

Traveling in the City

Streets in the downtown area of Fort Smith are laid out in a grid pattern with somewhat of a northeastern orientation. U.S. Highway 64 and State Highway 22 intersect in the heart of Fort Smith, while Interstate 540 provides a bypass around the downtown area. The Fort Smith Transit Department provides daytime and nighttime bus service to most parts of the city, and specialized services are available for community members and visitors with disabilities. The Fort Smith Trolley offers limited transportation between some downtown attractions.

Communications

Newspapers and Magazines

The city of Fort Smith's local daily paper, the *Times Record* is circulated throughout the Fort Smith metropolitan area and Sebastian County. A magazine detailing local events, *Entertainment Fort Smith*, is also published locally.

Television and Radio

Fort Smith is served by seven television stations, with four representing the major networks, one Fox affiliate, one UPN affiliate and independent station KFSM-TV. Approximately 33 radio stations broadcast in the Fort Smith metro area, running the gamut from alternative rock to talk radio.

Media Information: *Times Record*, 3600 Wheeler Avenue, Fort Smith, AR 72901; telephone (479)785-7700

Fort Smith Online

City of Fort Smith. Available www.fsark.com

Fort Smith Convention and Visitors Bureau. Available www.fortsmith.org

Fort Smith National Historical Site. Available www.nps.gov/fosm

Fort Smith Public Library. Available www.fspl.lib.ar.us

Fort Smith Public Schools. Available www.fssc.k12.ar.us

Fort Smith Regional Chamber of Commerce. Available www.fschamber.com

Times Record. Available www.swtimes.com

Western Arkansas Planning and Development District. Available www.wapdd.org

Selected Bibliography

Bears, Edwin C. and Arrell M. Gibson, *Fort Smith: Little Gibraltar on the Arkansas, Second Edition* University of Oklahoma Press, 1979

Little Rock

The City in Brief

Founded: 1820 (incorporated 1835)

Head Official: Mayor Jim Dailey (NP) (since 1995; current term expires in 2006)

City Population
1980: 158,915
1990: 175,727
2000: 183,133
2003 estimate: 184,053
Percent change, 1990–2000: 4.2%
U.S. rank in 1990: 96th (State rank: 1st)
U.S. rank in 2000: 128th (State rank: 1st)

Metropolitan Area Population
1980: 474,484
1990: 513,026
2000: 583,845
Percent change, 1990–2000: 13.8%
U.S. rank in 1990: 71st
U.S. rank in 2000: 73rd

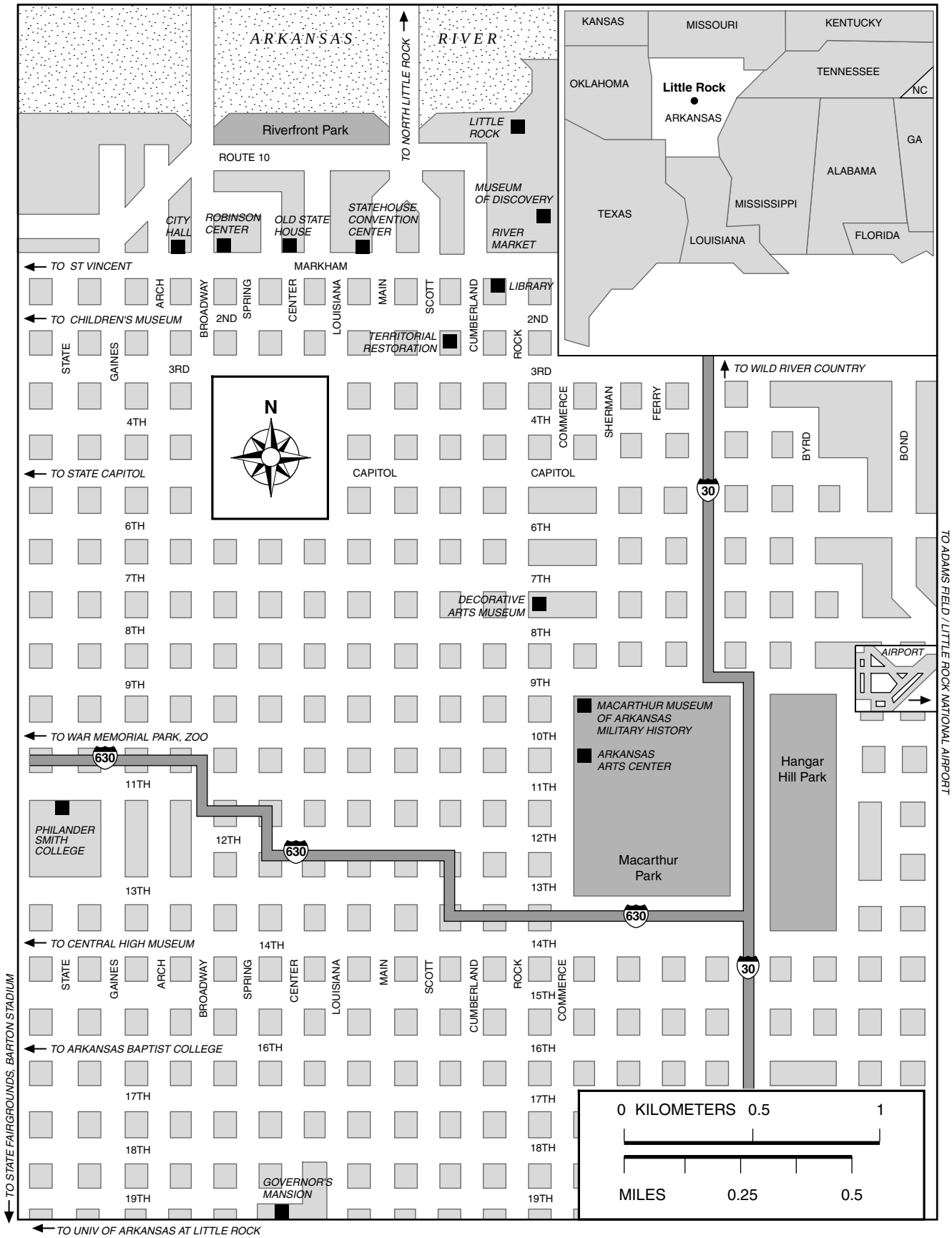
Area: 116 square miles (2000)
Elevation: Ranges from 300 feet to 630 feet above sea level
Average Annual Temperature: 62.1° F
Average Annual Precipitation: 45.73 inches of rain; 5.2 inches of snow

Major Economic Sectors: services, wholesale and retail trade, government
Unemployment rate: 4.3% (November 2004)
Per Capita Income: $23,209 (1999)

2002 FBI Crime Index Total: 20,680

Major Colleges and Universities: University of Arkansas at Little Rock, Arkansas Baptist College, Philander Smith College, Webster University

Daily Newspaper: *Arkansas Democrat-Gazette*


ARKANSAS
RIVER
TO NORTH LITTLE ROCK
Riverfront Park
LITTLE ROCK
ROUTE 10
MUSEUM OF DISCOVERY
CITY HALL
ROBINSON CENTER
OLD STATE HOUSE
STATEHOUSE CONVENTION CENTER
RIVER MARKET
TO ST VINCENT
MARKHAM
LIBRARY
TO CHILDREN'S MUSEUM
TERRITORIAL RESTORATION
TO WILD RIVER COUNTRY
N
TO STATE CAPITOL
CAPITOL
DECORATIVE ARTS MUSEUM
AIRPORT
TO ADAMS FIELD / LITTLE ROCK NATIONAL AIRPORT
MACARTHUR MUSEUM OF ARKANSAS MILITARY HISTORY
ARKANSAS ARTS CENTER
Hangar Hill Park
Macarthur Park
TO WAR MEMORIAL PARK, ZOO
PHILANDER SMITH COLLEGE
TO CENTRAL HIGH MUSEUM
TO ARKANSAS BAPTIST COLLEGE
GOVERNOR'S MANSION
TO STATE FAIRGROUNDS, BARTON STADIUM
TO UNIV OF ARKANSAS AT LITTLE ROCK
ARCH
BROADWAY
SPRING
CENTER
LOUISIANA
MAIN
SCOTT
CUMBERLAND
ROCK
COMMERCE
SHERMAN
FERRY
BYRD
BOND
STATE
GAINES
2ND
3RD
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KANSAS
MISSOURI
KENTUCKY
TENNESSEE
NC
OKLAHOMA
Little Rock
ARKANSAS
GA
ALABAMA
MISSISSIPPI
TEXAS
LOUISIANA
FLORIDA
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MILES 0.25 0.5

Introduction

Located in the geographic center of Arkansas, Little Rock is also the state's undisputed historic, cultural, and economic hub. The capital since 1821 (when Arkansas was still just a territory) and the seat of Pulaski County, Little Rock now finds itself to be a key link between markets in the southwest and the southeast. The network of federal and state highways that pass through or near the city have brought it within 500 miles of ten major economic centers, and business and government leaders have worked to take advantage of this situation by bolstering the area's industrial base, expanding port facilities, and encouraging financial institutions to establish offices.

In other ways, too, Little Rock serves as a bridge between the ''Old South'' and the ''New South.'' Nicknamed ''The City of Roses'' for its many gardens, Little Rock combines an old-fashioned, small-town ambience with a modern dynamism that often turns to Dallas or Houston for inspiration. Historic sites documenting more than 150 years of Arkansas life are carefully preserved next to sparkling new skyscrapers. Little Rock is a city that honors its past while welcoming the future.

Geography and Climate

Centrally located on the Arkansas River on the dividing line between the Ouachita Mountains to the west and the flat lowlands of the Mississippi River valley to the east, Little Rock experiences all of the air mass types common to North America. Winters are mild, but periods of cold weather can occur when arctic air moves in from the north. The city's proximity to the Gulf of Mexico results in summers that are often hot and humid. Precipitation is evenly distributed throughout the year, with the heaviest rain falling during the winter and early spring. Snowfall is almost nonexistent, but freezing rain is a possibility when cold air flow from the north meets up with the moist Gulf air.

Area: 116 square miles (2000)

Elevation: Ranges from 300 feet to 630 feet above sea level

Average Temperatures: January, 40.1° F; July, 82.4° F; annual average, 62.1° F

Average Annual Precipitation: 45.73 inches of rain; 5.2 inches of snow

History

Little Rock Named Territorial Capitol

The earliest inhabitants of the area that is now Little Rock were Stone Age people who—despite their lack of sophisticated tools, wagons, and domesticated animals—constructed huge earthen mounds that are still in existence. (Some of the most significant ones in the state are located just a short distance down the Arkansas River from Little Rock.) Used as public meeting places, living quarters, and burial chambers, these mounds have yielded numerous examples of pottery and other artifacts. Historians believe that the mound-builders' culture was eventually absorbed into that of more advanced and aggressive invaders.

In 1541, when Spain's Hernando de Soto became the first European to explore the territory, he and his party encountered a group of Indians who called themselves Quapaws or ''downstream'' people, a reference to the fact that they had migrated down the Mississippi River from Sioux lands in Missouri. It was estimated that approximately 7,000 Quapaws were then scattered throughout the region; by the time the French explorer Robert Cavelier de La Salle claimed it as part of the Louisiana Territory in 1682, this number had dwindled to about 1,300 people, primarily due to disease and war.

The naming of Little Rock is said to have occurred in 1722 when another French explorer, Bernard de la Harpe, was leading a party up the Arkansas River from New Orleans and came upon two rock outcroppings, one large, one small, on opposite sides of the river. Local Indians had long used both rocks as landmarks; de la Harpe presumably decided on the name ''little rock'' as a means of distinguishing the smaller outcropping from the larger bluff upstream, which he christened ''French Rock.''

Throughout the years when control of the region alternated between the Spanish and the French, few permanent settlements were established. Thus, at the time of the Louisiana Purchase in 1803, Arkansas was virtually uninhabited. Once the territory became part of the United States, however, increasing numbers of Americans were willing to move west of the Mississippi. The first white settler near the ''little rock'' is believed to have been William Lewis, a hunter. In July 1812 he built a small hut and planted a few pumpkin seeds so that he could file a homestead claim. In 1819 a land speculator from St. Louis named William Russell bought Lewis' claim, and by May 1820, he had staked out a town site. Later that same year, members of a rival faction laid out a second town site that they named Arkopolis. In 1821 Russell's Little Rock settlement was chosen as the capital of Arkansas Territory. When tensions between the two oppos-

ing groups touched off fears that the capital would be moved elsewhere, the speculators resolved their differences amicably, and the site was authoritatively named Little Rock.

Civil War Divides Citizens

Little Rock grew rather slowly after that, though remained a boisterous frontier village for many years; it was officially chartered in 1831 and reincorporated in 1835. The 1830s also marked the beginning of cotton cultivation on a major scale, and it soon became the area's chief cash crop. Little Rock saw its importance as a distribution center increase as southbound steamboats loaded with cotton bales passed northbound boats carrying clothing, tools, and molasses from New Orleans.

A slave state with a large rural population of small farmers, Arkansas was drawn into national politics when it seceded from the Union in 1861 and then began serving as a supply center for the Confederate Army. The state's sympathies were not entirely with the South, however; many citizens had opposed secession, particularly those in the northern counties. When Little Rock was captured in 1863 and made headquarters for Union troops, the occupation was exceptional in its orderliness and cordiality.

Conservatives Rule for a Century

The postwar Reconstruction period in Arkansas was marked by financial ruin and political upheaval. Attempts to create a northern-style industrial economy failed, largely because the demands placed on the agrarian society were too great. Furthermore, disagreements between Republican liberals (who controlled the state government through a system of executive patronage) and mostly Democratic conservatives crippled efforts to establish a more progressive regime. The conflict came to a head in 1874 with the so-called Brooks-Baxter War, when two rival politicians claimed the governorship of Arkansas. A legal battle ensued, and eventually the state constitution was rewritten to impose severe limits on the chief executive's power. Arkansas then entered a phase of conservative rule that endured for nearly a century.

After the turmoil of the Reconstruction period ended, Little Rock slowly began to broaden its economic base, especially in the areas of commerce and industry. The 1880s saw a great expansion in the state's railroad system, and the city's population soared to 25,874 people by 1890 (up from 12,000 people in 1870). During World War I, Little Rock became an army induction and training center with the opening of nearby Camp Pike, which was reactivated (as Camp Robinson) during World War II and again provided an influx of money and jobs in Little Rock.

In 1957 world attention was drawn to the Arkansas capital when Governor Orval E. Faubus and the Arkansas National Guard forcibly tried to prevent the integration of Little Rock Central High School. President Dwight D. Eisenhower responded by sending U.S. troops to the city with orders to enforce the integration and protect the students. The incident left its mark, however; business and industrial developers were reluctant to locate to an area linked so closely in the public's mind with racism and segregation.

The 1960s brought sweeping changes to the South, and today's Little Rock has for the most part abandoned the attitudes of the ''Old South'' to embrace a lifestyle compatible with that of the Sunbelt. The area's good climate and abundance of water and energy make it increasingly attractive to industry, and the 1970s and 1980s saw it recovering some of the ground it lost in earlier years, as evidenced by employment and industrial growth. In a state known as the ''Land of Opportunity,'' Little Rock continues to be the centerpiece of progress and development.

A Presidential City

The election of progressive Arkansas Governor Bill Clinton to the U.S. presidency in 1992 placed a new focus on the city. The nation began associating Little Rock with the birthplace of its president rather than a center of racial strife. President Clinton facilitated this new focus, accepting the presidency on the steps of the Old State House in 1992, and celebrating his reelection in 1996 on its balcony. Even after his terms expired, he continued the momentum of this presidential connection. In November 2004 the William J. Clinton Presidential Center opened its doors, drawing the spotlight of national and international attention and tourism to Little Rock for years to come.

Historical Information: Arkansas History Commission, One Capitol Mall, Little Rock, AR 72201; telephone (501)682-6900

Population Profile

Metropolitan Area Residents
1980: 474,484
1990: 513,026
2000: 583,845
Percent change, 1990–2000: 13.8%
U.S. rank in 1990: 71st
U.S. rank in 2000: 73rd

City Residents
1980: 158,915
1990: 175,727
2000: 183,133
2003 estimate: 184,053

Percent change, 1990–2000: 4.2%
U.S. rank in 1990: 96th (State rank: 1st)
U.S. rank in 2000: 128th (State rank: 1st)

Density: 1,576 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 100,848
Black or African American: 74,003
American Indian and Alaska Native: 500
Asian: 3,032
Native Hawaiian and Pacific Islander: 64
Hispanic or Latino (may be of any race): 4,889
Other: 2,348

Percent of residents born in state: 68% (2000)

Age characteristics (2000)
Population under 5 years old: 12,989
Population 5 to 9 years old: 12,599
Population 10 to 14 years old: 12,254
Population 15 to 19 years old: 12,093
Population 20 to 24 years old: 13,560
Population 25 to 34 years old: 29,463
Population 35 to 44 years old: 28,547
Population 45 to 54 years old: 25,852
Population 55 to 59 years old: 8,180
Population 60 to 64 years old: 6,269
Population 65 to 74 years old: 10,484
Population 75 to 84 years old: 7,891
Population 85 years and older: 2,952
Median age: 34.5 years

Births (Pulaski County, 2001)
Total number: 8,345

Deaths (Pulaski County, 2001)
Total number: 3,331 (of which, 62 were infants under the age of one year)

Money income (1999)
Per capita income: $23,209
Median household income: $37,572
Total households: 84,793

Number of households with income of . . .
less than $10,000: 8,416
$10,000 to $14,999: 5,267
$15,000 to $24,999: 11,626
$25,000 to $34,999: 10,820
$35,000 to $49,999: 12,567
$50,000 to $74,999: 13,184
$75,000 to $99,999: 6,683
$100,000 to $149,999: 4,992
$150,000 to $199,999: 1,721
$200,000 or more: 2,245

Percent of families below poverty level: 11.1% (48.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 20,680

Municipal Government

Little Rock operates under a city manager/board of directors form of government. An 11-member board of directors—elected on a non-partisan basis for staggered four-year terms—employs the manager to supervise the daily operations of the city. In 1995 Little Rock installed its first elected mayor, who also serves on the board of directors. The following year Little Rock decentralized many of its city services in an effort to make them more responsive to residents' needs. A newly formed ward system placed planning and development responsibilities in the hands of neighborhood organizations.

The city appointed its first African American police chief in 2000. Chief Lawrence Johnson had a difficult tenure, however. According to *The New York Times,* the Fraternal Order of Police accused Johnson of being unresponsive to the needs of officers and of showing favoritism toward African American officers. He, in turn, criticized city leaders for a lack of support for the department and the community. On January 1, 2005, Johnson stepped down from his position, stating that his decision was part of his plan to retire after five years and not an outcome of his frustration with officials.

Head Officials: Mayor Jim Dailey (NP) (since 1995) and City Manager Bruce Moore

Total Number of City Employees: 2,058 (2003)

City Information: Little Rock City Hall, 500 West Markham, Little Rock, AR 72201; telephone (501)371-4510; email slangley@littlerock.state.ar.us

Economy

Major Industries and Commercial Activity

As the largest city in a primarily rural and agricultural state, Little Rock is the center of economic activity in Arkansas. For decades, cotton and then rice, soybeans, and other crops were the area's main source of income. Their cultivation and distribution monopolized the labor pool and available capital and made it virtually impossible for industry to gain a

foothold, even in Little Rock. During the 1950s and 1960s, however, the Arkansas Industrial Development Corp., headed by Winthrop Rockefeller, who later served as governor, began an aggressive campaign to attract manufacturers to the state. Although few firms established large operations, hundreds of companies moved in and set up small factories employing fewer than 1,000 people.

Local, state, and federal government have been Little Rock's major employers for many years. Medical facilities, banks, and other service industries are also important to the economy, and their presence has in turn attracted to the area other companies that offer a variety of support services, especially those that are computer-related.

Revitalization of downtown Little Rock has fueled its attraction to major corporations in a variety of industries, particularly manufacturing, transportation, and service. The city manager's office reports that Little Rock was one of the nation's 15 most aggressive development markets in the early part of the new century; it has doubled in the past 20 years and is expected to double again over the next 20 years.

Aviation is among the most dynamic industries in Little Rock. Aircraft and spacecraft are Arkansas' largest export, the revenue of which has grown from $35 million in 2000 to $441 million in 2002, according to the Arkansas Department of Economic Development. In Little Rock itself, several aircraft companies bolster the local economy. Central Flying Service Inc. is one of the nation's largest fixed-base operations, and Dassault Aviation SA's primary service and completion center for its Falcon jets is located in Little Rock. Additionally, Raytheon Aircraft announced in 2002 an expansion of its Little Rock plant, which will add 350 new jobs over five years.

Biotechnology is an emerging industry in Little Rock. The University of Arkansas for Medical Sciences is the cornerstone for medical biotechnology research in Arkansas. The facility not only conducts research and development, it offers a business incubator program to support start-up biotechnology companies. Moreover, the stock of Cytomedix Inc., which manufactures wound-healing therapy in Little Rock, more than doubled in the year 2004 to $2.55 per share.

Agriculture maintains a firm hold on the economy of Little Rock and Arkansas as a whole. About one-fourth of all jobs in the state involve agriculture to some degree. Soybeans, rice, timber, and poultry continue to be the primary agricultural enterprises in the state.

Because of its strategic location, Little Rock has long served as a center for trade. The Little Rock Port Industrial Park offers some of the finest facilities on the Arkansas River, enabling the city to promote itself not only as a distribution center for the state's agricultural products, but also for its increasing number of manufactured goods.

Items and goods produced: Metals, soybeans, rice, chemicals, textiles, paper products, timber, and aircraft

Incentive Programs—New and Existing Companies

Local programs—The basic method of financing new and expanding industry in the region is through the use of Act 9 Industrial Revenue Bonds issued at the municipal and county levels. Up to $6 million of an Act 9 issue can be guaranteed under state insurance guarantee programs.

State programs— The Arkansas Science and Technology Authority, located in Little Rock, was established in 1983 to promote scientific research, technology development, and business innovation in the state. To this end, it provides financial support for the transfer and development of innovative technology to an enterprise based in Arkansas. The Authority currently offers three programs: the Applied Research Grant Program, the Seed Capital Investment Program, and the Technology Development Program.

The Small Business Loan Program was founded in 1999 to stimulate economic growth by providing up to 50 percent of a small business loan to qualified applicants. This financing, administered by the Arkansas Department of Economic Development, can be used as working capital, to purchase machinery and equipment, and to construct or renovate commercial real estate.

There are several special industrial location incentives offered by the State of Arkansas. Two of the major programs are the Arkansas Enterprise Zone Program and Arkansas Workers' Compensation, legislation passed in 1993 that makes workers' compensation insurance more affordable for employers. The Chamber of Commerce has information about the many other incentives offered by the state of Arkansas, which include corporate income tax credits, sales and use tax refunds, and the payment in lieu of taxes program.

Job training programs—The Business and Industry Training Program sponsored by the Arkansas Department of Economic Development designs customized training programs to meet the specific needs of particular industries. Its emphasis is three-fold: recruiting workers, pre-employment training, and on-the-job training.

Development Projects

Eleven counties, including Pulaski, united in 2003 to form the Central Arkansas Economic Development Alliance (CAEDA) to promote the region as an attractive location to new businesses. Funded by both private-sector companies and individual economic development agencies, CAEDA markets the region's workforce, low cost of doing business, central U.S. location, and transportation infrastructure.

Commercial development was also boosted by the passage of Arkansas' Tax Increment Financing (TIF) law in 2004. This tax incentive tool enables local governments to develop and improve infrastructure using future tax dollars instead of relying solely on funding by private developers. Intended to bolster the redevelopment of blighted areas, TIF has been embraced by even the most economically vibrant cities throughout the state.

In early 2002 Pulaski County received the long-sought designation as an Urban Empowerment Zone by the U.S. Department of Housing and Urban Development. In a program that extends through 2009, this designation will entitle Pulaski County to a portion of the $17- to $22-billion national package to foster growth and revitalization in distressed communities.

The efforts have already produced results in Little Rock, as evidenced by the establishment or expansion of large-scale business in the early 2000s. In late 2003 ground was broken in the River Market District for a new International Center for Heifer International, an organization that assists small-scale farmers worldwide in an effort to combat hunger, alleviate poverty, and restore the environment. The $23 million First Security Center is a 14-story building occupied by First Security Bank, a 120-room hotel by Marriott Courtyard, as well as luxury condominiums. Raytheon Aircraft announced in 2002 the expansion of its plant in Little Rock, adding 350 jobs to the area. In a $6 billion deal that will add 4,000 new employees and make it the nation's fifth-largest wireless company, ALLTEL Corp. announced its acquisition of Western Wireless Corp. in January 2005.

Economic Development Information: Little Rock Regional Chamber of Commerce, 1 Chamber Plaza, Little Rock, AR 72201; telephone (501)374-2001; email chamber@littlerock chamber. Arkansas Department of Economic Development, One Capitol Mall, Little Rock, AR 72201; telephone (501)682-1121; toll-free 1-800-ARKANSAS; fax (501)682-7394; email info@1800arkansas.com

Commercial Shipping

With its central location and accessibility to the Arkansas River, Little Rock is one of the major transportation centers of the South. The city's main asset is its port. The development of the Arkansas River into a year-round barge navigation route has meant that a city as far west as Tulsa, Oklahoma has access to the Mississippi River, which in turn provides access to global markets through the international port at New Orleans, Louisiana. Consequently, a variety of products pass through the port, including forest products, bagged goods, steel coils and pipes, aluminum products, and such bulk products as rice, clay, bauxite, rock, fertilizer, and cement. Little Rock Port Terminal has a cargo lift capacity of 50 tons and bulk handling capacity of 200 tons/hour inbound and 350 tons/hour outbound. It also offers 157,000 square feet of warehouse space and 45,000 square feet of outside storage area.

The Little Rock Port Authority Railroad, operating on 12.2 miles of track, connects with the Union Pacific Railroad and the Burlington Northern Santa Fe Railway. Each year it switches approximately 5,500 railroad cars, and services 60 percent of all cargo handled through the river terminal.

Little Rock Port Industrial Park is designated as a Foreign Trade Zone, enabling goods to be stored or processed without payment of customs duty until they are moved out of the zone and into normal domestic channels. Services in the Foreign Trade Zone are offered through 14 contract carrier barge lines, and include barge, rail, and truck terminals, as well as warehouse space and material handling equipment. Little Rock is also a U.S. Customs Port of Entry for both freight and passengers.

More than 60 franchised motor carriers in the metropolitan area provide regular service to points in each of the 48 contiguous states; ten major cities are within a day's drive. Air freight service, ranging from small package expediting to international freight forwarding, is readily available at Little Rock National Airport, where airlines and air cargo carriers processed more than 19 million pounds of freight and 14 million pounds of mail in 2001.

Labor Force and Employment Outlook

The civilian labor force in the Little Rock area is drawn from four counties. Arkansas has been a right-to-work state since 1944, and state law makes violence in connection with a labor dispute a felony. According to *The New York Times,* state and local economic development efforts, including tax incentives promoting international trade and improved job training, have helped the area to outpace neighboring states in terms of growth in employment, growth in manufacturing jobs, and income growth in recent years.

Two of the fastest growing industries for employment in Arkansas are agriculture and trucking. About one-fourth of all jobs in the state revolve around agriculture or agriculture-related processing, and the Arkansas Department of Economic Development predicts a future shortage of qualified work force in that area. Likewise, trucking—the state's fifth-largest industry—is expected to experience an increase of available jobs through 2010. Some of the nation's largest trucking companies are headquartered in Arkansas and operate throughout the state. In addition, corporations that own and operate private fleets expect to be seeking truck drivers and related personnel. Little Rock is home to two such companies, Entergy Inc. and Quality Foods Inc.

The following is a summary of data regarding the Little Rock-North Little Rock metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 317,100

Number of workers employed in . . .
construction and mining: 17,100
manufacturing: 24,700
trade, transportation, and utilities: 67,000
information: 9,400
financial activities: 19,400
professional and business services: 39,600
educational and health services: 40,700
leisure and hospitality: 24,600
other services: 12,000
government: 62,700

Average hourly earnings of production workers employed in manufacturing: $13.81

Unemployment rate: 4.3% (November 2004)

Major employers	*Number of employees*
State of Arkansas	28,100
Federal Government	9,400
Pulaski County Public School Districts	8,868
Baptist Health	7,000
Little Rock Air Force Base	5,445
University of Arkansas for Medical Sciences	5,392
Ryerson-Tull AFCO Metals	5,051
St. Vincent Infirmary Medical Center	4,200
ALLTEL Corp.	4,000
Timex Corp.	3,873

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Little Rock area.

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.1 (U.S. average = 100.0)

2004 (3rd Quarter) ACCRA Average House Price: $204,003

State income tax rate: Ranges from 1.0% on the first $2,999 of net taxable income to 7.0% on amounts over $25,000

State sales tax rate: 6%

County sales tax rate: 0.0051%

Local income tax rate: None

Local sales tax rate: 0.005%

Property tax rate: $69 per $1000 of assessed valuation (2001) (assessed valuation = 20% of market value)

Economic Information: Little Rock Regional Chamber of Commerce, 1 Chamber Plaza, Little Rock, AR 72201; telephone (501)374-2001; email chamber@littlerockchamber. Arkansas Department of Economic Development, One Capitol Mall, Little Rock, AR 72201; telephone (501)682-1121; toll-free 1-800-ARKANSAS; fax (501)682-7394; email info@1800arkansas.com

Education and Research

Elementary and Secondary Schools

The Little Rock School District provides education to students within the city boundaries, as well as to students who live outside the city who opt to transfer to one of the magnet or interdistrict schools. Local schools are recognized for their multicultural diversity and high academic standards. The McClellan High School business education program was named best in the nation during the 1995–1996 school year. Nearly two dozen magnet and incentive schools offer students focused academic programs in such disciplines as art, math/science, communications, and international studies.

In 2002, after more than 40 years of court-supervised desegregation monitoring, Little Rock was found to have met the terms of a 1998 plan to improve performance of minority students. Two years later, however, this ruling was reversed, citing inadequate measurement of such progress. Little Rock's efforts will remain under court supervision until at least 2006.

The following is a summary of data regarding Little Rock's public schools as of the 2003–2004 school year.

Total enrollment: 25,491

Number of facilities
elementary schools: 34
junior high/middle schools: 8
senior high schools: 6
other: the Alternative Learning Center serves grades 6 through 12, and the Accelerated Learning Center provides education for students in grades 9 through 12

Student/teacher ratio: 14.6:1

Teacher salaries
average: $39,531 (2000–2001)

Funding per pupil: $7,189 (2000–2001)

A number of private and parochial schools also offer programs from pre-kindergarten through high school. In addition, the city is home to two special facilities, the Arkansas School for the Blind and the Arkansas School for the Deaf.

Public Schools Information: Little Rock School District, 810 W. Markham Street, Little Rock, AR 72201; telephone (501)447-1000

Colleges and Universities

Little Rock has two universities and two colleges that offer a variety of two- and four-year programs as well as advanced study in such areas as medicine, engineering, law, and social work. The University of Arkansas at Little Rock is by far the largest institution of higher learning in the city, enrolling more than 11,000 students. A branch of the main campus in Fayetteville, the Little Rock facility offers more than 90 degree programs ranging from associate to doctoral. Medicine, nursing, health-related professions, and pharmacy are taught on a separate campus in town, the University of Arkansas for Medical Sciences. The university's William H. Bowen School of Law is located within walking distance from the judicial hub of downtown Little Rock.

Philander Smith College is a private four-year liberal arts college that is the state's only institution affiliated with United Negro College Fund. Philander Smith was founded in 1877 and was one of the Southwest's first African American colleges.

Arkansas Baptist College, founded in 1884 as the Minister's Institute, offers degrees in social sciences, business administration, theology, and liberal arts.

Webster University, established in Little Rock in 1986, offers master's degrees in business administration, international business, management, computer resources management, health services management, and human resources development.

Little Rock area residents also attend institutions in neighboring communities, including the University of Central Arkansas, Central Baptist College, Hendrix College, Shorter College, and Pulaski Technical College.

Higher Education Information: University of Arkansas at Little Rock, 2801 S. University Ave., Little Rock, AR 72204-1099; telephone (501)569-3000

Libraries and Research Centers

The Central Arkansas Library System (CALS) serves Pulaski County and neighboring Perry County (with the exception of North Little Rock). In 1997 the main branch spent $12.5 million to renovate a warehouse, and relocated into the River Market District of downtown Little Rock. That same year, the Richard C. Butler Center for Arkansas Studies was established within CALS to promote the study of Arkansas history though online resources and lesson plans for teachers. Additionally, there are 11 branches throughout the area, housing a total of more than one-half million volumes.

Approximately two dozen special libraries also operate in Little Rock, most of them serving very specific medical or business needs. Other libraries offering specialized collections are the Arkansas Arts Center/Elizabeth Prewitt Taylor Memorial Library, which specializes in art, drama, and early American jazz; the Arkansas State University/Dean B. Ellis Library, which houses the Lois Lenski Collection, Arkansas Authors of Children's Books Collections, and the Cass S. Hough Aeronautical Collection; and the Arkansas Territorial Restoration Library, which features material on state and local history, decorative arts, conservation, and historic preservation.

The American Native Press Archives at the University of Arkansas at Little Rock, established in 1983 as a clearinghouse for information on American Indian and Alaska Native newspapers and periodicals, has evolved into one of the world's largest repositories of Native thought. A joint effort of the Department of English and the Ottenheimer Library, it now serves to collect and archive the products and materials of the Native press, to collect and document the works of Native writers, and to construct bibliographies of Native writing and publishing. The Archives, located in the Sequoyah Research Center, also serves as repository for the archives of the Native American Journalists Association and the Wordcraft Circle of Native Writers and Storytellers.

In addition to the academic libraries of colleges and universities in the area, Little Rock is home to such special libraries as those operated by the Arkansas Geological Commission, the Arkansas History Commission and State Archives, and the Arkansas Supreme Court. It is also the seat of the Arkansas State Library, which serves as the information center for the state's libraries.

Library Information: Central Arkansas Library System, 100 Rock Street, Little Rock, AR 72201; telephone (501)918-3000

Health Care

Medical facilities in the Greater Little Rock area provide comprehensive, quality service for more than two million people in the metropolitan area and the state. Little Rock itself has 650 physicians and surgeons in 11 hospitals and 70 clinics, with bed space for more than 5,000 patients. The largest among these is Baptist Medical Center, which houses cardiac and cancer units and the state's only rehabilitation institute. St. Vincent's Health System, founded in 1888, is one of the city's oldest healthcare institutions. Its network includes an infirmary medical center, a doctors' hospital, a North Little Rock medical center, a rehabilitation hospital, and various medical clinics and free community clinics. The

city's third largest facility is the University of Arkansas for Medical Sciences (UAMS), the state's only comprehensive academic health center. Founded in 1879 as a proprietary medical school by a group of eight physicians with 22 students, the institution is affiliated with the Arkansas Children's Hospital and the Central Arkansas Veterans Healthcare System. The geriatrics clinical care program of UAMS was ranked 32nd in the nation by *U.S. News & World Report* (July 12, 2004).

Recreation

Sightseeing

A good place to begin a tour of Little Rock is Riverfront Park, located directly on the riverfront in the center of the city. The park is the site of numerous fairs and festivals during the year, and it also offers the visitor a place to relax or stroll along the promenade and read about the area's early history in an open-air pavilion. The ''little rock,'' or *Le Petite Roche,* that gave the city its name is visible at the north end of Rock Street, which is adjacent to Riverfront Park.

Within walking distance of Riverfront Park is the Old State House, the original Arkansas state capitol building. This antebellum Greek Revival structure now houses a museum of Arkansas history that features changing exhibits of Victorian decorative arts and costumes, six period rooms, and items of state historical interest.

Also within walking distance of the park is the Arkansas Territorial Restoration, a complex of more than a dozen antebellum buildings, some of which are on their original sites. Five homes (now museums) are of particular interest: Noland House, Woodruff House, Conway House, Hinderliter Tavern, and a log house.

Many fine examples of antebellum and Victorian architecture are also on display in the Quapaw Quarter, the oldest part of Little Rock. A number of the homes have been restored and are listed in the National Register of Historic Places. Some were built prior to the Civil War. The Villa Marre, a nineteenth century Italianate Victorian home decorated with period furnishings, was featured in the television series *Designing Women* (1986-1993). Visitors can drive or walk through this nine-square-mile area.

West of the downtown area is the Arkansas State Capitol, begun in 1899 and finished sixteen years later. The nation's only scaled replica of the National Capitol in Washington, D.C., it is made of white limestone and marble, and features a chandelier and six solid brass doors purchased from Tiffany's in New York City in 1908. South of downtown is the Governor's Mansion, a brick Georgian building completed in 1950 from materials gathered from older state properties. A double iron filigree gate taken from the Confederate Soldiers' Home opens onto a circular drive fronting the mansion, which is surrounded by eight acres of lawn and gardens.

The Little Rock Zoo offers visitors the opportunity to observe more than 725 mammals, birds, reptiles, amphibians, and fish. The zoo's Children's Farm offers visitors a hands-on opportunity to interact with and learn about animals. The zoo participates in a variety of conservation efforts around the globe.

The Aerospace Education Center features aviation and aerospace exhibits, the state's only IMAX theater, and exhibits of American and Russian space exploration.

Little Rock Central High School was designated a National Historic Site in 1998. Located at the intersection of Daisy L. Gatson Bates Drive and Park Street, the school commemorates the desegregation movement in the United States, particularly the nine African American students, known as the ''Little Rock Nine,'' who were escorted into the school by federal troops in 1957. Across the street, a visitor's center is located in a former Mobil gasoline station.

Sightseeing Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, PO Box 3232, Little Rock, AR 72203; telephone (501)376-4781; toll-free 1-800-844-4781

Arts and Culture

Robinson Center, located in the downtown area in Statehouse Plaza, is Little Rock's major performing arts facility. For more than forty years, major Broadway shows, musical events, and ballets have been staged at Robinson Center. It is also the home of Ballet Arkansas, the Arkansas Symphony Orchestra, and Celebrity Attractions, a professional organization that offers a subscription season from September through May.

The Arkansas Arts Center is also an important location on the Little Rock arts scene. Based at the center is the Children's Theatre, where live performances are staged and where young people can receive theater training. The Arts Center houses six permanent galleries, a museum gift shop, and a restaurant. Classes in painting, drawing, photography, and dance are also offered.

Other theatrical organizations in Little Rock are the Arkansas Repertory Theater, which brings eight professional shows to town from September through June; Wildwood Park for the Performing Arts, which offers opera, cabaret, chamber performances and festivals throughout the year; and Murry's Dinner Playhouse, presenting popular plays year-round.

Little Rock's museums and galleries offer visitors a view of Arkansas history and native crafts. At the Museum of Discovery, an interactive children's museum, visitors can learn about the region's first inhabitants, the Arkansas Indians; they can also explore the Worlds of the Forests, take a journey through science, or even build a robot. This museum is located in the River Market District's Museum Center, which was redesigned in 1998 to include several restaurants.

The Historic Arkansas Museum is the state's largest historic museum, and houses paintings, textiles, glassware, and other objects created by Arkansas artists over the past 200 years. Other historical museums are the MacArthur Museum of Arkansas Military History; the Old State House Museum; and Ernie's Museum of Black Arkansans, the state's first African American history museum.

Elsewhere in the city is the Decorative Arts Museum, which houses exhibits of contemporary and historic objects, including ceramics, glass, textiles, crafts, and Oriental works of art.

The University of Arkansas at Little Rock features a fine arts museum and a planetarium that are open to the public. The museum has changing exhibits of paintings, sculpture, graphics, arts and crafts, and photography, while the planetarium stages shows that cover astronomy, history, and science fiction.

The William J. Clinton Presidential Center opened its doors in November 2004. This $165-million center, the 11th in the Presidential Library system, is an archive, library, and museum housing millions of documents and artifacts relating to his administration. Sitting on 26 acres of park alongside the Arkansas River in downtown Little Rock, the center is also Clinton's post-presidency office, and is expected to serve as a gathering place for world leaders.

Arts and Culture Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, PO Box 3232, Little Rock, AR 72203; telephone (501)376-4781; toll-free 1-800-844-4781. William J. Clinton Presidential Center, 1200 President Clinton Ave., Little Rock, AR 72201

Festivals and Holidays

Riverfest, celebrated in Riverfront Park every Memorial Day weekend, is Little Rock's biggest annual event. More than 225,000 people attended the festivities in 2004, walking through the park, sampling ethnic foods, and admiring the arts and crafts on display. There are also performances by musicians, including major stars, along with impromptu shows by jugglers, mimes, and magicians.

Also important to Little Rock is the Arkansas State Fair, held for eleven days in late September through early October. Attended by 400,000 visitors, it features typical state fair events such as livestock judging and auctions, home arts competitions, rodeos, musical performances, motor sports, talent contests, and carnival rides, games, and amusements.

Martin Luther King Jr. is honored every January with a parade, as is St. Patrick in March. The Quapaw Quarter Spring Tour of Historic Homes takes place each May, the same month that offers the Annual Territorial Fair at Historic Arkansas Museum, the Greek Food Festival, and the Annual Jamfest Heritage Festival. Music dominates the scene during June's Wildwood Festival of Music and Arts and the July 4th Pops on the River, an event of the Arkansas Symphony Orchestra. Each year the Museum of Discovery sponsors the Dino Dash and Discovery Fest. The city hosts the Arkansas Arts Crafts & Design Fair in November. December features an annual Christmas Frolic and Open House at Historic Arkansas Museum.

Festivals Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, PO Box 3232, Little Rock, AR 72203; telephone (501)376-4781; toll-free 1-800-844-4781

Sports for the Spectator

North Little Rock's ALLTEL Arena, an $80 million facility, opened with an Arkansas RiverBlades ice hockey game on October 28, 1999. ALLTEL Arena is also home to the University of Arkansas basketball team as well as the Arkansas Rim-Rockers, the state's first professional basketball team, which was born into the American Basketball Association in January 2004.

Also in North Little Rock, construction is expected to begin in 2005 on an 11-acre ballpark stadium and complex for the Arkansas Travelers, a farm club of baseball's St. Louis Cardinals, who play from April to August.

Sports for the Participant

Located as it is on the Arkansas River, Little Rock offers anglers some of the best fishing of any city in America. Not far from the metropolitan area are many lakes, streams, and several state and national parks that also attract fans of sailing and other water sports.

For those who prefer to stay within the city, Little Rock has 56 public parks and nearly 200 recreation facilities, some featuring such amenities as swimming pools, tennis courts, playgrounds, golf courses, and softball fields. Little Rock's best-known park is Riverfront Park, which boasts an amphitheater on the riverbank and an open-air pavilion as well as fountains and tree-lined walkways. War Memorial Park, one of the city's oldest, features a zoo, a fitness center, the 8,000-seat Ray Winder Field, and the 53,000-seat War Memorial Stadium.

Shopping and Dining

No single area in Little Rock is the main shopping district; centers are scattered throughout the city. The River Market District offers a Farmer's Market plus restaurants and groceries in a scenic setting on the Arkansas River. Two of the area's largest shopping centers, Park Plaza and University Mall, are located in trendy West Little Rock, where the area's newest shops and restaurants are springing up. McCain Mall, the largest shopping center in the state, is across the Arkansas River in neighboring North Little Rock.

The offerings of Little Rock's more than 300 restaurants range from down-home southern cooking (including ribs) to continental-style haute cuisine. Seafood and catfish abound at restaurants along the river, and ethnic specialties are available at a number of establishments in the metropolitan area.

Visitor Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, PO Box 3232, Little Rock, AR 72203; telephone (501)376-4781; toll-free 1-800-844-4781

Convention Facilities

With the development of Statehouse Plaza and its complex of meeting facilities and hotels, Little Rock has made a special effort to attract convention business. Situated along the Arkansas River, Statehouse Plaza is an eight-square-block area in downtown Little Rock that includes the Statehouse Convention Center and University Conference Center, Robinson Center, and several major hotels, including the Peabody, Capital, and Double Tree.

The Statehouse Convention Center features the Governor's Exhibition Hall, which has nearly 83,000 square feet of space that can be divided into four rooms or left as one large room. The Wally Allen Ballroom was created in a 1999 expansion that added more than 18,000 square feet of space. Other rooms are available for a variety of events. Atop the Center is the Peabody Little Rock Hotel, product of a $40 million reconstruction of the former Excelsior Hotel that was completed in January 2002. The Peabody has approximately 40,000 square feet of meeting and exhibit space, with an additional 19,000 square feet in the Peabody Conference Center.

Adjacent to the Statehouse Convention Center is the University Conference Center, which has 50,000 square feet of space, more than 13,000 square feet of which is designed specifically for meetings. Of additional interest are satellite down-links that allow for regional, national, or international teleconferences.

Down the street from these two facilities is the Robinson Center, which has a 14,867-square-foot exhibition hall that can hold 800 people in the main room, with additional exhibition space and seating in other exhibition and meeting rooms. Adjacent to this complex is the Doubletree Hotel, which emerged from a 1996 renovation of the former Camelot Hotel with 287 rooms and 13 suites.

Additional meeting rooms in the Statehouse Plaza area are available at the Arkansas Bar Center and the Old State House. Other area hotels and motels also provide meeting facilities for smaller groups.

Convention Information: Little Rock Convention & Visitors Bureau, Markham and Broadway, PO Box 3232, Little Rock, AR 72203; telephone (501)376-4781; toll-free 1-800-844-4781

Transportation

Approaching the City

The Little Rock National Airport is located within the city limits and is only three miles from downtown, thus making it one of the most convenient urban airports in the country. It is served by American Eagle, Comair, Continental Express, Delta, Delta Connection, Northwest, Northwest Airlink, Southwest, and US Airways Express. The airport handles about 2.1 million passengers each year and has facilities for private planes and corporate aircraft. Each day more than 120 flights arrive or depart, among them regional jets to and from Cincinnati, a service it launched in 1997. A parking deck was added in 2001, and a $3 million renovation of the baggage claim wing went underway in 2003.

For those approaching the city by car, access is made easy by the network of U.S. and state highways that intersect the metropolitan area. Additionally, five Interstate highways—30, 40, 430, 440, and 630—facilitate Little Rock travelers.

Amtrak provides daily passenger service from Little Rock's restored Union Station to Chicago, St. Louis, Dallas, Fort Worth, Austin, and San Antonio; connections to El Paso, Tucson, and Los Angeles are available three times a week. The city is also served by Greyhound buses.

Traveling in the City

Little Rock is laid out in a basic grid pattern with streets numbered consecutively from the river to the edge of town. Two major expressways, I-630 and I-30, bisect the city;

freeway traffic is usually heavy. Bus service is provided by the municipally owned and operated Central Arkansas Transit (CAT).

Reborn after 57 years, Little Rock's streetcars began rolling again in November 2004. The River Rail Electric Streetcar system runs along a 2.5-mile track that links the major attractions between Little Rock and North Little Rock. Destinations include the ALLTEL Arena, the Statehouse Convention Center, River Market, Discovery Museum, and the Robinson Auditorium Concert Hall.

Communications

Newspapers and Magazines

Little Rock has one major daily newspaper, the *Arkansas Democrat-Gazette,* a morning paper that is circulated statewide. The weekly publication *Arkansas Times* is a general lifestyle newspaper aiming to educate readers about life in Arkansas, and the *Arkansas Business News* serves readers on a weekly basis. Several magazines are also based in the city; most serve specific business or religious interests.

Television and Radio

Seven television stations—five network affiliates, one public, and one independent—broadcast from Little Rock. Twenty radio stations serve listeners in the area with a wide variety of formats.

Media Information: *Arkansas Democrat-Gazette,* 121 E. Capitol Ave., Little Rock, AR 72201; telephone (501)378-3400

Little Rock Online

Arkansas Democrat-Gazette. Available www.ardemgaz.com

Arkansas Department of Economic Development. Available www.1800arkansas.com

Arkansas History Commission. Available www.ark-ives.com

Little Rock City Hall. Available www.accesslittlerock.org

Little Rock Convention & Visitors Bureau. Available www.littlerock.com

Little Rock Regional Chamber of Commerce. Available www.littlerockchamber.com

Little Rock School District. Available www.lrsd.org

University of Arkansas at Little Rock. Available www.ualr.edu

William J. Clinton Presidential Center. Available www.clintonpresidentialcenter.org

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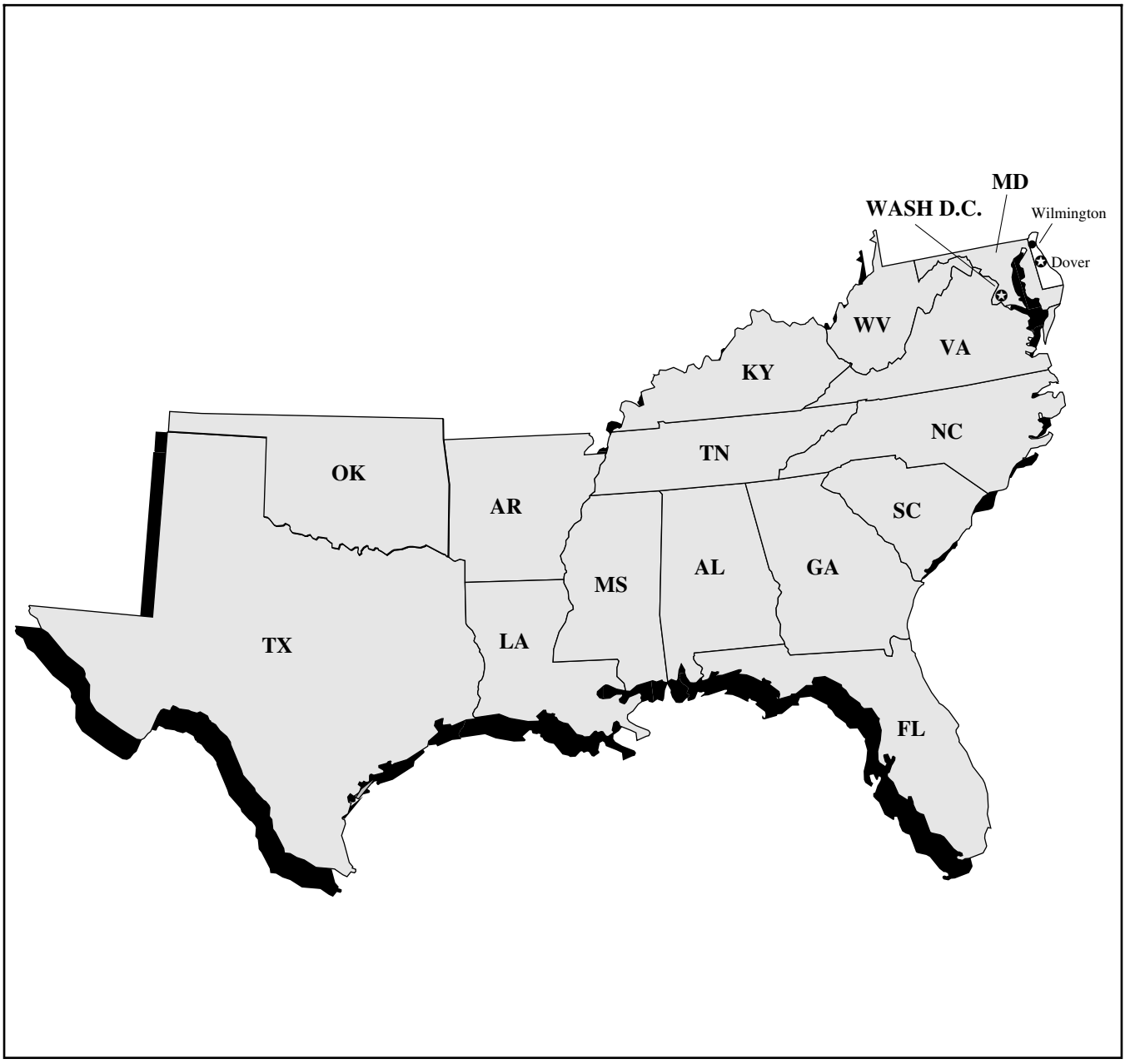
DELAWARE

Dover 77
Wilmington 89



The State in Brief

Nickname: First State; Diamond State
Motto: Liberty and independence

Flower: Peach blossom
Bird: Blue hen chicken

Area: 2,489 square miles (2000; U.S. rank: 49th)
Elevation: Ranges from sea level to 440 feet above sea level
Climate: Temperate, with mild winters and hot summers

Admitted to Union: December 7, 1787
Capital: Dover
Head Official: Governor Ruth Ann Minner (D) (until 2009)

Population
- **1980:** 594,000
- **1990:** 666,000
- **2000:** 783,600
- **2003 estimate:** 817,491
- **Percent change, 1990–2000:** 17.6%
- **Percent change, 2000–2003:** 4.3%
- **U.S. rank in 2003:** 45th
- **Percent of residents born in state:** 48.3% (2000)
- **Density:** 401.1 people per square mile (in 2000, based on 2000 land area)
- **2002 FBI Crime Index Total:** 31,803

Racial and Ethnic Characteristics (2000)
- **White:** 584,773
- **Black or African American:** 150,666
- **American Indian and Alaska Native:** 2,731
- **Asian:** 16,259
- **Native Hawaiian and Pacific Islander:** 283
- **Hispanic or Latino (may be of any race):** 37,277
- **Other:** 15,855

Age Characteristics (2000)
- **Population under 5 years old:** 51,531
- **Population 5 to 19 years old:** 166,719
- **Percent of population 65 years and over:** 13%
- **Median age:** 36 years (2000)

Vital Statistics
- **Total number of births (2003):** 12,120
- **Total number of deaths (2002):** 6,860 (infant deaths, 96)
- **AIDS cases reported through 2003:** 3,231

Economy
- **Major industries:** Chemicals, agriculture, food products, paper products, printing and publishing, rubber and plastic products
- **Unemployment rate:** 4.0% (November 2004)
- **Per capita income:** $33,321 (2003; U.S. rank: 12th)
- **Median household income:** $50,451 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 7.7% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.2% to 5.95%
- **Sales tax rate:** None

Dover

The City in Brief

Founded: 1683; incorporated 1829

Head Official: Mayor Stephen R. Speed (N-P) (since 2001)

City Population
1980: 23,507
1990: 27,630
2000: 32,135
2003 estimate: 32,808
Percent change, 1990–2000: 16.30%
U.S. rank in 1990: 1,160th (State rank: 2nd)
U.S. rank in 2000: Not reported (State rank: 2nd)

Metropolitan Area Population
1980: 98,219 (Kent County)
1990: 110,993 (Kent County became an MSA in 1990)
2000: 126,697 (MSA)
Percent change, 1990–2000: 14.15%
U.S. rank in 2000: 225th

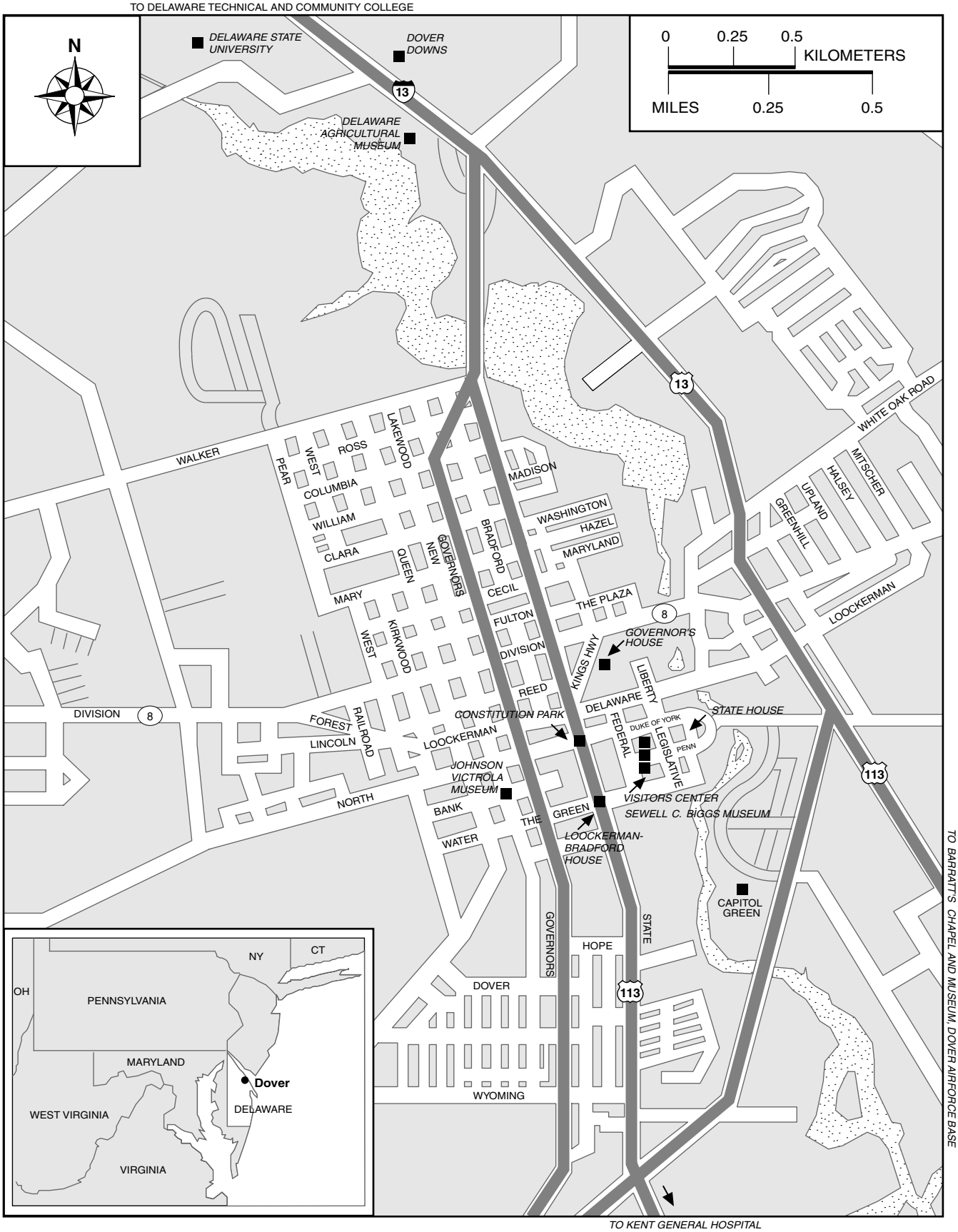
Area: 22.7 square miles (2000)
Elevation: 36 feet above sea level
Average Annual Temperature: 55° F
Average Annual Precipitation: 44.14 inches

Major Economic Sectors: services, trade, manufacturing, military
Unemployment rate: 2.7% (November 2004)
Per Capita Income: $19,445 (1999)

2002 FBI Crime Index Total: 1,923

Major Colleges and Universities: University of Delaware, Delaware State University, Wesley College, Delaware Technical and Community College, Wilmington College—Kent County

Daily Newspaper: *Delaware State News, News Journal*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WILLIAM
CLARA
QUEEN
NEW
GOVERNORS
MARY
KIRKWOOD
WEST
MADISON
WASHINGTON
HAZEL
MARYLAND
BRADFORD
CECIL
FULTON
DIVISION
THE PLAZA
8
MITSCHER
HALSEY
UPLAND
GREENHILL
LOOCKERMAN
GOVERNOR'S HOUSE
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LOOCKERMAN
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DUKE OF YORK
LEGISLATIVE
PENN
STATE HOUSE
JOHNSON VICTROLA MUSEUM
NORTH
BANK
WATER
THE GREEN
VISITORS CENTER
SEWELL C. BIGGS MUSEUM
LOOCKERMAN-BRADFORD HOUSE
113
CAPITOL GREEN
GOVERNORS
STATE
HOPE
DOVER
113
WYOMING
NY
CT
OH
PENNSYLVANIA
MARYLAND
Dover
DELAWARE
WEST VIRGINIA
VIRGINIA
TO BARRATT'S CHAPEL AND MUSEUM, DOVER AIRFORCE BASE
TO KENT GENERAL HOSPITAL

Introduction

Dover is the capital of Delaware and the seat of Kent County. The city, which dates back to the 1600s, is acclaimed for its lovely tree-lined streets, preserved town green, and impressive Georgian and Victorian architecture. Long a center of government, business, and agriculture, Dover has become a tourist mecca as visitors come to enjoy the city's historical offerings, tax-free shopping, and the excitement of slots, NASCAR racing, and harness racing that takes place at Dover Downs. The city was named after Dover in England and is the site of Dover Air Force Base, which houses the world's largest air cargo planes.

Geography and Climate

Dover is located in central Delaware on the Delmarva peninsula and on the St. Jones River. It is approximately 40 miles south of Wilmington. The rather flat area has a moderate climate with four distinct seasons. Summer has many warm days with hot, humid periods and mild nights. Surface winds generally blow from the northwest except in June when southerly winds prevail. From May through September winds blow from the southwest.

Area: 22.7 square miles (2000)

Elevation: 36 feet above sea level

Average Annual Temperature: 55° F

Average Annual Precipitation: 44.14 inches

History

Dover Becomes State Capital

At the time of the arrival of the first white men, the Lenape Indians lived along the banks of the Delaware River. The land where Dover now stands was part of a much larger grant called Zwaanendael (Valley of the Swans), where a group of Dutch patrons attempting to colonize it were killed by the local tribe in 1631. William Penn chartered Kent County, and Penn ordered his surveyors to lay out a town in 1683. In 1697, a court house was built at the site, but it was not until 1717 that Dover was plotted around a central green. By that time, most of the Native Americans had been forced to relocate elsewhere. Craftsmen and artisans such as cabinet makers, shoemakers, carpenters, tailors, and hatters shared the green with government officials and residents, as well as several inns and taverns. An Act of Assembly in 1742 provided for the establishment of a market square, and the 1751 census estimated the population of Kent County to be 1,320 families. In 1777, Dover became the capital of Delaware, largely because it was deemed safer from attack than the old capital, New Castle. Ten years later, in a Dover tavern, a Delaware convention ratified the Federal Constitution. Because it was the first to ratify, Delaware became known as ''the first state'' and enjoys the highest level of seniority at ceremonial events.

From the 1720s to the 1770s the construction of many fine homes took place throughout Dover and the surrounding countryside, many of which still survive today. During the Revolutionary War, the famous Delaware militia marched to join Washington's main army. It earned the nickname ''Blue Hens Chickens'' because of the spirited fighting cocks that Delaware men carried with them to war. The city of Dover was incorporated in 1829, and it has remained one of the nation's smallest state capitals.

During the eighteenth century, Kent County was an important agricultural area, providing grain, fruit, and vegetables to the Continental army. However, worn out by generations of poor farming practices, Kent County's soil became far less productive during the Federal period. By the time of the Civil War, the soil had recovered and agriculture became stronger than ever. Farmers introduced fertilizer and employed scientific methods to graft peach trees. The extension of the Delaware Railroad line to Dover in 1856 enabled Kent County farmers to reach a national market. Just the year before, two men by the names of Richardson and Roberts had opened a canning company to process local products, and other canneries soon followed. Eventually, canning became Dover and Kent County's principal industry.

During the Civil War period in the mid-nineteenth century, every possible attitude toward the Confederate conflict had adherents in Dover, from those who passionately supported the federal government, to those who were willing to fight to maintain the Southern way of life. Federal troops entered the area during the 1862 and 1864 elections to guard the polls from violence.

A Century of Development

During the post Civil-War era, Dover continued to grow, and electricity was introduced to the city. A building boom added the Post Office, a Roman Catholic Church, and a new Kent County Court House. The year 1873 marked the opening of the Wilmington Conference Academy, now Wesley College. The next year Thomas Coke, D.D., founded a new American religion and Dover became known as the ''Cradle of Methodism in America.''

In 1933, Capitol Square was laid out and the Legislative Hall became the home of the State's General Assembly. The creation of the capitol complex, paid for out of lottery funds, along with the expansion of City Plaza, lent a handsome setting for Dover's Georgian and Victorian architecture.

The first non-agricultural major industry to locate in Dover was International Latex, now known as Playtex, which opened its first operation in 1937 and continues to be an important employer in the community. Among the products assembled at this location, the biggest operation of all of Playtex's North American sites, are tampons, latex gloves, and disposable baby bottles and liners. Today Dover is a pleasant community; it was chosen by *Employment Review* magazine in May 2000 as one of the best small cities to live and work for job seekers looking for a much quieter lifestyle than can be found in the larger cities that usually appear on such lists. The magazine referred to Dover as a city that has ''displayed incredible employment potential, a top-notch quality of life, outstanding educational standards, [and] opportunities for companies interested in relocating.''

Dover has created a unique balance between maintaining its small-town feel and economic prosperity. This is illustrated by the continuing population and job growth despite the country's economic recession with Dover Air Force Base providing great stability as the top employer along with prominent manufacturers such as Playtex. NASCAR racing and slots gambling at Dover Downs make the area a hotbed of tourist activity while a 19,000 square foot recreation center was proposed in 2004 that will serve as a huge draw for residents and visitors.

Historical Information: Delaware Public Archives, 121 Duke of York St., Dover, DE 19901; telephone (302)744-5000; email archives@state.de.us.

Population Profile

Metropolitan Area Residents
1980: 98,219 (Kent County)
1990: 110,993 (MSA)
2000: 126,697 (MSA)
Percent change, 1990–2000: 14.15%
U.S. rank in 2000: 225th

City Residents
1980: 23,507
1990: 27,630
2000: 32,135 (of which, 17,013 were females and 15,122 were males)
2003 estimate: 32,808
Percent change, 1990–2000: 16.30%
U.S. rank in 1990: 1,160 (State rank: 2nd)
U.S. rank in 2000: Not reported (State rank: 2nd)

Density: 1,435.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 17,655
Black or African American: 11,961
American Indian and Alaska Native: 146
Asian: 1,016
Native Hawaiian and Pacific Islander: 12
Hispanic or Latino (may be of any race): 1,327
Other: 503

Percent of residents born in state: 38.8% (2000)

Age characteristics (2000)
Population under 5 years old: 2,146
Population 5 to 9 years old: 2,118
Population 10 to 14 years old: 2,133
Population 15 to 19 years old: 2,958
Population 20 to 24 years old: 3,259
Population 25 to 34 years old: 4,396
Population 35 to 44 years old: 4,564
Population 45 to 54 years old: 3,707
Population 55 to 59 years old: 1,432
Population 60 to 64 years old: 1,138
Population 65 to 74 years old: 2,143
Population 75 to 84 years old: 1,518
Population 85 years and older: 623
Median age: 32.9 years

Births (2002, Kent County)
Total number: 1,902

Deaths (2002, Kent County)
Total number: 1,113 (of which, 27 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,445
Median household income: $38,669
Total number of households: 12,460

Number of households with income of . . .
less than $10,000: 1,272
$10,000 to $14,999: 984
$15,000 to $24,999: 1,836
$25,000 to $34,999: 1,550
$35,000 to $49,999: 2,191
$50,000 to $74,999: 2,319
$75,000 to $99,999: 1,203
$100,000 to $149,999: 829
$150,000 to $199,999: 192
$200,000 or more: 84

Percent of families below poverty level: 11.5% (45.4% of which were female householder families with related children under 5 years; 1999)

2002 FBI Crime Index Total: 1,923

Municipal Government

Dover operates with a council-manager form of government. The mayor and nine council members serve two-year terms.

Head Official: Mayor Stephen R. Speed (N-P) (since 2001; current term expires 2006)

Total Number of City Employees: 378 (2004)

City Information: City of Dover, 15 East Loockerman Street, PO Box 475, Dover, DE 19903; telephone (302)736-7004

Economy

Major Industries and Commercial Activity

Dover, the second largest city in the state, is a center of government, commerce, and industry for Central Delaware. Long involved in agricultural trade, the city is home to Kraft Foods and Procter & Gamble facilities. Kraft produces gelatin, puddings desserts, rice, and other food items at its 121-acre site. Procter & Gamble's Dover plant produces disposable wet wipe paper products at a 546,000 square foot site it acquired in 1996. Mrs. K's Salsa distributes home-style salsa in the area as well as shipping it nationwide. Since the early 1980s, the number of farms in the area has decreased including a drop from 767 in 1997 to 721 in 2002, according to the most recent Census of Agriculture report from the National Agricultural Statistics Service. Further, the number of acres under cultivation, which had remained relatively stable despite the loss of farms, also suffered a decline of about 10,000 acres from 1997 to 2002 (about 185,000 acres). Field crops in Kent County have a market value of approximately $54 million (from $62.6 million in 1997), and the once-growing broiler chicken industry witnessed a reduction in farms down from 133 in 1997 to 121 in 2002.

Playtex Apparel, Inc. and Playtex Products, Inc. manufacture and distribute intimate apparel as well as personal care items. Foods and food items produced in Dover include soft drinks, dairy products, corn, wheat, fruits and vegetables, and dry and canned goods. Major manufacturers include PPG Industries, which produces paint products; Eagle Group, a leading maker of metal files and storage cabinets and related items; Hirsch Industries, a leading manufacturer of consumer durables such as file cabinets; Reichold Inc., a producer of coatings, polyesters, emulsions, and adhesives; and Sunroc Corporation, which produces water coolers and drinking fountains. Refrigerators, brick, aerospace equipment, synthetic polymers and adhesives, and chemicals are also made in Dover.

Dover Air Force Base has a substantial economic impact on the local economy totaling more than $331 million per year. The base operates the largest aerial port facility on the East Coast, and serves as a focal point for military cargo movement to Europe and the Middle East. Its mechanized-computerized cargo handling arrangement makes possible the processing of up to 1,200 tons of cargo during a 24-hour period. The air base's military and civilian payroll of nearly $170 million is mostly pumped back into the local economy.

Tourism is a growing industry in Dover and Kent County. Because dollars often go a lot further in Dover due to the absence of sales tax, visitors from nearby states such as New York and New Jersey have been coming more often and staying longer in recent years. The addition of slot machines at the horse racing tracks in Dover, Harrington, and Wilmington brings in even more visitors. Ticket sales at the local NASCAR races, as well as related industries such as the restaurants and hotel/motel businesses, have a $47 million impact on Dover's economy.

Items and goods produced: foodstuffs, paper products, latex paint, beverages, home appliances, textiles, foundry works, and feed

Incentive Programs—New and Existing Companies

The Central Delaware Economic Development Council assists companies with basic information, building and site selection, and dealing with local and state government agencies.

State programs—The state of Delaware has no general sales tax, no unitary tax, no fixtures tax, and no personal property or inventory tax. The Small Business Administration Section 504 Program offers long-term fixed assets financing at fixed rates for projects with an average net income of less than $2.5 million, which typically involve 50 percent funding from a private lender, 40 percent from the Delaware Development Corporation, and 10 percent from the business. The Delaware Economic Development Office offers assistance in loan packaging by utilizing existing state and federal programs, including Industrial Revenue Bond Financing, various bridge grants and loans, and Small Business Administration Assistance.

The state of Delaware has created incentives for financial institutions through the passage of the Financial Center

Development Act in 1981, by which banks in certain circumstances receive a declining rate of taxation; the Consumer Credit Bank Act in the early 1980s, which gives financial benefits to smaller banks locating operations in the state; and the International Banking Act.

Local programs—In 1999 Kent County implemented a development incentive fund and also provides a 10-year property tax incentive program available for targeted industries. The Central Delaware Chamber of Commerce offers existing businesses consulting assistance and counseling services by retired executives.

Job training programs—The Delaware Economic Development Office custom designs and operates training programs on a shared or no-cost basis to be determined individually. Delaware Technical & Community College provides start-up and upgrading programs tailored to the needs of new and existing industries through its IT Learning Center.

Development Projects

According to local analysts, Dover's recent population growth is caused by local business expansion and the growth of Dover Air Force Base. The construction of Kent County's Aeropark, an 115-acre industrial park adjacent to the base, began in the mid-1990s to house Sunroc, a water cooler manufacturer. The Aeropark project was greatly enhanced by the Air Force's granting of two military runways to accommodate Aeropark businesses. However, the civilian air terminal has been indefinitely shut down due to security concerns following the September 11, 2001 terrorist attacks.

Retail firms in the area are also expanding, as evidenced by the addition in the 1990s of new shopping centers and megastores such as Wal-Mart, Sam's Club, and Lowe's. The Dover Mall underwent a $500,000 renovation that was completed in 1997 and includes over 100 different retail shops including Sears, Old Navy, and JC Penney. The proliferation of newer chain eateries is represented by Applebee's, Red Lobster, Olive Garden, and Boston Market restaurants. There also has been a mushrooming of housing developments in West Dover, including such complexes as the Carlisle Villages, the Greens, and The Village of Westover. The introduction of slot machine gambling in 1995 prompted the Dover Downs facility to undergo expansions that concluded in March 2004 increasing the size to 91,000 square feet with 2,500 machines.

Economic Development Information: Central Delaware Economic Development Council, 435 N. Dupont Hwy, PO Box 576, Dover, DE 19901; telephone (302) 678-0892; fax (302)678-0189; email director@cdedc.org. Delaware Economic Development Office, 99 Kings Hwy., Dover, DE 19901; telephone (302) 739-4271; fax (302) 739-5749.

Commercial Shipping

Dover has four motor freight carriers and is served by Conrail. The Port of Wilmington, 40 miles north, provides direct access to I-495, and both Conrail and CSX railroads serve the terminal with rail sidings viable at most warehouse facilities at the port. In the late 1990s, the port expanded its docking area to handle both larger ships and a greater number of ships.

Labor Force and Employment Outlook

Kent County boasts an available and trainable labor force and a pool of skilled labor with an excellent work ethic. Between 1970 and 2000, the county's labor force more than doubled while the number of new companies increased by more than 10 percent in a decade. In November 2004 the Milken Institute, a nonpartisan and nonprofit research organization, ranked Dover as fourth on their ''Best Performing Cities: Small Cities List'' which marked an improvement from the 29th position it occupied in 2003. The institute attributed this to the opening of a Wal-Mart distribution center, in addition to which the Dover Air Force Base's future appears stable. Also, a study by the American City Business Journals in 2004 named the Dover metropolitan area as the ''Hottest Market in the East for Job Creation'' and second in the nation only behind Las Vegas. In 2004 Delaware's economy marked its return to the Corporation for Enterprise Development's (CFED) ratings list that grades the best states in the nation on a variety of economic factors. Compared to other states, Delaware is among the top five in the nation, earning As and Bs in the major grading categories by the nationally-recognized economic research organization. For seven consecutive years prior to 2000, personal and business taxes were cut in Delaware.

The 1999 purchase by the city of Dover of 385-plus acres, known as the Garrison Oak Technology Park, provides Kent County with the potential for significant future job growth in manufacturing, research and development, and high-technology industry. In addition, the proposed High-Technology Business Incubator, to be located at Delaware State University, will provide additional future job and company growth potential although construction was delayed until 2005 due to economic concerns after a 2002 groundbreaking.

The following is a summary of data regarding the Dover metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 58,700

Number of workers employed in . . .
construction and mining: 3,000
manufacturing: 4,900
trade, transportation, and utilities: 10,800

information: 700
financial activities: 2,600
professional and business services: 3,700
educational and health services: 7,100
leisure and hospitality: 6,700
other services: 2,200
government: 17,200

Average hourly earnings of production workers employed in manufacturing: $16.90

Unemployment rate: 2.7% (November 2004)

Largest employers	*Number of employees*
Dover Air Force Base	8,595 total: 5,715 (military) 1,090 (civilian) 1,790 (reserves)
Bayhealth Medical Center (includes Kent General Hospital and Milford Memorial Hospital)	2,527
Dover Downs	1,200
Delaware State University	1,150
Playtex Products, Inc.	1,105
Capital School District	809
Kraft Foods	621
Bank of America	600
Aetna U.S. Healthcare	525
City of Dover	375
Procter and Gamble	327

Cost of Living

As of 2000, Dover had a cost of living slightly above the national average, but the local tax burden is competitive with most other states.

The following is a summary of data regarding several key cost of living factors for the Dover area.

1999 (4th Quarter) ACCRA Average House Price: $141,874

2000 (4th Quarter) ACCRA Cost of Living Index: 104.2 (U.S. average = 100.0)

State income tax rate: Ranges from 2.2% to 5.95%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $0.41 per $100.00 of assessed fair market value

Economic Information: Central Delaware Chamber of Commerce, 435 N. Dupont Hwy, Dover, DE 19901; telephone (302) 678-0892; fax (302)678-0189; email info@cdcc.net.

Education and Research

Elementary and Secondary Schools

In 1995 the Capital School District received one of 17 national Challenge Grants from the U.S. Department of Education in the programs's inaugural year. The $5.5 million grant spanned five years and supported technology at school and in the home. The district offers a computer training laboratory in each school, gifted programs in elementary and secondary schools, language arts and mathematics programs, and a school with multiage grouping. Dover High School offers a Technical Preparation program. The schools also conduct a curriculum in which members of the community serve as writing coaches. Handicapped children are served by the Kent County Community School.

The following is a summary of data regarding the Capital School District as of the 2003–2004 school year.

Total enrollment: 5,909

Number of facilities
elementary schools: 7
middle schools: 2
senior high schools: 1
other: 1 (Kent County Community School)

Student/teacher ratio: 15.2:1

Teacher salaries
average: $49,989

Funding per pupil: $8,922 (2003)

Public Schools Information: Superintendent's Office, Capital School District, 945 Forest St., Dover, DE 19904-3498; telephone (302)672-1500; fax (302)672-1714

Colleges and Universities

Delaware State University, with about 3,178 students, is the state's historically African American institution of higher learning. The university has three undergraduate schools, a college, and a graduate school offering master's degrees in seven areas. Founded in 1873, Wesley College has 30 bachelor's degree programs and four associates degrees along with four master's programs. It is affiliated with the United Methodist Church. Bachelor's and master's degree programs are available through Wilmington College, which has sites at Dover Air Force Base and just north of Dover Downs. More than 42,500 students each year enroll in diversified technical associate degree programs, diploma programs, and certificate and special interest programs offered at the Delaware Technical and Community College's four locations. Three thousand students attend the Dover campus

each semester; the other campuses are in Georgetown, Stanton, and Wilmington. The University of Delaware maintains a campus that includes an associates degree art program.

Libraries and Research Centers

The Dover Public Library, which underwent renovations in 2002 and 2003, has more than 97,000 volumes, 350 magazine subscriptions, and 12 newspapers and services about 500 patrons daily in its 17,500 square foot facility. The library also contains films, records, audiocassettes, and videocassettes. Services include reference materials and aids, book talks, and seasonal and children's programs.

The Dover Air Force Base maintains a library containing nearly 30,000 volumes focusing on the United States Air Force and various military topics, with special collections on Transition Assistance. Besides being the site of the Delaware Division of Libraries State Library, Dover is home to the state's Department of Transportation Library, the Delaware State Archives, and libraries of the Delaware Department of Public Instruction, the Delaware State House Museum, the Legislative Council Library, and the State's Law Library. The State Library of Delaware provides special services to people who are blind, physically handicapped, or homebound. Both local colleges and the local hospital also have library facilities.

Founded in the 1950s, the National Council on Agricultural Life and Labor Research Fund (NCALL Research) provides housing counseling services along with studies on safe and sanitary rural housing, particularly for farm workers.

The St. Jones Estuarine Research Reserve offers group tours and free general admission to its environmental research center that features a variety of programs and nature trails along with canoe and boat trips as it strives to promote the general public's knowledge of estuaries.

Public Library Information: Dover Public Library, 45 S. State St., Dover, DE 19901-3526; telephone (302)736-7030; fax (302)736-5087

Research Information: Delaware National Estuarine Research Reserve, 818 Kitts Hummock Rd., Dover, DE 19901; telephone (302)739-3436

Health Care

The medical needs of Dover's residents are met at the city's Kent General Hospital, a 231-bed facility. The hospital offers a variety of services including in-patient and outpatient care, neonatal special care, coronary care, same-day surgery, a modern imaging department, respiratory care and neurodiagnostics, and a 24-hour emergency department.

Recreation

Sightseeing

A good place to begin exploring Dover is the Delaware State Visitor Center on Federal Street in the downtown area, which offers maps, brochures, and information. The center also features changing exhibits about the area. Many historic structures are clustered downtown around the Green, with buildings ranging from those built in Colonial times to the Victorian period. Once the site of early fairs and markets, today the Green hosts political rallies, public events, and civic celebrations. Although the building itself was demolished in 1830, visitors can still visit the Golden Fleece Tavern site where Delaware representatives ratified the U.S. Constitution.

At one end of the Green stands the Old State House, where the General Assembly met from 1777 until 1934, which was restored in 1976. That body now meets in the Legislative Hall, which displays paintings of former governors and war heroes. Nearby are the Colonel John Haslett Armory and the refurbished Richardson & Robbins canning plant, which now houses the Department of Natural Resources and other state offices. At Christ's Church there is a monument to Caesar Rodney (1729–84), signer of the Declaration of Independence, an esteemed patriot and local leader. Perhaps the quaintest building on the Green is the tiny Old Post Office, believed to be the city's first.

Thousands of people each year travel to the Air Mobility Command Museum at Dover Air Force Base, which houses a growing collection of vintage planes and artifacts that reflect the evolution, history, and varied missions of military airlift and tanker aircraft. Special emphasis is placed on the history of Dover AFB since its beginnings in 1941. Housed in a restored World War II hangar that was once the home of the Army Air Force Rocket Test Center, the museum is a registered National Historic Site. There is a large outside airpark, a commemorative garden, and an excellent spot to watch airfield operations.

The history of 200 years of farm life is exhibited at the Delaware Agricultural Museum and Village, which opened in 1980 and features 10,000 objects, and a re-created nineteenth-century village.

Nipper, the famous RCA Victor canine symbol, is the star of the Johnson Victrola Museum, which traces the history of the Victor Talking Machine Company, now known

as RCA. The museum is a replica of a 1920s Victrola dealer's store.

Arts and Culture

Dover has a number of interesting historical and art museums. The Hall of Records, which houses the Division of Historical and Cultural Affairs, contains the Royal Charter that Charles II gave to the Duke of York for the land that is now Delaware. The Meeting House Galleries I (also known as the Delaware Archaeology Museum) and II (Delaware Museum of Small Town Life) offer an archaeological exhibit, especially focusing on Native Americans, and a Main Street exhibit on typical small town life.

Originally founded in 1904, the 600-seat Schwartz Center for the Arts is the home of the Dover Symphony and presents comedy shows, music, dance, live theater, and film festivals. Originally named The Dover Opera House, the building was renamed The Capital Theater in 1923. After decades of success, it fell into disrepair and the building was closed in 1982. Spurred on by a statewide fundraising effort, the dilapidated facility was revived in October 2001 after an $8.3 million restoration. In 2004 a community partnership was formed with nearby Wilmington's Grand Opera House, local universities, and other arts organizations to maximize usage of the center.

Theater and dance troupes are among the entertainment at the Delaware State University Education and Humanities Theatre along with an art gallery on the campus grounds. On a smaller scale, the Wesley College Chapel plays host to a wide array of performances.

The Sewell Biggs Museum of Art, which opened in 1993 and was founded by Sewell C. Biggs, features 14 galleries of decorative arts. The Dover Art League's Art Center offers classes, a series of exhibits, and a children's summer arts camp.

Arts and Culture Information: Greater Dover Arts Council, PO Box 475, Dover, DE 19903-0475; telephone (302)736-7050

Festivals and Holidays

A festive parade and dancing around the maypole mark the opening of the Old Dover Days, a celebration with music, arts and crafts, and a showcase of local homes and gardens that takes place over the first weekend in May. June brings a variety of music at the June Jam and the Annual Spring and Summer Performing Arts Series on the Green along with the African American Heritage Festival at Mirror Lake. A fireworks display at the Capitol Square tops off the annual Fourth of July Celebration, and later in the month the Delaware State Fair spotlights top-name music stars, auto racing, a rodeo, and demolition derbies. Fairgoers flock to the animal and agricultural exhibits and the gigantic midway offering amusement rides and name entertainment.

Each October the Dover Arts Council sponsors Capitol City Arts Tour and Pumpkin Glow. The month is further enlivened by the Governor's Annual Fall Festival at Woodburn. The holiday season is welcomed by the Delaware Hospice Festival of Trees, the Caroling on the Green event, and the Governor's Annual Christmas Open House at Woodburn. Downtown Dover's First Night New Year's Eve Celebration rings in the new year. February's Winter Festival takes place at the Delaware State University and March brings the Governor's Annual Easter Egg Hunt.

Sports for the Spectator

Dover does not field any teams in major league sports but it does offer the excitement of racing. Dover Downs is said to be the only facility in the country that accommodates both horse racing and auto racing, on two separate tracks. Each sport attracts nearly a third of a million fans to the track annually. The first weekend in June is the time for the MBNA 200 NASCAR Busch Series and MBNA 400 Nextel Cup Series. September brings the Dover 200 NASCAR Busch Series and MBNA 400 NASCAR Nextel Cup races. Live harness racing is presented during the winter months.

Sports for the Participant

Dover's Silver Lake, one of four lakes in Kent County, offers picnicking, boating, and fishing on 182 acres. The city has 25 other parks that provide a variety of features including historic monuments, children's playground equipment, and fishing piers. Short drives to Delaware Bay and the Atlantic Ocean provide opportunities for swimming, water skiing, and other water-related activities. Public golf courses are available and tennis courts can be found at school and college grounds.

Schutte Park, one of the city's more recently opened parks, is located on the west side of town and takes up 57 acres to house its softball/baseball and hockey/soccer fields along with ample space for picnic pavilion rentals. The Parks and Recreation Department is seeking to expand next to this land with a site proposed in 2004 named ''Westside Recreation Center'' on more than 19,000 square feet and at a projected cost exceeding $2.3 million.

About 10 miles north of Dover is the Bombay Hook National Wildlife Refuge in Smyrna where visitors can view migratory shorebirds and waterfowl via hiking and driving tours of the 16,000 acres of marshes, ponds, fields, and forest.

Sports Information: Parks and Recreation Office, PO Box 475, Dover, DE 19903-0475; telephone (302)736-7050; email parks@cityofdover.com

Shopping and Dining

Tax-free shopping attracts people from all over the region to Dover's stores. Main Street Dover boasts many specialty shops located in unique buildings. Curbside horses and buggies from nearby Amish towns are a common site at the legendary Spence's Bazaar on New Street, where bargain hunters peruse everything from housewares to antique furniture. The Dover Mall, with nearly 100 stores, is anchored by Boscov's, Sears, Strawbridge's, and JC Penney.

With approximately 220 eateries, Kent County has claimed to have the highest amount of restaurants per capita in the United States. Dover and the surrounding area boast a wide variety of dining establishments, featuring everything from traditional Southern fare to foods of many nations including Thai, Chinese, Indian, Mongolian, Mexican, and Italian. Seafood places and casual American eateries also abound. A variety of fine dining can be found as well.

Visitor Information: Kent County Convention & Visitors Bureau, 435 N. DuPont Hwy., Dover, DE 19901; telephone (302)734-1736 or (800)233-KENT; fax (302)734-0167.

Convention Facilities

The Dover Sheraton Conference Center is the primary conference site in the city. The center offers 21,000 square feet of exhibition space, a ballroom that can accommodate 1,500 for dinner, and 22 meeting rooms, as well as 156 hotel rooms. An 18,000 square foot ballroom is available at the Dover Downs Hotel & Conference Center that can be divided into three separate areas if needed for events such as stand-up receptions, sit-down dinners, and tradeshows. Further, the hotel provides six corporate meeting rooms and three smaller hospitality suites. Military and veterans groups can reserve meeting rooms for 30 to 200 people at the Air Mobility Command Museum on Dover Air Force Base.

Convention Information: Kent County Convention & Visitors Bureau, 435 N. DuPont Hwy., Dover, DE 19901; telephone (302)734-1736 or (800)233-KENT; fax (302)734-0167. Air Mobility Command Museum, 1301 Heritage Rd., Dover AFB, DE, 19902-5301, telephone (302)677-5938; fax (302)677-5940. Dover Downs Hotel & Conference Center, 1131 N. DuPont Hwy., Dover, DE, 19901; telephone (302)674-4600 or (800)711-5882. Sheraton Dover Hotel, 1570 N. DuPont Hwy., Dover, DE 19901; telephone (302)678-8500; fax (302)678-9073; email sherdov @sheratondover.com.

Transportation

Approaching the City

For many years, metropolitan Dover was a bottleneck, especially on the weekends, with visitors traveling to and from the Atlantic beaches. Relief arrived with the opening of a $100 million bypass around the city on Route 1. Carolina Trailways offers bus service to the city. The closest Amtrak rail service is available at Wilmington and the major airport close to Dover is at Philadelphia.

Traveling in the City

U.S. highways 13 and 113 run north and south in Dover and connect to Delaware Route 1, and state highway 8 is the main east-and-west passage. Central Delaware Transit offers a state-run, fixed-route bus system that operates around the city. Historic attractions around the Green are accessible on foot.

Communications

Newspapers and Magazines

Dover's daily newspaper is the *Delaware State News,* published Monday through Sunday. Wilmington's *The News Journal* is also read in Dover. The *Dover Post* is its weekly shopper.

Television and Radio

One television station (WBOC-TV), one AM station (WDOV-AM), and one FM station (WDSD-FM) broadcast out of Dover.

Media Information: *Delaware State News,* PO Box 737, Dover, DE 19903; telephone (302)674-3600.

Dover Online

Capital School District profile. Available issm.doe.state.de .us/profiles/Reports/PDF/2004/13/13_Profile.PDF

Central Delaware Chamber of Commerce. Available www .cdcc.net

Central Delaware Economic Development Council. Available www.cdedc.org

City of Dover home page. Available www.cityofdover.com

Delaware Economic Development Office. Available www .state.de.us/dedo

Delaware Online. Available www.delawareonline.com

Dover Air Force Base. Available www.public.dover.amc.af.mil

Dover Post. Available www.doverpost.com

The Historical Society of Delaware. Available www.hsd.org

Kent County Convention and Visitors Bureau. Available www.visitdover.com

School district statistics. Available www.doe.state.de.us/edstats/Menu/EdStats.htm

State of Delaware, Department of Transportation. Available www.deldot.net/index.shtml

University of Delaware. Available www.udel.edu

WDOV-AM radio home page. Available www.wdov.com

WDSD-FM radio home page. Available www.wdsd.com

Welcome to Dover. Available www.state.de.us/facts/history/dover.htm

Selected Bibliography

Jackson, James B, *The Golden Fleece Tavern: The Birthplace of the First State* (Dover, DE: Friends of Old Dover, 1987)

Walls, Bruce, *Tales of Old Dover* (Decatur, IL: Spectator Books, 1977)

Wilmington

The City in Brief

Founded: 1638 (chartered 1739)

Head Official: Mayor James M. Baker (D) (since 2001)

City Population
1980: 70,195
1990: 71,529
2000: 72,664
2003 estimate: 72,051
Percent change, 1990–2000: 1.5%
U.S. rank in 1990: 311th (state rank: 1st)
U.S. rank in 2000: 417th (state rank: 1st)

Metropolitan Area Population
1990: 5,892,937 (CMSA)
2000: 6,188,464 (CMSA)
Percent change, 1990–2000: 5%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 6th (CMSA)

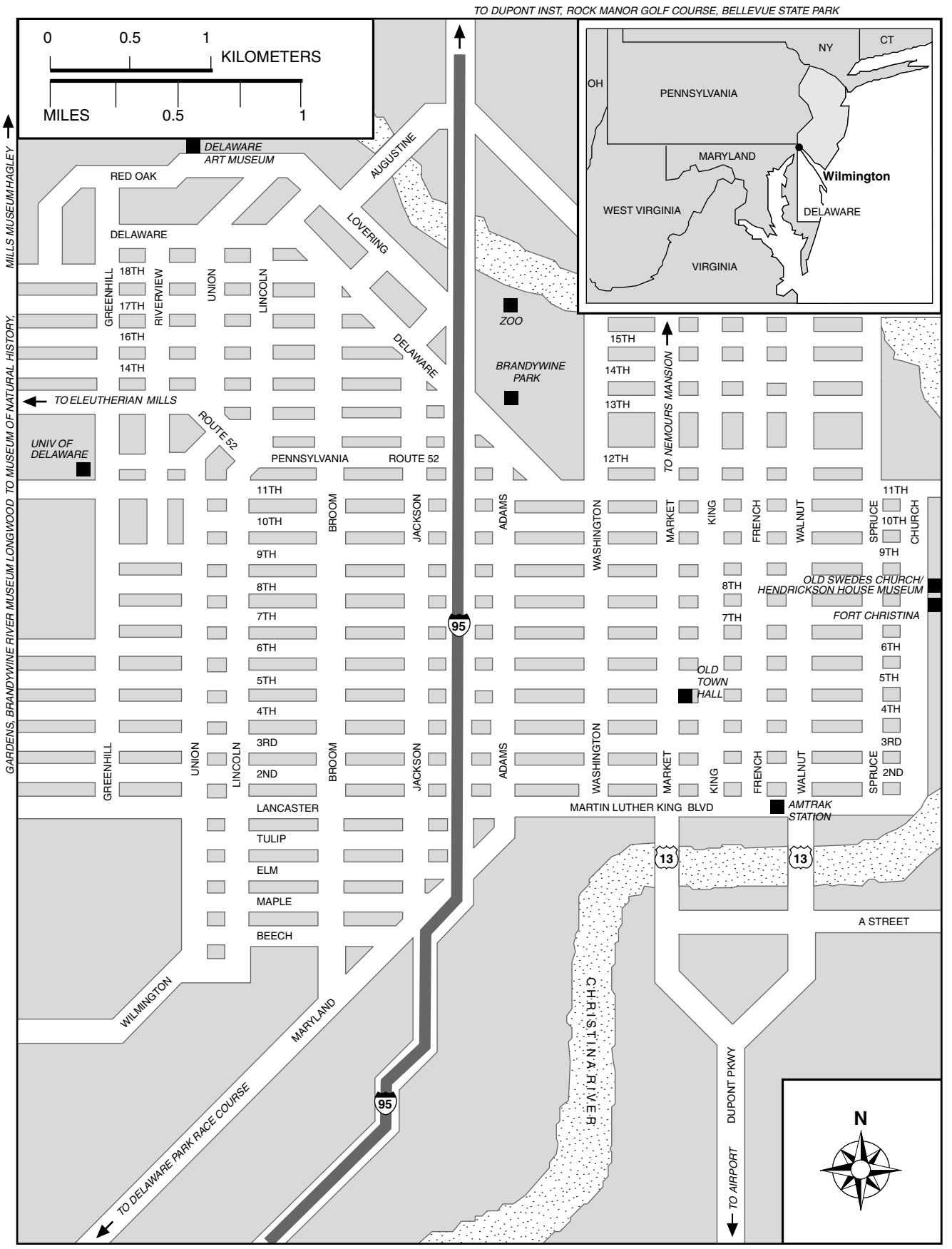
Area: 10.8 square miles (2000)
Elevation: Approximately 74 feet above sea level
Average Annual Temperature: 54.0° F
Average Annual Precipitation: 40.25 inches; 19.9 inches of snow

Major Economic Sectors: services, manufacturing, wholesale and retail trade
Unemployment rate: 4.0% (November 2004)
Per Capita Income: $20,236 (1999)

2002 FBI Crime Index Total: not reported

Major Colleges and Universities: University of Delaware, Widener University

Daily Newspaper: *The News-Journal*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DELAWARE
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DELAWARE ART MUSEUM
RED OAK
DELAWARE
AUGUSTINE
LOVERING
DELAWARE
ZOO
BRANDYWINE PARK
MILLS MUSEUM HAGLEY
GARDENS, BRANDYWINE RIVER MUSEUM LONGWOOD TO MUSEUM OF NATURAL HISTORY
TO ELEUTHERIAN MILLS
UNIV OF DELAWARE
ROUTE 52
PENNSYLVANIA
ROUTE 52
TO NEMOURS MANSION
GREENHILL
RIVERVIEW
UNION
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OLD TOWN HALL
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Introduction

After years of living in Philadelphia's shadow, Wilmington has emerged as a national banking center. Beginning with the du Pont family enterprises, the city has been a leading industrial and shipping hub since the nineteenth century. Today its diversified labor force, low corporate tax burden, economic incentives for new and expanding companies, and teamwork between the public and private sectors make it extremely attractive to new businesses. Although situated in the most densely populated area of the northeast, Wilmington is a very livable city. Because of its small size, it enjoys the advantages of a large metropolitan area while escaping the disadvantages, such as traffic congestion, noise pollution, and smog. City residents profit from a comparatively low cost of living and cultural perquisites inherent in an area that boasts two of the country's top museums and bills itself as the ''Corporate Capital of the World.''

Geography and Climate

Wilmington is located in the northeast corner of Delaware, on the western bank of the Delaware River where the Christina River joins Brandywine Creek. The city is part of the Atlantic Coastal Plain, which combines flat, low land at sea level with gentle, rolling hills that extend northward into Pennsylvania. The Delaware River forms the city's eastern border with the Atlantic Ocean beyond; Chesapeake Bay lies to the southwest. These large water masses determine the city's climate. Summers are warm and humid, and winters are generally mild. During the summer relative humidity is about 75 percent, and fog is frequent throughout the year. Average annual snowfall is 19.9 inches, but the snow never stays on the ground for more than a few days. Most winter precipitation falls as rain or sleet. Rainfall is heaviest in summer when it comes in the form of thunderstorms. Hurricanes moving northward along the Atlantic Coast occasionally cause heavy rainfall, but winds seldom reach hurricane force in Wilmington. Strong easterly and southeasterly winds sometimes cause high tides in the Delaware River, resulting in flooding of lowlands and damage to riverfront properties.

Area: 10.8 square miles (2000)

Elevation: Approximately 74 feet above sea level

Average Temperatures: January, 32.0° F; July, 76.0° F; annual average, 54.0° F

Average Annual Precipitation: 40.25 inches; 19.9 inches of snow

History

Lenni-Lenape Indians lived in the Wilmington area long before Europeans and Africans arrived on Delaware's shores. ''Lenni'' means pure or original, and ''Lenape'' means the people. Their control extended north into Pennsylvania and south to the Potomac; their customs and traditions resembled those of their neighbors, the Nanticokes and the Powhatans of Virginia. European settlers first encountered this tribe of ''peacemakers'' in the early seventeenth century.

Various Countries Possess Early Colony

Wilmington was the first permanent Old World settlement in the entire Delaware Valley. In March 1638, a Swedish expedition led by Peter Minuit entered Delaware Bay. They sailed up the river and entered the Minquas Kill (today's Christina River). Going 2 miles inland, they cast anchor opposite a natural stone wharf. Here at ''The Rocks''—which are still visible today at the foot of Seventh Street—Minuit stepped ashore and made a treaty with the Lenni-Lenapes. The land he purchased was dubbed New Sweden, and Swedish soldiers soon began constructing a fort they named after their queen, Christina. Inside the fort they built the first log cabins in America. Before the ship left in June, the 24 original Swedes, Finns, Dutch, and German settlers were joined by Anthoni, ''The Black Swede,'' a freedman from the Caribbean. All 25 were alive and well two years later when the ship returned. In all, Sweden sent 12 expeditions to the new world, but the fledgling colony received little support from Queen Christina and in 1656 was overtaken by the Dutch. Peter Stuyvesant, the Governor of New Amsterdam, laid siege to the tiny colony and ultimately the Swedes surrendered.

In 1664, as a result of a war between Holland and England, the colony along the Delaware was brought under English rule. Then, in 1681, William Penn received a grant from England's King Charles II for the largest tract ever given a commoner. ''Penn's Woods,'' or Pennsylvania, was intended to be a haven for members of the Society of Friends, or Quakers. For the next fifty years, Penn and Lord Baltimore would vie for ownership of the three counties of New Castle, Kent, and Sussex. As Pennsylvania added western counties, Delaware demanded home rule, and in 1704 the counties were granted their own assembly with Pennsylvania and Delaware sharing the same crown-appointed governor.

Around 1730, a large tract of land in what is now Wilmington was deeded to a man named Thomas Willing, who called the tiny settlement Willingtown. Willingtown was a farming community of 15 to 20 houses when prosperous

Quakers began to arrive in 1735. Immediately they began investing in property and, simultaneously, the town began to grow. At this time there was no formal government; therefore, decisions were made by consent of all the townspeople. Then, in 1739, England's King George II granted a charter addressed to ''the People of Wilmington;'' the king is thought to have arbitrarily named the town after his friend Spencer Compton, Earl of Wilmington. The first election held under the borough charter took place on September 8, 1740. This same year the first vessel built for foreign trade, the *Wilmington,* sailed for Jamaica. A brisk shipping trade continued to benefit local merchants despite wars and privateers. Industries such as brick-making, pottery, tanning, and flour-milling (at mills along the Brandywine) began to flourish.

Wilmington in Revolutionary Times

The summer of 1777 found the community of Wilmington in the center of the struggle for American independence from England. George Washington established Revolutionary army headquarters in Wilmington, as did General Anthony Wayne. After the British took Wilmington, following the Battle of Brandywine, the town became a British camp. The Presbyterian Meeting House was used as a prison, and residents' houses were requisitioned to care for the wounded. Wilmingtonians did not see the last of British troops until the end of October 1777. An economic slump followed the war, but soon Wilmington had a fleet of ships engaged in coastal, as well as European, trade. Many Irish passed through the Port of Wilmington at this time, as well as French refugees from Santo Domingo. Scarcely had these immigrants settled when hundreds more poured in from Philadelphia, where yellow fever was rampant. Until the epidemic, Wilmington merchants had depended on Philadelphia banks for financial support. Suddenly isolated from their neighbor, they realized the need for economic self-sufficiency and founded the Bank of Delaware in 1795.

Economic Development Marks Nineteenth Century

Between the close of the Revolution and the War of 1812, Wilmington's population increased to 5,000, the town spread westward, and streets were widened to accommodate the flow of traffic. Five turnpikes built between 1808 and 1815 greatly increased Wilmington's trade. Steamboats ran regularly between the town and Philadelphia, as did stagecoaches carrying passengers and freight. One of the earliest railroads in the United States, the Newcastle & Frenchtown Railway, opened in 1831, and soon after came the Wilmington & Susquehanna. By 1831 Wilmington's population had grown so large that leading citizens petitioned the legislature to incorporate the town as a city. The charter was granted in 1832, and city officials were elected.

From 1832 until the Civil War, new enterprises sprang up on the shores of the Christina River, supplementing those already prospering along the Brandywine. Shipbuilding, paper milling, and the manufacture of machine tools, iron, railroad cars, and cotton joined the earlier industries of flour milling and leather tanning.

Wilmington in the Twentieth Century

World War I kept all available industrial plants working full time; blast furnaces and shipyards operated round-the-clock. The conflict brought immense trade to E. I. du Pont de Nemours and Company, which had been producing gun powder in the area since 1802. After the war du Pont moved away from explosives to manufacture materials such as Nylon, Dacron, Orlon, and Cellophane. When other chemical companies moved into the region, Wilmington became known as ''The Chemical Capital of the World.'' This industrial expansion brought great wealth to the area, and in the decades following World War II, a large increase in population.

Like many American cities, Wilmington has seen a steady flow of residents leave the city for the suburbs. The exodus of the middle class left the city to the urban poor, particularly to blacks and the elderly, creating new problems. Racial violence that broke out in the wake of Martin Luther King's assassination on April 4, 1968, required heavy patrol by the National Guard for many months. Today Wilmington is dealing successfully with the problem of urban safety. Teamwork by government and business leaders has focused on making public transit and the entire downtown area once again attractive to residents and visitors. The revitalization of downtown buildings and new housing construction and the redevelopment of the Christina Riverfront continue to be priorities for the city and state governments. The revitalization of the central business area continues to stimulate increased interest in Wilmington. Revitalization efforts include many new restaurants plus the construction of a new live performance theater, a baseball stadium, the First USA Riverfront Arts Center in 1998, a 1.7-mile Riverwalk and the Shipyard Shops along the riverfront, and the 2003 installation of a steel-rail trolley connecting the riverfront with the business area. Other cultural developments include a recent $12 million expansion of the Grand Opera House on Market Street, a $25 million expansion of the Delaware Art Museum on Grand Kentmere Parkway, and construction of Theatre N at Nemours, the first movie theater in the city since 1982.

Since the mid-1990s more than $1 billion, much of it in private funds, has been invested in major downtown redevelopment projects. The MBNA complex, after moving to downtown Wilmington in 1993 and undertaking a $32 million renovation of the former Daniel L. Herrmann Courthouse, now consists of seven buildings. In 2002 the huge

former Delaware Trust Building, which had been destroyed by fire, was converted to the Residences at Rodney Square, a 278 unit luxury apartment complex.

Mayor James M. Baker, who took office in 2001, has seen positive developments in the city's ongoing fight with crime and blight. Overall crime rates have dropped, and the city has enforced stricter registration fees and building code violations on owners of vacant properties to encourage property rehabilitation.

Historical Information: Historical Society of Delaware Library, 505 Market Street Mall, Wilmington DE 19801; telephone (302)655-7171

Population Profile

Metropolitan Area Residents
1990: 5,892,937(CMSA)
2000: 6,188,463 (CMSA)
Percent change, 1990–2000: 14.2%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 6th (CMSA)

City Residents
1980: 70,195
1990: 71,529
2000: 72,664
2003 estimate: 72,051
Percent change, 1990–2000: 1.5%
U.S. rank in 1990: 311th (state rank: 1st)
U.S. rank in 2000: 417th (state rank: 1st)

Density: 6,698 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 25,811
Black or African American: 41,001
American Indian and Alaska Native: 185
Asian: 473
Native Hawaiian and Pacific Islander: 20
Hispanic or Latino (may be of any race): 7,148
Other: 3,750

Percent of residents born in state: 58.1% (2000)

Age characteristics (2000)
Population under 5 years old: 4,953
Population 5 to 9 years old: 5,424
Population 10 to 14 years old: 5,308
Population 15 to 19 years old: 5,105
Population 20 to 24 years old: 5,121
Population 25 to 34 years old: 11,906
Population 35 to 44 years old: 11,349
Population 45 to 54 years old: 8,861
Population 55 to 59 years old: 3,080
Population 60 to 64 years old: 2,434
Population 65 to 74 years old: 4,401
Population 75 to 84 years old: 3,411
Population 85 years and older: 1,311
Median age: 33.7 years

Births (2002)
Total number: 1,254

Deaths (2000)
Total number: 779

Money income (1999)
Per capita income: $20,236
Median household income: $35,116
Total households: 28,661

Number of households with income of . . .
less than $10,000: 4,444
$10,000 to $14,999: 2,132
$15,000 to $24,999: 3,886
$25,000 to $34,999: 3,825
$35,000 to $49,999: 4,610
$50,000 to $74,999: 4,605
$75,000 to $99,999: 2,373
$100,000 to $149,999: 1,792
$150,000 to $199,999: 390
$200,000 or more: 604

Percent of families below poverty level: 16.8% (43.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: not reported

Municipal Government

Wilmington, the New Castle County seat, has a mayor-council form of government. Elected to a four-year term, the mayor is the city's chief administrator. Like the mayor, Wilmington's thirteen city council members are elected for four-year terms every presidential election year.

Head Official: Mayor James M. Baker (D) (since January 2001; current term expires November 2008)

Total Number of City Employees: 1,192 (2005)

City Information: City of Wilmington, 800 French St., Wilmington, DE 19801; telephone (302)571-4100

Economy

Major Industries and Commercial Activity

Companies working in service industries such as health care, banking, trade, and manufacturing remain Wilmington's largest employers. The Wilmington/Newark metropolitan area is home to some of the world's most prominent technology companies, including DuPont, AstraZeneca, W.L. Gore and Associates, Hercules, Inc., and Andersen Consulting. The Delaware Technology Park in Newark is host to more than 49 technology-driven businesses. Delaware is a national corporate center, and more than half of the *Fortune* 500 charter their operations in the city because of the state's favorable corporate franchise tax laws and nationally recognized Court of Chancery.

More than 60 banks—state, national and regional—are located in Wilmington. MBNA Bank is the area's largest employer with more than 11,000 workers. American Life Insurance Company's world headquarters is an impressive anchor in the city's developing Christina Gateway, a commercial center encompassing the eastern sector to the waterfront. Chase Manhattan has invested millions of dollars in downtown offices, as have PNC, First Union, Wilmington Trust, First USA, and Beneficial National Bank. Manufacturers Hanover has relocated a portion of its domestic lending operation to the city as well.

Other large manufacturing companies with operations in the Wilmington region include Daimler-Chrysler, Ciba-Geigy (pharmaceuticals), and Dade Behring (medical apparatus manufacturers).

Items and goods produced: chemicals, medical apparatus, mineral products, pharmaceuticals, aerospace products, automobiles

Incentive Programs—New and Existing Companies

Local programs—Wilmington provides strong incentives to businesses thinking of establishing operations in the city. Among the city incentives are: Christina Gateway Tax Incentive Program; Real Property Tax Exemption Program; Head Tax, which allows any new or relocating business in the city that brings over 100 new employees to obtain a waiver to the City's Head tax, a $6.00 fee per employee the city charges for upkeep of the city's infrastructure, police and other city services; Enterprise Zone; Blue Collar Tax Program, which provides that any business that creates blue-collar jobs in the city is eligible for a $250.00 state tax credit per $100 million invested; and incentives for locating in brownfields.

State programs—Delaware corporations have always benefited from the absence of either sales or inventory tax, and there are tax credits on corporate income and gross receipts tax reductions for new or expanding key industries. State incentive programs include Industrial Revenue Bond Financing; the Delaware Innovation Fund, developed to support the creation and development of new high growth, technology based firms, and high quality jobs in Delaware; and The Delaware Access Program, developed to assist banks in making high-risk business loans.

Job training programs—When the labor market cannot respond to an employer's needs, or when additional skills are necessary because of a particular business situation, the Delaware Economic Development Office has access to recognized educational resources that can provide skill training designed to the company's specifications. Training contracts may be arranged with colleges, vocational schools, specialized training centers, and independent agencies that provide business, industrial, and service-related instruction.

Development Projects

In his 2000 message to the city, Mayor Sills reported the following developments in Wilmington: ''Through initiatives like Wilmington Renaissance, major corporations have expanded their business operations in the city, largely by shifting thousands of employees and new jobs to Wilmington from suburban locations. . . [In recent years] we have also brought in more than $10 million in private and government funds for key neighborhood development projects.'' Wilmington Renaissance is a nonpartisan, nonprofit organization that works to expand downtown employment and downtown living through partnerships with the mayor, city council, state and county officials, and agencies supporting development in Wilmington's downtown. A major recent project that has come out of the collaboration is a retail and residential project in the city's historic Ships Tavern District. The $24 million development, completed in the fall of 2004, brought more than 80 apartments and 18 retail shops to a city block that holds more than a dozen historically significant buildings. Originally constructed in the 18th and 19th centuries, the three- and four-story buildings had mostly been sitting vacant or used as warehouse space for more than two decades.

Mayor James M. Baker also announced plans to begin construction in March 2005 on a new 150,000-square-foot office and retail complex at the site of the former Wilmington Dry Goods in downtown Wilmington. Called the Renaissance Centre, the $50 million project would house more than 550 employees and is expected to be completed by 2007. The city also came to an agreement that would allow the Brandywine Realty Trust Corp. to develop a piece of prime downtown property with a proposed 22-story, 500,000-square-foot office complex near 2nd and King Street.

Economic Development Information: Delaware Economic Development Office, 820 N. French Street, Wilmington, DE

19901; telephone (302)577-8477. New Castle County Chamber of Commerce, County Commerce Office Park, Suite 201, 630 Churchman's Road, Newark, DE; telephone (302)737-4345

Commercial Shipping

The flow of goods in and out of Wilmington is facilitated by its network of interstate highways and air and rail freight service. The city also boasts one of the busiest ports in the world. Perhaps the city's greatest economic asset, the state-owned Port of Wilmington lies at the mouth of the Christina River, only 65 miles from Atlantic Ocean shipping lanes. Incoming cargo, such as fresh fruit, concentrated juice, frozen meat, vehicles, lumber, and steel can be dispatched directly from ships to freight cars, trucks, and lighter carriers, saving handling costs and speeding delivery. The port has been designated a Free Trade Zone, offering customs benefits that are attractive to international trade. The full-service, deep-water port handles more than 400 vessels and nearly 5 million tons of cargo yearly, and its discharging facilities include two 46-ton container cranes that can handle 35 containers an hour.

The interstate highways that pass through Wilmington give truckers direct access to one-third of the nation's consumers; more than 60 common and contract carriers operate in the metropolitan area. Wilmington is also served by the main-line of Norfolk Southern System, with excellent direct freight service to major markets.

The New Castle County Airport offers worldwide cargo services with an unusually fast and efficient ground delivery system. Repair and maintenance services, leasing and storage facilities for commercial and corporate aircraft are also available. Also within a short commute of Wilmington are both Philadelphia International Airport and Dover Air Force Base. Additionally the smaller public-use airports of New Garden, Brandywine, and Spitfire are within 20 miles of downtown Wilmington.

Labor Force and Employment Outlook

Wilmington offers businesses a diverse labor force with a good mixture of blue- and white-collar workers. *Forbes* magazine rated the Wilmington-Newark and Dover metropolitan areas among the nation's ''Best Places for Business and Careers'' in the May 2000 edition.

The following is a summary of data regarding the Wilmington-Newark metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 318,500

Number of workers employed in . . .
construction and mining: 18,100
manufacturing: 23,400
trade, transportation and utilities: 58,500
information: 6,500
financial activities: 39,500
professional and business services: 52,800
educational and health services: 38,300
leisure and hospitality: 26,000
other services: 13,500
government: 41,900

Average hourly earnings of production workers employed in manufacturing: $21.76

Unemployment rate: 4.0% (November 2004)

Largest employers (2004; New Castle County, including Wilmington)	*Number of employees*
MBNA Corp.	11,000
EI DuPont de Nemours Co.	9,600
Christina Care Health Services	6,500
Alfred I. DuPont Institute (Medical Campus)	2,800
Astra-Zeneca	2,400

Cost of Living

In comparison with other eastern seaboard cities such as Philadelphia and New York, Wilmington boasts of relatively low living costs, particularly those associated with housing.

The following is a summary of data regarding several key cost of living factors for the Wilmington area.

2004 (3rd Quarter) ACCRA Cost of Living Index: 105.4 (U.S. average = 100.0)

2004 (3rd Quarter) ACCRA Average House Price:$247,820

State income tax rate: Ranges from 2.2% to 5.95%

State sales tax rate: None

Local income tax rate: 1.42%

Local sales tax rate: None

Property tax rate: $1.3348 per $100 of assessed valuation (assessed valuation = 100% of fair market value)

Economic Information: City of Wilmington Department of Commerce, City-County Building, 800 French St., Wilmington, DE 19801-3537; telephone (302)571-4169

Education and Research

Elementary and Secondary Schools

In 1976 the New Castle County School District was reorganized and divided into four separate districts: Brandywine,

Red Clay Consolidated, Christina (the largest), and Colonial. Each district encompasses some part of Wilmington along with other suburban communities, and each elects a seven-member board of education to govern its elementary and secondary schools. The New Castle County Vo-Tech School District provides vocational training for area students. The Christina School District offers special programs for gifted students, fine arts classes in all secondary schools, special education, including the Delaware Autistic Program, and the State's school for visually-impaired and hearing-impaired persons.

In addition to the public school system, there are seven private and parochial high schools and 10 private and parochial primary and middle schools that vary from college preparatory to religious training.

The following is a summary of data regarding Wilmington's Christina school district as of the 2002–2003 school year.

Total enrollment: 19,605

Number of facilities
elementary schools: 20
junior high/middle schools: 3
senior high schools: 3
other: 2 (Delaware Autism Program; Delaware School for the Deaf

Student/teacher ratio: 15:1

Teacher salaries (2004)
minimum: $32,559
maximum: $71,295

Funding per pupil: $9,373

The other Wilmington districts are as follows: Brandywine district (10,102 students in 18 buildings); Christina district (19,000 students in 28 buildings); Red Clay Consolidated district (16,000 students in 23 buildings); and New Castle County VoTech (3,300 students in 3 buildings).

Colleges and Universities

Since the late 1990s five additional post-secondary institutions have established operations in downtown Wilmington. Much of this growth in post-secondary education in Wilmington was the result of an aggressive recruitment strategy by the Wilmington Renaissance Corporation, which called for the creation of a university campus district near Market Street. Together these efforts brought an additional 7,195 students to downtown Wilmington. Both Delaware State University and Drexel University have recently opened satellite campuses on Market Street. In addition, the Delaware College of Art and Design, Delaware's only professional art and design school, opened in 1997; and Springfield College also launched a center for human services near downtown. Other major accredited institutions in the Wilmington metropolitan region include the University of Delaware (Newark, DE); West Chester University of Pennsylvania (West Chester, PA); Widener University, with its Delaware Law School, the state's only law school (Chester, PA and downtown Wilmington campus); and Wilmington College and Golden-Beacom College (both in Wilmington).

Libraries and Research Centers

The Wilmington Institute Free Library system, consisting of the Wilmington, North Wilmington, Woodlawn, and La Biblioteca del Pueblo libraries, serves a population of 400,000 people and continues to expand in size, services offered, and collection of materials. Founded in 1788, the library houses more than 320,000 volumes, as well as a special collection of Delawareana, film and record collections, and an African American Collection of books, videos, and audio cassettes. Other public libraries include the Concord Pike, Kirkwood Highway, and Elsemere Public libraries.

Wilmington is also home to numerous special libraries. Among them are the Delaware Academy of Medicine's Lewis B. Flinn Library, devoted to consumer health; Delaware Art Museum Library; School of Law Library at Widener University; E. I. du Pont de Nemours and Company Law Library; Hagley Museum and Library; and the Historical Society of Delaware Library. Research centers located in Wilmington include the Delaware Biotechnology Institute, a public-private partnership doing scientific research that is helping to develop Delaware's growing life sciences industry. In addition, five state-sponsored Advanced Technology Centers provide research and development in the areas of laser optics, semiconductors, and advanced materials. Alfred I. du Pont Institute of the Nemours Foundation performs research in pediatric orthopedics, cytogenetics, and microbial genetics. Delaware All-Sports Research performs and publishes research in sports medicine.

Public Library Information: Wilmington Institute Free Library, 10th and Market Streets, Wilmington, DE 19801; telephone (302)571-7400

Health Care

Two of Delaware's largest medical facilities, Christina Care Health System and the Alfred I. du Pont Institute, are located in Wilmington. Christina Care comprises Christina Hospital, Eugene du Pont Preventive Medicine and Rehabilitation Institute, Riverside Long-term & Extended Care, and Wilmington Hospital. The center is a teaching hospital affiliated with Thomas Jefferson University, the University of Delaware, and Delaware Technical and Community College. Since 1940, the

Alfred I. du Pont Institute has treated children who suffer from crippling diseases. Today it is a multispecialty pediatric center researching problems in neurology, genetics, developmental medicine, plastic surgery and sports medicine. The institute also works with the Nemours Health Clinic to provide health services to the elderly.

Wilmington's other medical facilities include St. Francis Hospital and The Veteran's Administration Medical Center.

Recreation

Sightseeing

From the eighteenth-century homes in Wilmington Square to the country estates along the Brandywine, Wilmington's attractions are rich in history. Prominent among them is the legacy of one family. The du Ponts, who did so much to shape the city's economy, have also had a pervasive influence on its cultural life.

One of the du Pont's greatest contributions is Nemours Mansion and Gardens, the 300-acre estate of Alfred I. du Pont, who designed the mansion in the style of a Louis XVI chateau and filled it with European art works. Its 77 rooms are furnished with antique furniture, oriental rugs, tapestries, and outstanding paintings dating to the fifteenth century. Outside, formal gardens extend a third of a mile from the main vista of the mansion. Ten miles north is Longwood Gardens, the 1,050-acre horticultural masterpiece of Pierre Samuel du Pont. In spring, summer, and fall, visitors enjoy more than 350 acres of outdoor gardens, fountain displays, fireworks, theatrical productions, and concerts. During the winter months the main attraction is a group of heated conservatories that shelter many rare and exotic plants. Gardening enthusiasts can also experience naturalistic garden designs and native plants at their best at the Mt. Cuba Center, the former estate of Mr. and Mrs. Lammot Copeland du Pont, in nearby Greenville.

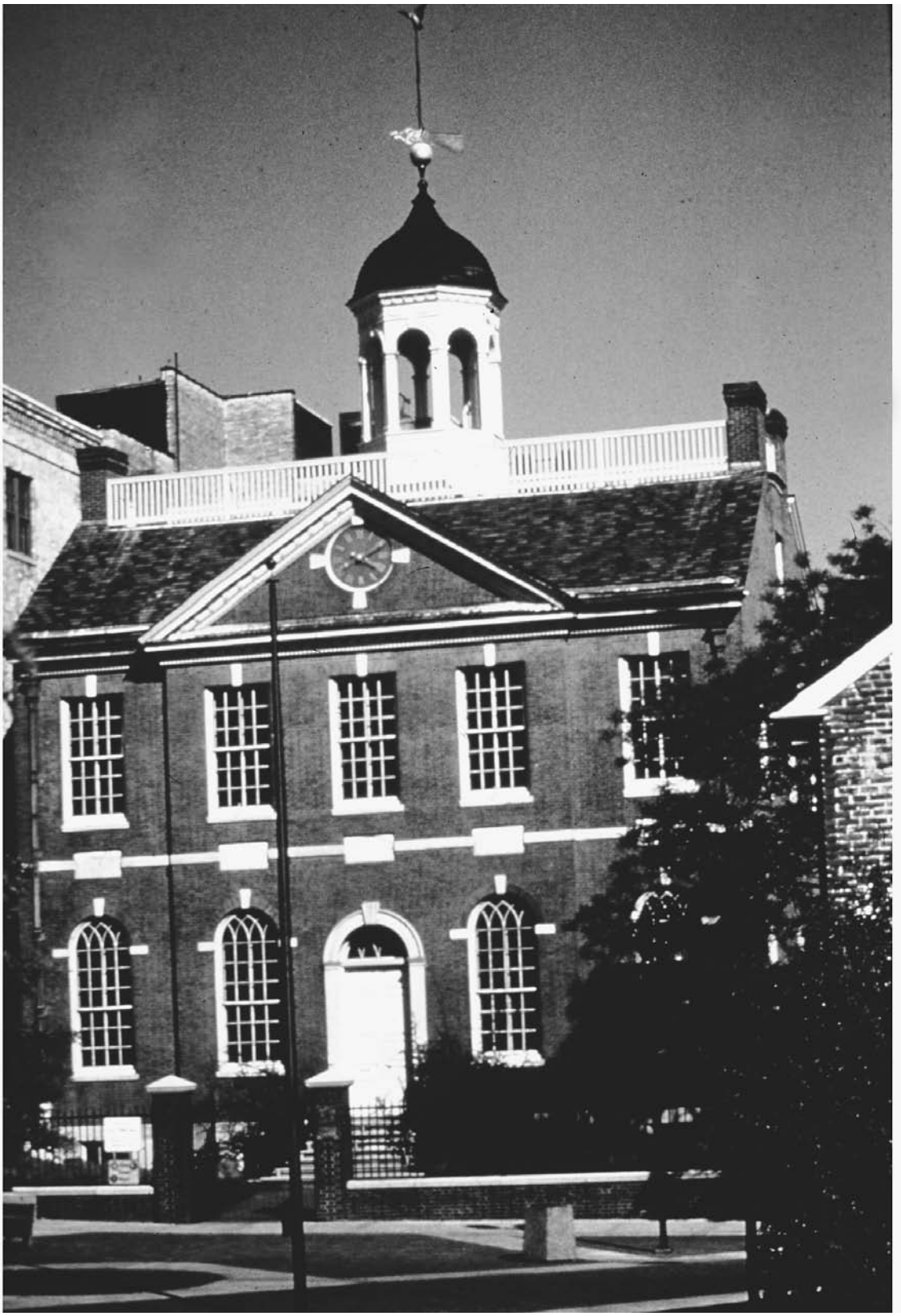
Historic Wilmington can be glimpsed at several locations in the area. Fort Christina State Park is the site of the original fort the Swedes built when they landed in 1638. Today visitors see a monument to that expedition by Swedish sculptor Carl Milles and the kind of log cabin that would have been built by an early settler. Next to the park is the Tall Ship *Kalmar Nyckel,* a full-size recreation of the ornate, armed ship that brought the early settlers here. The 139-foot ship is Delaware's sea- going Ambassador of Good Will. Erected in 1698, Holy Trinity Church (also known as Old Swedes Church) is the oldest church in the United States that stands as originally built and is still used for regular worship. Once of Swedish Lutheran affiliation, it has been used for Episcopal services since 1791. Formerly the center of Wilmington's social and political life, Old Town Hall (1798) serves as a museum, while a beautiful Art Deco building across the street houses the Historical Society of Delaware's Museum offices and Research Library. Visitors can view exhibits pertaining to Delaware history at the Delaware History Museum, part of the complex. For military history buffs, the Air Mobility Command Museum, located in Hangar 1301 on Dover Air Force Base in Dover, Delaware, houses some of the most unique and distinguished military flying machines of the past 50+ years. The Grand Opera House is one of the finest examples of cast-iron architecture in America. Built in 1871, the meticulously restored theater serves as Delaware's Center for the Performing Arts. Rockwood, built in 1851 by Quaker merchant Joseph Shipley, serves as an outstanding example of rural Gothic architecture; the English-style country house and gardens are now administered by New Castle County's Department of Parks and Recreation. The mansion's furnishings include decorative arts and archives from the seventeenth to the early twentieth centuries. At Wilmington Square are four beautiful eighteenth-century houses, moved to the site in 1976, which are now used for meeting and office space by the Historical Society of Delaware.

Wilmington residents enjoy a total of more than 550 acres of park land, almost 200 acres of which comprise Brandywine Park. Designed by Frederick Law Olmsted, who created New York City's Central Park, Brandywine provides a setting of natural beauty only ten minutes from downtown Wilmington. Brandywine Zoo houses many exotic species of animals from North and South America and Africa. A focal point of Wilmington's waterfront attractions is the Port of Wilmington at the end of Christina and Terminal avenues. Visitors are invited to witness the day-to-day operations of one of the nation's busiest ports. Approximately four miles upstream, running from the Amtrak Station to the Shipyard Shops/Frawley Stadium/Bank One Riverfront Arts Center, is the Riverwalk with many Christina River attractions. The Christina Riverboat Company offers lunch, dinner, moonlight, and specialty cruises on a three-mile boat ride down the Christina Riverfront.

Arts and Culture

The cultural tastes of Wilmington's benefactors are reflected in sites throughout the area, while widespread patronage sustains local artists and arts organizations. The Delaware State Arts Council, headquartered in Wilmington, is the mentor to many of the city's cultural groups. It directly supports monthly exhibitions of the visual arts and publishes a *Directory of Visual Artists.*

Theater, dance, and music productions figure prominently in the city's cultural life. Highlighting Wilmington's downtown renewal efforts is the 1,100-seat Grand Opera House,



Wilmington's Old Town Hall, home to the Historical Society of Delaware's Museum and Library.

home of the Delaware Symphony and OperaDelaware. Delaware's professional symphony orchestra performs more than 40 classical, pops, and chamber concerts each year, as well as touring engagements. One of the city's oldest arts companies, OperaDelaware performs two annual fully-staged productions with complete orchestra plus a Family Opera Theater production each spring. The Opera House also hosts stand-up comedians, jazz concerts, and world culture events on its 100-event annual schedule. The 400-seat Delaware Theatre Company offers a series of plays in its Christina riverfront location from November to April. Six professional first-run Broadway shows and an acclaimed Children's series are staged regularly from September to May at the 1,200-seat DuPont Theater (formerly the Playhouse Theatre) in the Hotel du Pont. The DuPont Theater is also the setting each December for a lavish production of the ''Nutcracker Ballet'' performed by the Wilmington Academy of the Dance. Other theater groups include the Wilmington Drama League, the New Candlelight Theater in Arden, and Three Little Bakers Dinner Theatre.

Like so many other attractions in the area, several of Wilmington's major museums and galleries are linked to the du Pont family. Henry Francis du Pont spent a lifetime collecting the finest American furniture and decorative arts made or used between 1640 and 1840. At Winterthur Museum, the furniture of Duncan Phyfe, the silver of Paul Revere, and room furnishings from all over the eastern seaboard are displayed in 200 period settings, from a New England kitchen to a Georgia Empire-style dining room. Three new galleries have been built adjacent to the existing museum. Surrounding the museum are 200 landscaped acres, reminiscent of an eighteenth-century English park, and Chandler Woods.

Eleuthere I. du Pont, discovering that high-quality black powder (gunpowder) was a scarce commodity in eighteenth-century America, began an industry that grew into one of the world's largest corporations. At Hagley Museum on the Brandywine the life of the nineteenth-century mill worker has been recreated. As visitors stroll along the banks of the river, they see a restored operating wooden water wheel, turbine-powered roll wheels, a vintage steam engine, a stone quarry, a machine shop, and a hydroelectric plant. Overlooking the powder yards is Eleutherian Mills, the Georgian-style country home built by E. I. du Pont in 1803. The Hagley Library is one of the finest repositories of industrial and manufacturing history in the United States.

The Delaware Museum of Natural History reflects the interests of its founder, John du Pont. Visitors encounter examples of Delaware flora and fauna. They can also walk across Australia's Great Barrier Reef, view an African waterhole, and enter the Hall of Birds, which features a 27-pound bird egg. In addition, the museum houses one of the world's finest shell collections, a scale model of the International Space Station, and a permanent dinosaur exhibit.

The Wilmington area's other museums include the Brandywine River Museum, which houses three generations of Wyeth family paintings as well as works by Howard Pyle, Maxfield Parrish, and many other American artists. The Rockwood Museum, a nineteenth-century country estate, features decorative arts from the seventeenth through nineteenth centuries, and the George Reed II House & Garden in Historic New Castle is a fine example of Georigan architecture. The First USA Riverfront Arts Center opened in 1998 as a major part of the redevelopment of the Christina Riverfront. This 25,000-square-foot exhibition center's first exhibition was Nicholas & Alexandra: The Last Imperial Family of Czarist Russia. The exhibit attracted more than 500,000 people during its six-month run. Other attractions include the Biggs Museum of American Art in Dover, the 33,000 square-foot Delaware Center for Contemporary Art in Wilmington, and the Delaware Center for Horticulture on DuPont Street.

The Delaware Art Museum closed in the fall of 2004 to begin a $25 million expansion, which will update the facility with a new facade, additional exhibit and conference space, outdoor gardens for sculptural displays, and improved handicap access. A world-class institution, the Museum hosts a 12,000 piece collection of traditional and contemporary paintings, sculpture, photography, and crafts that represent some of the finest American art from 1840 to the present, and includes the largest collection of Pre-Raphaelite paintings outside the United Kingdom. The expansion and renovation was due to be completed in spring 2005.

Festivals and Holidays

Ethnic festivals dot the city's calendar, beginning with the Irish Worker's Festival in April. In May, residents celebrate the Jewish Festival, as well as the annual Wilmington Flower Market week-long celebration, followed in June by Greek Days and the one-day annual Polish Festival (celebrating it's 50th year in 2006). June is also the month when thousands flock to Wilmington's Little Italy (the area surrounding St. Anthony of Padua Church) for the annual Italian Festival. In July, Rockwood Museum's Old-Fashioned Ice Cream Festival is a family favorite. In fall comes the Brandywine Arts Festival, when more than 250 artists from around the country exhibit their works along the riverbank. Visitors can find paintings, sculpture, jewelry, and crafts, or partake in an afternoon auction each day of the festival while they enjoy the scenic beauty of Brandywine Park. Many local museums host special Christmas events, including a Christmas at Rockwood, a Yuletide Tour at Winterthur, and a holiday Candlelight Tour at Hagley Mills Museum.

Sports for the Spectator

The Wilmington Blue Rocks, a Class A minor league team affiliated with the 2004 World Champion Boston Red Sox, plays at the 6,532 seat Daniels S. Frawley Stadium on Madison Street. Racing enthusiasts in Wilmington enjoy the Delaware Park Race Track and Slots Casino, which hosts daytime thoroughbred racing from April to September at one of the nation's most picturesque sporting facilities. A different kind of racing draws Wilmingtonians to the Winterthur Point-to-Point on the first Sunday in May. Five amateur steeplechases are the main event, preceded by pony races and a parade of horse-drawn coaches and carriages. Every June, the du Pont Country Club welcomes the world's best women golfers for the LPGA McDonald's Championship. The First Union Cycling includes Wilmington in its Mid-Atlantic series of venues in May. The massively popular NASCAR auto racing circuit makes two stops annually at the Dover International Speedway. Blue Diamond Park in New Castle features Motocross, BMX, and ATV racing.

Sports for the Participant

Wilmington residents have easy access to more than 4,500 acres of county park land. Those who prefer to ride their own horses are invited to try the equestrian trails at Bellevue State Park on the former estate of William du Pont. The park's nearly 300 acres offer bridle trails, indoor and outdoor equestrian tracks, a fishing pond, a fitness track, and the Bellevue Tennis Center. Public golf courses include Rock Manor Golf Course, Three Little Bakers Country Club, Frog Hollow Golf Course, Ed Oliver Golf Club, and the private Delaware National Country Club. Delaware's largest freshwater marsh is in Brandywine State Park, making it a favorite with birdwatchers. Avid fishermen reel in crappie, bluegill, and rock bass here. The park offers 12 miles of hiking and equestrian trails, as well as canoeing on Brandywine Creek. Rolling meadows and woodlands also make this a winter favorite for cross-country skiers. Wilmington has three YMCAs and a downtown racquetball facility.

Shopping and Dining

Because there is no sales tax in Delaware, retailing is strong in Wilmington. The enclaves of Trolley Square, Historic New Castle, Hockessin, Little Italy, Newark, Centreville, and Kennett Square in PA, offer one-of-a-kind shops and boutiques. Market Street Mall offers specialty shops, restaurants, and cafes in the heart of Wilmington's central business district. Christina Mall (south of Wilmington, along I-95), features 4 major anchor stores and more than 130 shops. Concord Mall, on Concord Pike, has more than 80 specialty shops. The 200,000-square-foot Riverfront Wilmington's Shipyard Shops outlets offer daily discounts. Four art galleries featuring hand-made crafts and fine art from around the country are within a half-hour drive of each other: The Andre Harvey Studio, Creations Fine Woodworking Gallery, Helen May Glickstein Gallery, and Sommerville Manning Gallery.

Fine dining is the norm for Wilmington's upscale population. City restaurants feature everything from Chesapeake Bay blue crabs to Japanese tempura. Many of the area's colonial inns and taverns are still serving guests. Fresh seafood and steaks are the norm at the waterside restaurants along Riverfront Wilmington. Mediterranean and Italian fare can be found at Wilmington's Little Italy neighborhood. Trolley Square has sidewalk cafes, cozy bistros, and lively pubs. For a taste of history, visitors and locals go to the colonial taverns in nearby historic New Castle.

Visitor Information: Wilmington Convention and Visitors Bureau, 100 West 10th Street, Suite 20, Wilmington, DE 19801; telephone (302)652-4088; fax (302)652-4726

Convention Facilities

The Wilmington area offers meeting planners more than 4,000 rooms plus meeting facilities that range from intimate country getaways to large world-class conference centers accommodating 1,000 people in a single room. The area's largest event and convention venue is the Bank One Center on the Riverfront, which offers more than 60,000 square feet of exhibit and meeting space, including an additional 45,000 square feet new in 2005. Convenient to major airports, hotels, I-95, and Amtrak, the center has boardrooms, meeting rooms, ballrooms, state-of-the-art audio-visual, and more than 2,400 parking spaces.

New Castle County convention bureau officials boast of more than 40 hotels that specialize in medium-size and small conferences and meetings plus 400 restaurants—all set in the beautiful Brandywine Valley with its vistas made famous by three generations of Wyeths. One of the larger venues is Clayton Hall Conference Center at the University of Delaware, which offers state-of-the-art amenities accommodating intimate gatherings to 1,500-person conclaves. The Chadds Ford Ramada Inn & Conference Center in nearby Glenn Mills, Pennsylvania, offers almost 15,000 square feet made up of 13 well-lit meeting/banquet rooms, including a state-of-the-art auditorium with built-in AV and seating for up to 200 people. The Hotel du Pont is a historic property that includes 30 meeting rooms, five in the self-contained Executive Conference Center, and 11 rooms in a state-of-the-art High Tech Conference Center. Also located within the Hotel du Pont is the multipurpose 1,200-seat Du Pont Theater, available for meetings. Both the Embassy Suites Hotel and the Radisson Hotel and Suites Wilmington offer meeting space in the

Greater Wilmington Area. Unique meeting sites in Wilmington include the Delaware Art Museum, Delaware Museum of Natural History, and The Grand Opera House.

Convention Information: Wilmington Convention and Visitors Bureau, 100 West 10th Street, Suite 20, Wilmington, DE 19801; telephone (302)652-4088; fax (302)652-4726

Transportation

Approaching the City

More than 580 flights arrive daily at the Philadelphia International Airport, making Wilmington (25 minutes away) easy to reach by plane. Door-to-door limousine service is available to all parts of the city.

Located in the middle of the heavily traveled northeast corridor, Wilmington is also convenient to reach by car. Interstate 95, the major north-south route from Maine to Florida, cuts through the western portion of the city. The Wilmington Bypass, I-495, connects I-95 with downtown and offers easy access to the Port of Wilmington. Travelers arriving on the New Jersey Turnpike from points north cross the Delaware River and enter Wilmington on I-295. In addition to the interstate highway system, U.S. routes 13, 40, 41, and 202 allow access to the city. With the completion of limited access Delaware-1, central and south Delaware to the Maryland border are now connected to Interstate 95.

Wilmington's Amtrak Station provides passenger service with connections to all major points. Travelers arriving from New York, Philadelphia, Baltimore, or Washington, D.C. can take the high speed Acela Express rapid metroliner as well as conventional Amtrak and SEPTA (commuter) trains. The station is a five-minute walk to downtown stores and hotels, and has facilities for both long-term and short-term parking. Currently more than 80 trains daily stop at the Amtrak Station.

Traveling in the City

Because of Wilmington's small size, residents enjoy minimal levels of traffic congestion, noise pollution, and smog. If they choose, they can drive from the heart of downtown to the open spaces of the ''chateau country'' in fifteen minutes. A number of well-traveled routes carry commuters to the central business district from the densely populated suburbs. Well over 10,000 parking spaces in the downtown area allow for easy access to offices, restaurants, shops, and entertainment centers. To promote individual and business use of carpooling, vanpooling and bus service, Delaware's Commuter Service Administration has developed a free, computerized matching service including auto-geo coding for more than 17,000 streets in New Castle County.

Another alternative for city residents is public transportation. The Delaware Authority for Regional Transit (DART) operates 63 bus routes serving northern Delaware, including Wilmington and Newark. The Delaware Authority for Specialized Transit (DAST) provides lift-equipped buses for the elderly and the handicapped. Engineering studies for running trolleys down Market Street to connect the Brandywine River to the Amtrak station and the Shipyard Shops are underway.

Communications

Newspapers and Magazines

One Wilmington-based daily newspaper, *The News Journal,* serves the state of Delaware. Other Wilmington publications include: *Delaware Today,* a general-interest monthly magazine; *Big Shout Magazine,* featuring entertainment information; *The Dialog,* published by the Catholic Press of Wilmington; *Delaware Medical Journal*; and *Out & About,* an entertainment monthly.

Television and Radio

Two television stations originate in Wilmington, one of which is an educational affiliate of the Public Broadcasting System. Comcast Cable provides cable television service to greater Wilmington. Wilmington viewers receive most programs from stations located in Philadelphia and other cities in Pennsylvania and New Jersey. The same is true of radio broadcasts; the city is home to four AM stations and three FM stations, but is considered part of a market that also encompasses eastern Pennsylvania (including Philadelphia) and northern New Jersey.

Media Information: *The News Journal,* 950 West Basin Road, New Castle, DE 19720; telephone (302)324-2500 or (800)235-9100

Wilmington Online

Brandywine School District. Available www.bsd.k12.de.us

Christina School District. Available www.christina.k12.de.us

City of Wilmington home page. Available www.ci.wilmington.de.us

Delaware Office of Economic Development. Available www.state.de.us/dedo

Delaware Online. Available www.delawareonline.com

New Castle County Economic Development Council. Available http://www.nccedc.com

New Castle County Online. Available www.newcastlecomag.com

New Castle County VoTech. Available www.k12.de.us/nccvotech

Red Clay Consolidated School District. Available www.redclay.k12.de.us

School district statistics. Available www.doe.state.de.us/edstats/Menu/EdStats.htm

Wilmington Convention and Visitors Bureau. Available www.wilmcvb.org

Wilmington Public Library. Available www.wilmlib.org

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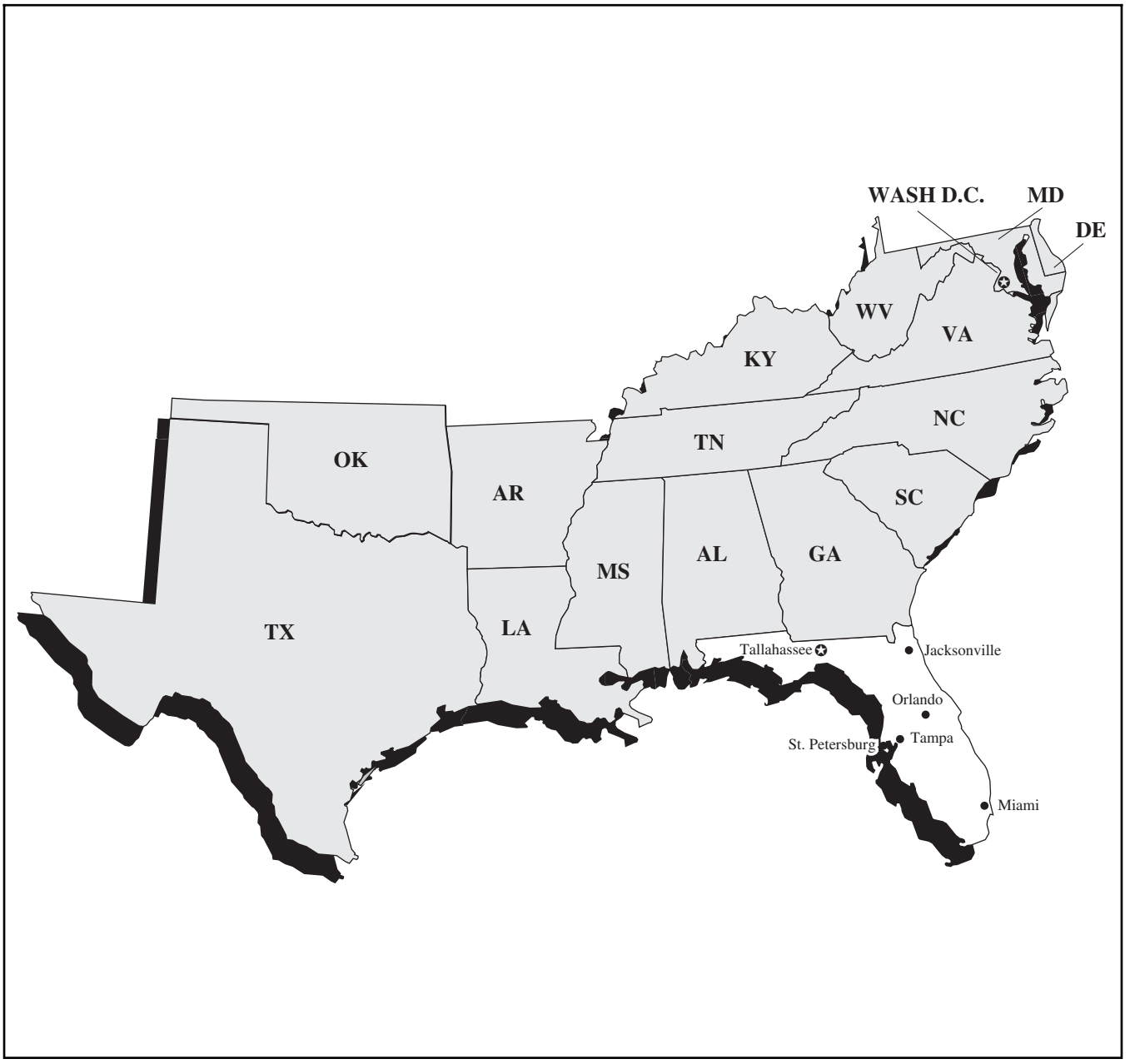
FLORIDA

Jacksonville 107
Miami 121
Orlando 137
St. Petersburg 151
Tallahassee 165
Tampa 177



The State in Brief

Nickname: Sunshine State
Motto: In God we trust

Flower: Orange blossom
Bird: Mockingbird

Area: 65,754.59 square miles (2000; U.S. rank: 22nd)
Elevation: Ranges from sea level to 345 feet above sea level
Climate: Humid with abundant sunshine; ranges from subtropical to tropical

Admitted to Union: March 3, 1845
Capital: Tallahassee
Head Official: Governor John Ellis Bush (R) (until 2007)

Population
- **1980:** 9,746,000
- **1990:** 12,938,000
- **2000:** 15,982,378
- **2004 estimate:** 17,397,161
- **Percent change, 1990–2000:** 23.5%
- **U.S. rank in 2004:** 4th
- **Percent of residents born in state:** 32.7% (2000)
- **Density:** 296.4 people per square mile (2000)
- **2002 FBI Crime Index Total:** 905,957

Racial and Ethnic Characteristics (2000)
- **White:** 12,465,029
- **Black or African American:** 2,335,505
- **American Indian and Alaska Native:** 53,541
- **Asian:** 266,256
- **Native Hawaiian and Pacific Islander:** 8,625
- **Hispanic or Latino (may be of any race):** 2,682,715
- **Other:** 477,107

Age Characteristics (2000)
- **Population under 5 years old:** 945,823
- **Population 5 to 19 years old:** 3,102,809
- **Percent of population 65 years and over:** 17.6%
- **Median age:** 38.7 years (2000)

Vital Statistics
- **Total number of births (2003):** 212,144
- **Total number of deaths (2003):** 168,598 (infant deaths, 1,576)
- **AIDS cases reported through 2003:** 43,223

Economy
- **Major industries:** Agriculture, tourism, manufacturing, services, trade, government
- **Unemployment rate:** 4.5% (December 2004)
- **Per capita income:** $29,972 (2003; U.S. rank: 25th)
- **Median household income:** $29,294 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.9% (3-year average, 2001-2003)
- **Income tax rate:** None
- **Sales tax rate:** 6.0% on most items

Jacksonville

The City in Brief

Founded: 1816 (incorporated 1832)

Head Official: Mayor John Peyton (R) (since 2003)

City Population
- **1980:** 540,920
- **1990:** 635,230
- **2000:** 735,617
- **2003 estimate:** 773,781
- **Percent change, 1990–2000:** 15.8%
- **U.S. rank in 1980:** 53rd
- **U.S. rank in 1990:** 15th (State rank: 1st)
- **U.S. rank in 2000:** 20th (State rank: 1st)

Metropolitan Area Population
- **1980:** 722,000
- **1990:** 906,727
- **2000:** 1,100,491
- **Percent change, 1990–2000:** 21.3%
- **U.S. rank in 1980:** 50th
- **U.S. rank in 1990:** 47th
- **U.S. rank in 2000:** 45th

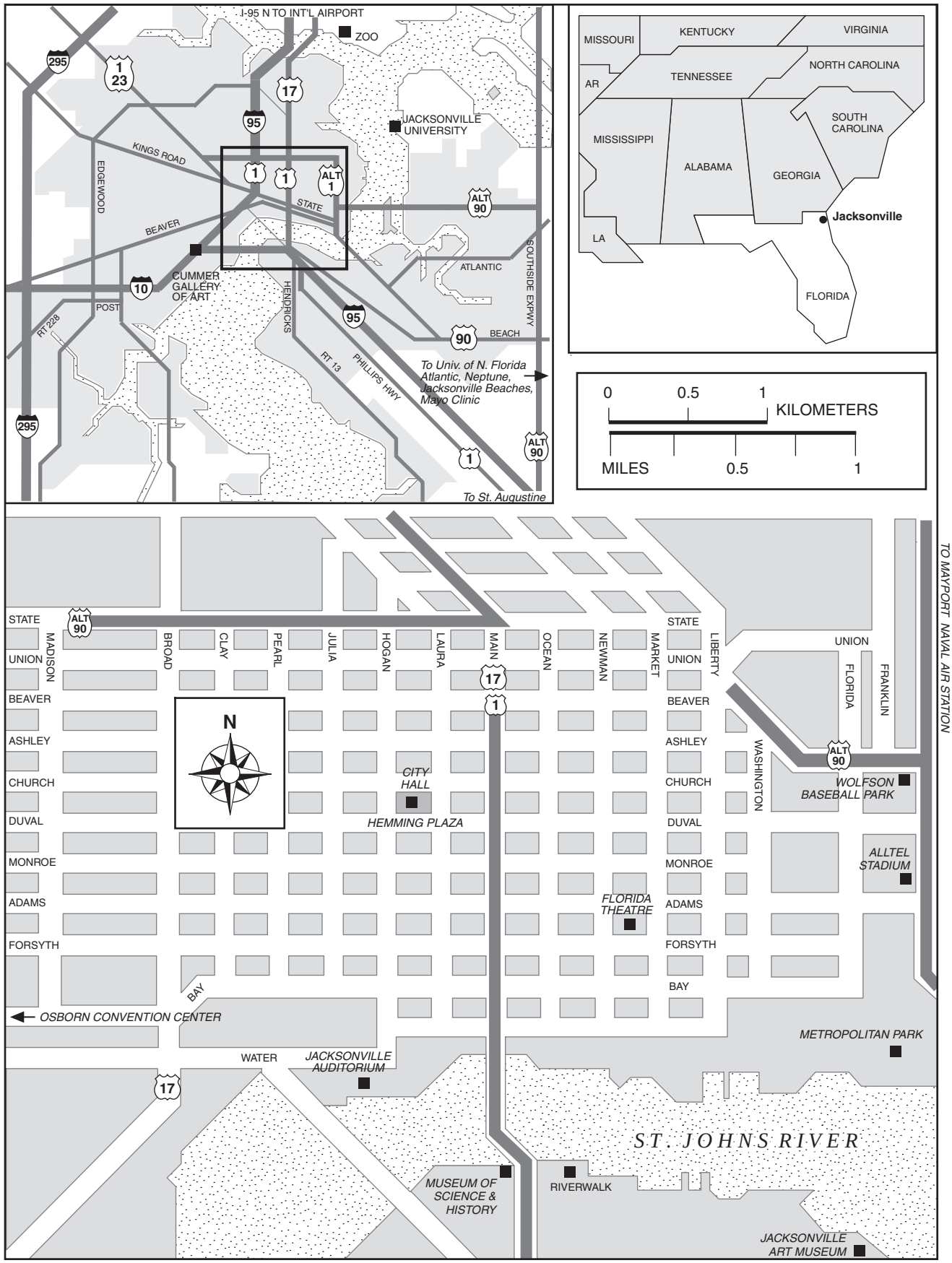
Area: 758 square miles (2000)
Elevation: ranges from sea level to 71 feet
Average Annual Temperature: 68.0° F
Average Annual Precipitation: 51.3 inches

Major Economic Sectors: finance, insurance, government, manufacturing, wholesale and retail trade
Unemployment rate: 4.2% (December 2004)
Per Capita Income: $20,337 (1999)

2002 FBI Crime Index Total: 51,021

Major Colleges and Universities: University of North Florida, Jacksonville University, Florida Community College at Jacksonville

Daily Newspaper: *Florida Times-Union*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RT 13
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PEARL
JULIA
HOGAN
LAURA
MAIN
OCEAN
NEWMAN
MARKET
LIBERTY
FLORIDA
FRANKLIN
WASHINGTON
N
CITY HALL
HEMMING PLAZA
WOLFSON BASEBALL PARK
ALLTEL STADIUM
FLORIDA THEATRE
OSBORN CONVENTION CENTER
WATER
JACKSONVILLE AUDITORIUM
METROPOLITAN PARK
ST. JOHNS RIVER
MUSEUM OF SCIENCE & HISTORY
RIVERWALK
JACKSONVILLE ART MUSEUM

Introduction

Jacksonville is a cosmopolitan riverside city that is one of the largest cities in area in the United Sates. In addition to the miles of beautiful sea coastline nearby, tourists are drawn to this rapidly growing city by its sunny climate, recreational activities, culture, and a bustling downtown, as well as sites such as a restored Civil War fortress, America's oldest city (which is nearby), and the rich African American cultural heritage evident in many of its historical sites. With its variety of naval facilities that remain a major employer, Jacksonville is one of the most requested U.S. Navy duty stations.

Within comfortable driving distance from many large southeastern metro areas, Jacksonville is a major transportation and distribution center. Developments in the late twentieth and early twenty-first centuries attest to the success of the city's efforts to diversify and revitalize the downtown area, which had stagnated. City leaders successfully attracted new companies and retained existing businesses, and by 2004 Jacksonville was home to three *Fortune 500* companies. Only 12 years after winning an NFL franchise, the Jacksonville Jaguars, the city hosted Super Bowl XXXIX in 2005.

Jacksonville consistently appears at the top of rankings in terms of quality of life and business. In March 2004 *Inc.* magazine named Jacksonville one of the top 10 large U.S. cities for doing business. *Money* magazine placed the city in the number three spot in its ''Best Places to Retire'' ranking in July 2004. And in the February 2005 issue of *Men's Fitness,* Jacksonville was ranked as one of the top 20 fittest cities in the nation.

Geography and Climate

Jacksonville is located in the northeast corner of Florida on the banks of the St. Johns River, adjacent to the Atlantic Ocean. The city has four distinct seasons: cool in spring and fall, mild in winter, and warm in summer with plenty of sunshine year round. There was only one serious hurricane in the twentieth century (Hurricane Dora in 1964) as natural phenomena form a weather shield for the area.

Area: 758 square miles (2000)

Elevation: Ranges from sea level to 71 feet

Average Temperatures: January, 53.5° F; July 81° F; annual average, 68.0° F

Average Annual Precipitation: 51.3 inches

History

Town Founded on River Site

Historians hold that the Timucua tribe lived on the site of today's Jacksonville since before the year 2000 B.C. The first documented European visitors to the area were a group of French Huguenots, led by Rene de Laudonniere, who sailed into the mouth of the St. Johns River in 1562. They soon founded Fort Caroline (on the river north of the present downtown), which was captured by the Spanish during a bloody massacre in 1565. The Florida region became a territory of the United States in 1821, following a 300-year period of battles between Spain, France, and Great Britain. That same year Georgia plantation owner Isaiah D. Hart moved to the narrowest spot of the St. Johns River known as ''Cowford,'' where cows were transported by ferry across the river. On this site in 1822 Hart laid out the plans for the town of Jacksonville, which he named after General Andrew Jackson, provisional governor of the Florida Territory who later became president. The small community of 100 people was chartered as a town and elected its first mayor in 1832. In 1845 Florida became a state. By 1859, when Jacksonville was chartered as a city, it had become the state's major port, exporting both timber goods and cotton.

Jacksonville During the Latter Nineteenth Century

Jacksonville was not part of the Confederacy during the time of the Civil War (1861–1865); however, both sides fought for the land and the Union Army occupied the city on four different occasions. Following the battle of Olustee, which took place in the city, wounded Union soldiers were brought to Jacksonville's homes and churches, some of which were converted to military hospitals. Union forces destroyed the city but it was quickly rebuilt.

During the second half of the nineteenth century, Jacksonville had a population of about 7,500 permanent residents and drew more than 75,000 tourists annually. Jacksonville began to grow and prosper during the 1870s with the development of its lumber and shipping industries. Like many other east Florida coastal areas, Jacksonville's beach communities became established with the development of the railway system. A group of Jacksonville businessmen united in the late 1800s to construct a rail system that ended at the beach east of town. In time deluxe hotels were built, beach property was sold, and in 1888 the first direct railroad service between the city and the North was established. That same year, 427 people were killed by a yellow fever epidemic that assailed the city.

Fire Causes Large-Scale Destruction

By 1900 the city had a population approaching 30,000 people. The new century dawned with the Great Fire of 1901

when embers from a stove ignited materials at the Cleveland Fiber Factory. Before it was extinguished, the fire had destroyed nearly 2,400 buildings, decimated 146 city blocks, killed 7 people, left 10,000 people homeless, and destroyed $15 million worth of property. Fortunately, the city was once again quickly rebuilt and the population grew to more than 91,000 people by 1920.

Briefly a Film Center; Industry Revives

Jacksonville was an important site for the early development of the film industry, and Florida's first motion picture studios opened there in 1908. The warm weather year round and the low cost of labor and housing boosted this development, which continued until the early 1920s, when the industry moved to California.

The population of Jacksonville stood at more than 173,000 people by 1940. Mayport Naval Base and two naval air stations were built in the city during the Second World War (1941–1945). Suburban sprawl during the 1950s resulted in a loss of population for the city, while the county population grew. In 1968 the city and Duval County consolidated, and Jacksonville grew in the rankings of U.S. cities by size from sixty-first to twenty-second.

In the period of the 1960s and 1970s local focus was directed toward industrial diversification and development of the city's port facilities. Redevelopment efforts transformed the downtown area, and new service industries, especially finance and insurance, were booming as the city entered the twenty-first century.

Jacksonville expanded into a new direction when it was awarded a team franchise by the National Football League in 1993. The Jacksonville Jaguars draw thousands of fans to the downtown area on a regular basis, adding lifeblood to the local businesses. This newfound football momentum sharply increased when the city hosted Super Bowl XXXIX in February 2005, the smallest market ever to do so. ''I hope this will be an experience that will introduce the city to the world,'' said Mayor John Peyton in the *Los Angeles Times.*

Historical Information: Jacksonville Historical Society, 317 A. Philip Randolph Blvd., Jacksonville, FL 32202; telephone (904)665-0064; fax (904)665-0069

Population Profile

Metropolitan Area Residents
1980: 722,000
1990: 906,727
2000: 1,100,491
Percent change, 1990–2000: 21.3%
U.S. rank in 1980: 50th
U.S. rank in 1990: 47th
U.S. rank in 2000: 45th

City Residents
1980: 540,920
1990: 635,230
2000: 735,617
2003 estimate: 773,781
Percent change, 1990–2000: 15.8%
U.S. rank in 1980: 53rd
U.S. rank in 1990: 15th (State rank: 1st)
U.S. rank in 2000: 20th (State rank: 1st)

Density: 970.9 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 474,307
Black or African American: 213,514
American Indian and Alaska Native: 2,474
Asian: 20,427
Native Hawaiian and Pacific Islander: 448
Hispanic or Latino (may be of any race): 30,594
Other: 9,816

Percent of residents born in state: 49.2% (2000)

Age characteristics (2000)
Population under 5 years old: 53,938
Population 5 to 9 years old: 55,679
Population 10 to 14 years old: 55,311
Population 15 to 19 years old: 51,816
Population 20 to 24 years old: 50,844
Population 25 to 34 years old: 114,352
Population 35 to 44 years old: 123,558
Population 45 to 54 years old: 96,664
Population 55 to 59 years old: 32,580
Population 60 to 64 years old: 24,960
Population 65 to 74 years old: 40,738
Population 75 to 84 years old: 26,678
Population 85 years and older: 8,499
Median age: 33.8 years

Births (Duval County, 2003)
Total number: 12,421

Deaths (Duval County, 2003)
Total number: 6,838 (of which, 130 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,337
Median household income: $40,316
Total households: 308,736

Number of households with income of . . .
less than $10,000: 27,216
$10,000 to $14,999: 16,735
$15,000 to $24,999: 38,253
$25,000 to $34,999: 40,276
$35,000 to $49,999: 52,391
$50,000 to $74,999: 57,369
$75,000 to $99,999: 26,044
$100,000 to $149,999: 17,492
$150,000 to $199,999: 4,010
$200,000 or more: 4,875

Percent of families below poverty level: 9.4% (43.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 51,021

Municipal Government

The city of Jacksonville and Duval County voted in 1968 to establish a consolidated government designed to use all community resources in solving problems that affect the entire county area. The city's strong-mayor form of government is divided into 14 districts of nearly equal population, each of which is represented by a council member. Five additional council members represent the entire community as a whole. These 19 council members are the legislative body of Jacksonville, and are elected to four-year terms.

Head Official: Mayor John Peyton (R) (since 2003; current term expires June 2007)

Total Number of City Employees: 8,019 (2004)

City Information: City of Jacksonville, 117 W. Duval St., Jacksonville, FL 32202; telephone (904)630-CITY

Economy

Major Industries and Commercial Activity

With its diverse economic base, young, energetic population, and high quality of life, Jacksonville experienced substantial growth during the latter decades of the twentieth century and into the twenty-first.

The city is a transportation hub, with a 38-foot deepwater port that ranks with New York as the top two vehicle-handling ports in the nation. It is served by four airports, three seaports, a highway system that links the city to three major interstates, and a rail system served by three railroads—CSX, Norfolk Southern, and Florida East Coast.

The automotive parts and accessories industry is attracted by this logistics network, as well as the fact that less than two percent of the city's manufacturing industry is unionized. Jacksonville was selected as the site of Southeast Toyota, the largest distributor in the United States, and of a distribution center for General Motors Corp. that serves Georgia, South Carolina, and Florida.

Pulp and paper mills play substantial roles in the local economy, and Georgia Pacific Corp. and Smurfit-Stone Container Corp. are two of the area's largest manufacturers. Construction equipment and building materials is another key segment of the Jacksonville economy, with Ring Power Corp., U.S. Gypsum, and Florida Rock Industries Inc. among the top employers in the region. Other large manufacturers are Northrop Grumman Corp. (aircraft), Anheuser-Busch Companies Inc. (beer), Vistakon (optical products), Swisher International Inc. (cigars and smokeless tobacco), Medtronic Xomed (surgical products), and Dura Automotive Systems Inc. (automotive components).

Three important naval air stations within the city limits and Kings Bay Submarine Base nearby give Jacksonville one of the largest military presences in the country, topped only by Norfolk, Virginia, and San Diego, California. The total economic impact of the bases in the community is about $6.1 billion annually.

Aviation is a natural fit to Jacksonville. Of the 6,000 naval personnel that exit the military every year in Jacksonville, over 80 percent remain in northeast Florida, supplying the area with a rich resource of aviation skills and related technical experience. Additionally, more than 15,000 students enroll in aviation-related programs in the Jacksonville area. One such program is Florida Community College of Jacksonville's Aviation Center of Excellence, located at the Cecil Commerce Center, which is also home to one of four airports in Jacksonville. The city was experiencing a boom in the aviation industry in the early 2000s. Flightstar Aircraft Services Inc. began operations in Jacksonville in 2000, Kaman Aerospace Corp. launched business there three years later, and Embraer broke ground in 2004 on a facility to accommodate work on a $879 million Army contract to assemble surveillance aircraft.

Import-export operations are a vital segment of Florida's economy, and Jacksonville is a major center for that activity. World Trade Center Jacksonville, one of six trade centers in the state, assists Florida companies to enter or expand into overseas markets. Along with an international trade library housing 2,500 volumes and 700 periodicals, it provides basic and intensive research, offers monthly seminars on various trade topics, and permits use of its boardroom and

several meeting rooms at no charge. Jacksonville is also a pilot city for TradeRoots, an initiative of the U.S. Chamber of Commerce and the National Chamber Foundation, that studies the benefits that trade brings to local communities. The Jacksonville Port Authority manages the Free Trade Zone, an area in which goods arriving from a foreign country are temporarily exempt from import duties unless and until they are permanently delivered to the U.S. The city is home to Foreign Trade Zone #64 and there are designated customs facilities at the Jacksonville International Airport. The city's top exports are building materials, medical/health and beauty products, transportation equipment, food and restaurant equipment, construction equipment, packaging, generators, and chemicals.

Jacksonville, once abandoned by the motion picture and television industry, is experiencing a renaissance. The Jacksonville Film and Television Office was formed to attract film and video production to the area and helps streamline the production process. As a result, numerous motion pictures, television movies, commercials, and videos were produced in Jacksonville in recent years. Each movie or television series filmed there can add millions of dollars to the local economy, through housing, hiring of a local labor crew, catering, special heavy equipment rental, and expenses. The city was the filming location for the 2004 remake of the film *The Manchurian Candidate*. The Jacksonville Economic Development Commission reports that the industry had an economic impact of more than $99 million in fiscal year 2002/2003.

Items and goods produced: aircraft, machinery, paper and paper products, building products, beer, soft drinks, tobacco, and optical and surgical products

Incentive Programs—New and Existing Companies

Local programs—Cornerstone is the economic development initiative of the Jacksonville Regional Chamber of Commerce. It is led by a group of companies and individuals who provide the leadership and resources to foster business expansion and relocation in Jacksonville. Investment dollars are channeled into business recruitment, existing business services, education and workforce preparation, and special economic initiatives.

Several incentive programs are managed at the local level. Portions of downtown Jacksonville are part of either the Empowerment Zone or the Enterprise Zone, each of which offers tax or wage credits to businesses based on the number of new jobs created. The Northwest Jacksonville Area Fund makes available grants or loans for infrastructure improvements, facade renovation, and purchase of land or buildings. The Qualified Target Industry Tax Refund is extended to companies that are on the list of industries identified by the city as desirable additions to the local economy. Similarly, Targeted Economic Development Area Special Funds are designed to induce the location of high economic value projects to critical areas of Jacksonville. Lastly, Industrial Development Revenue Bonds afford manufacturing companies access to low-interest, tax-exempt loans.

The Chamber of Commerce maintains close relationships with the City of Jacksonville, the Jacksonville Economic Development Commission, the Jacksonville Port Authority, and the 4,000 local businesses that are Chamber members and Cornerstone investors. The businesses that have located or expanded in Jacksonville cite the many city and state incentives that are available, the support of city and business leaders, and the fact that the consolidated city-county government allows for faster permitting and less bureaucratic red tape overall.

State programs—Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to $2 million to fund the cost of transportation projects such as access roads and road widening required for the establishment, expansion, or retention of businesses in Florida. The Brownfield Bonus Program, which is available to most of downtown Jacksonville, extends a bonus for each new job created. The state also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area.

Job training programs—The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida. WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act, along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a state-wide network of One-Stop Career systems.

State and local workforce development efforts are concentrated on three broad initiatives. First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES programs. High

Skill/High Wages targets the higher skills needs of employers and trains workers for advancement through such programs as Performance Based Incentive Funding, Occupational Forecasting Conference/Targeted Occupations, Quick Response Training, and Incumbent Worker Training. One-Stop Career Centers are the central elements of the One-Stop system that provide integrated services to employers, workers, and jobseekers.

Development Projects

The Better Jacksonville Plan was approved by voters in 2000. This plan increased the sales tax by a half-cent to raise $2.25 billion over 30 years to fund road improvements, environmental clean-up and conservation, the Northwest Jacksonville Economic Development Fund, and the construction of new public facilities downtown. It also enabled the establishment of Cecil Commerce Center, a mixed-use industrial/business park located about 20 minutes from downtown Jacksonville. Approximately 4,800 acres are available for light industrial expansion, with another 800 set aside for heavy industrial use. Also zoned for commercial, recreational, and aviation use, Cecil Commerce Center provides the setting to attract more distribution, manufacturing, and aviation economic activities to the city.

Also established in 2000 was Downtown Vision, Inc. (DVI), a not-for-profit organization designed to bolster the downtown community and promote it as an ideal venue for business and tourism. Its initiatives include programs to make the downtown area clean and safe, to market the area through television programs, radio spots, and publications, to tackle transportation and parking issues, and retain and attract business. In 2003 DVI launched a Downtown Image campaign that included a new logo and tagline: Downtown Jacksonville—Not Your Ordinary Neighborhood.

Cornerstone, the city's economic development initiative, reported that 60,000 new jobs were created by companies expanding or relocating to Jacksonville between 1999 and 2004. CSX Corp. and Fidelity National Financial, Inc. relocated their corporate headquarters to the city in 2003, joining Winn-Dixie Stores, Inc. in the ranks of *Fortune 500* companies headquartered in Jacksonville. Cingular Wireless also added 400 new jobs to the area that year. Major expansions and relocations the following year include Washington Mutual, which created 725 new jobs, and State Farm, Option One, and Wal-Mart Distribution, each of which added 300 new jobs. It's no wonder that *Expansion Management* magazine rated Jacksonville in the top 10 ''Hottest Cities in America'' for each of the six years the list has been published, of which Jacksonville was ranked number one three times.

Economic Development Information: Jacksonville Regional Chamber of Commerce, 3 Independent Dr., Jacksonville, FL 32202; telephone (904)366-6680; fax (904)353-6343. Enterprise Florida, 390 N. Orange Ave., Ste. 1300, Orlando, FL 32801; telephone (407)316-4600; fax (407)316-4599. Downtown Vision, Inc., 214 N. Hogan St., Ste. 120, Jacksonville, FL 32202; telephone (904)634-0303; fax (904)634-8988.

Commercial Shipping

The hub of seven major highways—I-10, I-95, I-295, and U.S. Highways 1, 17, 90, and 301—Jacksonville has a straight shipping line to the Midwest, West, and Northeast. It is served by more than 100 trucking lines, three major railroads, and Jacksonville International Airport. As the largest deepwater port in the South Atlantic, Jacksonville is the leading U.S. port for automobile imports.

Labor Force and Employment Outlook

Jacksonville is an attractive site for expanding companies, in part because of its abundance of workers due to in-migration, natural growth, a strong military presence, and the area's educational institutions. The metropolitan area population, which topped 1.1 million in 2000, is significantly younger than all major Florida cities, with a median age of under 34 years old.

Relocating businesses are drawn to the area's quality of life, its sunshine, and its sports, recreational, and cultural opportunities, as well as the region's emphasis on well-planned growth. Between 1999 and 2004, approximately 60,000 new jobs were created by companies expanding or relocating to Jacksonville. In its September 2003 issue, *Business 2.0* magazine reported the 10-year projected job growth rate for the city to be 24.8 percent.

The following is a summary of data regarding the Jacksonville metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 559,700

Number of workers employed in . . .
manufacturing: 33,000
trade, transportation and utilities: 124,200
information: 12,500
financial activities: 57,300
professional and business services: 84,600
educational and health services: 64,100
leisure and hospitality: 52,100
other services: 25,600
government: 69,700

Average hourly earnings of production workers employed in manufacturing: $14.09 (2003 statewide average)

Unemployment rate: 4.2% (December 2004)

Largest employers (Duval County)	*Number of employees*
Naval Air Station	19,537
Naval Station Mayport	15,293
Duval County Public Schools	15,000
City of Jacksonville	8,019
Winn-Dixie Stores, Inc.	7,238
Blue Cross Blue Shield of Florida, Inc.	7,000
Publix Distribution Center	6,615
Baptist Health System	5,600
CSX Corp.	4,400
Citibank	4,000
Bank of America Corp.	4,000

Cost of Living

Jacksonville ranks lowest among the five major metropolitan statistical areas in Florida and lower than many comparable cities nationwide in terms of cost of living. Housing costs are among the least expensive in Florida among cities with populations over 500,000.

The following is a summary of data regarding several key cost of living factors for the Jacksonville area.

2004 (3rd Quarter) ACCRA Average House Price:$225,636

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.2 (U.S. average = 100.0)

State income tax rate: None for personal income; 5.5 percent of state's portion of federal taxable income for corporations

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: $19.3913 per $1,000 (2004)

Economic Information: Jacksonville Regional Chamber of Commerce, 3 Independent Dr., Jacksonville, FL 32202; telephone (904)366-6680

Education and Research

Elementary and Secondary Schools

Duval County Public Schools, the 20th largest school system in the nation, serves about 127,500 students. The system is run by a seven-member Board of Education, who are elected for four-years terms, and who appoint the superintendent. A magnet school program permits students to choose to attend specialized schools in such areas as language, arts, or mathematics. The Duval County Public Schools enforce a mandatory uniform policy for elementary and middle school students throughout the district.

The following is a summary of data regarding the Duval County public schools as of the 2004–2005 school year.

Total enrollment: approximately 127,500

Number of facilities
elementary schools: 104
junior high/middle schools: 25
senior high schools: 17
other: 3 exceptional student centers, 5 special schools, 2 academies of technology, and 7 charter schools

Student/teacher ratio: 17:1

Teacher salaries
minimum: $31,000
maximum: $60,489

Funding per pupil: $5,672

There are 103 private schools in the Jacksonville area, with an enrollment of more than 15,000 students. Included are boarding schools and day schools, both coeducational and single sex. Many of these schools are church-related and some are for students with special needs.

Public Schools Information: Duval County Public Schools, 1701 Prudential Dr., Jacksonville, FL 32207; telephone (904)390-2126

Colleges and Universities

Nine institutions of higher learning serve the Jacksonville area. In addition, several satellite campuses, such as the Columbia College Navy Campus, established at naval bases also serve the civilian population. The University of North Florida, a state school, enrolls more than 12,000 students, and the privately run Jacksonville University has 2,100 students. The University of Florida in nearby Gainesville has 16 colleges and four schools. Florida Community College at Jacksonville has a student population of 41,000 full-time and part-time students, making it one of the largest such institutions in the country. Other higher education facilities include historically African American Edward Waters College; Jones College, specializing in business and computers; and St. Johns River and Lake City community colleges. There are five vocational/technical schools, including Florida Technical College and ITT Technical Institute.

The Florida Coastal School of Law and satellite campuses of Webster, Embry-Riddle Aeronautical, Central Michigan, Southern Illinois, and Florida A&M universities, and of St. Leo and Columbia colleges also serve Jacksonville-area students.

Libraries and Research Centers

The Jacksonville Public Libraries include the main library, 20 branches, and one bookmobile. The library has nearly 2 million volumes and subscribes to more than 2,400 periodicals. Special collections are devoted to Floridiana, music, and genealogy. There are at least 19 other libraries in the city. Some are affiliated with higher educational institutions, while others are associated with religious groups, research centers, or the U.S. Navy. Their collections focus on such areas as art, science, health care delivery, law, business, education, and liberal arts.

The Center for Local Government Administration, First Coast Technology Park, Center for Public Leadership, and the Institute of Police Technology and Management are associated with the University of North Florida. Jacksonville State University conducts research on mathematics and on business and economics.

Public Library Information: Jacksonville Public Libraries, 122 North Ocean Street, Jacksonville, FL 32202-3374; telephone (904)630-2665

Health Care

Jacksonville's health care system has an approximately $2.5 billion annual impact on the local economy. There are more than 2,300 physicians in the area, 19 clinics, and 5 major general hospitals: University Medical Center, Baptist Medical Center, St. Luke's Hospital, St. Vincent's Medical Center, and Columbia Memorial Hospital.

Jacksonville is home to a branch of the renowned Mayo Clinic, which provides medical diagnosis, treatment, and surgery in more than 50 specialties. Opened in 1986, the Jacksonville facility was the first extension of Mayo Clinic of Rochester, Minnesota. Between 1986 and 2003, its 316 staff physicians and scientists treated approximately 665,000 patients. In 2002 the clinic opened the doors of the Griffin Cancer Research Building, its first facility devoted primarily to cancer research. Patients of the Mayo Clinic who need hospitalization are admitted to nearby St. Luke's Hospital, a 289-bed facility that affiliated with Mayo Clinic in 1987.

Also affiliated with the Mayo Clinic of Jacksonville is the Nemours Children's Clinic, an ambulatory care center that provides subspecialty services for children with complex medical or surgical problems. Sixty pediatric specialists treat 38,000 children each year. The clinic, located on south bank of the St. Johns River, is connected to the Wolfson Children's Hospital.

Recreation

Sightseeing

The hub of Florida's First Coast has much to offer visitors with its theaters, museums, art galleries, riverboat cruises, beautiful fountains, outstanding musical events, and historic sites.

Jacksonville's miles of beautiful wide beach area has three main sections: Atlantic Beach, Neptune Beach, and Jacksonville Beach. The Jacksonville Beach Pier is a place known for fishing and people-watching; and artifacts, paintings, and lighthouse models are the focus at the American Lighthouse Museum in Jacksonville Beach. The beach's Seawalk Pavilion features music concerts at its 2,000-seat open air auditorium. The Pablo Historical Park, a few blocks off the beach, preserves the area's railroad history with a nineteenth-century station master's house, a railroad depot, and a 1911 steam locomotive. The nostalgic autoferry Jean Ribault carries visitors to the nearby fishing village of Mayport, home of a large commercial shrimp fleet, as well as to historic Fort George Island. Mayport Naval Air Station, one of the nation's largest navy ship facilities, is located in this charming community. Favorite beach area recreation and camping sites are the Kathryn Abbey Hanna State Park with 450 acres of picnic areas, salt and freshwater fishing, and Little Talbot Island State Park beach and campground.

Jacksonville's beautiful downtown area, which has seen more than a billion dollars in restoration, is centered around the shores of the St. Johns River. On the north bank of the river is Jacksonville Landing, a festive marketplace featuring fine dining, boutiques, and an open courtyard that frequently offers entertainment. Located at the landing is the Jacksonville Maritime Museum, which contains artifacts embracing all facets of the maritime scene from historical to technical. Across the river on the Southbank is the Riverwalk. Its wooden boardwalk, lined with shops, restaurants, and outdoor vendors, extends for more than a mile along the river, allowing visitors a wonderful view of the city's skyline. At the end of the Riverwalk is Friendship Park, the site of one of the tallest fountains in the world. Water taxis offer an enjoyable way to cross the St. Johns River.

The Jacksonville Zoological Gardens, located on the city's north side, consists of 89 acres and houses more than 1,000 animals. An African veldt (an open grazing area typical of southern Africa) has been recreated and visitors can experience it firsthand on a wood boardwalk. The Okavango Village is a replica of an African riverfront village that features a dock, wildlife exhibits, a petting zoo and a river shuttle back and forth from downtown. Tours that display all the steps of the beer-making process are available at the Anheuser-Busch Brewery. Visitors can also watch Oreo cookies and other

St. Augustine Lighthouse near Jacksonville.

confections move along the conveyor belt at the Peterbrooke Chocolatier production line on San Marco Boulevard. The World Golf Village is home to the World Golf Hall of Fame, a PGA Tour Academy, and an IMAX theater.

The Fort Caroline national memorial is the site of the first Protestant settlement in the United States. Established in 1564, the site overlooks the St. Johns River and includes a replica of the original fort. Located on Fort George Island, the 1792 Zephaniah Kingsley Plantation contains the remains of slave quarters. Nature walks are available at the Nature Trails at the University of North Florida, the only state university in the country located in a protected wildlife area. Self-guided and expert-guided walking tours of historical areas around the city are well worth the exploration.

Located 25 miles from the city, Fernandina Beach is a 300-year-old town that was once a haven for pirates and smugglers and today features many restored buildings and eighteenth-century homes. A half-hour south of Jacksonville by car is the nation's oldest city, St. Augustine. A walk along the recently restored St. George Street, with its authentic Spanish-Colonial homes and quaint shops, provides a view of more than 400 years of American history.

Camp Milton Historic Preserve is scheduled to be opened in September 2005. Named for Florida's Civil War governor, John Milton, the 124-acre park will feature an educational center, boardwalk, interpretive hiking trails, and a tree sanctuary.

Arts and Culture

From musical theater to contemporary drama, the arts are alive and well in Jacksonville. This is partly due to the Cultural Council of Greater Jacksonville, which keeps the spotlight on the arts and encourages public and private partnerships to increase arts funding.

The Jacksonville Symphony Orchestra, one of the premier orchestras of the Southeast, offers classical performances with world-class guest artists in its more than 130 annual concerts at the Florida Theatre, the Times-Union Center for the Performing Arts, and in nearby communities. The Florida Community College at Jacksonville Artists Series brings top quality national and international entertainers to the Florida Theatre and to the Times-Union Center. The Alhambra Dinner Theatre, which has been producing professional Broadway style shows since 1967, features professional Equity actors.

Jacksonville's museums and galleries reflect the diverse historical and cultural interests of its residents. The Museum of Science and History features wonderful exhibits showing the history of the area, science and health demonstrations, and nature studies. An indoor playground at the museum and the adjacent Alexander Brest Planetarium bring fun to young and old alike. The Jacksonville Museum of Modern Art, on the city's south side, houses five galleries and features a collection of pre-Columbian artifacts as well as exhibits of painting, sculpture, and photography. Its adjacent outdoor sculpture garden is a famous place for picnicking. The Karpeles Manuscript Library Museum, located in the restored former First Church of Christ Scientist, is one of seven in the nation that exists to display the historical manuscript collection of David and Marsha Karpeles. Surrounded by two acres of beautiful English and Italian waterfront gardens in Riverside, the Cummer Museum of Art is the largest museum in northeast Florida. Its permanent collection of more than 4,000 objects includes works from prehistoric, medieval, Renaissance, Baroque, Rococo, 19th Century Impressionist, and modern art eras. The Ritz Theatre houses the LaVilla Museum, displaying a permanent collection of African American history. The Museum of Southern History features a collection of artifacts reflecting life in the southeastern United States, the Civil War, and genealogy of southern families. Other items of note are the Battle of Antietam replica, and more than 3,000 books, periodicals, military, and cultural items. Finally, the Jacksonville Maritime Museum is dedicated to artwork and large-scale models of maritime-related events and objects from the history of Jacksonville and the First Coast.

Festivals and Holidays

The Jacksonville Jazz Festival is the city's best-known annual event. This three-day celebration takes place in the spring, and draws classic and contemporary jazz and blues celebrities and includes the Great American Jazz Piano Competition. The JaxParks Family Fest, held each March, features games, entertainment, and food for the whole family. Also in the spring are the Jacksonville Film Festival; the 15K River Run; the World of Nations Celebration, which provides an opportunity to experience the food, culture, and traditions of various countries around the globe; and the Kuumba Festival, devoted to African cultures.

The Fiesta Playera dia de San Juan Bautista is an annual summertime festival paying tribute to St. John the Baptist and celebrating the customs and culture of Puerto Rico. It has been voted among the top 20 festivals in the region by the Southeast Tourism Society. The Juneteenth Celebration celebrates the Emancipation Proclamation of 1863 with food, entertainment, and music. The Caribbean Carnival is held each autumn and features costumes, cuisine, and music. The Olustee Battle Festival re-enacts the 1864 Battle of Ocean Pond, a major Civil War battle, each winter.

Celebrations in Jacksonville are not limited to annual events. The First Wednesday Art Walk takes place on the first Wednesday of every month. On these days, Downtown

Jacksonville is transformed into a walkable art gallery. A variety of art is displayed in dozens of historic buildings, and is accompanied by live bands, sidewalk artists, and street vendors.

Sports for the Spectator

More than 70,000 avid fans flock to watch the Jaguars of the National Football League, who play home games on Sundays from September to January at Alltel Stadium. This arena is also the site of two annual college event games: the Gator Bowl Classic and the University of Florida vs. University of Georgia contest. Jacksonville Veterans Memorial Arena, built on the site of the former Jacksonville Coliseum in 2003, is the venue for the Jacksonville Barracudas hockey games as well as other sporting and entertainment events. Memorial Arena also houses the Jacksonville Sports Hall of Fame. Jacksonville's newest professional sports team is the Jade, who compete in the W League, a nationally organized women's soccer league in the United States.

Athletic enthusiasts in Jacksonville also enjoy the tennis championships organized by the Association of Tennis Professionals as well as March's Players Championship, which attracts 150,000 spectators to Sawgrass Resort, the toughest course on the Professional Golfer's Association tour. Up to 10,000 fans fill the Baseball Grounds of Jacksonville, a stadium constructed in 2003, to watch the Class AA Jacksonville Suns minor league team. The Kingfish off-shore fishing tournament in July draws nearly 50,000 people. The 42-mile Mug Race Regatta in May attracts both local and Olympic sailors for the longest river sailboat race in the world. Jacksonville has a year-round greyhound racing season at St. Johns Greyhound Racing Park, the Jacksonville Kennel Club, and the Orange Park Kennel Club.

Sports for the Participant

Jacksonville is home to the largest urban park system in the nation. Residents and visitors enjoy more than 82,000 acres of land that extends from the rivers to the beaches. Nearly 60 miles of free beaches avail themselves to boating, sailing, surfing, fishing, and swimming. Playgrounds, tennis courts, picnic areas, about 70 golf courses, and dozens of public pools offer more choices.

The Fort Clinch State Park, a restored Civil War fort built in 1847, has picnic grounds, beaches, and an ocean fishing pier. Adventure Landing features two miniature golf courses, batting cages, a go-cart track, an uphill water coaster, and Shipwreck Island water park. Hikers enjoy the trails at Timucuan Ecological Historic Preserve.

Shopping and Dining

Jacksonville is a shopper's delight, offering interesting shops downtown and arty shops along the beaches. Jacksonville Landing offers a festive marketplace atmosphere, with novelty and gift shops, name-brand apparel, antiques, toys, and locally made accessories along with entertainment venues. The Avenues Mall on the Southside and Regency Square in Arlington each offer more than 100 nationally known retailers. Avondale, one of the country's largest National Register of Historic Districts, is a charming place to stroll, shop, and dine. San Marco Square, in the style of St. Mark's Square in Venice, offers an open-air produce market, restaurants, and boutiques, together with a water fountain, bronze lions, and a gazebo.

Local fish camps and waterside restaurants with their fresh seafood fare add to the pleasure of dining in Jacksonville. Southern barbecue is also a tradition. A delectable selection of ethnic foods from Japanese to Greek to Indian or Tex Mex are offered by the city's many casual and upscale restaurants downtown or at suburban or beach locations.

Visitor Information: Jacksonville and the Beaches Convention and Visitors Bureau, 550 Water St., Ste. 1000, Jacksonville, FL 32202; telephone (904)798-9111; toll-free (800)733-2668

Convention Facilities

The Prime F. Osborn III Convention Center, formerly the Jacksonville Railroad Terminal, is the largest convention facility in the region. It offers a 78,500 square foot exhibit hall in an architecturally interesting setting, with an additional 22 function rooms. The 1919 Neoclassical Revival railway terminal boasts a fully restored 10,000-square-foot ballroom (the Grand Lobby) and 22 meeting rooms. The convention center is connected to a nearby hotel by the Automated Skyway Express. The refurbished Times-Union Center for the Performing Arts includes 22,000 square feet of meeting space with a 3,200-seat concert theater, a 600-seat theater, and a new 1,800-seat symphony hall. The refurbished Jacksonville Veterans Memorial Coliseum multipurpose facility accommodates 10,000 people for meetings. Other meeting facilities are the restored Florida Theater, Conference Center at the Avenues, and the University Center at the University of North Florida, a 95,000 square foot, full-service conference and meeting facility.

Convention Information: Jacksonville and the Beaches Convention and Visitors Bureau, 550 Water St., Ste. 1000, Jacksonville, FL 32202; telephone (904)798-9111; toll-free (800)733-2668

Transportation

Approaching the City

Jacksonville International Airport (JIA), only minutes from the central business district, recently expanded its passenger terminal and expects to service more than 8 million passengers annually by the year 2009. Most major airlines provide more than 230 flights in and out of the city every day. In addition to JIA, Jacksonville has two general aviation facilities, Craig Airport and Herlong Airport, which facilitate travel by private or corporate aircraft. Amtrak offers rail service.

Drivers approach Jacksonville via three major interstates that lead to the city (I-10, I-95 and I-295); U.S. Highways 1, 17, 90 and 301 also traverse the city. Beltways built around the city and main arteries linked to key locations make all parts of Jacksonville easily accessible.

Traveling in the City

The St. Johns River bisects the city and traveling across one or several bridges is commonplace. Seven bridges span the river within Duval County and the Intracoastal Waterway, and the area's many tributaries are crossed by dozens of small bridges. Local bus transportation is provided by the Jacksonville Transportation Authority (JTA). The Park-N-Ride service permits commuters to park in one of the JTA's outlying lots and ride the bus downtown. Community Transportation Services offers door-to-door transportation for the handicapped. The downtown area is also served by JTA's Automated Skyway Express, a monorail system.

Communications

Newspapers and Magazines

Jacksonville's major daily (morning) paper is the *Florida Times-Union. The Jacksonville Business Journal* and the *Jacksonville Daily Record* are the area's business newspapers. Other weekly newspapers are the *Florida Star Times,* serving the black community, and the *Florida Baptist Witness.* Newspapers published in Jacksonville Beach include the semiweekly *Beaches Leader* and the weekly *Sun-Times. Jacksonville Magazine* is a monthly publication devoted to the city's attractions, community resources, and recreational opportunities. *St. Augustine Catholic* is a religious magazine published in Jacksonville.

Television and Radio

Jacksonville is served by seven television stations: six commercial and one PBS. There are 16 AM radio stations and 22 FM stations.

Media Information: *Florida Times-Union,* 1 Riverside Ave., PO Box 1949, Jacksonville, FL 32231; telephone (904)359-4111

Jacksonville Online

City of Jacksonville home page. Available www.coj.net

Downtown Jacksonville, Inc. Available www.downtownjacksonville.org

Duval County Public Schools. Available www.educationcentral.org

Enterprise Florida. Available www.eflorida.com

Florida Times-Union. Available www.jacksonville.com

Jacksonville and the Beaches Convention & Visitors Bureau. Available www.jaxcvb.com

Jacksonville Historical Society. Available http://www.jaxhistory.com

Jacksonville Public Libraries. Available http://jpl.itd.ci.jax.fl.us

Jacksonville Regional Chamber of Commerce. Available www.myjaxchamber.com

Mayo Clinic Jacksonville. Available www.mayoclinic.org/jacksonville

Selected Bibliography

Buker, George E., *Jacksonville: Riverport-Seaport* (Columbia, South Carolina: University of South Carolina Press, 1992)

Crooks, Arsenault, and Mormino, *Jacksonville: The Consolidation Story, from Civil Rights to the Jaguars* (Gainesville, Florida: University Press of Florida, 2004)

Crooks, James B., *Jacksonville After the Fire, 1901-1919: A New South City* (Jacksonville: University of North Florida Press, 1991)

Jacksonville Historical Society, *Jacksonville in Vintage Postcards: Between the Great Fire and the Great War* (Mount Pleasant, South Carolina: Arcadia Publishing, 2001)

Miami

The City in Brief

Founded: 1836 (incorporated 1896)

Head Official: Mayor Manuel A. Diaz (I) (since 2001)

City Population
1980: 346,681
1990: 358,648
2000: 362,470
2003 estimate: 376,815
Percent change, 1990–2000: 1.0%
U.S. rank in 1980: 41st
U.S. rank in 1990: 46th (State rank: 2nd)
U.S. rank in 2000: 56th (State rank: 2nd)

Metropolitan Area Population
1980: 1,626,000
1990: 1,937,194
2000: 2,253,362
Percent change, 1990–2000: 16.3%
U.S. rank in 1980: 12th (CMSA)
U.S. rank in 1990: 11th (CMSA)
U.S. rank in 2000: 12th (PMSA)

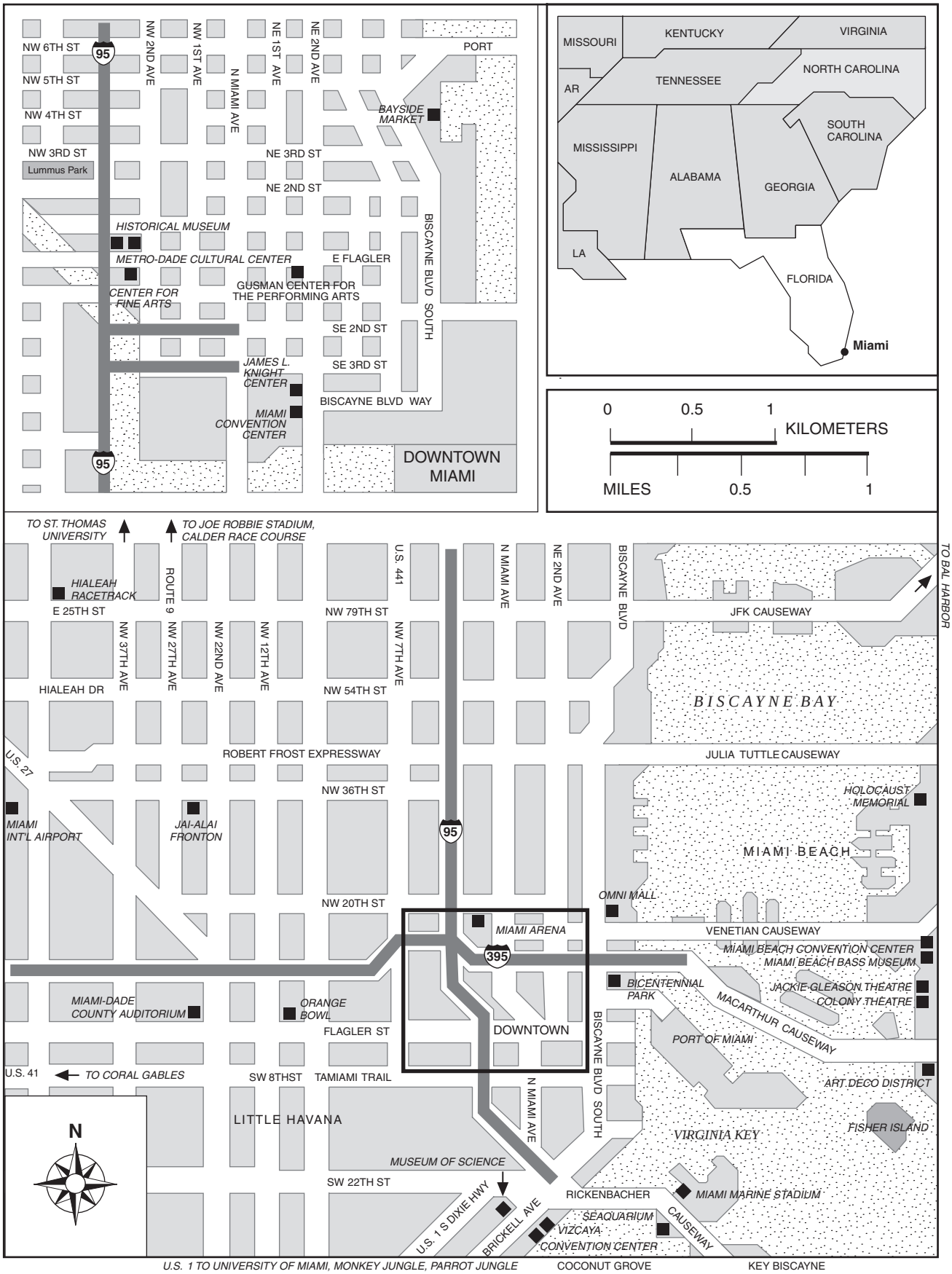
Area: 36 square miles (2000)
Elevation: 12 feet above sea level
Average Annual Temperature: 76.7° F
Average Annual Precipitation: 58.53 inches

Major Economic Sectors: tourism, trade, banking, manufacturing
Unemployment rate: 5.4% (December 2004)
Per Capita Income: $15,128 (1999)

2002 FBI Crime Index Total: 33,952

Major Colleges and Universities: University of Miami, Miami-Dade Community College, Florida International University, Barry University, St. Thomas University

Daily Newspapers: *The Miami Herald; Diario Las Americas*


NW 6TH ST
NW 5TH ST
NW 4TH ST
NW 3RD ST
Lummus Park
NW 2ND AVE
NW 1ST AVE
N MIAMI AVE
NE 1ST AVE
NE 2ND AVE
95
PORT
BAYSIDE MARKET
NE 3RD ST
NE 2ND ST
HISTORICAL MUSEUM
METRO-DADE CULTURAL CENTER
CENTER FOR FINE ARTS
GUSMAN CENTER FOR THE PERFORMING ARTS
E FLAGLER
BISCAYNE BLVD SOUTH
SE 2ND ST
SE 3RD ST
JAMES L. KNIGHT CENTER
MIAMI CONVENTION CENTER
BISCAYNE BLVD WAY
DOWNTOWN MIAMI
MISSOURI
KENTUCKY
VIRGINIA
TENNESSEE
NORTH CAROLINA
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MISSISSIPPI
ALABAMA
GEORGIA
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FLORIDA
Miami
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TO ST. THOMAS UNIVERSITY
TO JOE ROBBIE STADIUM, CALDER RACE COURSE
HIALEAH RACETRACK
E 25TH ST
HIALEAH DR
ROUTE 9
NW 37TH AVE
NW 27TH AVE
NW 22ND AVE
NW 12TH AVE
U.S. 441
NW 79TH ST
NW 54TH ST
NW 7TH AVE
N MIAMI AVE
NE 2ND AVE
BISCAYNE BLVD
JFK CAUSEWAY
TO BAL HARBOR
BISCAYNE BAY
ROBERT FROST EXPRESSWAY
JULIA TUTTLE CAUSEWAY
U.S. 27
NW 36TH ST
MIAMI INT'L AIRPORT
JAI-ALAI FRONTON
HOLOCAUST MEMORIAL
MIAMI BEACH
NW 20TH ST
OMNI MALL
MIAMI ARENA
395
VENETIAN CAUSEWAY
MIAMI BEACH CONVENTION CENTER
MIAMI BEACH BASS MUSEUM
BICENTENNIAL PARK
JACKIE GLEASON THEATRE
COLONY THEATRE
MACARTHUR CAUSEWAY
MIAMI-DADE COUNTY AUDITORIUM
ORANGE BOWL
FLAGLER ST
DOWNTOWN
PORT OF MIAMI
BISCAYNE BLVD SOUTH
U.S. 41
TO CORAL GABLES
SW 8THST
TAMIAMI TRAIL
ART DECO DISTRICT
N
LITTLE HAVANA
VIRGINIA KEY
FISHER ISLAND
MUSEUM OF SCIENCE
SW 22TH ST
RICKENBACHER
MIAMI MARINE STADIUM
U.S. 1 S DIXIE HWY
BRICKELL AVE
SEAQUARIUM
VIZCAYA
CONVENTION CENTER
CAUSEWAY
U.S. 1 TO UNIVERSITY OF MIAMI, MONKEY JUNGLE, PARROT JUNGLE
COCONUT GROVE
KEY BISCAYNE

Introduction

Described as the ''only great city of the world that started as a fantasy,'' Miami, with its subtropical climate, naturally protected harbor, and spectacular beaches, has traditionally been a haven for tourists and retirees. Since the late 1980s, however, the city has sustained unprecedented growth and, while transforming its image, has emerged as a center of international finance and commerce and as a regional center for Latin American and Haitian art.

An unincorporated village shortly before the turn of the twentieth century, Miami boasts a metropolitan area that includes a large unincorporated area and 30 incorporated areas or municipalities, all of which make up Miami-Dade County. Greater Miami offers a diversity of lifestyles and attractions to both residents and visitors in a variety of small towns and cities such as Coconut Grove, Miami Beach, South Beach, Coral Gables, Bal Harbor, and Hialeah. With easy access to other parts of the country, Miami has developed into one of America's major transportation hubs, and thriving job and housing markets have made it an ideal location for business expansion and new construction. At one time, Miami came to life only in the winter with the influx of tourists from the north. Today it is a year-round city that offers something for everyone.

Geography and Climate

Located at the mouth of the Miami River on the lower east coast of Florida, Miami is bordered on the east by Biscayne Bay, an arm of the Atlantic Ocean. Further east, the islands of Key Biscayne and Miami Beach shelter the bay from the Atlantic Ocean, thus providing Miami with a naturally protected harbor. Once pine and palmetto flatlands, the Miami area boasts sandy beaches in its coastal areas and gives way to sparsely wooded outlying areas. A man-made canal connects the city to Lake Okeechobee, located 90 miles northwest of Miami.

Miami's year-round semi-tropical climate is free of extremes in temperature, with a long, warm summer and abundant rainfall followed by a mild, dry winter. Summer humidity levels—usually in the 86 to 89 percent range during the day—make Miami the second most humid city in the United States. Hurricanes occasionally affect the area in September and October; tornadoes are rare. Waterspouts are sometimes sighted from the beaches in the summer, but significant damage seldom occurs.

Area: 36 square miles (2000)

Elevation: 12 feet above sea level

Average Temperatures: January, 68.1° F; July, 83.7° F; annual average, 76.7° F

Average Annual Precipitation: 58.53 inches

History

Early Settlement Attempts Create Conflict

South Florida was settled more than four thousand years ago by primitive people who had established a thriving culture by the time Spanish explorers led by Ponce de Leon arrived in 1513. The principal native tribe in the region that is now Miami-Dade County was the Calusa (renamed Tequesta by de Leon), whose members built villages along the Miami River. The name Miami comes from the Calusa word ''Mayami,'' meaning ''Big Water.'' Tequesta—or Chequescha—their village on the north bank of the river, became the site of the future city of Miami.

Spanish conquistadors, attracted by the mild climate, abundant food sources, and fresh water supply—and by tales of gold and other riches—made repeated attempts to colonize the Miami region during the early sixteenth century but were met with hostility from the Calusas. Nevertheless, by the early 1700s, less than two hundred years after the arrival of the Spanish, most of the native population of south Florida had disappeared. European diseases like smallpox had severely reduced their numbers, as did inter-tribal wars. The few Calusas who remained were threatened by invading Creek and Seminole Indians, and in 1711 many fled to Havana, Cuba.

Spain, never really successful in settling the Miami region, supported France against the British during the French and Indian War, and as a result lost Florida to the victorious British in 1763. In 1783, after the American Revolution, Florida briefly reverted to Spanish possession, but in 1821 Spain ceded Florida to the United States for $5 million. Over the next two decades, settlers moving into the Biscayne Bay area encountered conflict with the Seminoles living there. In 1836, as part of an effort to quell the angry Seminoles, the U.S. Army took over Fort Dallas—originally a naval post at the mouth of the Miami River. In 1842, after numerous skirmishes, the remaining Seminoles were driven into the Everglades swamp, a region so unfit for human habitation that the government did not challenge their occupation of it. Seven years later a permanent structure was built at Fort Dallas from which the army could monitor the Seminoles.

While other outposts in Florida flourished after the final Seminole conflict, Miami and Dade County suffered. Farming had become impossible and settlers drifted to other

locales. By 1860 the name Miami no longer appeared in public records. The Civil War barely touched the few people who lived in the isolated Miami River settlement; in fact, it was assumed by those in prosperous north Florida towns that the southern region was uninhabited. Although stragglers, deserters, and freed slaves passed through Miami after the war, few settled there.

The City Becomes a Cosmopolitan Mecca

In the 1870s investors and developers from the midwest moved into the area, claiming old titles and buying land. Among them was Julia Tuttle, the wealthy widow of a Cleveland businessman, who enjoyed life in Miami and saw potential for a resort community there. She persuaded Henry Flagler to extend his Florida East Coast Railroad into the wilderness beyond Palm Beach. On April 15, 1896, Flagler brought his railroad into Miami and also began to develop the town, which was incorporated in 1896. Other entrepreneurs followed, and Miami grew from a village with a population of 343 people to a flourishing resort. Miami Beach was founded in 1915.

After World War I, improved highways gave greater access from the north and triggered an unprecedented building boom. In 1920 the city's population was 30,000 people; by 1925 real estate speculation swelled the population to 200,000 people. A year later the boom had collapsed, but it had laid the basis for future development in office buildings, hotels, housing, and a network of streets and roads. A hurricane in 1926 killed 243 people and caused damage estimated at $1.4 billion in 1990 dollars. Miami's phenomenal growth slowed.

World War II brought a second boom to Miami. Soldiers replaced tourists, and after the war servicemen who had trained in the city returned to make their homes there. This second boom has continued without significant interruption to the present. It was given impetus in the 1960s with the migration of more than 178,000 refugees from Communist Cuba. The Cuban migration transformed Miami into an international city, strengthening existing ties with the Caribbean and South America. Today the city is bilingual; Spanish-speaking employees work at most businesses, and downtown shops post signs in both English and Spanish. Still, racial tensions persisted. For example, an incident of alleged police brutality toward an African American caused major rioting in 1980. And African Americans staged a tourism boycott resulting from the snubbing by county commissioners of former South African President Nelson Mandela during his visit to Miami in 1990.

End of Century Sees Political Turmoil, Reform Efforts

Capitalizing on its multinational character, Miami moved during the 1980s and 1990s into the forefront of world commerce and finance. Hundreds of thousands of European visitors discovered Miami Beach, popularizing the Art Deco hotels and adding to the city's cosmopolitan flair. But in the wake of racial and ethnic tensions, some highly publicized murders of foreign tourists, and Hurricane Andrew in 1992, at least 100,000 non-Hispanic whites fled the Greater Miami area between 1990 and 1996, leaving a city that was the only large U.S. city with a Hispanic majority.

The city struggled in the late twentieth century to balance the needs of its mostly poor citizens with the need for business development. In spite of its glamorous image, Miami was the nation's fourth poorest city. In 1997, faced with a $68 million budget shortfall, Miami became the first city in Florida to have an oversight board appointed by the state. City voters rejected a plan to dissolve Miami as separate entity and merge it with the county, though county voters approved to change the name of Dade County to Miami-Dade County. This name change did little to help Miami, whose problems had become more than financial. The 2000 incident involving Elian Gonzalez, a five-year-old Cuban boy who survived a shipwreck to arrive in the United States only to be returned to Cuba by the U.S. government, deepened ethnic tensions between Miami's Cuban and non-Cuban population. By the turn of the century, corruption in the city government and a number of controversial police shootings brought about scrutiny by the U.S. Department of Justice.

A Radical with a Business Vision

Desperate for a positive change, disenchanted voters shook up Miami's government by electing Manuel A. Diaz as mayor in 2001. Diaz, a lawyer who had never held elected office, immediately and radically restructured the government. Modeling it on a private-sector organization, he eliminated some departments and consolidated others, and incorporated a vertical structure consisting of such positions as a Chief Executive Officer and Chief Financial Officer. Business processes were rewritten at each employee and government level, and a new emphasis was placed on accountability, training, and timely service to citizens. A number of programs were developed and implemented to boost the local economy and improve the quality of life for Miami's residents and visitors. By 2004, only three years after the city was nearly bankrupt and its bonds were junk grade, Wall Street gave its bonds an A+ rating, the highest in Miami's history. Diaz's remarkable results in such a short time earned him the Urban Innovator of the Year Award by the Manhattan Institute.

Historical Information: Historical Museum of Southern Florida, 101 W. Flagler St., Miami, FL 33130; telephone (305)375-1492; email hasf@historical-museum.org

Population Profile

Metropolitan Area Residents
1980: 1,626,000
1990: 1,973,194 (PMSA)
2000: 2,253,362 (PMSA)
Percent change, 1990–2000: 16.3%
U.S. rank in 1980: 12th (CMSA)
U.S. rank in 1990: 11th (CMSA)
U.S. rank in 2000: 12th (CMSA)

City Residents
1980: 346,681
1990: 358,648
2000: 362,470
2003 estimate: 376,815
Percent change, 1990–2000: 1.0%
U.S. rank in 1980: 41st
U.S. rank in 1990: 46th (State rank: 2nd)
U.S. rank in 2000: 56th (State rank: 2nd)

Density: 10,160.9 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 241,470
Black or African American: 80,858
American Indian and Alaska Native: 810
Asian: 2,376
Native Hawaiian and Pacific Islander: 130
Hispanic or Latino (may be of any race): 238,351
Other: 19,644

Percent of residents born in state: 26.6% (2000)

Age characteristics (2000)
Population under 5 years old: 21,222
Population 5 to 9 years old: 21,962
Population 10 to 14 years old: 22,182
Population 15 to 19 years old: 22,339
Population 20 to 24 years old: 23,023
Population 25 to 34 years old: 54,264
Population 35 to 44 years old: 55,682
Population 45 to 54 years old: 44,287
Population 55 to 59 years old: 17,983
Population 60 to 64 years old: 17,758
Population 65 to 74 years old: 32,233
Population 75 to 84 years old: 21,140
Population 85 years and older: 8,395
Median age: 37.7 years

Births (Miami-Dade County, 2003)
Total number: 32,551

Deaths (Miami-Dade County, 2003)
Total number: 18,369 (of which, 194 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,128
Median household income: $23,483
Total households: 134,344

Number of households with income of . . .
less than $10,000: 32,558
$10,000 to $14,999: 14,370
$15,000 to $24,999: 23,087
$25,000 to $34,999: 17,280
$35,000 to $49,999: 17,036
$50,000 to $74,999: 14,484
$75,000 to $99,999: 6,458
$100,000 to $149,999: 4,829
$150,000 to $199,999: 1,581
$200,000 or more: 2,661

Percent of families below poverty level: 23.5% (61% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 33,952

Municipal Government

Miami's system of government is two-tiered: municipal and county. At the municipal level are a city mayor, five commissioners, and a city manager. The Miami-Dade County, or metropolitan government, consists of an executive mayor, a county manager, and 13 county commissioners, each of which represents a district and serves a four-year term. The county government administers issues that affect the greater metropolitan area, such as transportation and pollution control.

Head Officials: City Mayor Manuel A. Diaz (I) (since 2001, current term expires 2005); County Mayor Carlos Alvarez (since 2004)

Total Number of City Employees: 3,500 (2005)

Government Information: City Mayor's Office, 3500 Pan American Dr., Miami, FL 33133; telephone (305)250-5300; fax (305)854-4001; email mannydiaz@ci.miami.fl.us. County Mayor's Office, Stephen Clark Center, 111 NW 1st St., 29th Fl., Miami, FL 33128; telephone (305)375-5071; fax (305)375-3618; email mayor@miamidade.gov

Economy

Major Industries and Commercial Activity

For most of Miami's history, its economy has been based on tourism. In fact, it was not so long ago that the city came to life only during the winter months when tourists from cold northern regions flocked to its beaches, hotels, and resorts. That phenomenon is no longer the case, as tourists visit the region throughout the year. In 2003, 10.4 million overnight visitors came to Greater Miami, infusing the local economy with $9.9 billion in direct expenses, such as hotel rooms, restaurants, shopping, transportation, and attractions, and another $5.5 in indirect expenditures in such areas as real estate, medicine, and retail.

While tourism continues to be the principal industry in Miami, the city's economy has become more diversified. Trade is increasingly vital to the economy. Its close proximity to Latin America and the Caribbean make it the center of international trade with those areas. Nearly $50 billion in total merchandise trade came through the Miami Customs District in 2002. Because many companies choose to establish their Latin American headquarters in southern Florida, Miami-Dade County is known as the ''Gateway to the Americas.'' In 2003 approximately 1,200 multinational corporations were established in the region.

The city's international trade infrastructure is vast and varied. With an economic impact of $18.6 billion, Miami International Airport is the nation's top airport for international freight and third for international passengers. The Port of Miami, which contributes $8 billion to the local economy, ranks first among the state's containerized ports and ninth in the United States. The World Trade Center Miami is Florida's oldest international organization, and assists member companies to introduce and expand their international presence. It is also petitioning to establish Miami-Dade County as the site of the Permanent Secretariat of the 34-nation Free Trade Area of the Americas. Miami is home to more than 64 foreign consulates, 25 international trade offices, and 32 binational chambers of commerce. Two free trade zones exist in Greater Miami, the Homestead Free Zone and the Miami Free Zone, one of the world's largest privately owned and operated zones. The top imports into the Miami Customs District in 2002 were apparel and accessories; the leading exports were electrical machinery and photographic and medical equipment.

International banking is another growing segment of the economy. With total deposits of $74.3 billion in 2003, about 100 commercial banks, thrift institutions, foreign bank agencies, and Edge Act banks are located in downtown Miami, representing the largest concentration of domestic and international banks on the East Coast south of New York. Brazilian, British, Canadian, French, German, Israeli, Japanese, Spanish, and Venezuelan banks have offices in Miami-Dade County. Still, domestic banks dominate the market, led by Bank of America Corp., which has total deposits of over $7.8 billion in its 25 local offices.

Items and goods produced: apparel, textiles, books and magazines, pharmaceuticals, medical and diagnostic testing equipment, plastics, aluminum products, furniture, light manufactured goods, transportation equipment, cement, electronic components, agricultural products such as tomatoes, beans, avocadoes, and citrus fruits

Incentive Programs—New and Existing Companies

Local programs—The Beacon Council is the agency responsible for recruiting new businesses to Miami-Dade County in an effort to create new jobs. The Council's many free services include site identification; labor recruitment and training; business data and economic research; packaging local, state, and federal business incentives; and import/export assistance. The Council promotes the many advantages of doing business in Miami-Dade County, including a number of business incentive programs and a favorable tax structure. Business location incentives at the local level include Empowerment Zone and Enterprise Zone opportunities, each of which offers tax or wage credits to businesses based on the number of new jobs created. The Miami-Dade County Targeted Jobs Incentive Fund is available to companies that are on the list of industries identified by the county as desirable additions to the local economy. The Grow Miami Fund grants qualified small businesses long-term, low-interest loans ranging from $50,000 to $2 million. In 2003 the city partnered with ACCION USA to make $4 million in micro loans available to the small business community.

State programs—Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to $2 million to fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund is similar to the Miami-Dade program that rewards the creation of jobs in certain industries. Florida also offers various

sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area.

Job training programs—The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida. WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act, along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a state-wide network of One-Stop Career systems.

State and local workforce development efforts are concentrated on three broad initiatives. First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES (Work and Gain Self-Sufficiency) programs. High Skill/High Wages targets the higher skills needs of employers and training workers for advancement through such programs as Performance Based Incentive Funding, Occupational Forecasting Conference/ Targeted Occupations, Quick Response Training, and Incumbent Worker Training. One-Stop Career Centers are the central elements of the One-Stop system that provide integrated services to employers, workers, and job-seekers.

Development Projects

Under the leadership of Mayor Manuel Diaz, the city of Miami experienced an unprecedented level of development and private investment. New projects valued at about $12.5 billion were planned or under construction in 2004. This influx of capital resulted in a tax base that grew 15 percent during the year, attributing to a $2.3 billion dollar increase in real estate values. Two of the largest projects under development are the Midtown Miami Project, which will result in the Shops at Midtown and the Midtown Miami residential center, and a $1.5 billion commitment by a group of private investors to develop several locations in the city; combined, these two projects will result in 3.5 million square feet of residential, commercial, office, and parking space in Miami. Another significant development is the Wagner Square project, slated to break ground in 2005, which will produce residential and commercial retail units from 2.95 acres of environmentally contaminated city land.

City leaders are determined to develop all areas of the Greater Miami region, not just the downtown area. The $1 billion Midtown Miami residential project will create more than 1,500 jobs in Wynwood, an area that lost 20,000 jobs during the 1990s. Approximately $175 million in private investment will help revitalize Overtown, the poorest neighborhood in Miami. The University of Miami will bolster the region's foothold in biotechnology by constructing a 300,000 square foot Clinical Research Building along with two new wet lab facilities. The Miami International Airport launched a $4.6 billion program to renovate existing facilities and construct new ones.

In addition to attracting new business developments, Miami is focused on improving the existing environment. Mayor Diaz implemented the city's first Capital Improvement Plan, an initiative to rebuild the city's entire infrastructure by reconstructing, resurfacing, and repairing every road, sidewalk, and curb on a 12-year cycle. Operation Difference and a Quality of Life task force strive to make the city safer and cleaner by tackling garbage dumping and housing violations, along with such illegal activities as drug dealing, prostitution, and gambling. The *Miami Herald* reported that the city's crime rate dropped nine percent during 2004, the 11th consecutive year of decline.

The Clean Up Miami Campaign includes daytime street sweepers and litter and graffiti clean-up teams. The Adopt-a-Waterway program, the first of its kind in the nation, will improve water quality in the Miami River and its tributaries and will complement the city's $80 million dredging project that is expected to pull approximately 500,000 cubic yards of sediment from the river. Miami-Dade County's Adopt-a-Tree program distributes thousands of trees throughout the region. The Miami River Greenways Plan will develop a series of pedestrian and bicycle paths to link parks and neighborhoods on both sides of the river.

Economic Development Information: Miami Department of Economic Development, 444 SW 2nd Ave., 3rd Fl., Miami, FL 33130; telephone (305)416-1435; fax (305)416-2156; email development@ci.miami.fl.us. The Beacon Council, 80 SW 8th St., Ste. 2400, Miami, FL 33130; telephone (305)579-1300; fax (305)375-0271; email info @beaconcouncil.com

Commercial Shipping

Miami ranked 22nd among ''America's 100 Most Logistics Friendly Metros'' by *Expansion Management* magazine in 2004. The economic and logistical vitality of Miami comes in large measure from Miami International Airport (MIA). Served by more than 100 airlines, MIA is a hub of both domestic and international trade and is the primary commerce link between North and South America. In 2002 the airport transported nearly 1.8 million tons of cargo and more than 30 million passengers. MIA ranks first in the nation for international freight and third for both international cargo and international passengers. Its trade support infrastructure includes more than 300 freight forwarders and customs brokers, as well as a Cargo Clearance Center that provides 24-hour service by inspectors from the U.S. Customs Ser-

vice, Department of Agriculture, Fish and Wildlife Service, and Food and Drug Administration.

The Port of Miami, in addition to being the world's largest cruise port, has achieved dominance in international commerce; it ranks first in Florida and ninth nationally in commercial tonnage. In 2002 the port handled 8.7 million tons of cargo and 3.6 million passengers, a 5.9 percent and 7.4 percent increase over the previous year, respectively. The Miami Free Zone's principal function is importing for domestic U.S. consumption. Fifteen minutes from the seaport and five minutes from the airport, the free zone is one of the largest duty-free zones in the United States. Two major railway systems, Amtrak and Tri-Rail, link the city locally and nationally. Interstates 95 and 195 run perpendicular through the Miami region. A network of 5,640 miles of roadway provides delivery and receiving routes for the nearly 100 motor freight lines operating in the area.

Labor Force and Employment Outlook

The Miami-Dade County labor force is Florida's largest and most comprehensive, numbering over 1.1 million, of which college students and adult/vocational education students make up 100,000 each. The region's labor advantages include a large and diverse pool of Spanish-speaking and bilingual workers who contribute to Miami's expansion as a headquarters of international operations. The Beacon Council forecasts the largest employment growth sectors for the mid- to late-2000s will be professional and business services, education, health services, and construction.

The following is a summary of data regarding the Miami-Hialeah metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 1,004,100

Number of workers employed in . . .
manufacturing: 52,400
trade, transportation and utilities: 252,800
information: 28,400
financial activities: 67,300
professional and business services: 146,800
educational and health services: 129,900
leisure and hospitality: 92,100
other services: 42,100
government: 150,900

Average hourly earnings of production workers employed in manufacturing: $14.09 (2003 statewide average)

Unemployment rate: 5.4% (December 2004)

Largest employers	*Number of employees*
Miami-Dade County Public Schools	54,387
Miami-Dade County	32,265
Federal Government	20,100
Florida State Government	18,900
Jackson Memorial Hospital/Health System	11,700
Baptist Health Systems of South Florida	10,300
University of Miami	9,079
American Airlines	9,000
Miami-Dade College	7,500
Florida International University	5,000
United Parcel Service Inc.	5,000

Cost of Living

The Beacon Council reports that Miami's 2003 cost of living, while above the national average, was lower than other major urban areas like New York, Boston, Los Angeles, and Washington DC.

The following is a summary of data regarding several key cost of living factors for the Miami area.

2004 (3rd Quarter) ACCRA Average House Price: $323,449

2004 (3rd Quarter) ACCRA Cost of Living Index: 111.5 (U.S. average = 100.0)

State income tax rate: None for personal income; 5.5 percent of net income for corporations

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: $26.23895 per $1,000 of assessed property value (2004)

Economic Information: The Beacon Council, 80 SW 8th Street, Suite 2400, Miami, FL 33130; telephone (305)579-1300; fax (305)375-0271; email info@beaconcouncil.com

Education and Research

Elementary and Secondary Schools

Like all public schools in the state of Florida, the public elementary and secondary schools of Miami are part of a county-wide district. The Miami-Dade County district, fourth largest in the United States, is administered by a partisan nine-member elected school board that appoints a superintendent.

The district operates the largest magnet school system in the nation, offering 77 specialized fields of study in such areas as mathematics, science, and technology; gifted; international education; Montessori; visual and performing arts; communications and humanities; and careers and professions. Additionally, 25 charter schools are under contract with the school district. In 2002–2003, more than 117,000 children were enrolled in the kindergarten through the twelfth grade at 286 schools and centers.

The following is a summary of data regarding Miami's public schools as of the 2002–2003 school year.

Total enrollment: 371,482

Number of facilities
elementary schools: 206
junior high/middle schools: 53
senior high schools: 36
other: 45

Student/teacher ratio: 19:1

Teacher salaries
average: $45,905

Funding per pupil: $5,858 (2001–2002 operating and special revenue funds)

Miami-Dade County has more than 400 private schools enrolling approximately 50,000 students.

Public Schools Information: Miami-Dade County Public Schools, 1450 N.E. Second Avenue, Miami, FL 33132; telephone (305)995-1000

Colleges and Universities

The Miami area has dozens of institutions of higher learning, including five vocational/technical schools. Florida International University, which enrolls more than 31,000 students, is the state's largest public university. The University of Miami is a private university noted for its business school. Miami-Dade Community College, with nearly 47,000 students, is recognized as one of the best in the nation. Barry University and St. Thomas University are both affiliated with the Roman Catholic Church; Florida Memorial College is affiliated with American Baptist Churches in the USA; and Trinity International University is affiliated with the Evangelical Free Church of America. International Fine Arts College offers Associate, Bachelor's, and Master's degrees.

Libraries and Research Centers

In addition to its main branch in downtown Miami, the Miami-Dade Public Library System operates 34 branches and four regional libraries, with a regional library on Miami Beach and a branch in Sunny Isles Beach scheduled to open in 2005. Its collection numbers more than 3.8 million volumes; 1 million volumes can be found at the Main Library in the downtown Metro-Dade Cultural Center, where the largest collection of books and documents in the Southeast are housed. The library also holds numerous newspapers, magazines, films, records, tapes, sheet music, and photographs. The Main Library serves as a resource center for the system and provides information via eight subject departments: art, business, Florida, languages, music, science, urban affairs, and genealogy. Special collections are held in the Florida Room, the Foundations Center Regional Collection, and the U.S. and State Documents department; special interests include Florida and foreign languages, particularly Spanish. The library sponsors a wide array of educational and culturally enriching programs and exhibitions attended by more than 500,000 patrons annually. In 2002 the library system returned bookmobile service to outlying suburban neighborhoods.

Miami is home to more than 40 special libraries, including the University of Miami, which houses more than two million volumes. The library at the Wolfsonian Museum features a collection of about 36,000 books and other materials focusing on industrial arts, design, and architecture. The Wolfsonian's research and study center traces the interconnections of European culture with other cultures. Numerous other research centers are affiliated with academic institutions, conducting research activities in such fields as medicine, energy, marine science, economics, Latin America and the Caribbean, the environment, and aging.

Public Library Information: Miami-Dade Public Library System, 101 W. Flagler St., Miami, FL 33130-1523; telephone (305)375-5026; email director@mdpls.org

Health Care

Miami-Dade County, with 28 hospitals and more than 32,000 licensed healthcare professionals, has the state's largest concentration of medical facilities, which provide comprehensive human and social services through an array of programs. Hundreds of thousands of residents take part in a wide variety of county programs including emergency assistance, mental health care, substance abuse treatment and prevention, homeless shelter, veteran services, and other traditional social services.

Considered one of the best hospitals in the United States, Miami's Jackson Memorial Hospital (JMH) is also one of the nation's largest health care facilities. JMH, Miami-Dade County's only public hospital, is affiliated with the University of Miami School of Medicine and is known for research

work in a number of fields, particularly eye and blood diseases, diabetes, and back pain. With the only Level 1 trauma center in South Florida, JMH treats more than 95 percent of the trauma victims in Miami-Dade County. The burn center, spinal cord injury center and organ transplant program are other JMH specialty areas unique to South Florida. Also at the Medical Center, the Bascom-Palmer Eye Institute/Anne Bates Leach Eye Hospital, Mailman Center for Child Development, Sylvester Comprehensive Cancer Center, National Parkinson Foundation, Diabetes Research Institute, and the Miami Project to Cure Paralysis, among many others, have earned Miami-Dade County high marks nationally and internationally as a center for groundbreaking research and treatment programs.

Baptist Hospital owns several facilities in the area and is highly regarded for the quality of its patient care. Miami Children's Hospital, a 268-bed facility, is South Florida's only licensed specialty hospital especially for the treatment of children. The not-for-profit hospital has a medical staff numbering over 650, is the largest freestanding pediatric teaching hospital in the Southeastern United States, and has a tele-education program reaching more than 40 sites in Latin America and the Caribbean. Other Miami-area hospitals are Mount Sinai Medical Center of Greater Miami, Cedars Medical Center, and Mercy Hospital.

Health Care Information: Jackson Memorial Hospital/Jackson Health System, 1611 NW 12th Ave., Miami, FL 33136-1094; telephone (305)585-1111; email info@um-jmh.org

Recreation

Sightseeing

Visitors to Miami will find a variety of activities, from an adventure-filled day at a nature park to a nostalgic stroll through a historic district. The city's principal attraction is Miami Seaquarium, south Florida's largest tropical aquarium and home of Flipper, television's star dolphin. At Seaquarium, Flipper, Lolita the Killer Whale, and Salty the Sea Lion appear in three shows daily. Seaquarium also features thousands of other sea creatures in display tanks, as well as tropical gardens and a wildlife sanctuary. Another popular family-oriented wildlife/nature park is Monkey Jungle, where hundreds of monkeys, gorillas, and trained chimpanzees swing freely through a natural rain forest. Chimpanzees perform daily. Similar to Monkey Jungle, Parrot Jungle Island presents more than 1,100 tropical birds that fly free. Featured are trained birds that perform daily in 40-minute shows, riding bicycles, playing poker, roller skating, and demonstrating arithmetic. Located between downtown Miami and South Beach, Parrot Jungle occupies 18.6-acres with an Everglades exhibit, children's area with petting zoo, animal barn, playground and water play areas, baby bird and plant nurseries, picnic pavilions, food court, 500-seat theater, two amphitheaters, jungle trails, and aviaries.

Perhaps the ultimate wildlife experience can be found at Miami MetroZoo, rated the top attraction in Miami in 2004 by Zagat Survey. This cageless zoo is set on approximately 300 acres of natural habitats, where hundreds of species of the world's animals roam on islands separated from visitors by moats. Animal shows are presented daily, and elephant rides, monorail tours, walking tours, the children's petting zoo, PAWS, and an outdoor concert series are also available.

The Miami area maintains some of the nation's most beautiful tropical gardens. Fairchild Tropical Garden, in nearby Coral Gables, is the largest botanical garden in the continental United States. It features paths that wind through a rain forest, sunken gardens, a rare plant house, and 11 lakes displaying a wide variety of tropical vegetation. When the gardens sustained massive damage from Hurricane Andrew in 1992, scientists from around the globe gathered to begin to help restore this world-class botanical paradise. The Richard H. Simons Rainforest is a two-acre exhibit that features a 500-foot gurgling stream, waterfalls, paved paths, and rest areas.

Miami has preserved much of its rich past and embraced its social and ethnic diversity. A 30-block strip called Calle Ocho showcases Miami's Cuban culture in restaurants, nightclubs, sidewalk coffee shops, parks, cigar factories, and boutiques. The Art Deco District in Miami Beach contains more than 800 buildings designed in the Art Deco architecture and pastel colors of the 1930s. Another reminder of the past is Vizcaya Museum and Gardens, a 70-room Italian Renaissance-style palace with beautiful formal gardens overlooking Biscayne Bay. Vizcaya—which was built by James Deering, the founder of International Harvester—houses a collection of fifteenth- to early nineteenth-century European art.

Arts and Culture

The primary venues for concerts and theatrical performances in Miami are the Gusman Center for the Performing Arts, the Jackie Gleason Theater of the Performing Arts (called TOPA), and the Miami-Dade County Auditorium. The Gusman Center, an ornate Baroque-style theater, has been transformed from a 1920s movie palace into an elegant stage for the performing arts. Its 40-week season includes classical music concerts by the Florida Philharmonic Orchestra and the New World Symphony (who are housed at the Lincoln Theatre in the Lincoln Road Shopping District). The Jackie Gleason Theater hosts the Miami Beach Symphony Orchestra and other entertainments. The Miami-Dade County Auditorium, featuring Art Deco revival decor, is a

performance site for many local and international artists. At the historic Coconut Grove Playhouse, for more than 50 years south Florida's principal regional theater, Broadway and Off- Broadway shows are presented. The Florida Shakespeare Theater performs in a new space in the Historic Biltmore Hotel. The Miami Light Project, which performs artistic works such as musicals, stand-up comedy, and dance, performs in various locations. The Greater Miami Performing Arts Center is scheduled to open its doors in the 2005-2006 season, and will be one of the few facilities in the nation to feature three separate performance halls for ballet, opera, theater, and symphonic music. It will be home to the Concert Association of Florida, Florida Grand Opera, Miami City Ballet, and the New World Symphony.

The Metro-Dade Cultural Center, which consists of the Miami-Dade Public Library, the Historical Museum of Southern Florida, and the Miami Art Museum, is part of a reviving downtown Miami. The Historical Museum traces the 10,000-year history of humans in south Florida through permanent and traveling exhibits. The Miami Art Museum presents a variety of traveling exhibits.

Several Miami-area museums and galleries reflect the city's varied culture. For example, the Cuban Museum of Arts and Culture exhibits works by traditional and contemporary Hispanic artists; documents and memorabilia pertaining to the Cuban culture and history are presented, along with concerts, lectures, and films. Other historical museums include the 1891 Barnacle State Historic Site in Coconut Grove, Coral Gables' restored 1920s Merrick House, and the Holocaust Memorial.

The Bass Museum of Art in the heart of the Art Deco district in Miami Beach houses a permanent collection of Old Masters, sculptures, textiles and period furniture. Newer museums in the region include the Sanford L. Ziff Jewish Museum of Florida, the Museum of Contemporary Art, and the Wolfsonian. The Wolfsonian boasts a collection of more than 100,000 objects, including ceramics, glass, books, and furniture. Also instrumental in Miami's cultural life is the Art in Public Places program, one of the earliest of its kind, which has installed more than 450 works in the Metro-Dade area.

Arts and Culture Information: Greater Miami Convention and Visitors Bureau, 701 Brickell Ave., Ste. 2700, Miami, FL 33131; telephone (305)539-3000; toll-free (800)933-8448

Festivals and Holidays

Miami hosts countless festivals and fair throughout the year. Many reflect the city's rich cultural heritage. The Hispanic Heritage Festival runs throughout October with art, theater, dance, and Latin folklore, and cuisine. In March, the grounds of Vizcaya Palace are transformed into a sixteenth century marketplace of arts, crafts, and performance at the Italian Renaissance Festival. The nation's largest Hispanic festival is Carnival Miami, also held in March, featuring salsa, brilliant costumes, and Cuban delicacies. It culminates in an all-day block party in the heart of Little Havana, the Calle Ocho Festival, which earned the title of the world's largest street party because it spans 23 city blocks. Cowbells, whistles, and washboard bands salute summer's Miami/Bahamas Goombay Festival, which celebrates Bahamian culture.

Art festivals abound. One of the largest and most prestigious is Art Basel Miami Beach. This fair, sister to the world famous Art Basel Switzerland, debuted in December 2002 and is now the most successful art fair in North America. January's annual Art Deco Weekend in South Miami Beach features tours of the historic Art Deco district, site of more than 800 buildings from the 1920s and 1930s, and includes an antique car show, a costume ball, films, and lectures. Other art events include the Coconut Grove Arts Festival, a three-day event held in February, as well as the Miami Beach Festival of the Arts, Art in the Tropics, and the South Miami Art Festival. Film festivals are just as common. The Miami International Film Festival showcases films from the United States, South America, Europe, the near East, and Australia that might not otherwise be seen in this country. Other festivals spotlight Jewish, gay and lesbian, Brazilian, African American, and Italian films.

The Orange Bowl Festival centers around the Orange Bowl football game on New Year's night. This festival, which has been held annually since 1933, includes the King Orange Jamboree and sports tournaments for children and adults. The season of Lent is kicked off with the Greater Miami Mardi Gras celebration. The Miami Wine & Food Festival, ranked as one of the nation's top ten wine events, is held each April. More than 100 rides and 50,000 exhibits are featured at the Miami-Dade County Fair & Exposition, an 18-day event held in the spring.

Sports for the Spectator

Miami offers a variety of spectator sports at both the professional and collegiate level. The Miami Dolphins of the National Football League play their home games in Pro Player Stadium, which is also home to the Florida Marlins National League baseball team. The AmericanAirlines Arena houses the professional basketball team the Miami Heat, who play from November through April. The Florida Panthers of the National Hockey League play from October through April at the National Car Rental Center in neighboring Broward County. The excitement of Major League Soccer exists for the city in the form of the Miami Fusion, who play home games at Lockhart Stadium in Fort Lauderdale.

The city of Miami is the site of the Orange Bowl Classic and Festival, which features the annual New Year's Day football

game between two top-ranked collegiate teams. The University of Miami Hurricanes play their home basketball games in the Orange Bowl, while the Florida International University Golden Panthers play at the Golden Panther Arena.

Other popular spectator sports in the Miami area are horse and auto racing. Hialeah Park holds thoroughbred races year-round; Calder Race Course in Miami also offers thoroughbred racing. One of Miami's major sporting events is the Grand Prix of Miami, an annual, week-long auto race in the European tradition. Held at the Metro-Dade Homestead-Miami Speedway, the event attracts more sports car entries than any other auto racing event in the United States and is televised throughout the world. It also features the season opener of the PPG Indy Car World Series. Jai-alai is played year-round at the Miami Jai-Alai fronton. Those interested in other sports can choose among golf tournaments, greyhound races, horse shows, regattas, soccer matches, and tennis tournaments. Golf enthusiasts enjoy the Royal Caribbean International Golf Classic and the Genuity Golf Championship, while tennis fans gather for the Florida Caribbean Tennis Championships, the NASDAQ-100 Open, and the Ericsson Open.

Sports for the Participant

A complete range of outdoor activities is available year-round in Miami at numerous public and private facilities. Miami-Dade County offers more than 20 public golf courses. Nearly 500 tennis courts for day and evening play are located in many parks and recreation areas throughout Miami and the county; in addition, most hotels have their own tennis facilities.

The extensive public park system in the Miami area was called ''one of the most innovative systems in the country'' by the National Recreation and Parks Association. Of the more than 300 parks and nature centers, two are national parks: Everglades and Biscayne. Among the recreational activities that can be pursued in Miami's parks are picnicking, canoeing, boating, hiking, camping, fishing, swimming, basketball, softball, handball, racquetball, vita course trails, and 80 miles of Class I bike trails.

Water sports are pursued with great enthusiasm in Miami's ocean and bay. Most local dive shops offer lessons, certification courses, and dive trips for scuba and skin diving. Among the favorite diving spots are Haulover Park and Biscayne National Park. For surfing one can go to Haulover Beach in Sunny Isles and South Pointe in South Miami Beach. A popular place for windsurfing is Hobie Beach in Key Biscayne. Waterskiing schools, jumps, towing services, and ski boat rentals can be found along beaches and causeways throughout the Miami area. Many beach hotels also offer water sports equipment rental.

Fishing is another favorite pastime. A fresh water fishing license, obtainable at bait and tackle stores, is required for anyone between the ages of 15 and 65 years. The Florida Game and Fresh Water Commission publishes guides to fishing regions. In the Miami area the popular spots are Tamiami Canal, from west Miami along U.S. 41, which is noted for pan fish and bass; and Thompson Park fishing camp, a 29-acre campground near Hialeah, with three fishing lakes available only to campers. No license is required for salt water fishing, but minimum size and bag limits apply. Fishing piers are located at Haulover Park, Baker's Haulover Cut, and South Pointe. Full-service charter boats and party boats for deep sea fishing are available at area marinas. Annual events include the Mayor's Cup Billfish and Miami Billfish tournaments.

Shopping and Dining

In keeping with its international image, Miami offers a cosmopolitan shopping experience. Every kind of shopping facility is available in the area, from indoor and outdoor malls to elegant specialty boutiques. Virtually all famous high-end retailers and designers, including Chanel, Versace, Saks Fifth Avenue, Cartier, and Bloomingdale's, have a presence in the area.

Aventura Mall, located in the northern portion of Miami-Dade County, is the largest super-regional mall in south Florida. It contains 250 upscale shops and restaurants, as well as a 24-screen movie theater. The Village at Merrick Park, which opened in 2002, features 115 stores and restaurants in a natural environment complete with landscaped fountains, tropical foliage, and serene gardens. At the Downtown Miami Shopping District are more than 1,000 retail businesses, including the country's second-largest jewelry district. In Little Havana ethnic shops offer a variety of exotic items, from Cuban coffee and rum-soaked pastries to mantillas and furniture. The Falls, located on the southern edge of the city and anchored by Bloomingdale's and Macy's, sets its more than 100 shops among covered walkways, footbridges, and waterfalls. In Coconut Grove, CocoWalk shopping district resembles a European village. Bal Harbor Shops are in Miami Beach in an area called the Rodeo Drive of the South because of their exclusive stores and designer boutiques. Lincoln Road Shopping District, located in the Art Deco District of Miami Beach, was the first pedestrian-only shopping street in the United States. In trendy South Miami, The Shops at Sunset Place, an entertainment-shopping complex, has waterfalls, fountains, a grand staircase, and 35-foot Banyan trees.

Dadeland Mall features more than 185 specialty stores. Biscayne Bay's open-air Bayside Marketplace, on 20 acres of waterfront property at the north end of Bayside Park, has more than 100 shops that offer merchandise not ordinarily

found in regional shopping areas. Just west of Miami Beach is the Miami Design District, comprised of 18 blocks of interior design showrooms and home furnishings and furniture stores that are open to the public.

With its expanding role in international trade, cuisine from every culture as well as local specialties can be found in a wide variety of dining establishments in Miami. Enhancing the ethnic diversity of Miami's dining possibilities are the more than 30 restaurants, supper clubs, and cafeterias in Little Havana.

Visitor Information: Greater Miami Convention and Visitors Bureau, 701 Brickell Ave., Ste. 2700, Miami, FL 33131; telephone (305)539-3000; toll-free (800)933-8448

Convention Facilities

With several convention centers, including a new ultramodern downtown facility, Miami is an attractive gathering place for large or small groups. Generous hotel space and a warm climate, coupled with a diverse range of available leisure activities, make the city an ideal spot for business mixed with pleasure.

The Miami Convention Center is located on the Miami River in the heart of the business and financial district. One of the most advanced meeting, educational, sports, and entertainment complexes in the southeast, it offers 70,000 square feet of space for exhibits, shops, and restaurants, and its main convention floor can accommodate 5,000 people. The Hyatt Regency Miami is adjacent to the center, and also offers convention facilities. The 5,000-seat James L. Knight International Center can accommodate many types of events, and Riverfront Hall adds 28,000 square feet of space to the Convention Center. A scenic promenade leads from the center to Bayside Marketplace.

The Miami Beach Convention Center, which spans four city blocks and sits adjacent to the Jackie Gleason Theatre, offers 500,000 square feet of gross exhibition space and 70 meeting rooms. Promoted as the nation's only African American majority-owned convention hotel, the Royal Palm Crowne Plaza Resort features two 15-story oceanfront buildings within walking distance of the Miami Beach Convention Center. Ten minutes from downtown Miami, the unique Coconut Grove Exhibition Center, once a navy hangar, offers up to 150,000 square feet of contiguous space, which can subdivide into five halls ranging from 7,000 to 50,000 square feet apiece. Located on Biscayne Bay, it is within walking distance of the center of the village of Coconut Grove and Sailboat Bay and Kennedy Park. The Radisson Mart Plaza Hotel & Convention Center is ranked as the largest hotel exhibit space in the region. It offers more than 24,000 square feet of meeting space, with another 115,500 square feet available in the adjoining Radisson Centre.

For groups ranging in size from 20 to 1,350 people, other downtown meeting sites can be found in numerous hotels. Some resort hotels located in Miami offer meeting facilities along with a variety of activities, including health clubs and water sports; similarly, some resort hotels located in nearby Coconut Grove, Key Biscayne, and Coral Gables also accommodate large and small meeting groups. Miami Beach, too, offers a number of hotels with meeting facilities, of which the best known are the Fontainebleau, the Eden Roc, and the Doral, popular for decades as tourist resorts.

Convention Information: Greater Miami Convention and Visitors Bureau, 701 Brickell Ave., Ste. 2700, Miami, FL 33131; telephone (305)539-3000; toll-free (800)933-8448; email convservices@gmcvb.com

Transportation

Approaching the City

The visitor arriving in Miami by plane will stop at the Miami International Airport (MIA), an ultramodern facility only seven miles from downtown and served by more than 100 airlines. MIA is the one of the busiest in the world, and has the third highest international passenger traffic in the country. The Metropolitan Miami-Dade County Aviation Department, which is overseeing a $4.6 billion expansion of the airport, also maintains five general aviation facilities that handle corporate aircraft flights. The Port of Miami is the world's busiest cruise port, serving more than 3.6 million passengers annually. Amtrak provides passenger rail service into and out of the city. Tri-Rail links downtown Miami to three counties and to Miami International Airport via a 65-mile train system.

The major north-south expressways into Miami are Interstate 95, the Palmetto Expressway (also called State Road 826), and the Florida Turnpike. Main east-west routes are Interstate 195, the Dolphin Expressway (State Road 836), the Airport Expressway (State Road 112), the Tamiami Trail (U.S. 4, which is also Southwest Eighth Street), and the Miami Beach Causeways (MacArthur, Venetian, Julia Tuttle, and Seventy-ninth Street). Other east-west thoroughfares are the Bal Harbor (Broad Street), Sunny Isles (State Road 826) and William Lehman Causeways.

Traveling in the City

Miami is laid out in a grid pattern organized around a downtown intersection of Miami Avenue (east-west) and Flagler Street (north-south), which divides the city into four quadrants. For ease in getting around, visitors have only to remember that ''streets,'' ''lanes,'' and ''terraces'' run east and west, while ''avenues,'' ''courts,'' and ''places'' run north and south.

Miami's Metrorail-Metrobus system is operated by the MetroDade Transportation Administration. A tourist attraction in its own right, Metrorail carries passengers in air conditioned, stainless steel trains on an elevated railway over a 21.5-mile route from south of the city to north Miami-Dade. It provides connections to all major areas of the city. With the completion of the downtown Metromover, Miami-Dade County became the first community in the world to have a people mover connected to a rail system. The Metromover is a free service that is made up of individual motorized cars running atop a 4.4-mile elevated track, looping around the downtown and connecting to the Metrorail. Interconnecting with the Metrorail and the Metromover is the fleet of buses known as Metrobus, which runs almost 24 hours a day.

Bus, boat, and even helicopter tours are a relaxing way to see Miami and its environs. Comprehensive tour service is provided by numerous tour companies that feature half- and full-day bus or trolley excursions in and around Miami. For those who would like to experience the full effect of the city's skyline, several cruise lines in Miami Beach offer luncheon and moonlight boat excursions.

Communications

Newspapers and Magazines

Miami's major daily newspaper, the morning *The Miami Herald* is supplemented by two Spanish-language dailies, *El Nuevo Patria* and *Diario Las Americas,* a Spanish-language weekly, *El Nuevo Herald*(Sunday), and the *Daily Business Review*. *The Miami Times* is an African American community newspaper. *Miami Today* is a weekly newspaper aimed at upper management. *New Times of Miami* is an alternative news and arts weekly. Among the more than 50 newspapers and magazines published in Miami are the Spanish-language version of *Harper's Bazaar, Hombre Internacional,* and *TV y Novelas,* which covers the lifestyles of Spanish-language soap opera stars.

Television and Radio

Television stations broadcasting from Miami include seven network-affiliated stations, two public broadcasting stations, one independent, and one commercial station. Cable television service is also available throughout Miami-Dade County. Seventeen AM and FM radio stations broadcasting from Miami present programming ranging from popular, easy listening, country, rock and roll, jazz, and classical music to news, sports, religious and educational programs, and talk shows; several stations serve the special interests of African Americans and Spanish-language listeners.

Media Information: *The Miami Herald,* Knight-Ridder Inc., 1 Herald Plaza, Miami, FL 33132-1693; telephone (305)350-2111

Miami Online

The Beacon Council. Available www.beaconcouncil.com

City of Miami home page. Available www.ci.miami.fl.us

Diario las Americas. Available www.diariolasamericas.com

El Nuevo Herald. Available www.miami.com/mld/elnuevo

Enterprise Florida. Available www.eflorida.com

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Orlando

The City in Brief

Founded: 1857 (incorporated 1875)

Head Official: Mayor Buddy Dyer (I) (since 2003)

City Population
1980: 128,291
1990: 164,674
2000: 185,951
2003 estimate: 199,336
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 124th
U.S. rank in 1990: 104th (State rank: 6th)
U.S. rank in 2000: 122nd (State rank: 6th)

Metropolitan Area Population
1980: 805,000
1990: 1,224,844
2000: 1,644,561
Percent change, 1990–2000: 34.2%
U.S. rank in 1980: 51st
U.S. rank in 1990: 37th
U.S. rank in 2000: 27th

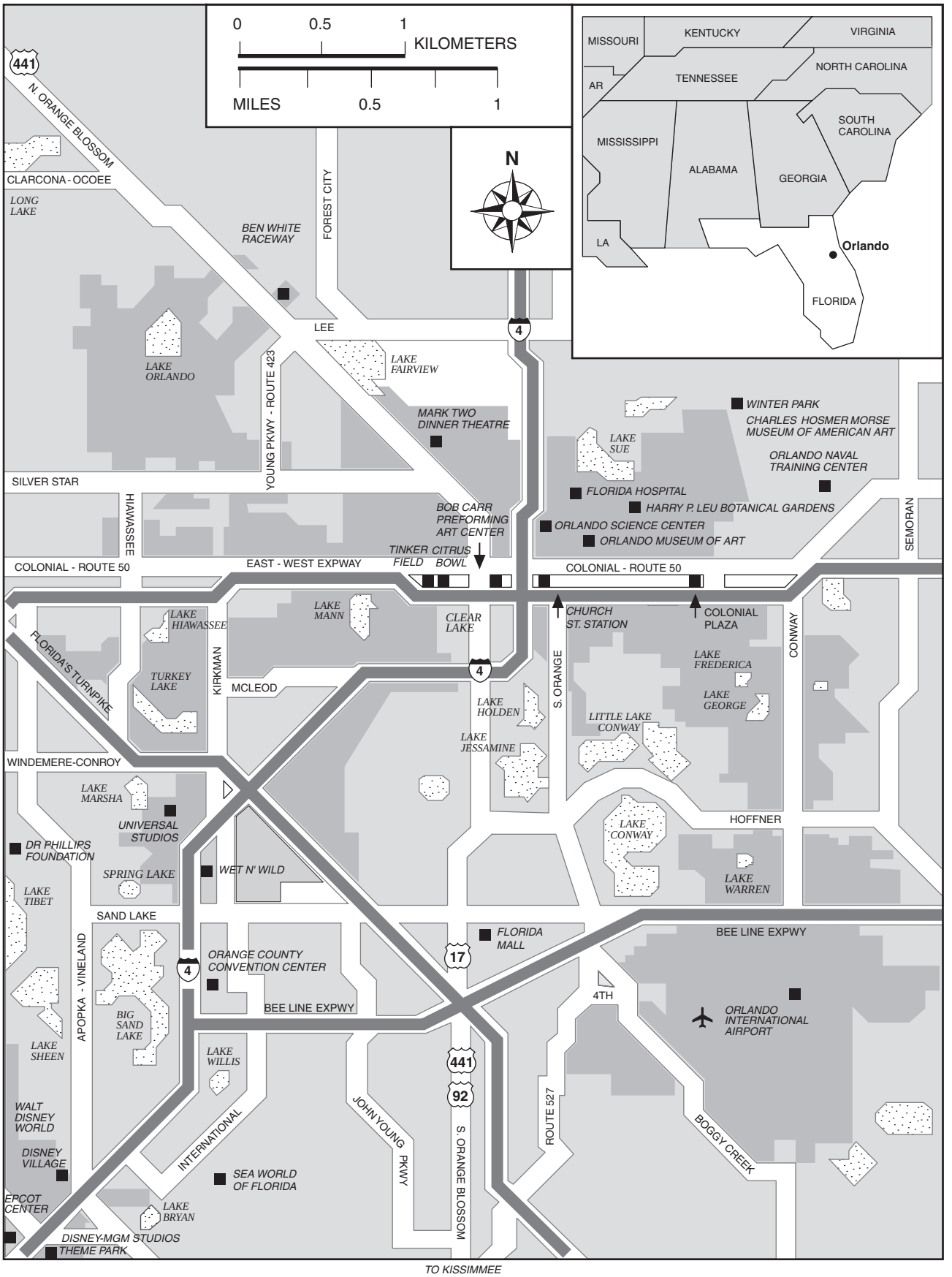
Area: 94 square miles (2000)
Elevation: 127 feet above sea level (average)
Average Annual Temperature: 72.8° F
Average Annual Precipitation: 48.35 inches

Major Economic Sectors: tourism, software, film and television production, aviation and aerospace, biotechnology
Unemployment rate: 3.8% (December 2004)
Per Capita Income: $21,216 (1999)

2002 FBI Crime Index Total: 21,133

Major Colleges and Universities: University of Central Florida, Rollins College

Daily Newspaper: *Orlando Sentinel*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CLARCONA - OCOEE
LONG LAKE
BEN WHITE RACEWAY
FOREST CITY
LEE
LAKE ORLANDO
LAKE FAIRVIEW
YOUNG PKWY - ROUTE 423
MARK TWO DINNER THEATRE
WINTER PARK
CHARLES HOSMER MORSE MUSEUM OF AMERICAN ART
LAKE SUE
ORLANDO NAVAL TRAINING CENTER
SILVER STAR
FLORIDA HOSPITAL
HARRY P. LEU BOTANICAL GARDENS
HIAWASSEE
BOB CARR PREFORMING ART CENTER
ORLANDO SCIENCE CENTER
ORLANDO MUSEUM OF ART
SEMORAN
TINKER FIELD
CITRUS BOWL
COLONIAL - ROUTE 50
EAST - WEST EXPWAY
COLONIAL - ROUTE 50
LAKE HIAWASSEE
LAKE MANN
CLEAR LAKE
CHURCH ST. STATION
COLONIAL PLAZA
CONWAY
FLORIDA'S TURNPIKE
TURKEY LAKE
KIRKMAN
MCLEOD
S. ORANGE
LAKE FREDERICA
LAKE GEORGE
LAKE HOLDEN
LITTLE LAKE CONWAY
LAKE JESSAMINE
WINDEMERE-CONROY
LAKE MARSHA
UNIVERSAL STUDIOS
DR PHILLIPS FOUNDATION
HOFFNER
LAKE CONWAY
LAKE WARREN
SPRING LAKE
WET N' WILD
LAKE TIBET
SAND LAKE
FLORIDA MALL
BEE LINE EXPWAY
ORANGE COUNTY CONVENTION CENTER
17
4TH
APOPKA - VINELAND
BIG SAND LAKE
BEE LINE EXPWAY
ORLANDO INTERNATIONAL AIRPORT
LAKE SHEEN
LAKE WILLIS
441
92
WALT DISNEY WORLD
ROUTE 527
JOHN YOUNG PKWY
S. ORANGE BLOSSOM
BOGGY CREEK
DISNEY VILLAGE
INTERNATIONAL
SEA WORLD OF FLORIDA
EPCOT CENTER
LAKE BRYAN
DISNEY-MGM STUDIOS THEME PARK
TO KISSIMMEE

Introduction

Orlando's pleasant weather, affordable housing, and location at the center of one of the country's fastest growing markets, have helped make the city a boom town. New residents are drawn by the city's attractive setting among the inland lakes and citrus groves and by the short drive from the coastal beaches. Growing numbers of manufacturers and distributors have relocated to the city to take advantage of its mushrooming work force, and major attractions like Walt Disney World, Sea World of Florida, and Universal Studios Florida bring millions of visitors annually. New industries such as film production, military simulation and training, and various technologies are adding to the booming local economy.

Geography and Climate

Orlando is the seat of Orange County, though its metropolitan area also includes portions of Seminole, Lake, and Osceola counties. Located approximately 150 miles from the Florida/Georgia border, in an area surrounded by numerous citrus growers and 1,200 lakes, Orlando lies about 50 miles from the Atlantic to the east, 75 miles from the Gulf Coast to the west, and about 375 miles from the tip of the Florida Keys. Abundant sunshine and warm temperatures are the norm. Daily temperatures range from the low 70s to the mid 80s from October to May, and nighttime lows average from the low 50s to the mid 60s, with occasional freezes in between December and February. From May through September the daily average highs are in the upper 80s to mid 90s, and lows average from the upper 60s to mid 70s. Prevailing winds are southerly at nine miles per hour. The summers are humid and thundershowers occur frequently in the afternoon.

Area: 94 square miles (2000)

Elevation: Approximately 127 feet above sea level

Average Temperatures: January, 60.9° F; July, 82.4° F; annual average, 72.8° F

Average Annual Precipitation: 48.35 inches

History

City Built Around Fort

The last 170 years have been a time of phenomenal change for what was once referred to as ''The Phenomenal City.'' Prior to the arrival of the first European settlers in 1837, the area that is now Orlando was occupied by the Seminole tribe of Native Americans. Historians believe that the Seminoles, whose named is said to mean ''wild and separate,'' inhabited the Central Florida region for 6,000 to 12,000 years. The Second Seminole War, which spanned the period from 1835 to 1842, began when disagreements arose between the natives and the American settlers on such issues as land, cattle, and slaves. In the years following the war the natives moved away, leaving the pioneers who built their town around Fort Gatlin. Until 1845 Orange County, of which the city of Orlando is the county seat, was known as Mosquito County. Tradition holds that Orlando was named after Orlando Reeves, an American soldier on sentinel duty for a scouting party. While Reeves' companion slept, a native approached disguised as a rolling log. Reeves, seeing what was occurring, fired his gun, woke the other soldiers, and saved them from peril. However, Reeves himself succumbed to an arrow shot by the native. Prior to receiving the name Orlando in 1857, the town was known as Jernigan, after Aaron Jernigan, a settler from Georgia. The first post office was established in 1850.

Citrus Industry Spurs Development

Prior to the 1880s, the two biggest industries in central Florida were cattle breeding and cotton growing. During the 1880s some of the pioneers started growing citrus trees. The growth of Orlando in size and prosperity was associated with the need for better transportation to citrus markets on the part of citrus growers. The city had its first rail lines by 1881, and during the 1880s and 1890s there was an influx of new fruit growers. In 1885 Rollins College was founded in Winter Park. By 1886 the city's streets were lined with office buildings, churches, hotels, and schools, and tourists from the north began to spend summers in the area.

Disaster struck in 1894 when a three-day freeze destroyed nearly all the citrus trees in Orange County. The freeze had a devastating effect on the community, which suffered losses of an estimated $100 million. Packing plants closed, banks closed, people lost their jobs, and it was 15 years before Orlando fully recovered.

City Attains Major Status

Between 1910 and 1920 the population of Orlando doubled, and the city was transformed from a rural citrus growing area to a major city. During the 1920s a great building boom aided in Orlando's continuing prosperity, evidenced by the opening of the Orlando Public Library in 1923 and the Municipal Auditorium (now Bob Carr Auditorium) in 1926. During the Great Depression of the 1930s, the federal government's Works Progress Administration programs aided in the upgrading of the Municipal Airport, the building of a new football stadium at Tinker Field, and park development, and by 1944 many new jobs had been created.

Another building boom followed World War II, and new suburbs, new roadways, and new shopping centers were built. In 1956 the forerunner of the Lockheed Marietta company began operations, becoming the largest employer in Central Florida. Gradually many more companies and workers followed.

In 1968 Florida Technological University (now called the University of Central Florida) opened its doors. That same year marked the beginning of the Orlando Naval Training Center.

City Becomes World-Class Tourist Site

The development of Walt Disney World in 1971 spurred a construction boom that included apartment buildings, hotels and motels, banks, commercial shopping areas, and tourist-related businesses. The city's Municipal Justice Building was erected in 1972 and Sea World of Florida followed in 1973. Tourism increased, thanks to tourist sites such as Epcot Center built in 1982, and the Disney-MGM Studios theme park, which opened in 1989. To the dismay of many local people, what had once been a sleepy backwater town was rapidly becoming a world class tourist mecca. The town of Orlando was recognized as one of the world's most popular vacation sites.

The economic climate during the 1990s and 2000s was marked by diversification. The tools and technologies that were once geared toward military services were applied to the business sector, and the region developed into a high technology corridor. Industries like software, simulation, digital media, and biotechnology began to boom, fueling further growth and development. Tourism is still the city's primary industry, but Orlando has also developed a reputation for high tech businesses and industries both related and unrelated to the entertainment industry.

Historical Information: Orange County Regional History Center, 65 E. Central Blvd., Orlando, FL 32801; telephone (407)836-8500; toll-free (800)965-2030

Population Profile

Metropolitan Area Residents

1980: 805,000
1990: 1,224,844
2000: 1,644,561
Percent change, 1990–2000 34.2%
U.S. rank in 1980: 51st
U.S. rank in 1990: 37th
U.S. rank in 2000: 27th

City Residents

1980: 128,291
1990: 164,674
2000: 185,951
2003 estimate: 199,336
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 124th
U.S. rank in 1990: 104th (State rank: 6th)
U.S. rank in 2000: 122nd (State rank: 6th)

Density: 1,988.9 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 113,611
Black or African American: 49,933
American Indian and Alaska Native: 638
Asian: 4,982
Native Hawaiian and Pacific Islander: 150
Hispanic or Latino (may be of any race): 32,510
Other: 10,060

Percent of residents born in state: 34% (2000)

Age characteristics (2000)
Population under 5 years old: 12,287
Population 5 to 9 years old: 12,104
Population 10 to 14 years old: 10,623
Population 15 to 19 years old: 10,203
Population 20 to 24 years old: 15,639
Population 25 to 34 years old: 39,206
Population 35 to 44 years old: 30,163
Population 45 to 54 years old: 21,614
Population 55 to 59 years old: 7,208
Population 60 to 64 years old: 5,820
Population 65 to 74 years old: 10,577
Population 75 to 84 years old: 7,753
Population 85 years and older: 2,754
Median age: 32.9 years

Births (Orange County, 2003)
Total number: 14,917

Deaths (Orange County, 2003)
Total number: 6,556 (of which, 123 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,216
Median household income: $35,732
Total households: 80,996

Number of households with income of . . .
less than $10,000: 8,182
$10,000 to $14,999: 5,574
$15,000 to $24,999: 12,583
$25,000 to $34,999: 13,178

$35,000 to $49,999: 15,226
$50,000 to $74,999: 13,869
$75,000 to $99,999: 6,159
$100,000 to $149,999: 3,695
$150,000 to $199,999: 1,117
$200,000 or more: 1,413

Percent of families below poverty level: 13.3% (53.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 21,133

Municipal Government

The city of Orlando has a mayor and six commissioners, each of whom are elected to four-year terms. The mayor is the full-time chief executive officer of the city and presides over all city council meetings. The city council must confirm all mayoral appointments of department heads. The six city commissioners are elected on a nonpartisan basis by district.

Head Official: Mayor Buddy Dyer (I) (since 2003; current term expires 2008)

Total Number of City Employees: 3,272 (2002)

City Information: City of Orlando, 400 S. Orange Ave., PO Box 4990, Orlando, FL 32802-4990; telephone (407)246-2121

Economy

Major Industries and Commercial Activity

Orlando is known around the world for its major entertainment attractions, especially Walt Disney World, Epcot, and the film studios. Representing a 4.7 percent increase from the previous year, nearly 45 million tourists and conventioneers visited Orlando in 2003, pumping about $24.9 billion into the region's economy.

Behind the scenes of the area's tourism and entertainment industry is a dynamic and diversified economy that has expanded enormously. Among its most important industry sectors are high technology, aviation and aerospace, film and television production, biotechnology, and manufacturing, warehousing, and distribution.

The aviation and aerospace industry has had a foothold in the Orlando area for decades. The flight training industry was drawn to the area's favorable year-round climate, and military air bases were established in World War II. Since then, with a number of international and regional airports and thriving high technology expertise, the area has given rise to companies providing aircraft and ground support services; Signature Air Services, one of the largest such companies in the world, is based in Orlando. Some of the world's most advanced flight training schools, such as Delta Connection Academy and FlightSafety International, are located in the area. Lockheed Martin Corp., a major defense contractor, has a strong presence in metro Orlando, and The Boeing Co. and Harris Corp. are among Florida's top contractors.

The influx of technology-related companies to the area has made Orlando one of the fastest growing high technology centers in the nation. The metro area has the country's largest concentration of modeling, simulation and training (MS&T) businesses, research centers, and educational facilities. The MS&T sector, which has its roots in military services, provides applications in such diverse fields as homeland security, emergency services, entertainment, information and medical technologies, optics and photonics, and transportation. It accounts for more than 100 area companies and $2.5 billion in gross regional product. Another strong segment of the high technology industry is software. This field, another off-shoot of military applications, focuses on financial services but includes other areas like utilities, billing, higher education, multimedia, animation, and military training. More than 1,000 software companies are based in Metro Orlando, generating nearly $1 billion in annual revenue.

Motion picture and television production is a major element in Orlando's economy. Metro Orlando was a $586 million market in 2003, up from $2.5 million only 15 years prior. Work ranges from major motion pictures and network series to studio activities. Digital media combines two of Orlando's top industries—MS&T and film/television production—into a $9 billion per year enterprise. Known as one of the nation's top 12 clusters for digital media, Orlando employs 30,000 workers in more than 1,000 digital media companies. The field's applications include website design, interactive video, video game development, military simulations, special effects, theme park ride and shows, and computer animation.

Also benefiting from the area's specialization in high technology is the field of advanced manufacturing. Companies involved in this field provide high tech parts for a broad range of products and applications, such as power generation systems, wireless communications, computers, medical imaging, instruments and control, and automotive systems. Among the largest advanced manufacturers in the area are Agere Systems Inc., Mitsubishi Power Systems Inc., and Westinghouse Power Corp.

In addition to advanced manufacturing, Orlando is a prime locale for other types of manufacturing, warehousing, and distribution. New manufacturers have been attracted in part by Orlando's efficient air service, low cost of doing business, growing work force, and high quality of life. Approximately 2,200 manufacturing companies are located there, including Hughes Supply Inc. and Constar International Inc. Plastics is a key sector, with Tupperware Corp. leading the field. Other important manufacturing segments include metal fabrication and parts, infrastructure materials, defense, power plant systems, microelectronics, and laser equipment. As for distribution, Metro Orlando is one of the world's few quadramodal transportation centers, with the ability to transport goods via land, air, sea, and space. The area's network of interstate highways, its international and regional airports, and its proximity to the Kennedy Space Center and the Port of Tampa, combine to give Orlando a distribution advantage over other areas. Major distributors in the area include DaimlerChrysler Corp., Kraft Foods Nabisco Division, Circuit City Stores Inc., and Whirlpool Corp. Moreover, Metro Orlando's warehousing capabilities include 67.9 million square feet of industrial space, in which such items as restaurant equipment, healthcare products, auto parts, and consumer electronics are stored.

Orlando's fertile farmlands, regional healthcare system, and expertise in photonics and MS&T have given rise to a strong biotechnology industry. More than 500 biotechnology and life sciences companies earn $3.6 billion each year in such areas as research, clinical trials, agricultural sciences, and medical training. This vibrant field has applications in industrial food ingredients, plant reproduction, bioterrorism defense, medical products, and modeling systems for laboratories.

Items and goods produced: aviation and aerospace equipment, computer software, power generation systems, wireless communications, processed foods, plastic products, agricultural products, data systems equipment, film and video productions, metal fabrication and parts, power plant systems, microelectronics, and laser equipment

Incentive Programs—New and Existing Companies

Local programs—The Metro Orlando Economic Development Commission attracts new business investment by marketing the Orlando region worldwide as a top location for business. It also works with local companies to assist them with expansion plans and other business concerns. Its key services and support range from relocation and expansion expertise to export counsel to long-term planning with its community partners. Orange County commissioners aggressively provide inducements, such as tax credits and refunds for developing jobs and properties in targeted areas, to companies that will have a significant impact on the economy. The city of Orlando also offers incentives to new or expanding businesses, including tax credits, assistance with development fees, and discounts on film production costs.

State programs—Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to $2 million to fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area.

Job training programs—Workforce Central Florida, representing Metro Orlando, is the regional arm of Workforce Florida Inc., an agency charged with administering the stat's workforce policy, programs, and services. Quick Response Training is a state-administered program that provides funding for customized training for new or expanding businesses, while Incumbent Worker Training serves existing businesses.

Development Projects

In a developmental about-face, in recent years attention has shifted away from theme parks to downtown Orlando, where many of the most high-profile projects are taking place in the central city. High-rise offices and apartments are being built, and the city hopes that such projects will accelerate the downtown's evolution to a 24-hour hub of activity for the tens of thousands of newcomers who move to Orlando each year. In the city's northeast corner, the former Orlando Naval Training Center is slated to be redeveloped into a self-contained community where some 5,000 people could be living by 2010. In the city's southeast corner, new neighborhoods are taking shape near the ever-growing Orlando International Airport. The largely undeveloped area is expected to become home to more than 28,000 residents by 2020, with millions of square feet in retail, office, industrial, hotel, and government space also available. Millions of dollars have been spent to revitalize the city's historic, African-American Parramore neighborhood. By 2020 the Central Business District is expected to be a distinct family-oriented portion of downtown Orlando, complete with theaters, galleries, museums, and parks, as well as office and retail space.

The Sanctuary, a $60 million residential, office, and retail development, is slated for completion in 2005. The following year will see the completion of two other developments, The Vue at Lake Eola and the Premier Trade Plaza. Office, residential, and retail space will also be available at 55 West on the Esplanade, a $140 million project.

Economic Development Information: Downtown Development Board/Community Redevelopment Agency, 400 S. Orange Ave., Orlando, FL 32801; telephone (407)246-2555; fax (407)246-3359. Metro Orlando Economic Development Commission, 301 E. Pine St., Ste. 900, Orlando, FL 32801; telephone (407)422-7159; fax (407)425-6428; email info @orlandoedc.com

Commercial Shipping

With global shipping opportunities via air, land, sea, and space, Metro Orlando is one of the world's few quadramodal transportation centers. Orlando International Airport is the 15th largest in the U.S. and 23rd largest in the world. It offers non-stop service to 72 domestic cities, more than any other airport in Florida. The airport is also the site of Foreign Trade Zone #42, an area that permits foreign goods to be stored or processed without import duty. The Orlando/Sanford International Airport is the site of Foreign Trade Zone #250, the largest trade zone in Florida. The Orlando area has more than 30 trucking company terminals, and because Florida has deregulated the trucking industry within its borders, many shippers report rates of 10 percent or less than the national average. Interstates 4 and 95 provide access to many areas throughout the state and the Southeast, and 62 motor freight carriers have local terminals or warehouses. Amtrak provides commercial rail service, and CSX Transportation and Florida Central Railroad transport cargo. CSX Intermodal has a terminal located in Orlando. Orlando's nearest navigable waterways are at Sanford, 20 miles away, Port Canaveral, 40 miles away, and Port of Tampa, 84 miles away. The nearby Kennedy Space Center offers deep water ports as well as launch facilities.

Labor Force and Employment Outlook

According to *National Real Estate Investor,* Metro Orlando added 19,300 jobs in 2003, an increase of 2.1 percent from the previous year. This momentum is expected to continue, as Orlando was projected by *Business 2.0* magazine in 2003 to have the nation's second-highest ten-year job growth rate, 31.9 percent, through 2013. Much of that increase will derive from the area's key growth sectors, including software, film and television production, aviation and aerospace, biotechnology, and modeling, simulation and training. The available labor pool in these industries is dependent on the availability of educational programs in those fields. In this respect, Orlando not only provides the demand for quality personnel, it creates the supply.

The University of Central Florida offers programs specifically designed to train students for many of these industries. Among them are the Institute for Simulation and Training, Center for Advanced Transportation Systems Simulation, School of Film and Digital Media, Florida Interactive Entertainment Academy, Center for Applied Human Factors in Aviation, Aerospace Engineering Program, Space Education and Research Center, and Biomolecular Science Center. Other regional schools, such as Valencia Community College and Seminole Community College, offer degrees in industry-related fields. The Florida Simulation Center, National Center for Simulation, and the Digital Animation and Visual Effects School offers similar programs. Flight training schools like Delta Connection Academy and FlightSafety International operate independently or in cooperation with such organizations as Lockheed Martin Corp. and Embry-Riddle Aeronautical University.

The following is a summary of data regarding the Orlando metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 925,700

Number of workers employed in . . .
manufacturing: 41,800
trade, transportation and utilities: 174,000
information: 24,900
financial activities: 57,100
professional and business services: 154,300
educational and health services: 93,500
leisure and hospitality: 169,900
other services: 46,100
government: 103,500

Average hourly earnings of production workers employed in manufacturing: $14.09 (2003 statewide average)

Unemployment rate: 3.8% (December 2004)

Largest employers	*Number of employees*
Walt Disney World	53,500
Orange County Public Schools	22,807
State of Florida Government	17,200
Adventist Health System	17,059
Florida Hospital	14,225
Wal-Mart Stores Inc.	13,139
Orlando Regional Healthcare System	12,754
Universal Orlando	12,000
Federal Government	10,800
Publix Supermarkets, Inc.	9,927

Cost of Living

The cost of living in metro Orlando is lower than the national average. With the U.S. average at an index of 100,

Orlando's grocery index is 95.3 and its housing index is 87.8 in 2004 (ACCRA data).

The following is a summary of data regarding several key cost of living factors for the Orlando area.

2004 (3rd Quarter) ACCRA Average House Price:$223,128

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.7 (U.S. average = 100.0)

State income tax rate: None for personal; 5.5% for corporations

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None for city; 0 to 1.0% for county

Property tax rate: $21.177 per $1,000 of assessed property value (2003)

Economic Information: Metro Orlando Economic Development Commission, 301 E. Pine St., Ste. 900, Orlando, FL 32801; telephone (407)422-7159; fax (407)425-6428; email info@orlandoedc.com

Education and Research

Elementary and Secondary Schools

In the state of Florida, each county is its own school district. The Orange County public school system is the twelfth largest district in the nation and is the fifth largest in Florida. It is divided into five communities. The Orange County school board consists of seven members who represent individual districts but are elected countywide. Members must live in the districts they represent while serving staggered, four-year terms. The superintendent is appointed.

The Orange County school district offers pre-kindergarten classes in 85 of its elementary schools. All high schools offer some advanced placement and honors courses. Magnet programs are available in all high schools and some elementary schools in such areas aviation/aerospace, language, fine arts, science, economics, medicine, law, finance, animal science, and international studies. Tech Prep and Architects for Tomorrow are two public-school programs that prepare young students for life after graduation. Programs are available for students who are physically or emotionally handicapped, learning disabled, speech and language or hearing impaired, autistic, or visually impaired. Occupational and physical therapy programs are also available. Gifted education programs are offered at elementary, middle, and high school level.

The following is a summary of data regarding Orlando's public schools as of the 2004–2005 school year.

Total enrollment: 174,060

Number of facilities
elementary schools: 108
junior high/middle schools: 27
senior high schools: 16
other: 4 alternative/exceptional schools

Student/teacher ratio: elementary, 16:1

Teacher salaries
average: $38,139

Funding per pupil: $6,409

Public Schools Information: Orange County Public Schools, 445 W. Amelia St., Orlando, FL 32801; telephone (407)317-3200

Colleges and Universities

Within the Orlando area are two fully accredited four-year institutions of higher learning, Orlando's University of Central Florida (UCF) and Rollins College in Winter Park. UCF is a public state university based in Orlando and having three regional campuses. More than 42,000 students are offered undergraduate, graduate, and specialist programs in business, education, engineering, health sciences, nursing, as well as emerging fields of high technology, including aviation and aerospace, biotechnology, and modeling, simulation and training. Rollins College, a private institution, was founded in 1885. Primarily a coeducational liberal arts institution, Rollins College offers bachelor's degrees in 36 fields and graduate study in business administration, education, and psychology. With a total enrollment of 3,726, Rollins, which has produced Rhodes, Fulbright, Goldwater, and Truman scholars, is listed consistently by *U.S. News & World Report* magazine as one of ''America's Best Colleges.''

Valencia Community College, which serves more than 53,000 students, has six campuses and offers a science degree program in laser/electro-optics as well as a technical film training program. Seminole Community College, with an enrollment of 32,195, offers traditional academic and industry-oriented courses of study.

Libraries and Research Centers

The Orange County Library System consists of the Orlando Public Library and 14 branches. The system houses approximately two million books, periodicals, DVDs, CDs, art reproductions, slides and maps. Its special collections include the Walt Disney World Collection, the Florida Collection, the Genealogy Collection, and state documents.

Located adjacent to the University of Central Florida (UCF) is the Central Florida Research Park, one of the top science parks in the world. The park is a joint venture between the university and Orange County to promote relations between industry and the university. Consisting of about 1,000 acres, it is occupied by more than 80 companies in the fields of simulation and training, lasers, optical filters, behavioral sciences, diagnostic test equipment, and oceanographic equipment. One of the park's major tenants is the Naval Air Warfare Center Training Systems Division, the world's leading simulation center for military training. Affiliated with UCF are a number of other research centers that focus on such diverse fields as electro-optics and lasers, tourism, sinkhole research, solar energy, and small business development.

Public Library Information: Orange County Library System, c/o Orlando Public Library, 101 E. Central Blvd., Orlando, FL 32801; telephone (407)835-7323.

Health Care

Florida Hospital, based in Orlando, is a private, not-for-profit network of 17 hospitals and 12 Centra Care urgent care facilities. Treating more than one million patients each year, Florida Hospital is the second busiest in the United States. It is noted for its programs in cardiology, cancer, women's medicine, diabetes, orthopedics, and rehabilitation. In 2004 *U.S. News & World Report* ranked Florida Hospital 28th for the treatment of hormonal disorders, 29th in kidney disease, and 31st in neurology and neurosurgery. Another not-for-profit, Orlando Regional Healthcare System, has eight locations in central Florida, including the Arnold Palmer Hospital for Children & Women and the M. D. Anderson Cancer Center Orlando, as well as the only Level I trauma center in the area. With 1,640 beds, it treats 640,000 local patients and 4,500 international patients annually. Its specialties include pediatric emergency and cancer care, orthopedics, cardiology, brain injuries, burns, rehabilitation, women's services, infertility, mental health, sleep disturbances, and diabetes. *Modern Healthcare* magazine ranked Orlando Regional as one of the best cardiovascular hospitals in 2003.

The Nemours Children's Clinic–Orlando is a nationally recognized center for pediatric subspecialities. The clinic serves children from the greater Orlando area as well as around the United States and the world. In addition, four independent medical centers, several mental health care facilities, and two nationally recognized cancer centers (Walt Disney Memorial Cancer Institute at Florida Hospital, affiliated with Duke Comprehensive Cancer Center, and the M.D. Anderson Cancer Center Orlando) ensure residents the best medical care.

Health Care Information: Florida Hospital, 601 E. Rollins St., Orlando, FL 32803; telephone (407)303-5600; email fh .web@flhosp.org

Recreation

Sightseeing

Orlando's many attractions, particularly its theme parks, bring visitors to the area from all over the world. In order to draw tourists and keep them coming back, new projects are always under development. New rides and exhibits are unveiled every year at Walt Disney World's four parks: the Magic Kingdom, with its seven themed lands; Epcot, which provides ''journeys'' to Future World and to the World Showcase; Disney-MGM Studios, where spectators can experience actual movie and television production; and Animal Kingdom, Disney World's largest attraction at 500 acres. Universal Orlando's Islands of Adventure and Universal Studios, a high-technology movie-themed attraction with more than 40 rides, shows, shops, and restaurants, rank just below the Disney parks in annual attendance. Central Florida is served by Busch Gardens Tampa Bay, which is a combination amusement park and zoo with more than 2,700 animals. The area's newest family theme park is Cypress Gardens Adventure Park; once the first tourist attraction in central Florida, this park reopened in late 2004.

Gatorland offers the chance to observe thousands of alligators, birds, and animals; its alligator breeding marsh was seen in the movie *Indiana Jones and the Temple of Doom.* Shamu the Killer Whale is the focus at Sea World Orlando marine life park. River Country and Typhoon Lagoon near Walt Disney World are spectacular water parks with rapids, wave lagoons, slides and waterfalls. Wet 'n Wild, Blizzard Beach, and Water Mania offer family slide and tubing fun. Pleasure Island on the Disney site is an entire island of nighttime entertainment with music, shops, and movies.

A view of Florida's floral splendor is the attraction at Harry P. Leu Gardens, featuring the largest formal rose garden in Florida. Also on display are 50 acres of camellias, as well as palm, bamboo, herb, vegetable, and butterfly gardens.

Arts and Culture

Once known primarily for sunshine and oranges, Orlando is developing its arts and cultural profile as the city continues to grow. Part of the Centroplex facility, the Bob Carr Performing Arts Centre stages performances by the Orlando

Epcot Center, one of four popular Walt Disney parks in Orlando.

Ballet, Orlando Opera, and Orlando Philharmonic Orchestra. It is also the venue for Broadway musicals as well the Festival of Orchestras, a permanent concert series featuring at least five internationally acclaimed orchestras each season. Among the region's other musical groups are the Florida Symphony Youth Orchestra, whose members range from the third grade through college sophomore, and the Bach Festival Society, located in Winter Park. The Central Florida Performing Arts Alliance takes a leadership role in the theater and cultural community in the region. Based in Orlando, the alliance seeks to unite the performing arts, including theater, dance and music, by providing information, developing awareness for the arts, and building relationships with the community.

Orlando Loch Haven Park, a 45-acre cultural oasis, is home to some of Florida's finest facilities for the arts, sciences, and humanities. Among them is the Orlando Museum of Art, considered one of the South's finest museums. It offers permanent collections of nineteenth- and twentieth-century American, pre-Columbian, and African art, as well as summer art camp and studio classes. Also in the park is 207,000-square-foot Orlando Science Center, the largest facility of its kind in the Southeast and home to the world's largest combined Iwerks dome and digital planetarium, and the Mennello Museum of American Folk Art, Florida's only museum devoted solely to displaying vernacular work. Loch Haven is also the site of the Central Florida Civic Theatre, the Orlando Garden Club, and ''The Mayor,'' one of Florida's oldest and largest oak trees.

The Charles Hosmer Morse Museum of American Art in Winter Park includes the world's most comprehensive collection of leaded and art glass by Louis Comfort Tiffany. An authentic 1926 firehouse complete with antique trucks, and Central Florida artifacts from pre-history, pioneer times, and the Victorian era are on view at the Orange County Regional History Center. Historic Bok Sanctuary, a national historic landmark located about 55 miles from Orlando in Lake Wales, offers tours of its historic bell tower, the visual centerpiece of a magnificent garden, which houses one of the world's great carillons.

The Albin Polasek Museum and Sculpture Gardens displays 200 of the sculptor's works; the museum was added to the National Register of Historic Places in 2002. The Cornell Fine Arts Museum at Rollins College houses more than 6,000 works of art. In nearby Eatonville, American's oldest African American municipality, the Zora Neale Hurston National Museum of Fine Arts rotates exhibits of works by artists of African descent.

Festivals and Holidays

Fun and frolic abound at a variety of special events that attract residents and visitors alike in Greater Orlando. Kissimmee's Silver Spurs Rodeo in February attracts cowpokes from the U.S. and Canada to compete in an event billed as the largest rodeo east of the Mississippi. The Annual Bach Festival is also held in February, as are the GeorgeFest Washington's Birthday Festival, Valentine's Stroll at the Harry P. Leu Gardens, SeaWorld's Annual BBQ Fest, and the Festival of Rhythm & Blues in Kissimmee. The Central Florida Fair, which is approaching its centennial, is held in March. More than 110,000 Harley Davidson enthusiasts participate in Orlando Bike Week each March, and another 12,000 bikers arrive for Biketoberfest in October. Traditional and nontraditional Easter activities take place in Cocoa Beach at the Easter Surfing Festival, featuring an egg hunt and surfing competition, clinics, and demonstrations. April brings the Cabaret Festival, a two-week celebration of comedy and vocal performances, and the Fiesta Medina, Orlando's longest running Latin community festival. Orlando celebrates July Fourth with Fireworks Over the Fountain, a free fireworks display and laser show at Lake Eola. The two-week International Food & Wine Festival is held each autumn at Epcot. Halloween is celebrated at a number of local venues including Universal Studios Orlando, where the celebration lasts for 14 days. The lighting of Orlando's Great American Christmas Tree in early December ushers in the holiday season.

Several arts festivals are held in the region, including the Zora Neale Hurston Festival of Arts & Humanities in late January, and four spring festivals—the Leesburg Fine Art Festival, Winter Park's Sidewalk Art Festival, Maitland Spring Festival of the Arts, and Downtown Orlando Contemporary Arts Festival. The Orlando-UCF Shakespeare Festival presents Shakespearean works performed by professional actors at the Lake Eola Amphitheater in April. It is followed by the Florida Film Festival, one of the top film festivals in the nation, and the Orlando International Fringe Festival, featuring more than 300 performing artists and theatrical troupes.

Sports for the Spectator

The wildly popular Orlando Magic National Basketball Association team plays its home games at the TD Waterhouse Centre from November through April. The Centre is also home to the Orlando Predators, who play arena football from April through August; the Orlando Miracles, a team in the Women's National Basketball Association; and the Orlando Seals, an Atlantic Coast Hockey League team founded in 2002. Tinker Field is the site of the minor league baseball contests of the Orlando Rays, the AA affiliate of the Chicago Cubs. Harness racing is the attraction at the Ben White Raceway and jai alai is the focus at Orlando-Seminole Jai Alai fronton.

Football fans kick off the new year with the Capital One Bowl, a college contest held on New Year's Day at the

Florida Citrus Bowl Stadium. This stadium is also home to University of Central Florida Knights football games, the Superbowl of Motorsports, and the AMA Supercross Series. The Champs Sports Bowl is an annual college event that takes place in December. Golf enthusiasts can enjoy the Bay Hill Invitational each in March and the Disney Oldsmobile Golf Classic in October.

Sports for the Participant

Metro Orlando is a golf and tennis mecca with more than 80 golf courses and more than 800 tennis courts. Nearly 2,000 freshwater lakes offer a paradise for boating enthusiasts and swimmers. For lovers of the sea, Orlando has the Atlantic Ocean and the Gulf of Mexico within a one and one-half hour drive. More than 100 campgrounds and thousands of acres of national forest are available to hunters and campers. Orlando itself has about 3,000 acres of park land and more than 30 recreation facilities.

Shopping and Dining

Orlando provides a delightful array of combination shopping/entertainment experiences. The Florida Mall, anchored by Saks, Gayfers, J.C. Penney, Dillard's, and Sears, is central Florida's largest shopping center. The Mall at Millenia, also located in Orlando, offers dozens of specialty retailers as well as Neiman Marcus, Bloomingdale's, and Macy's. Located across from the Orange County Convention Center, Pointe Orlando is an open-air complex that features more than 60 retailers, seven restaurants, and entertainment facilities. Unique settings are offered by the Mercado (A Festive World Marketplace), which features 75 specialty shops, themed restaurants, free nightly entertainment, and *Titanic—The Exhibition.* The Church Street Station has more than 40 shops and restaurants in a Victorian atmosphere. Discount shoppers may find treasures among the 110 shops at Orlando Premium Outlets and the more than 160 outlet stores in the Belz Factory Outlet World/Belz Designer Outlet Centre. Across the street from the Belz shopping centers is Festival Bay at International Drive, a retail and entertainment mall.

Orlando offers a wide array of dining experiences from fast-food and family restaurants, to lavish fine-dining establishments and novelty eateries. The region's 5,043 restaurants can satisfy any palate, from sushi to steak and pasta to grits. A unique specialty is gator tail or gator ''nuggets,'' true Florida-only fare. The pleasant weather permits many outdoor dining settings, as well as meals aboard a paddle wheel steamer. American, Indian, Italian, Chinese, Continental, Japanese, and Mediterranean cuisine–all are available in greater Orlando.

Visitor Information: Orlando/Orange County Convention and Visitors Bureau, Inc., 6700 Forum Dr., Ste. 100, Orlando, FL; 32821-8017; telephone (407)354-5586; fax (407)370-5002

Convention Facilities

As befits a city with a reputation as an exciting destination with plenty to do, Orlando is popular with meeting planners. Greater Orlando is capable of accommodating meetings and expositions both large and small. Orange County Convention Center, located just south of the city, ranks fifth among U.S. exhibition halls. It has more than two million square feet of exhibit space and 74 meeting rooms with an additional 62,000 square feet of space in the Valencia Room. Another major Orlando meeting space is the Centroplex, which is comprised of five separate facilities, three of which accommodate conventions, conferences, and exhibitions: the Expo Center, with 71,000 square feet of exhibit space and seven meeting rooms; the Bob Carr Performing Arts Center, which has 2,500 seats and can accommodate professional stage productions; and the TD Waterhouse Centre, which seats up to 17,740 for concert, sporting, and other events. The combined meeting space in Orlando area hotels adds up to more than one million square feet. Orlando offers nearly 111,000 hotel rooms with accommodations ranging from budget hotels to lavish themed resorts.

Convention Information: Orlando/Orange County Convention and Visitors Bureau, Inc., 6700 Forum Dr., Ste. 100, Orlando, FL; 32821-8017; telephone (407)354-5586; fax (407)370-5002

Transportation

Approaching the City

Many travelers to the city arrive at the Orlando International Airport, one of the fastest growing major airports in the nation. Its 72 non-stop domestic destinations are the most of any airport in Florida. More than 23 million passengers came through the airport in 2004, a 14.4 percent increase from the previous year. Even faster growing is the Orlando/Sanford International Airport, which served more than 1.7 million passengers in 2004, an annual growth of 51.1 percent. It is the third most active international airport in Florida. Other options for air passengers to Orlando are Orlando Executive Airport, Kissimmee Gateway Airport, Leesburg Municipal Airport, and Mid-Florida Airport.

For drivers to Orlando, two major limited-access highway systems bisect Central Florida, the crossroads of the state's highway network. Interstate Highway 4 runs east and west across Florida from Daytona Beach, and Interstate 95 runs from Tampa to the Atlantic coast. Florida's Turnpike runs south to Miami and north to join Interstate 95. Greyhound Lines offers interstate and intrastate bus service to Orlando, and there are four Amtrak stations in the Orlando area.

Traveling in the City

State Road 408 (East-West Expressway) expedites traffic through Orlando. The Martin Andersen Bee Line Expressway (State Road 528) provides direct access to JFK Space Center, Port Canaveral, and the Atlantic Coast beaches. Other highways serving the city include U.S. 441, which runs east and west, U.S. 17, U.S. 92, and U.S. 27, which run north and south, as well as numerous state roadways. State Road 417 (Central Florida GreeneWay) was named one of the nation's top ten roads by the American Automobile Association.

LYNX, the Central Florida Regional Transportation Authority, operates 238 busses that serve Orange County and adjoining Seminole and Osceola counties. Free service in downtown Orlando is provided on the ''FreeBee,'' and on a three-mile, dedicated-lane transit system called Lymmo.

Communications

Newspapers and Magazines

Orlando's daily (morning) newspaper is *The Orlando Sentinel. The Orlando Times* is a weekly newspaper focusing on the African American community, while the *Orlando Business Journal* speaks to the business community. *Orlando Weekly* is a weekly alternative newspaper covering news and entertainment in central Florida. A number of medical journals and religious magazines are also published in Orlando.

Television and Radio

Seven television channels serve the Greater Orlando area, including five network affiliates, one public station, and a Christian station. Cable television offers 66 channels. The city's 15 FM and five AM stations offer a variety of entertainment from music, to talk radio to public interest programs.

Media Information: *The Orlando Sentinel,* 633 North Orange Avenue, Orlando, FL 32801-1349; telephone (407)420-5000

Orlando Online

City of Orlando's home page. Available www.ci.orlando.fl.us

Downtown Development Board/Community Redevelopment Agency. Available www.downtownorlando.com

Florida Hospital. Available www.floridahospital.org

Metro Orlando Economic Development Commission. Available www.business-orlando.org

Orange County Library System. Available www.ocls.info

Orange County Public Schools. Available www.ocps.k12.fl.us

Orange County Regional History Center. Available www.thehistorycenter.org

Orlando/Orange County Convention & Visitors Bureau. Available www.orlandoinfo.com

Orlando Sentinel. Available www.orlandosentinel.com

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Hood, Bachmann, and Jones, *Orlando: The City Beautiful* (Memphis, TN: Towery Publishing, 1997)

McCain, Joan, *Orlando: The City Beautiful* (Orlando, FL: Tribune Publishers, 1991)

Snow, Michelle, *Walt Disney World & Orlando For Dummies*(New York, NY: Wiley Publishing Inc., 2004)

St. Petersburg

The City in Brief

Founded: 1887 (incorporated 1893)

Head Official: Mayor Rick Baker (since 2001)

City Population
1980: 238,647
1990: 240,318
2000: 248,232
2003 estimate: 247,610
Percent change, 1990–2000: 3.2%
U.S. rank in 1980: 58th
U.S. rank in 1990: 65th (State rank: 4th)
U.S. rank in 2000: 79th (State rank: 4th)

Metropolitan Area Population
1980: 1,614,000
1990: 2,067,959
2000: 2,395,997
Percent change, 1990–2000: 15.8%
U.S. rank in 1980: 22nd
U.S. rank in 1990: 21st
U.S. rank in 2000: 20th

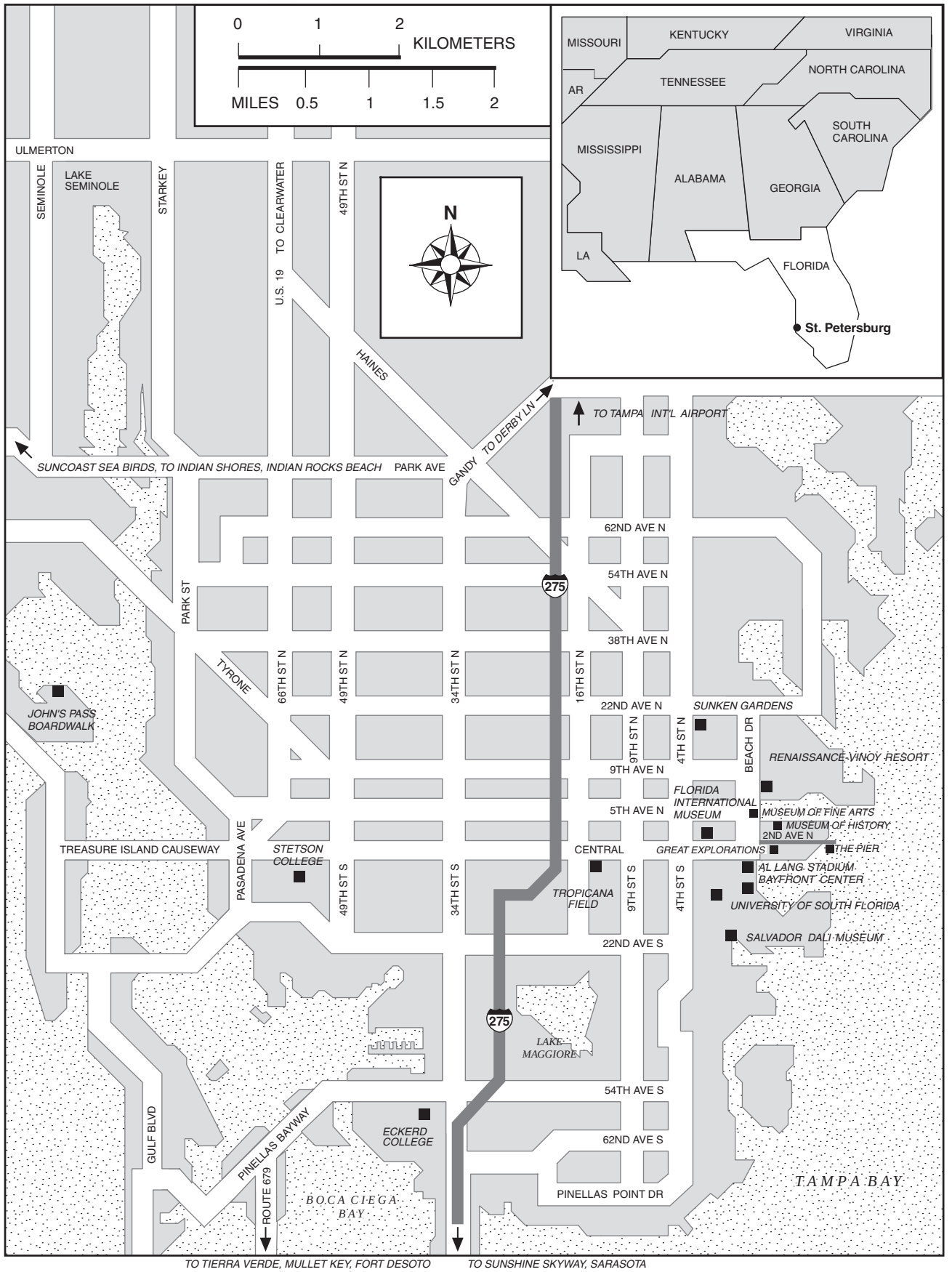
Area: 60 square miles (2000)
Elevation: Ranges from sea level to 60 feet above sea level
Average Annual Temperature: 73.1° F
Average Annual Precipitation: 44.77 inches

Major Economic Sectors: tourism, financial services, manufacturing, medical technology, information technology, marine sciences
Unemployment rate: 3.5% (December 2004)
Per Capita Income: $21,107 (1999)

2002 FBI Crime Index Total: 20,914

Major Colleges and Universities: University of South Florida, St. Petersburg College, Eckerd College, Stetson University College of Law

Daily Newspapers: *St. Petersburg Times; Tampa Tribune,* Pinellas Edition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St. Petersburg
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ULMERTON
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U.S. 19 TO CLEARWATER
49TH ST N
HAINES
TO DERBY LN
GANDY
TO TAMPA INT'L AIRPORT
SUNCOAST SEA BIRDS, TO INDIAN SHORES, INDIAN ROCKS BEACH
PARK AVE
62ND AVE N
54TH AVE N
38TH AVE N
22ND AVE N
9TH AVE N
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9TH ST N
4TH ST N
BEACH DR
JOHN'S PASS BOARDWALK
SUNKEN GARDENS
RENAISSANCE VINOY RESORT
FLORIDA INTERNATIONAL MUSEUM
MUSEUM OF FINE ARTS
MUSEUM OF HISTORY
THE PIER
GREAT EXPLORATIONS
CENTRAL
TREASURE ISLAND CAUSEWAY
PASADENA AVE
STETSON COLLEGE
49TH ST S
34TH ST S
9TH ST S
4TH ST S
TROPICANA FIELD
AL LANG STADIUM BAYFRONT CENTER
UNIVERSITY OF SOUTH FLORIDA
SALVADOR DALI MUSEUM
22ND AVE S
LAKE MAGGIORE
54TH AVE S
62ND AVE S
ECKERD COLLEGE
GULF BLVD
PINELLAS BAYWAY
ROUTE 679
BOCA CIEGA BAY
PINELLAS POINT DR
TAMPA BAY
TO TIERRA VERDE, MULLET KEY, FORT DESOTO
TO SUNSHINE SKYWAY, SARASOTA

Introduction

St. Petersburg is a city so confident of its good weather that one of the local papers had a long tradition of giving away that day's edition anytime the sun didn't shine. Surrounded by water and beaches on three sides, the city has drawn generations of winter sun seekers—many of whom return permanently. St. Petersburg has a booming local economy, especially in tourism, health care, manufacturing, and high technology. And ''St. Pete,'' as it is frequently referred to, was the birthplace of spring training for several major league baseball teams in 1914; today Tropicana Field is home to the region's own team, the Tampa Bay Devil Rays. Part of the larger Tampa Bay area that also includes the major cities of Tampa and Clearwater, St. Petersburg is connected directly to a string of small Gulf of Mexico beach communities across the Intracoastal Waterway.

Geography and Climate

St. Petersburg is situated on the Pinellas Peninsula in southernmost Pinellas County. It is surrounded by the Gulf of Mexico to the west and Tampa Bay to the east. To the north, the city borders Clearwater. The 345 miles of shoreline around the peninsula include the resort communities of Clearwater Beach, Dunedin, Indian Rocks Beach, Redington/Belleair Beach, Madeira Beach, St. Petersburg, St. Pete Beach, Safety Harbor, Tarpon Springs, and Treasure Island. The Sunshine Skyway bridge spans Tampa Bay to connect St. Petersburg with Manatee County to the south. More than 20 barrier islands buffer the Pinellas Peninsula from the Gulf of Mexico, resulting in a calm surf ideal for family water activities. The area's semitropical climate includes the summer thunderstorm season running from June through September, with frequent afternoon rains. St. Petersburg also claims the third highest relative humidity in the country at 70 percent, a figure it shares with neighboring Tampa. Nevertheless, the city boasts an average 361 days of sunshine per year.

Area: 60 square miles (2000)

Elevation: Sea level to 60 feet above sea level

Average Temperatures: January 61.3° F; August 82.7° F; annual average 73.1° F

Average Annual Precipitation: 44.77 inches

History

Railroad Line Leads to City's Founding

Like much of Florida, the Tampa Bay area had been settled by Native Americans for generations before the first white explorer arrived. The region was visited in 1513 when Ponce de Leon of Spain anchored near Mullet Bay to clean barnacles from his ships. His party was greeted with a violent reception from Timucuan tribe and de Leon retreated. Eight years later, de Leon returned, suffered an arrow wound, and again fled, this time to Cuba, where he died of his injury. A statue of de Leon stands in the city's Waterfront Park today. Seven years after de Leon's disaster, another Spanish explorer, Panfile de Narvaez, landed in St. Petersburg on Good Friday of 1528. He, too, had notoriously bad relations with Native Americans, and following some preliminary explorations, Narvaez died in a storm while leaving the region.

The first modern settler to remain in the area was John Constantine Williams of Detroit, Michigan, where his father was the first mayor. Williams, like many who would come after him, moved to Florida for his health. An asthma sufferer, Williams bought thousands of acres in St. Petersburg, but lived in Tampa until an 1887 yellow fever epidemic there drove him across the bay.

Williams transferred part of his land to Russian exile Peter Demens and in return Demens extended his Orange Belt Railroad from Sanford, Florida, west to Tarpon Springs and then south along the Gulf coast to Williams's settlement. As part of the deal, Williams agreed to let the railway man name the settlement. Demens called it St. Petersburg after his Russian birthplace. When the railroad made its first run in 1888, the population of St. Petersburg numbered 30 people. Even with the new rail line, the population reached only 273 people two years later. Williams, who died in 1892, the same year St. Petersburg was incorporated, built the first big resort in the city at the corner of Central Avenue and Second Street. Called The Detroit, the hotel still stands today.

Tourism soon followed. By 1909, the first direct train arrived from New York City. The next year, Lew Brown, publisher of *The Independent* newspaper, began his tradition of giving away that day's papers anytime the sun didn't appear—a promise that was kept until the paper closed in the 1980s. Giveaways averaged just four a year, and according to the *Guinness Book of World Records,* the longest stretch of sunshine was 768 days in a row.

Early Baseball Days

Professional baseball's spring training had first come to Florida as early as 1888 in Jacksonville, but it was civic boosters in St. Petersburg who made ''Grapefruit League''

action an institution. The city's first game was played on February 27, 1914. The hosting St. Louis *Browns* lost to the Chicago *Cubs,* who were training in Tampa and made the trip by steamboat across Tampa Bay. Al Lang, a former Pittsburgh, Pennsylvania, launderer, moved to St. Petersburg in 1909 and soon became mayor. Lang, a baseball fan, enticed the Philadelphia *Phillies* to St. Petersburg in 1915. When Philadelphia got off to a rousing start back north for the regular season, St. Petersburg's good spring weather got much of the credit. City leaders later named their baseball stadium after Lang.

Real Estate Boom Collapses

Improved roads, increased automobile travel, and the search for warm weather helped make St. Petersburg one of the first Florida cities to live through the real estate boom of the 1920s. The city counted 14 residents in 1920 and 50,000 residents just five years later. The boom years left a legacy of landmarks built in the Mediterranean Revival style that today remain as a graceful reminder of the city's past.

But the first boom didn't last. By the Great Depression of the 1930s, all nine of the city's banks had collapsed, script was used instead of U.S. currency, and the population dropped back down to 40,000 people. Signs posted at the edge of the city warned newcomers against moving in.

On New Year's Day in 1914, commercial aviation was inaugurated in St. Petersburg, or, more precisely, in the waters just offshore. Pilot Tony Jannus flew a lone passenger (St. Petersburg's mayor), who had paid $400 for the honor, from the yacht basin in St. Petersburg to the foot of Lee Street in Tampa. The flight, on the wooden airboat ''Benoist,'' took 23 minutes, and 3,000 spectators cheered its arrival. The St. Petersburg-Tampa Airboat Line survived for a year before interest flagged.

Foul weather has altered the area on several occasions. In 1843, four decades before the Detroiter Williams arrived, Antonio Maximo set up a fishing camp at the southernmost tip of the Pinellas peninsula. But five years later, a hurricane wiped out his holdings and Maximo disappeared. Much later, the hurricane of 1921 brought 106-mile-per-hour winds and more than 6 inches of rain in one 24-hour period, washing ships up to a half mile inland. The city's main pier was destroyed.

Modern Development Extends to Gulf Beaches

Despite these weather-related problems, development continued. Ten major hotels were built in the first half of the 1920s. More important, bridges were extended to the Gulf beaches, which are separated from St. Petersburg proper by the Intracoastal Waterway. Then, in late 1924, the Gandy Bridge, connecting St. Petersburg to Tampa, was opened, eliminating dependence on unreliable ferry schedules or what could be a day-long train ride around Tampa Bay to the city of Tampa. When tourist-dependent St. Petersburg suffered because of gas rationing during World War II, the U.S. Air Corps filled the void by stationing many of its troops in the area's big hotels. The resorts returned to civilian use after the war. During the post-war years, a second bridge spanning Tampa Bay was added, and the Sunshine Skyway linking St. Petersburg to communities to the south was built.

In the 1960s the city moved to shift its image from a retirement haven to a prime spot for investment and business growth. Besides tourism, the fields of health care, manufacturing, high technology, marine sciences, and electronics were emerging to lead St. Petersburg into its future.

Following two nights of civil disturbances in October-November 1996, St. Petersburg united as a community and vowed to change the way it does business in the inner city by creating jobs, improving education, increasing property values, and reducing crime. In 2000 the National League of Cities awarded the city's efforts with its top award for promoting cultural diversity. Today's St. Petersburg thrives on its popularity with tourists and its flourishing economy.

Historical Information: St. Petersburg Museum of History, 335 N. 2nd Ave., St. Petersburg, FL 33701; telephone (727)894-1052; email info@stpetemuseumofhistory.org

Population Profile

Metropolitan Area Residents

1980: 1,614,000
1990: 2,067,959
2000: 2,395,997
Percent change, 1990–2000: 15.8%
U.S. rank in 1980: 22nd
U.S. rank in 1990: 21st
U.S. rank in 2000: 20th

City Residents

1980: 238,647
1990: 240,318
2000: 248,232
2003 estimate: 247,610
Percent change, 1990–2000: 3.2%
U.S. rank in 1980: 58th
U.S. rank in 1990: 65th (State rank: 4th)
U.S. rank in 2000: 79th (State rank: 4th)

Density: 4,163.1 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 177,133
Black or African American: 55,502
American Indian and Alaska Native: 769
Asian: 6,640
Native Hawaiian and Pacific Islander: 130
Hispanic or Latino (may be of any race): 10,502
Other: 2,661

Percent of residents born in state: 36% (2000)

Age characteristics (2000)
Population under 5 years old: 14,123
Population 5 to 9 years old: 15,337
Population 10 to 14 years old: 15,382
Population 15 to 19 years old: 14,127
Population 20 to 24 years old: 13,677
Population 25 to 34 years old: 34,152
Population 35 to 44 years old: 40,887
Population 45 to 54 years old: 34,617
Population 55 to 59 years old: 12,269
Population 60 to 64 years old: 10,488
Population 65 to 74 years old: 20,202
Population 75 to 84 years old: 15,958
Population 85 years and older: 7,013
Median age: 39.3 years

Births (Pinellas County, 2003)
Total number: 9,225

Deaths (Pinellas County, 2003)
Total number: 12,049 (of which, 72 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,107
Median household income: $34,597
Total households: 109,608

Number of households with income of . . .
less than $10,000: 12,090
$10,000 to $14,999: 8,536
$15,000 to $24,999: 17,685
$25,000 to $34,999: 17,032
$35,000 to $49,999: 18,978
$50,000 to $74,999: 18,489
$75,000 to $99,999: 8,458
$100,000 to $149,999: 5,183
$150,000 to $199,999: 1,430
$200,000 or more: 1,727

Percent of families below poverty level: 9.2% (39.7% of which were female householder families with related children under 5 years old)

2002 FBI Crime Index Total: 20,914

Municipal Government

St. Petersburg has a strong mayor form of government, which combines a mayor with an eight-member elected council. The mayor and council members serve four-year terms. The mayor is responsible for the day-to-day affairs of the city, while the council looks after city policy, city budget, and mayoral appointments of other city officials.

Head Official: Mayor Rick Baker (since 2001; current term expires 2006)

Total Number of City Employees: 3,628 (2003)

City Information: City of St. Petersburg, 175 5th St. N., PO Box 2842, St. Petersburg, FL 33731; telephone (727)893-7171; email council@stpete.org

Economy

Major Industries and Commercial Activity

St. Petersburg's economy has traditionally been fueled by tourism. More than 4 million visitors flock to the greater Suncoast area annually, generating more than $2 billion in direct revenue. But the city's economy is actually more broad-based. Major growth industries in the metropolitan area include financial services, manufacturing, medical technologies, information technology, and marine sciences.

St. Petersburg's economy is rooted in financial services. Not only does the city and extending area serve as base for many financial companies, these companies in turn stimulate growth in other industries by providing the financial resources for development and expansion. Manufacturing companies are attracted to the region's transportation infrastructure. Pinellas County ranks second in the state for the number of manufacturing employees, and ranks first for the manufacture of such items as computer and office equipment and electronics components. The area's research hospitals make it a logical site for medical technology firms, with more than half of all such companies in Florida's High Tech Corridor based in Pinellas County. Similarly, information technology companies cluster in the region, and downtown St. Petersburg is home to numerous small- and medium-sized software and Web development enterprises. The city's proximity to Tampa Bay and the Gulf of Mexico make it a prime spot for marine science; in fact, it is the largest marine science community in the Southeast. This segment in the economy is augmented by local research facilities, including the Florida Institute for Oceanographic

Research and the University of South Florida's College of Marine Science.

Items and goods produced: computer and office equipment, electronics components, industrial and commercial machinery, plastic products, sensors, defense-related products, micro-electronics, lasers, medical devices, printed circuit boards, pharmaceuticals

Incentive Programs—New and Existing Companies

Local programs—The city of St. Petersburg administers various programs to assist business start-up, expansion, and relocation. The Business Retention Program offers consulting services to already existing businesses with an emphasis on the Enterprise Zone adjacent to Tropicana Field. The Business Revolving Loan Fund assists businesses in acquiring or renovating real property, and for the purchase of capital machinery and equipment through loans with flexible terms at below market rates. The city offers tax credits or exemptions for businesses in the Enterprise Zone for material used in rehabilitation projects, business property used in the zone, creation of new jobs, hiring of zone residents, and credits for increased property taxes on improved properties. The city helps manufacturing or industrial plants, health care facilities and public works projects to obtain financing below the conventional borrowing rates through Industrial Revenue Bonds. An incentive program offers reduced taxes to employers who hire target groups of individuals for employment.

State programs—Enterprise Florida is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Among the incentive programs managed at the state level is the Economic Development Transportation Fund, which provides up to $2 million to fund the cost of transportation projects, such as access roads and road widening, required for the establishment, expansion, or retention of businesses in Florida. The state's Qualified Target Industry Tax Refund rewards the creation of jobs in certain industries. Florida also offers various sales and use tax exemptions for machinery and equipment purchase, electric energy, research and development, and other aspects of doing business in the area.

Job training programs—WorkNet Pinellas provides employment services to employers and job seekers throughout the county. Among its training services are the Quick Response Training Program, which provides customized employee training grants to new and expanding businesses, and Incumbent Worker Training, which offers customized training to existing companies in need of training for incumbent employees. The Industry Services Training Program provides basic employee training, consulting, and technical assistance through the Pinellas County School Board. The Success Training & Retention Services program extends intensive skills and development training to inexperienced, unemployed, or underemployed job seekers. The HB-1 Technical Skills Training Grant Program was designed to fill the gap in skills between U.S. technology employees and those entering the U.S. workforce via HB-1 visas. The Entrepreneurial Academy provides business training to new business owners or those who are planning to establish a business.

Development Projects

St. Petersburg remains one of the fastest growing regions in Florida, and has been called the ''megamarket of the South.'' Among the top growth areas is the Gateway Region, located in the northeast portion of the city, which was dubbed the ''Hottest Business Address'' by the St. Petersburg Area Chamber of Commerce. Over the past 20 years, it has grown from 4 companies with 26 employees to 350 companies with 30,000 employees. Recent development projects include a 14-acre expansion of the Home Shopping Network's campus, construction of Carillon Outpatient Center, which is a $37 million expansion by St. Anthony's Hospital, and a 9-story Hilton hotel, which will add more than 200 guest rooms and 15,000 square feet of meeting space. The new Brighton Bay development boasts 120 single-family homes, 150 townhomes, and 780 apartments.

Similar commercial, retail, and residential development occurs in other areas of St. Petersburg. All Children's Hospital announced the largest expansion plan in its history, a $270-million project to build a new 8-story hospital and add almost one million square feet of space. The St. Petersburg campus of the University of South Florida plans to create on-campus housing for nearly 750 students within the next 6 years. In 2004 the Poynter Institute for Media Studies nearly doubled its size by adding 26,000 square feet of space. That year also saw the completion of University Village, a 60,000-square-foot shopping center in downtown St. Petersburg.

The city is also dedicated to redeveloping brownfields, areas where environmental contamination exists in the soil, surface water, or ground water. Among the largest redevelopment projects are the Dome Industrial Park, a $1.5 million pilot project that is the first to be undertaken with grants from the U.S. Environmental Protection Agency and the State of Florida Brownfields program. Atherton Oil and Mercy Hospital are two other redevelopment projects, with a combined clean-up cost of nearly $600,000.

Other development projects are aimed at improving the quality of life for residents. In the early 2000s, the city allocated

$325,000 to 33 different neighborhood improvement projects. Pedestrians and bicyclists will benefit from CityTrails, a project that will add 150 miles of new pathways, 38 miles of new sidewalks, and better crosswalks at 81 intersections through 2008. A $2.5 million plan to clean up Lake Maggiore will result in the development of a waterfront park. St. Petersburg established a goal of providing a playground within a half mile of every child in the city. The city is also attempting to secure funds to link U.S. Highway 19 with Interstate 275 to create a north-south corridor through the county.

Economic Development Information: City of St. Petersburg Economic Development Department, Municipal Services Center, One 4th St. N., 9th Fl., PO Box 2842, St. Petersburg, FL, 33731; telephone (727)893-7100; toll-free (800)874-9026; fax (727)892-5465; email business@stpete.org. St. Petersburg Area Chamber of Commerce, 100 2nd Ave. N., St. Petersburg, FL 33701; telephone (727)821-4069

Commercial Shipping

Port Tampa and Port Manatee serve Pinellas County's shipping needs. Port Tampa, a crucial link between the United States and Central and South America, is the largest port in the Southeast and the nation's 10th largest by tonnage handled. Port Manatee, one of the state's busiest, is the closest of the area's deepwater ports to the Gulf of Mexico. Both ports provide custom house brokers, freight forwarding, and other services. St. Petersburg also has a port, though it is a ''non-operating'' port whose shipping activities are managed by the city.

Three airports—Tampa International, St. Petersburg/Clearwater International, and Albert Whitted—serve the area, with Tampa International Airport being the largest. Through it, Florida's top exports are shipped, including industrial and commercial machinery, computers, optical instruments and lenses, medical and dental equipment, and photographic equipment. Freight is shipped by rail via CSX Corp.

Labor Force and Employment Outlook

The Economic Development Department of the City of St. Petersburg reported in 2005 that the regional workforce numbered more than 1.2 million. This abundant labor pool will only rise, as the region is expected to experience a growth in its population by 15.3 percent over the next 10 years. In 2004, 16 percent of the St. Petersburg workforce was engaged in finance, insurance, and real estate, representing nearly double the figure for the state's workforce as a whole. The city also surpassed Florida in the percentage of workers engaged in manufacturing, with nine percent of the city's workforce so employed.

The following is a summary of data regarding the Tampa-St. Petersburg-Clearwater metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 1,225,700

Number of workers employed in . . .
manufacturing: 71,500
trade, transportation and utilities: 216,400
information: 34,700
financial activities: 94,000
professional and business services: 296,700
educational and health services: 142,300
leisure and hospitality: 108,100
other services: 48,200
government: 147,000

Average hourly earnings of production workers employed in manufacturing: $14.09 (2003 statewide average)

Unemployment rate: 3.5% (December 2004)

Major private sector employers	*Number of employees*
Home Shopping Network	2,500
Raymond James & Associates, Inc.	2,300
Raytheon E-Systems	2,300
Times Publishing Co.	2,255
Bayfront Medical Center	2,100
All Children's Hospital	2,100
Bright House Networks	2,000
Jabil Circuit Inc.	1,900
Progress Energy, Inc.	1,800
Mortgage Investors Corp.	1,200

Cost of Living

Housing and food costs in St. Petersburg and the rest of the Tampa Bay area are slightly below national averages. Florida home owners do not have to pay taxes on the part of their property that is valued at less than $25,000 under the state's Homestead Exemption law.

The following is a summary of data regarding several key cost of living factors for the St. Petersburg area.

2004 (3rd Quarter) ACCRA Average House Price: $245,109

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.7 (U.S. average = 100.0)

State income tax rate: None for personal; 5.5% for Type C corporations

State sales tax rate: 6.0% on most items

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: 24.3064 mills (2004)

Economic Information: City of St. Petersburg Economic Development Department, Municipal Services Center, One

4th St. N., 9th Fl., PO Box 2842, St. Petersburg, FL, 33731; telephone (727)893-7100; toll-free (800)874-9026; fax (727)892-5465; email business@stpete.org

Education and Research

Elementary and Secondary Schools

Pinellas Public Schools is a county-wide system comprised of traditional public schools as well as several types of specialty schools. Seven fundamental elementary and middle schools emphasize parental involvement, daily homework assignments, and strict discipline. Magnet schools are special schools with programs geared toward academically and artistically talented students. Career academies offer high school instruction in academic subjects based on such industries or occupations as veterinary science, automobiles, architecture, and business technology. The district also has five charter schools, one in the city of St. Petersburg, that operate under a contractual agreement with the local school board.

The following is a summary of data regarding Pinellas County public schools as of the 2004–2005 school year.

Total enrollment: more than 113,000

Number of facilities
elementary schools: 88
junior high/middle schools: 28
senior high schools: 22
other: 6 exceptional schools; 6 adult schools

Student/teacher ratio: 29:1

Teacher salaries
minimum: $31,100
maximum: $55,900

Funding per pupil: $5,895

More than one hundred private and parochial schools serve the county.

Public Schools Information: Pinellas County Schools, 301 4th St. SW, Largo, FL 33770; telephone (727)586-1818

Colleges and Universities

Eckerd College, Florida's only private national liberal arts college, offers work-study and overseas programs and bachelor's degrees. The highly regarded Stetson University College of Law, known as Florida's first law school, maintains its campus in St. Petersburg. The University of South Florida (USF), with a campus in St. Petersburg, is known for the Knight Oceanographic Research Center and its programs in marine science, accounting, management information science, medicine, and psychology. The St. Petersburg College, formerly the state's oldest 2-year college, is now a 4-year college enrolling 28,000 students, and is one of the nation's leaders in number of associate degrees awarded. St. Petersburg is also home to the Poynter Institute for Media Studies, a journalism school that also owns the Times Publishing Company, publisher of the *St. Petersburg Times.*

Libraries and Research Centers

The St. Petersburg Public Library System contains nearly a half million general subject titles, plus special collections of Florida history, genealogy, more than one thousand periodical subscriptions, and back issues of local newspapers. In addition to the Main Library, there are 5 branches throughout the city, and the resources of 14 municipalities participating in the Pinellas Public Library Cooperative are available to residents. Special libraries and collections include the St. Petersburg Museum of History archives and the Florida State Department of Natural Resources marine research library. The University of South Florida (USF) is home to the Knight Oceanographic Research Center, which is a collaborative effort of Florida public and private universities and conducts research in such fields as ocean currents, endangered species, beach erosion, water quality, tourism, and shipping. The U.S. Center for Coastal Geology and Regional Studies is located on the USF campus. The Tampa Bay Research Institute, which studies viruses and molecular genetics, is also located in the city.

Public Library Information: St. Petersburg Public Library System, 280 5th St. N., St. Petersburg, FL 33701; telephone (727)893-7736

Health Care

The hospital industry is one of Pinellas County's largest employers. The city of St. Petersburg has seven major hospitals, including Bayfront Medical Center and St. Anthony's. St. Anthony's Hospital, located downtown, is one of only two facilities in the nation with a vascular rehabilitation program. Both Bayfront and All Children's hospitals are teaching centers affiliated with the University of South Florida (USF) in Tampa; together they operate a joint cardiac surgical program. USF and All Children's jointly operate a pediatric medical research facility, which seeks to solve the mysteries of illnesses in children. Palms of Pasadena Hospital, known for its Continent Ostomy Center, also specializes in treating infertility. Other major medical centers include Edward White Hospital, Northside Hospital and Heart Institute, St. Petersburg General, Vencor Hospital, and the Veterans Administration Medical Center at Bay Pines.

Recreation

Sightseeing

The center of St. Petersburg's tourist life is The Pier, five stories of shopping, restaurants, galleries, live musical entertainment, an aquarium, an art gallery, and a Children's Hands on Museum, right on the waterfront in downtown St. Petersburg. The observation platform at the end of The Pier, which juts 2,400 feet into Tampa Bay, provides a panoramic view of the city. During the winter months, a replica of the *H.M.S. Bounty* is docked. At the Sunken Gardens, a city-owned park, thousands of plants and flowers bloom on four acres that also contain a tropical forest, butterfly garden, trails, waterways, and flamingos. Weedon Island Preserve occupies 3,164 acres of historic parkland featuring a boardwalk, hiking trails, and a 45-foot high observation tower. Close to St. Petersburg, the Suncoast Seabird Sanctuary in Indian Shores has one of the world's few ''hospitals'' for injured pelicans, seagulls, and other shorebirds and seabirds.

Fort De Soto Park, with a beach ranked among the top ten in the country, stretches across five islands (or keys) at the south end of the peninsula. Open from sunrise to sunset, the park offers opportunities for bird watching, picnicking, swimming, biking, fishing, in-line skating, and camping on 900 acres on the Gulf of Mexico. The actual fort, on Mullet Key, was intended for coastal defense during the Spanish-American War, but construction was not completed until after hostilities ended. The guns at Fort De Soto, facing south, have never been fired in battle.

On the south side of the city, Boyd Hill Nature Park is a precious oasis—245 acres of unspoiled land—with over 3 miles of trails and boardwalks that lead visitors through hardwood hammocks, sand pine scrub, pine flatwoods, willow marsh, and lakeshore. On the other side of town, 400-acre Sawgrass Lake Park offers a one-mile elevated nature trail through marshland. Private operators offer boat tours on waterways around and through the city.

Docked in international waters just off the Port of St. Petersburg is the *Ocean Jewel,* a 450-foot-long gaming ship. The ship, which opened for business in October 2004, features eight decks of blackjack, poker, craps, roulette, sports book, and slot machines, as well as nightly entertainment and dining. Shuttles to and from the mainland are provided at no cost.

Arts and Culture

St. Petersburg citizens—both retirees and younger residents—are active in community theater and musical groups. While the city has a full year-round arts calendar, many of the nationally known touring shows and acts visit in the winter at the height of the tourist season. More than 800 events are scheduled yearly for 9 million downtown visitors. The American Stage Company, a professional not-for-profit organization, presents a variety of productions in addition to its annual ''American Stage in the Park'' offerings. Other theater groups include the St. Petersburg Little Theatre, Florida's oldest continually-operated community theater, and the Palladium Theater, a restored movie house, that presents a varied venue of music and comedy events. The nationally known Florida Orchestra performs classics and pop favorites at the Mahaffey Theater, bringing in guest performers and conductors in addition to its own musicians. The Bayfront Center hosts traveling ice shows and dance troupes, and popular musical entertainers, circuses, and sporting events.

St. Petersburg boasts the world's largest collection of the works of the Spanish surrealist artist Salvador Dali. In a dramatic waterfront setting, Dali's sculptures, paintings, and other works, dating from 1914 forward, are discussed during regularly scheduled tours at the Salvador Dali Museum. The Florida International Museum, an affiliate of the Smithsonian Institute that spans one-half of a city block, welcomes traveling blockbuster cultural exhibitions. Recent exhibitions include the *The Cuban Missile Crisis, A Century of Jewels and Gems 1785–1885,* and *DIANA: A Celebration,* a tribute to the personal and public life of Diana Spencer, Princess of Wales, with apparel, paintings, letters, film footage, and funeral memorabilia on loan from the Althorp Estate in England, the Spencer family's ancestral home. The St. Petersburg Museum of Fine Arts, the only comprehensive art collection on the state's west coast, owns more than 4,000 pieces of European, American, Oriental, and pre-Columbian art, including works by Cezanne, Gauguin, and Renoir.

The St. Petersburg Museum of History features exhibits of Florida and St. Petersburg history and a Flight #1 wing housing a full-scale replica of the historic ''Benoist'' Airboat, which flew the world's first scheduled commercial airline trip in 1914. Great Expectations, situated adjacent to the Sunken Gardens, is a children's museum featuring a variety of hands-on exhibits. The Florida Holocaust Museum, located in the Tampa Bay area, honors the memory of the millions of innocent men, women, and children who suffered or died in the Holocaust. Exhibits include artifacts, memorabilia, letters by camp prisoners, and an original boxcar from Nazi-occupied Poland.

Nearby, the Clearwater Marine Aquarium is a working aquarium that serves to educate the public as well as rescue, treat, and release sick or injured whales, dolphins, otters, and sea turtles. Visitors can observe the treatment and care of these animals, view sharks and fish in their underwater environment, and touch stingrays, starfish, sea urchins, and

St. Petersburg offers five public beaches for sun-seekers' enjoyment.

sea turtle shells. The Science Center of Pinellas County, located in St. Petersburg, offers seven acres of exhibits, many hands-on, as well as a planetarium, observatory, 600-gallon marine touch tank, adoptable animal room, Laser Odyssey Theater, and exhibits relating to Native American and African American pioneers. The planetarium and observatory at St. Petersburg College presents star shows from September through April.

Festivals and Holidays

St. Petersburg celebrates the birthday of Dr. Martin Luther King, Jr. each January in one of the nation's largest civic parades and festival of bands. The following months brings the Festival of Speed, featuring exotic cars, boats, and bikes from the past 100 years. The International Folk Fair Festival is the biggest event in March. This three-day event celebrates the many cultures in the area with entertainment, demonstrations, crafts, and cuisines from 40 different countries. Other events in March include the Cajun/Zydeco Crawfish Festival, with 10,000 pounds of crawfish and Cajun, Creole, and Louisiana cuisine; the Abilities Wine & Food Festival, offering premium wines, gourmet food, and hundreds of silent auction items; the Festival of the Sun, a beach fest with reggae music and food; and the Butterfly Festival & Plant Sale, held at the Sunken Gardens.

Spring also brings the Festival of States, a decades-long tradition of parades, fireworks, music, and bicycle races. An Easter Egg Hunt is held each year, as is the Mainsail Arts Festival, considered one of the best fine art shows in the nation. Earth Day and Arbor Day are celebrated with the Green Thumb Festival, which features tree and plant sales, a plant diagnostic clinic, flower shows, and a children's plant fair. Teens enjoy Pierfest, a two-day event of extreme alternative sports, skateboard and wakeboard competitions, and rock music held at The Pier.

Food is the theme of several June events, including Taste of Pinellas, an annual food and music festival with the fare of more than 60 restaurants, and Real Men Cook, a Father's Day celebration that began in Chicago in 1989 and is now celebrated in a dozen cities around the nation. The Tampa Bay Caribbean Carnival celebrates the islands' traditional food and Soca, Calypso, and Reggae music. American Stage Shakespeare in the Park presents the works of Shakespeare at Demen's Landing by the city's professional theater group. The Pier hosts an annual Fourth of July Celebration with concerts, activities, and, of course, fireworks.

SnowFest, held in November or December, features Nutcracker in the Park, the Santa parade, a Jingle Bell run, and a lighted boat parade. The annual Holiday Taste & Tour treats visitors to self-guided tours, music, and refreshments in area bed and breakfast inns. The First Night celebration, held on New Year's Eve, offers alcohol-free family activities in dozens of venues throughout downtown St. Petersburg.

Sports for the Spectator

Major League Baseball's (MLB's) Tampa Bay Devil Rays are based in St. Petersburg and play at the city's Tropicana Field. Spring training brings three other MLB teams to the area, the Philadelphia Phillies to Clearwater, the Toronto Blue Jays to Dunedin, and the New York Yankees to Tampa. The MLB Players Alumni Association hosts the Legends of Baseball, the nation's largest old-timers game, in St. Petersburg each year.

World-class auto racing arrived in the city in 2003 with the first annual Grand Prix of St. Petersburg. The event takes place over three days in the spring on a waterfront circuit that incorporates part of a runway at Albert Whitted Municipal Airport. The Sunshine Speedway, located near the St. Petersburg/Clearwater Airport, hosts stock car racing every Saturday night. Greyhound racing is a big draw during the January-to-June season at Derby Lane; more than a million fans flock to the track to watch the races and dine in the Derby Club restaurant. The Tampa Bay Downs, located in Oldsmar, features thoroughbred horse racing from December to March. Each spring brings the Regata del Sol al Sol, an annual 456-mile yacht race from St. Petersburg to Isla Mujeres, Mexico. Powerboat racing is the attraction in the St. Petersburg Offshore Super Series held each June, featuring 35-40 powerboats competing on a 5-mile race course.

For sports fans who are willing to travel a short way, Tampa is the home of the National Football League's Tampa Bay Buccaneers, the National Hockey League's Tampa Bay Lightning, and the Tampa Bay Storm, a championship arena football team.

Sports for the Participant

St. Petersburg's sunny climate means year-round outdoor activities for the sports-minded. The city boasts that it spends more per capita on its parks and recreation programs than any other city in the country. Anglers can harvest more than 300 species of fish in the Gulf of Mexico, Tampa Bay, and area lakes. Charters are available from boat captains along many piers, but shore-bound fishermen can still try their luck at Fort De Soto Park and The Pier in downtown St. Petersburg. Among the many annual fishing tournaments is the competitive Tarpon Roundup, held every summer from May through July.

The Pinellas Trail runs 45 miles from Tarpon Springs to St. Petersburg, linking parks, scenic coastal areas, and neighborhoods for bicyclists, pedestrians, and in-line skaters. St. Anthony's Triathlon, one of the nation's top triathlons in

terms of prize money, attracts 2,000 athletes who compete each April in swimming, biking, and running events. The city provides 66 public tennis courts, 29 soccer/football fields, 42 baseball/softball fields, and 18 boat ramps. Golf enthusiasts can choose from three municipal courses, including Mangrove Bay Golf Course, which has been named one of the nation's best by *Golf for Women* magazine. St. Petersburg has 125 parks covering 2,400 acres. Sun bathers can enjoy 8 public pools and 5 public beaches stretching to Clearwater on 35 miles of gleaming white sand. The St. Petersburg Shuffleboard Club is the world's oldest and largest shuffleboard club, and is the site of the National Shuffleboard Hall of Fame.

Shopping and Dining

St. Petersburg combines shopping opportunities at regional malls and charming downtown settings. University Village, a 60,000-square-foot shopping center located downtown, opened its doors in 2004. Plaza Tower offers 30,000 square feet of retail space, and Tyrone Square Mall, anchored by Burdines, Dillard's, JC Penney, and Sears, features 170 specialty stores. There are more than two dozen art galleries downtown. The city hosts three antique malls: the Antique Exchange Mall, Fourth Street Antique Alley Mall, and Gas Plant Antique Arcade, the largest antique mall in Florida. Stylish Beach Drive has recently been joined by the revived Central Avenue district to offer even more restaurant, shopping, art gallery, and entertainment choices. The Pier nearby offers tropical clothing, shell crafts, and other regional specialties. Nearby Dunedin's restored Main Street offers seafood restaurants, art galleries, and quaint shops.

Dining in St. Petersburg ranges from fresh seafood restaurants with scenic waterfront views to ethnic cuisines from Europe, Asia, Latin America, and the Caribbean. Favorite local dishes include paella Valenciana, a dish featuring shellfish, chicken, vegetables and rice; smoked local mullett; and locally caught grouper either blackened, baked, broiled, or fried. The greater Suncoast area provides a choice of more than 1,500 restaurants.

Visitor Information: St. Petersburg/Clearwater Area Convention & Visitors Bureau, 14450 46th St., Ste. 108, Clearwater, FL 33762; telephone (727)464-7200; toll-free 877-352-3224; fax (727)464-7222; email info@floridasbeach.com. St. Petersburg Area Chamber of Commerce, 100 2nd Ave. N., St. Petersburg, FL 33701; telephone (727)821-4069

Convention Facilities

The St. Petersburg area offers 5 large halls totaling nearly 300,000 square feet of convention space. They are Tropicana Field (St. Petersburg's largest venue), Bayfront Center and Mahaffey Theater, Harborview Center and Ruth Eckerd Hall (both in Clearwater), and The Coliseum (a historic 1924 setting). St. Petersburg's resort hotels, both large and small, can handle conventions, meetings, and other events, with five housing a large amount of meeting space; St. Petersburg Bayfront Hilton and the Renaissance Vinoy Resort have the largest single meeting rooms, measuring 7,221 and 6,724 square feet, respectively. Unusual settings for meetings and receptions include beaches, museums, and cruise ships.

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Transportation

Approaching the City

The St. Petersburg/Clearwater International Airport, close to the beaches, carries approximately one million commercial passengers each year. The Albert Whitted Airport, situated on the waterfront in downtown St. Petersburg, serves corporate aircraft, private pilots, and helicopters. Most visitors arrive at the larger Tampa International Airport, a 30- to 45-minute drive away. CSX Corp. provides rail service to St. Petersburg, and the Port of Tampa accommodates international cruise ships.

Most drivers to St. Petersburg pass through Tampa and over Tampa Bay. Interstate 275, which runs through the city, connects to both interstates 4 and 75 in Tampa. U.S. 19 connects St. Petersburg to the rest of Pinellas County to the north. The Sunshine Skyway bridge, at the terminus of Interstate 275, spans the mouth of Tampa Bay to join St. Petersburg with Manatee County, including the cities of Sarasota and Bradenton to the south.

Traveling in the City

St. Petersburg is laid out in an easy-to-navigate grid pattern with streets running north to south and avenues running east to west. Interstate 275 and U.S. 19 are the two major north-south arteries. Central Avenue cuts through downtown and runs out to the beaches on the Gulf coast. Public bus transportation is operated by Pinellas Suncoast Transit Authority. Sightseers may use Gray Line Sightseeing Tours and First Class Coach Company.

Communications

Newspapers and Magazines

The Pulitzer Prize-winning *St. Petersburg Times,* a morning paper, is frequently ranked as one of the top ten newspapers in the country. Pinellas County also has its own edition of the *Tampa Tribune. Florida Trend* magazine, a monthly publication circulated statewide, focuses on business and finance in the state.

Television and Radio

Two television stations broadcast from St. Petersburg, an independent station and the CBS affiliate. Six other stations operate from Tampa and Clearwater, including network affiliates, two public stations, and the nationwide Home Shopping Network. Cable television is available to residential subscribers. Four FM and four AM radio stations are based in St. Petersburg, with other stations serving the area from Tampa, Clearwater, and Sarasota.

Media Information: *St. Petersburg Times,* 490 First Ave. S., St. Petersburg, FL 33701; telephone (727)893-8111. *Tampa Tribune,* (Pinellas Edition), PO Box 191, Tampa, FL 33601; telephone (813)259-7711

St. Petersburg Online

City of St. Petersburg home page. Available www.ci.saint-petersburg.fl.us or www.stpete.org

Economic Development Department, City of St. Petersburg. Available http://stpeteshines.stpete.org

Pinellas County Schools. Available www.pinellas.k12.fl.us

St. Petersburg Area Chamber of Commerce. Available www.stpete.com

St. Petersburg/Clearwater Area Convention & Visitors Bureau. Available www.floridasbeach.com

St. Petersburg Museum of History. Available www.stpetemuseumofhistory.org

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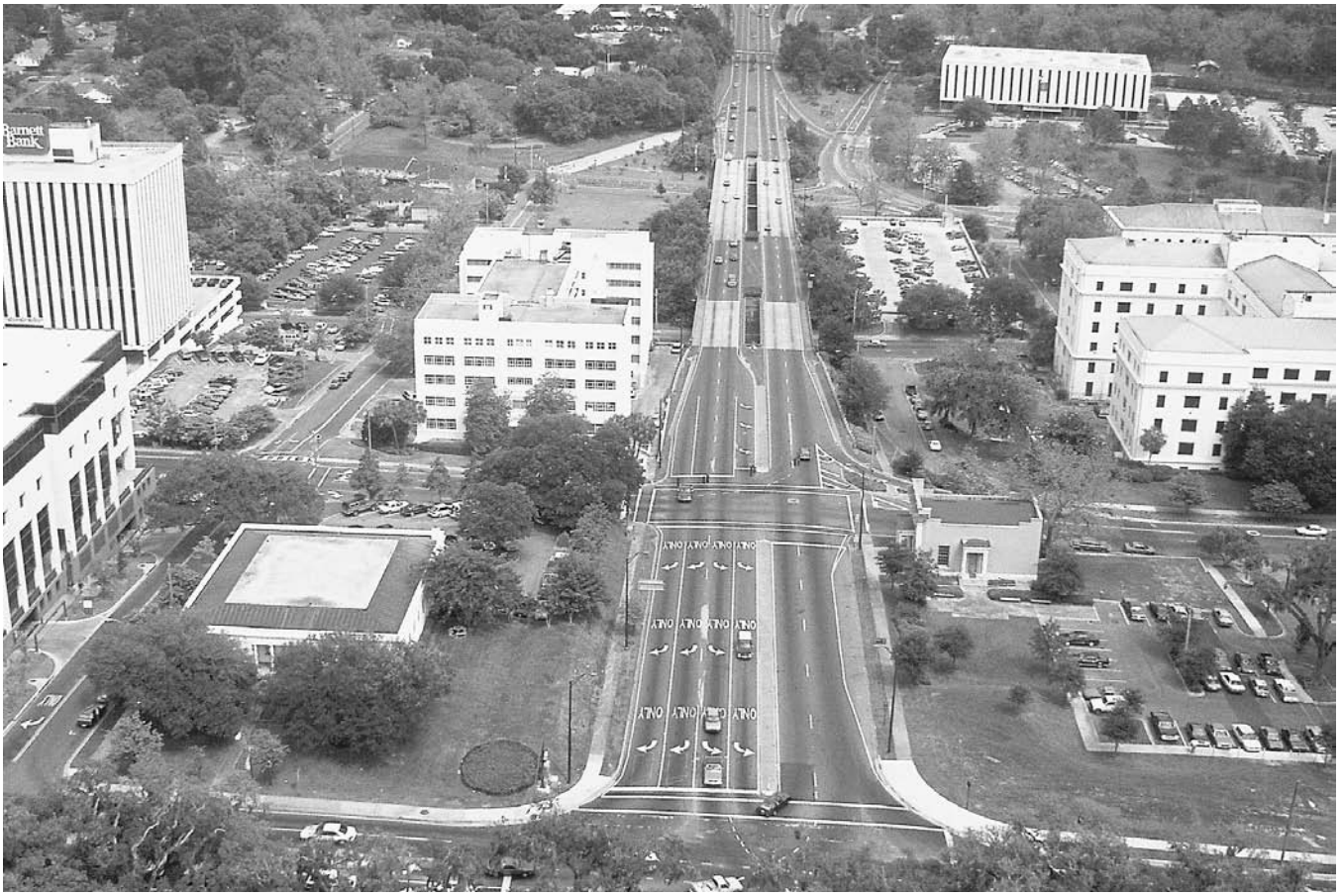
Tallahassee



The City in Brief

Founded: 1824 (incorporated 1825)

Head Official: Mayor John Marks (N-P) (since 2003)

City Population
1980: 81,548
1990: 124,773
2000: 150,624
2003 estimate: 153,938
Percent change, 1990–2000: 20.1%
U.S. rank in 1980: 221st
U.S. rank in 1990: 146th (State rank: 8th)
U.S. rank in 2000: 135th (State rank: 8th)

Metropolitan Area Population
1980: 190,000
1990: 233,598
2000: 284,539
2003 estimate: 273,489
Percent change, 1990–2000: 21.8%
U.S. rank in 1980: 203rd
U.S. rank in 1990: 146th
U.S. rank in 2000: 134th

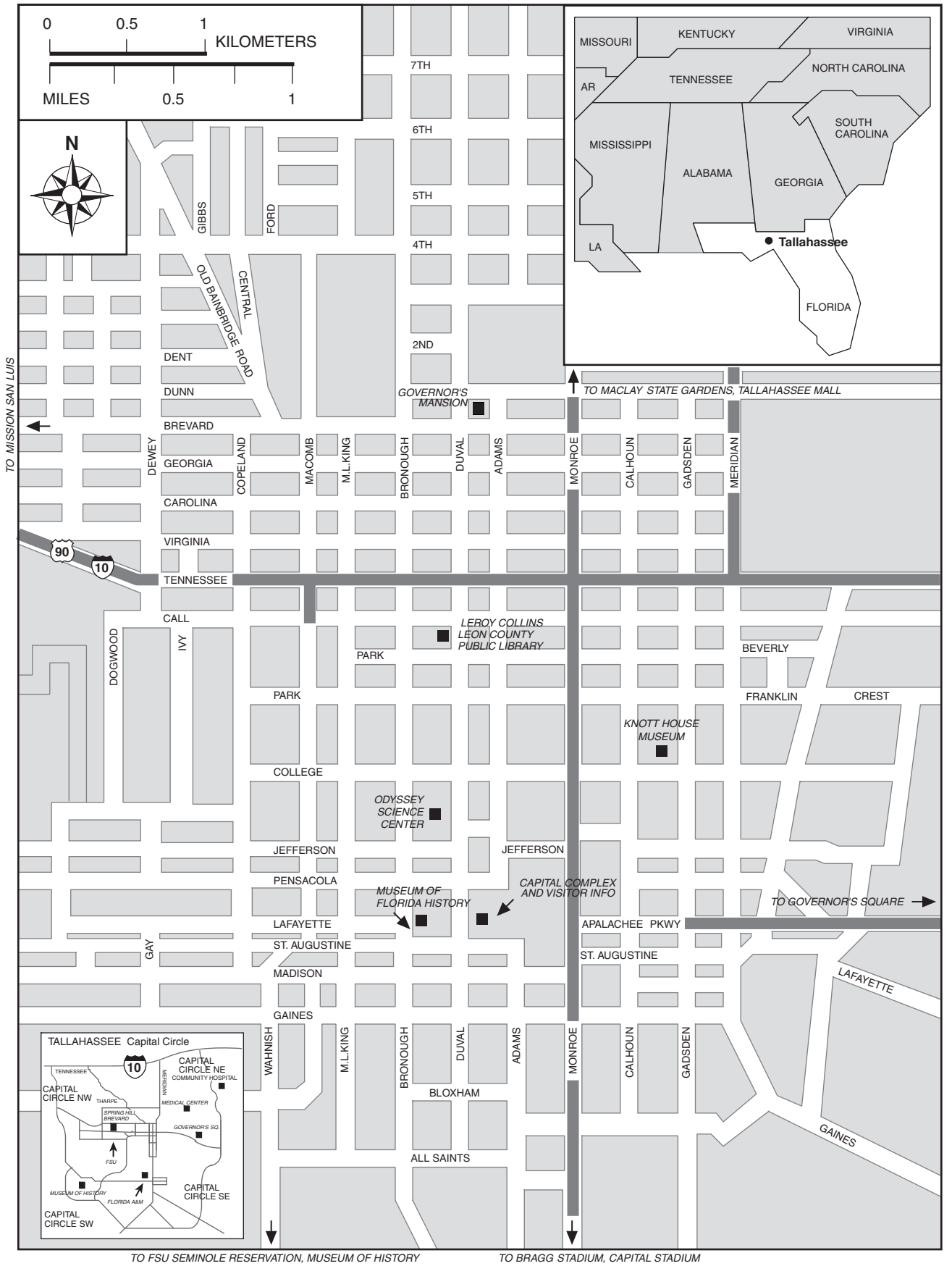
Area: 96 square miles (2000)
Elevation: 150 feet above sea level
Average Annual Temperature: 68.0° F
Average Annual Precipitation: 63.21 inches

Major Economic Sectors: government, trade, services
Unemployment rate: 2.7% (December 2004)
Per Capita Income: $18,981 (1999)

2002 FBI Crime Index Total: 10,750

Major Colleges and Universities: Florida State University, Florida A & M University, Tallahassee Community College

Daily Newspaper: *Tallahassee Democrat*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GOVERNOR'S MANSION
TO MACLAY STATE GARDENS, TALLAHASSEE MALL
TO MISSION SAN LUIS
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GEORGIA
COPELAND
MACOMB
M.L.KING
BRONOUGH
DUVAL
ADAMS
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CALHOUN
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90
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TENNESSEE
CALL
DOGWOOD
IVY
PARK
LEROY COLLINS LEON COUNTY PUBLIC LIBRARY
BEVERLY
FRANKLIN
CREST
KNOTT HOUSE MUSEUM
COLLEGE
ODYSSEY SCIENCE CENTER
JEFFERSON
PENSACOLA
MUSEUM OF FLORIDA HISTORY
CAPITAL COMPLEX AND VISITOR INFO
TO GOVERNOR'S SQUARE
LAFAYETTE
APALACHEE PKWY
GAY
ST. AUGUSTINE
MADISON
GAINES
TALLAHASSEE Capital Circle
CAPITAL CIRCLE NW
CAPITAL CIRCLE NE
CAPITAL CIRCLE SW
CAPITAL CIRCLE SE
COMMUNITY HOSPITAL
MEDICAL CENTER
THARPE
SPRING HILL
BREVARD
GOVERNOR'S SQ.
FSU
MUSEUM OF HISTORY
FLORIDA A&M
WAHNISH
BLOXHAM
ALL SAINTS
TO FSU SEMINOLE RESERVATION, MUSEUM OF HISTORY
TO BRAGG STADIUM, CAPITAL STADIUM

Introduction

Tallahassee, which means ''land of the old fields'' in the Apalachee Indian language, still retains the feel of the Old South with its antebellum homes, historic churches, and Spanish moss-draped oaks. As the state capital, the city is a center of both government and education for the state of Florida. The number of young people in the city give Tallahassee a vitality that is somewhat different from other places in Florida with considerably older populations.

Geography and Climate

Nestled among the rolling hills of northwest Florida, Tallahassee is located in a region of the Florida panhandle known as the Big Bend. The city is set 20 miles north of the Gulf of Mexico, 178 miles west of Jacksonville, and 200 miles east of Pensacola. Its hilly terrain abounds with lakes, forests, and gardens. Tallahassee has a mild, moist climate with four distinct seasons, including subtropical summers with frequent thunderstorms, and 90 days with above 90 degree temperatures annually. Winters are often rainy with less sunshine than in summer and occasional below freezing days. High winds occur most frequently in late winter and early spring, and, with the exception of 2004's unusual season, full-blown hurricanes directly hit about every 17 years.

Area: 96 square miles (2000)

Elevation: 150 feet above sea level

Average Temperatures: January, 51.8° F; July, 82.4° F

Average Annual Precipitation: 63.21 inches

History

Early Settlements of Tallahassee

As long ago as 10,000 B.C., Native Americans lived in the Red Hills of Tallahassee where they constructed temple mounds on the shores of what is now Lake Jackson (six of the mounds are preserved at Lake Jackson Mounds State Archaeological Site). Prior to the coming of the Europeans, Tallahassee had gained importance as a village of more than 30,000 people. The Apalachee tribes, who lived there from about 500 B.C. through the 1600s, were farmers. They developed impressive works of pottery, which were traded as far away as the Great Lakes. Remains of their communities can be observed at the city's Museum of Florida History.

Although the Spanish explorer Narvaez visited the region in 1628, the first important exploration by Europeans took place in 1539, when Hernando de Soto and hundreds of Spanish settlers and soldiers came and held the first Christmas celebration in the New World. By 1607, almost wiped out by diseases brought by the Europeans, many of the Apalachee left, earning the area the name Tallahassee, or ''abandoned fields.'' The Apalachee who remained accepted the Christian faith, and nearly twenty missions were established in what later became Leon County. In 1704, after almost a century of peaceful co-existence, both the Spanish and the Apalachee were forced to flee from the area after an attack by Colonel James Moore of South Carolina and his Creek allies.

In 1739, encouraged by the Spaniards, who wanted to restore their foothold in the area, members of the Seminole tribe established towns and nearby farms. Following a brief period of British rule, the Spaniards again took charge of the area in 1783. General Andrew Jackson, soon to become governor of West Florida, banished the Seminoles in 1818, who by then were demonstrating resistance to growing American influence.

Tallahassee Becomes Territorial, Then State Capital

The U.S. Territory of Florida was established in 1821, and the Territorial Legislature decided to found its new capital mid-way between St. Augustine and Pensacola, at the site of present-day Tallahassee. The area quickly gained a reputation as a rather lawless place where gunfire and knife duels were not uncommon. To bring law and order to the citizenry, the Tallahassee Police Department was established. Within a short time, a plantation economy developed around Tallahassee, which became part of the agricultural central region of Florida. Territorial Governor William P. DuVal laid out the city in 1824. By 1837, a rail line connected Tallahassee with its Gulf of Mexico port, St. Marks, and Tallahassee had become the commercial and social center for the region.

Early settlers faced difficult times with Indian attacks, a yellow fever epidemic, bank failures, hurricanes, and a terrible downtown fire. Despite these obstacles, by 1845 Tallahassee had become the capital of Florida, with government playing an ever more important role in the city's development.

The City in the Civil War

In 1861, as part of the Confederacy, Florida seceded from the Union and Tallahassee was one of the sites where important battles were fought. Defended only by old men and young boys, the city was able to stave off a Union attack in 1865 at the Battle of Natural Bridge, the only Confederate capital east of the Mississippi to avoid capture.

Union leader Edward M. McCook took over governance of the city in 1865, and on May 20th read the Emancipation Proclamation freeing the slaves. While some African Americans moved to the city, most remained in rural areas working as tenant farmers.

Education began to attain prominence in Tallahassee around the mid-nineteenth century. In 1854, a school for boys was founded which later became Florida State University. The Florida Agricultural and Mechanical University was founded in 1884, the state's first institution for African Americans.

Post Civil War, Twentieth-Century Developments

Wealthy Northerners discovered the area in the 1870s and 1880s, and former cotton estates were bought up and turned into hunting retreats. Prompted by the concerns of plantation owners over the potential loss of the native quail population, Tall Timber Research Station was established in the 1920s, and soon became an international groundbreaker in the study of ecological issues. In 1929 Dale Mabry Air Field opened, and commercial aviation was first brought to the area. During the 1930s nearly 100 new buildings were constructed in Tallahassee and Leon County as a result of Franklin Roosevelt's New Deal programs.

By the twentieth century, government and education had replaced agriculture as the chief industries in Tallahassee. During the early part of the century, hotels and boarding houses developed to accommodate the growing number of legislators in the city. In an effort at beautification, hundreds of oaks and dogwood trees were planted. During the decade of the 1940s Tallahassee grew by nearly two-thirds, going from a population of nearly 32,000 people to a population of 52,000 people.

By the 1960s the dogwood had become the symbol of Tallahassee, and an annual parade and celebration called ''Springtime Tallahassee'' was initiated. The 1960s also saw the integration of the city's schools and the founding of Tallahassee Community College. A new Capital Complex was constructed and dedicated in 1978, and Tallahassee's new civic center opened in 1981.

Tallahassee's 1999 designation by the National Civic League as an All America City (AAC) was described by Mayor Scott Maddox as ''clearly one of the most exciting things to ever happen to Tallahassee. . . . [It] verifies what we've known for so long—that we have one of the greatest cities in all of America.'' The Tallahassee Boys' Choir was one of the community projects that led to the AAC honor; the others were the Community Human Services Partnership, a joint human services funding program from the city, Leon County, and the United Way, and Kleman Plaza, a cornerstone of downtown development and revitalization.

Today's Tallahassee shares little of what brings many tourists to Florida, besides its weather. With no beaches, bays, oceanfront high-rises, cruise ship terminals, or theme parks, a slower pace seems to resound in Tallahassee, which is more a town of old-south charm than that of booming tourism.

Historical Information: Black Archives Research Center and Museum, Historic Carnegie Library/FAMU Campus, off Martin Luther King Blvd. and Gamble St; telephone (850)599-3020

Population Profile

Metropolitan Area Residents

1980: 190,000
1990: 233,598
2000: 284,539
2003 estimate: 273,489
Percent change, 1990–2000: 21.8%
U.S. rank in 1980: 203rd (MSA)
U.S. rank in 1990: 146th
U.S. rank in 2000: 134th

City Population

1980: 81,458
1990: 124,773
2000: 150,624
2003 estimate: 153,938
Percent change, 1990–2000: 20.1%
U.S. rank in 1980: 221st
U.S. rank in 1990: 146th (State rank: 2nd)
U.S. rank in 2000: 135th (State rank: 8th)

Density: 1,574 people per square mile (in 2000, based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 91,007
Black or African American: 51,569
American Indian and Alaska Native: 376
Asian: 3,617
Native Hawaiian and Pacific Islander: 82
Hispanic or Latino (may be of any race): 6,309
Other: 1,457

Percent of residents born in state: 51.6% (2000)

Age characteristics (2000)
Population under 5 years old: 7,763
Population 5 to 9 years old: 7,278
Population 10 to 14 years old: 6,832
Population 15 to 19 years old: 17,874
Population 20 to 24 years old: 31,189

Population 25 to 34 years old: 24,008
Population 35 to 44 years old: 17,985
Population 45 to 54 years old: 16,397
Population 55 to 59 years old: 5,185
Population 60 to 64 years old: 3,694
Population 65 to 74 years old: 6,225
Population 75 to 84 years old: 4,598
Population 85 years and older: 1,596
Median age: 26.3 years

Births (2003)
Total number: 2,341

Deaths (2003)
Total number: 1,031 (Tallahassee), 1559 (Leon County, of which, 33 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,981
Median household income: $30,571
Total number of households: 63,165

Number of households with income of . . .
less than $10,000: 12,178
$10,000 to $14,999 5,016
$15,000 to $24,999: 9,721
$25,000 to $34,999: 8,086
$35,000 to $49,999: 8,795
$50,000 to $74,999: 9,414
$75,000 to $99,999: 4,911
$100,000 to $149,999: 3,248
$150,000 to $199,999: 807
$200,000 or more: 989

Percent of families below poverty level: 12.6% (47.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index: 10,750

Municipal Government

Tallahassee has a council/manager form of government with a mayor and four council members elected at large who serve staggered four-year terms. The city commission appoints the city manager who oversees most city departments and administers the daily operation of the city.

Head Official: Mayor John Marks (since 2003; current term expires 2007)

Total Number of City Employees: about 2,200 (2005)

City Information: City of Tallahassee, 300 South Adams St., Tallahassee, FL 32301; telephone (850)891-8200

Economy

Major Industries and Commercial Activity

Government is the central focus of Tallahassee's economy, although education, printing and publishing, food processing, and the lumber industry play important roles as well. As Florida's state capital, Tallahassee enjoys a stable economy and a comparatively low unemployment rate. A recent survey of occupations and industries found a wide variety of employment sectors.

Tallahassee is a high technology center and is sometimes referred to as ''Silicon Valley South.'' Institutions such as Innovation Park/Tallahassee, affiliated with Florida A&M University and Florida State University, and Smart Park, a privately owned 130-acre fiber-optic research center, place Tallahassee on the cutting edge of technology. The city boasts that it is the most wired community in the country.

Items and goods produced: pulpwood, pine extracts, insecticides, pre-stressed concrete, lumber, boats, feed

Incentive Programs—New and Existing Companies

Local programs—Local city and county governments and the Tallahassee Area Chamber of Commerce have joined together to form the Economic Development Council, which works toward promoting a diversified economy that continues to grow and create more jobs and business opportunities for both new and existing industries. In 2004, the Chamber announced the creation of Action 2010, to promote Tallahassee as a center of art and culture, while expanding local business areas.

State programs—Enterprise Florida, Inc. is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians, by supporting the creation of quality jobs, a well-trained workforce, and globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Job training programs—The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida, Inc. WDB provides policy, planning, and oversight for job training programs funded under the new federal Workforce Investment Act (WIA), formerly Job Training Partnership Act

(JTPA), along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a statewide network of One-Stop Career systems. State and local workforce development efforts are concentrated on three broad initiatives: First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES (Work and Gain Self-Sufficiency) programs; High Skill/High Wages targets the higher skills needs of employers and training workers for advancement including Performance Based Incentive Funding (PBIF), Occupational Forecasting Conference/ Targeted Occupations, Quick Response Training (QRT), and Incumbent Worker Training (IWT); One-Stop Career Centers are the central elements of the One-Stop system for providing integrated services to employers, workers, and job-seekers.

Development Projects

In 2005, planning began for a large community performing arts center. Several hotel and condo developments are also scheduled to begin, including the delayed Marriott Civic Center hotel, condo and convention center project.

Economic Development Information: The Economic Development Council of Tallahassee/Leon County, Inc., 100 N. Duval, PO Box 1639, Tallahassee, FL 32302; telephone (850)224-8116, fax (850)561-3860. Michael Parker, Director, City of Tallahassee Economic Development Department, 300 South Adams Street, Tallahassee, FL 32301; telephone (850)891-8625; email parkerm@talgov.com

Commercial Shipping

Tallahassee is served by 13 motor freight carriers, as well as several package delivery services.

Labor Force and Employment Outlook

Tallahassee businesses have access to a labor force in which more than 41 percent of working adults hold college degrees. *Inc.* magazine has ranked Tallahassee among the ''Best Small Metro Areas to start and grow a business.'' In 2002, *Forbes*magazine listed Tallahassee as one of the Best Places for Business and Careers. The fastest growing business sectors are telecommunications, computer hardware vendors, software developers, and trade associations.

The following is a summary of data regarding the Talahassee metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 158,600

Number of workers employed in . . .
construction and mining: 7,300
manufacturing: 3,600
trade, transportation and utilities: 22,200
information: 3,800
financial activities: 7,200
professional and business services: 17,600
educational and health services: 16,200
leisure and hospitality: 13,100
other services: 7,600
government: 60,100

Average hourly earnings of production workers employed in manufacturing: $14.09 (2003 statewide average)

Unemployment rate: 2.7% (December 2004)

Largest employers	*Number of employees*
State of Florida	25,204
Florida State University	8,784
Leon County Schools	4,403
City of Tallahassee	3,327
Tallahassee Memorial Healthcare	2,850
Florida A & M University	2,681
Publix Super Markets	2,000
Leon County	1,522
Tallahassee Community College	1,090
Sprint	740

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Tallahassee area.

2004 (3rd Quarter) ACCRA Average House Price:$261,680

2004 (3rd Quarter) ACCRA Cost of Living Index: 101.4 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: 1.5

Property tax rate: 3.2 mills per $100 of assessed valuation

Economic Information: Tallahassee Area Chamber of Commerce, 100 N. Duval, PO Box 1639, Tallahassee, FL 32302; telephone (850)224-8116

Education and Research

Elementary and Secondary Schools

The Leon County School District offers programs in education for the gifted, physically and emotionally handicapped, and homebound, as well as programs in vocational education, special education, adult job preparation, and adult general education. Leon County students continue to score higher than students state-wide and nationally on the Scholastic Achievement Test.

The following is a summary of data regarding the Leon County School District as of the 2003–2004 school year.

Total enrollment: 31,857

Number of facilities
elementary schools: 24
junior high/middle schools: 7
combination schools: 3
senior high schools: 6
other: 2 charter and 9 other

Student/teacher ratio: 18.6

Teacher salaries
average: $39,117

Funding per pupil: $3,485

Public Schools Information: Superintendent, Leon County School District, 2757 W. Pensacola St., Tallahassee, FL 32304; telephone (850)487-7100

Colleges and Universities

Florida State University, with its more than 38,000 students, is known for its science program, performing arts curricula, and super computing; it recently added a new School of Computational Science and Information Technology. Florida A & M University, founded in 1888 as a primarily African American institution, has more than 9,000 students; it has received acclaim for its business, pharmacy, and engineering schools, as well as for being home of the high-stepping Marching 100 Band. Tallahassee Community College serves 10,000 students, most of whom are in the associates-in-arts transfer program.

Tallahassee is also the site of the Lively Technical Center, one of ten centers for electronic excellence in the state, offering entry-level training in disciplines such as electronics, drafting, aircraft maintenance, and computer service. Keiser College, a private college, provides associate and bachelor degree programs in such fields as criminal justice, business administration and culinary arts

Libraries and Research Centers

LeRoy Collins Leon County Public Library maintains six branches housing nearly 319,000 volumes. The library offers a Tech/Media Section with a computer laboratory, books-on-tape, CD-ROMs, and a large video collection. Special features are its Youth Services section, Consumer Center, Map Resource Center, and Grants Information area. The library provides Tallahassee FreeNet, a free community internet provider that offers instruction and support.

The city of Tallahassee boasts more than 40 special and research libraries affiliated with educational institutions, state agencies, and private companies. Governmental libraries cover such subjects as environmental protection, agriculture, commerce, legal affairs, transportation, medical services, and public service.

Research centers affiliated with Florida State University (FSU) cover such topics as European politics, aquatic research, biomedical toxicology, environmental hazards, marine biology, neuroscience, communication science, computing, weather, insurance, management, real estate, population studies, and education. FSU's National High Magnetic Field Laboratory is one of the nation's newest high-tech laboratories for scientific research and engineering. Florida A & M University researches areas such as anti-inflammatory drugs, space life sciences, computers, transit, and child development.

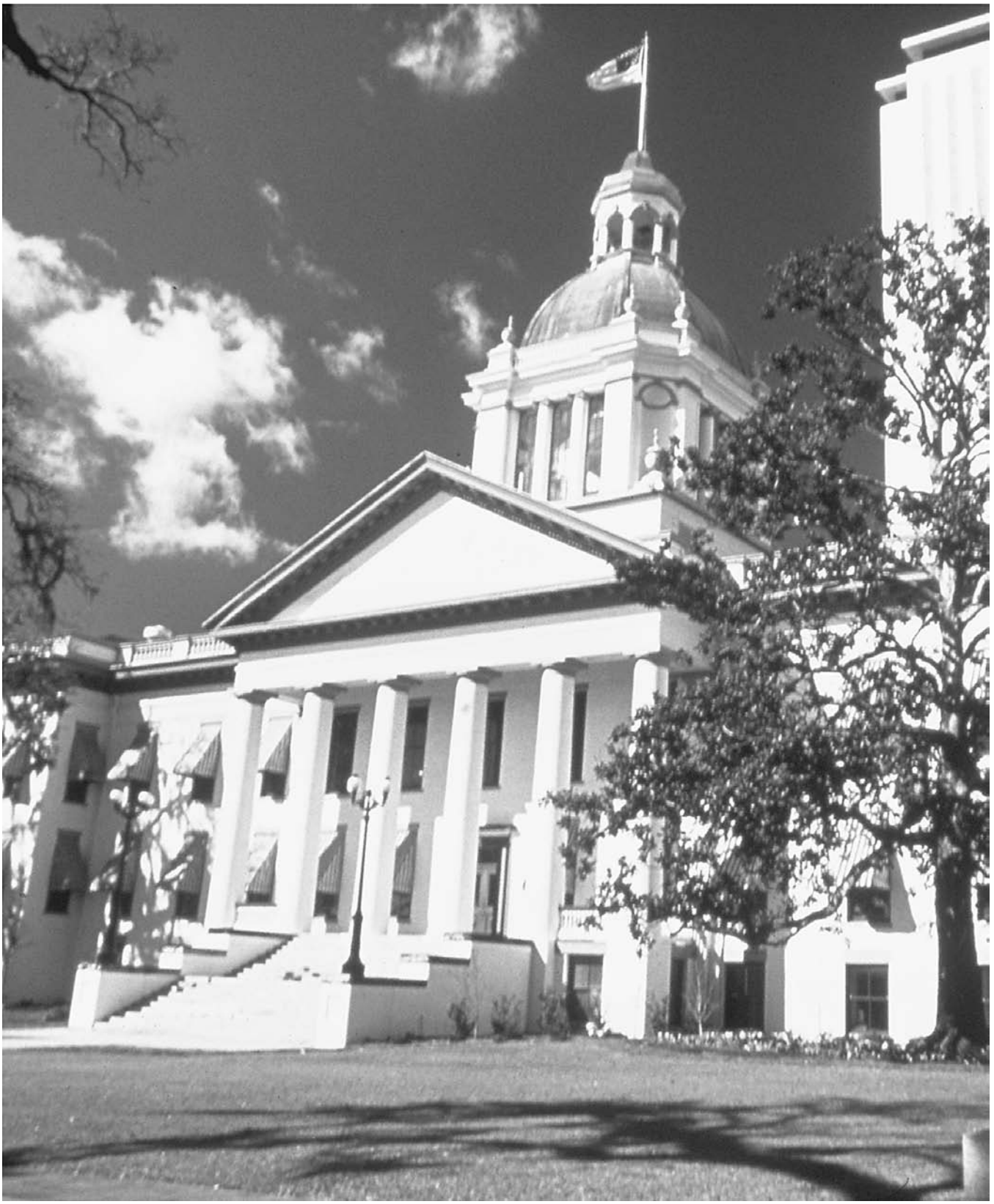
Other research centers in the city include Tall Timbers Research Station, dedicated to protecting wildlands and preserving natural habitats; the Dyslexia Research Institute; and institutions that study conflict resolution, government, taxation, family services, and archeology.

Public Library Information: LeRoy Collins Leon County Public Library, 200 West Park Avenue, Tallahassee, FL 32301-7720; telephone (850)487-2665

Health Care

Tallahassee is served by two local hospitals plus walk-in clinics and a mental health center. The Tallahassee Memorial Healthcare, eighth largest hospital in Florida, is a 770-bed hospital that provides open-heart surgery and cardiac transplantation, renal dialysis, laser surgery, and lithotripsy. Other services are a community cancer treatment center, neurological intensive care services, a psychiatric center, and the area's only neonatal high-risk nursery. In 2004, Tallahassee Memorial Cancer Center became affiliated with H. Lee Moffitt Cancer Center in Tampa, FL.

Capital Regional Medical Center is a fully accredited, acute care hospital serving the residents of North Florida and



The Florida State Capitol building.

South Georgia. Established in 1979, Capital Regional Medical Center has 180 state-licensed beds and a 700-person hospital staff, including more than 300 physicians and approximately 250 professional nurses. Surgical specialties include a heart surgery program and orthopedic, urological, and neurosurgery centers. In 1998, the center completed a $1.1 million dollar renovation and expansion of their Emergency Department. More recent renovations and expansions (2004) include a new facility, with public areas and a facade designed by architect Michael Graves. The new hospital center includes all new equipment, private rooms, and a state-of-the-art Heart Center. Other services include a full range of outpatient services, specialized intensive care units, radiology, respiratory care, physical therapy, a Wound Care Center, Family Center, and a hyberbaric oxygen chamber.

Big Bend Hospice offers compassionate in-home care to people with terminal illnesses, with several satellite offices in Northern Florida. Hospice House, a homelike residence for patients who cannot remain at home through the end of their illness, offers short-term crisis care.

Recreation

Sightseeing

Tallahassee offers the visitor a handsome vista of rolling hills, abundant trees, and an interesting variety of Southern architectural styles. The downtown district was formed according to the plan of William DuVal, governor of the Florida Territory. The major symbols of the state of Florida's government are its Old and New Capitol Buildings. The old Greek Revival-style 1845 building was expanded in 1902, with the addition of grand porticoes and a majestic dome. The New Capitol, erected in 1978, is an example of the ''new classicism'' style. A fifth-floor observation deck allows visitors to watch the legislature in session.

Within the Park Avenue Historic District, visitors can stroll along streets lined with graceful ante-bellum and turn-of-the-century homes, explore the Old City Cemetery, and enjoy the newly renovated city parks. The district's historic Knott House Museum is known as the ''house that rhymes,'' for the poems attached to its Victorian era furnishings. The Calhoun Street Historic District, once termed ''gold dust street'' because of its wealthy residents, is home to the 1856 Brokaw-McDougall House and Gardens.

Other historic houses worth noting are the Governor's Mansion, patterned after Andrew Jackson's The Hermitage, and the LeMoyne Art Foundation, listed on the National Register of Historic Places. Free tours are offered on the grounds of the Goodwood Plantation's house and gardens. Fine crystal, porcelain, and period furniture are among the collections of the Pebble Hill Plantation, which features gardens, a kennel, a fire house, a log cabin schoolhouse, and a cemetery. Nearby Alfred B. Maclay State Park displays flowers and shrubs in a setting of reflecting pools, bubbling fountains, and a natural lake.

Driving tours along the lush, moss-draped ''Canopy Roads'' of the region (so named for their arching trees overhead) include the Native Trail tour, which focuses on architectural history; the Cotton Trail, which traces the impact of the area's cotton trade; and the Quail Trail Tour, which highlights the ante-bellum hunting estates that dot the landscape.

The Museum of Florida History allows visitors to climb aboard a reconstructed steamboat, examine sunken treasures, and march to a Civil War musical beat. The Mission San Luis de Apalachee, site of the only reconstructed Spanish mission in Florida and a Native American village, offers ongoing excavations, exhibits, and living history demonstrations. Animals such as red wolves, Florida panthers, and alligators thrive on the 52 acres of the Tallahassee Museum of History and Natural Science, which offers a nature center, an 1880s farm, a child friendly Discovery Center, and special events throughout the year.

Fun and exploration in the world of science are the focus of the Mary Brogan Museum of Art and Science. The Challenger Learning Center features a planetarium, IMAX theater, and programs for students K–12, featuring mission control and space station simulators. The National High Magnetic Field Laboratory on the Florida State University campus offers tours of its state-of-the-art facility where such high-tech procedures as magnetic resonance imaging and tests with semiconductors and super-conductors are performed.

Arts and Culture

Tallahassee's Civic Center and college auditoriums are the site for many musical and theatrical events throughout the year. The Tallahassee-Leon County Civic Center plays host to touring Broadway shows during its main September-through-March season. The renowned Florida State University (FSU) School of Theatre offers productions at its three facilities: the Mainstage, The Lab, and the Studio Theatre. The university's School of Music presents more than 400 concerts, recitals, and opera performances annually. FSU's Ruby Diamond Auditorium plays host to the Tallahassee Symphony Orchestra, whose season, which includes a Masterworks Series and a holiday concert, runs from October through April. The Tallahassee Ballet Company, also housed at FSU's Ruby Diamond Auditorium, presents three major performances annually, and provides ballet lessons for the community. Florida A & M University hosts a variety of concerts in the Foster-Tanner Fine Arts Center recital hall. The Tallahassee Little Theatre produces a September-through-May season of offerings as well as its avant-garde ''Coffeehouse Productions.''

Festivals and Holidays

Tallahassee welcomes spring with March's Jazz and Blues Festival at the Tallahassee Museum of History and Natural Science, and the Springtime Tallahassee celebration, spanning dates in March and April. A parade kicks off the spring events, which include six stages of entertainment, and more than 250 food and craft vendors. The Flying High Circus, an actual circus found on the campus of Florida State University stages shows in Tallahassee during the first two weekends in April before moving to Callaway Gardens for the summer.

The spirit of the Renaissance inspires the Southern Shakespeare Festival, which culminates with a free performance of Shakespearean plays at Downtown Capitol Commons. July events include the area's largest fireworks display on July Fourth at Tom Brown Park, and the Swamp Stomp at the Museum of History and Natural Science, featuring guitar music in all its variety. Calypso rhythms and the smell of jerk chicken and salsa fill the air at the Caribbean Carnival, which takes place downtown during August.

The crafts and culture of the Seminole, Miccosukee, Creek, and Choctaw are the focus of the Native American Heritage Festival each September. The ''World's Largest Free Fish Fry'' lures visitors to the Florida Forest Festival in October. Autumn is also the time for the North Florida Fair with its livestock shows, performances, and carnival rides, and the Halloween Howl with its ghost stories and trick or treating on a circa-1800s farm. November brings Market Days at which 270 artists and craftspersons display their wares. The joys and lights of Christmas brighten up December's Winter Festival downtown, and at the Knott House Candlelight Tour. The early history of Tallahassee takes the spotlight at January's Hernando DeSoto Winter Encampment, which focuses on the Spanish and Apalachee cultures. In order to keep the Spanish speaking culture alive in Tallahassee, the North Florida Hispanic Association hosts a yearly Hispanic festival.

Sports for the Spectator

Although Tallahassee does not field any professional teams, watching college sporting events is very popular—so popular, in fact, that the city sponsors Downtown Get Downs, high spirited, themed block-parties, on most Friday nights preceding college home football games. The free events feature food vendors, live entertainment, arts and crafts, and more. Football, baseball, and other intercollegiate sports are played by the Florida State Seminoles and Florida A & M Rattlers.The Nike Tallahassee Open takes place in April at the Golden Eagle Country Club.

The Tallahassee Sports Council is involved in hosting multisport and community partnership events, such as the hosting NCAA basketball and tennis championships and the Sunshine State Games. The Sports Council also serves as agent to such local sports entities as the Tallahassee Soccer Association, the Amateur Sports Association, and the Center Classic.

Sports for the Participant

An undisturbed natural environment adds to the enjoyment of the many recreational resources in the area. In 2004, Tallahassee's Parks and Recreation Department won a Gold Medal Award from the National Recreation and Park Association, naming it the best in the country for cities with populations of 100,000 to 250,000 residents. The city has more than 2,700 acres of parkland. The popular St. Marks Trail, extending from Tallahassee south to the coast, is available to cyclists, skaters, hikers, and equestrians. The St. Marks National Wildlife Refuge is a popular eco-tourism attraction, with its undisturbed coastal marshes and a preserved lighthouse. A stretch of parks in the downtown area spans some five blocks. Several ocean beaches are less than seventy miles away, and Tallahassee has its own freshwater beaches. Lake Hall at Alfred B. Maclay State Park and Lake Bradford offer public beach access, swimming, boating, fishing and other water sports. Golfers can enjoy the city's several municipal and public courses as well as award-winning private courses. Three local parks provide lighted tennis courts.

Shopping and Dining

Downtown Tallahassee offers a collection of specialty and gift shops at Downtown Market Place on Park, where fine arts, crafts, authors, writers/poets, live jazz, chefs, historic chats, children's storytelling and a farmer's market can be enjoyed on Saturdays from March to November. The Tallahassee Mall boasts more than 90 specialty stores. Governor's Square is home to over 100 stores and restaurants, anchored by four full-line department stores, and a 500-seat Food Court. Bradley's 1927 County Store is renowned for homemade sausage and Southern goods and is on the National Register of Historic Places.

Restaurant offerings in the city range from the international cuisines of France, Italy, and Thailand, to seafood in all its variety, classic American cooking, and steak and barbecues.

Visitor Information: Tallahassee Area Visitor Information Center, 106 East Jefferson Street (across from City Hall); telephone (850)413-9200 or (800)628-2866; fax (850)487-4621; email vic@mail.co.leon.fl.us

Convention Facilities

As the government center for the state of Florida, Tallahassee is the preferred headquarters location for most gatherings of Florida professionals. Tallahassee has more than 5,000 rooms

in more than 50 hotels and motels. The Tallahassee-Leon County Civic Center is the main convention site in the city, with a 14,000-seat arena, and 52,000 square feet of meeting, dining, and exhibition space. The Dale Mabry Conference Center at Tallahassee Airport offers versatile amenities for meetings from small, closed-door sessions to large public receptions. The Augustus B. Turnbull III Conference Center at Florida State University can accommodate small conferences. Out of the ordinary meeting areas include the North Florida Fairgrounds, the Wakulla Springs Lodge and Conference Center, and The Capital Cultural Center, which also houses the Mary Brogan Museum of Art and Science. Historic Dorothy B. Oven Park, part of the Lafayette Land Grant awarded to General Marquis de Lafayette in 1824 by the United States Congress, has a Main House that is available to the public for rental use for seminars, meetings, and receptions.

Convention Information: Tallahassee Area Convention and Visitors Bureau, 106 East Jefferson Street Tallahassee, FL 32301; telephone (850)413-9200 or (800)628-2866; fax (850)487-4621

Transportation

Approaching the City

Florida law requires that drivers must turn on their headlights when rain is heavy enough to use windshield wipers. A number of interstate and state highways converge in Tallahassee including U.S. highways 27, 90, 319, as well as state highways 20 and 363. Amtrak offers east-west service on its Sunset Limited line, and Greyhound Bus Lines also serves the city. The Tallahassee Regional Airport, which is served by eight national airlines, is located five miles south of downtown. The airport reported serving a total of 1,155,072 travelers in 2004.

Traveling in the City

Taltran, an extensive public transit system, offers 35 city routes and 9 routes to the city's college campuses, with a modern transfer facility, the C.K. Steele Plaza. Traveling downtown becomes a fun event on The Old Town Trolley, with its brass fittings and cable-car gong.

Communications

Newspapers and Magazines

The *Tallahassee Democrat* is the city's daily newspaper. The *Capital Outlook,* is an African-American weekly, while the *Elder Update,* published monthly, offers consumer information for senior citizens. The *Florida Bar News, the FSView* and other legal and college newspapers, are published in the city.

The North Florida Hispanic Association publishes a quarterly Spanish-language newsletter, *La Gaceta Hispana.* Journals on engineering, agriculture, and the funeral industry are also published in Tallahassee. *Tallahassee Magazine,* a bimonthly, is the region's only full-color lifestyle publication. It features award-winning writing on the people and business of the area, and carries a dining guide and calendar of events.

Television and Radio

Tallahassee has three network television stations, one public station, four digital television stations, twelve FM radio stations and five AM stations.

Media Information: *Tallahassee Democrat,* 277 N. Magnolia Drive, Tallahassee, Florida, 32301; telephone (850)599-2100. *Tallahassee Magazine,* Rowland Publishing, Inc., 1932 Miccosukee Road, Tallahassee, Florida, 32308; phone (850)878-0554; fax (850)656-1871.

Tallahassee Online

City of Tallahassee home page. Available www.state.fl.us./citytlh

Leon County home page. Available www.co.leon.fl.us

Leroy Collins Leon County Public Library. Available www.co.leon.fl.us/library

National High Magnetic Field Laboratory. Available www.nhmfl.gov

North Florida Hispanic Association. Available www.tnfha.org

Tallahassee Chamber of Commerce. Available www.talchamber.com

Tallahassee Democrat. Available www.tallahassee.com

Tallahassee Visitor's Guide. Available www.seetallahassee.com/Default.asp

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Paisley, Clifton, *The Red Hills of Florida, 1528–1865* (Tuscaloosa: University of Alabama Press, 1989)

Rabby, Glenda Alice, *The Pain and the Promise: The Struggle for Civil Rights in Tallhassee, Florida* (Athens: University of Georgia Press, 1999)

Tampa

The City in Brief

Founded: 1824 (incorporated 1887)

Head Official: Mayor Pam Iorio (NP) (since April 2003)

City Population
1980: 271,577
1990: 280,015
2000: 303,447
2003 estimate: 317,647
Percent change, 1990–2000: 8.1%
U.S. rank in 1990: 55th (State rank: 3rd)
U.S. rank in 2000: 57th (State rank: 3rd)

Metropolitan Area Population
1980: 1,614,000
1990: 2,067,959
2000: 2,395,997
Percent change, 1990–2000: 15.9%
U.S. rank in 1990: 21st
U.S. rank in 2000: 20th

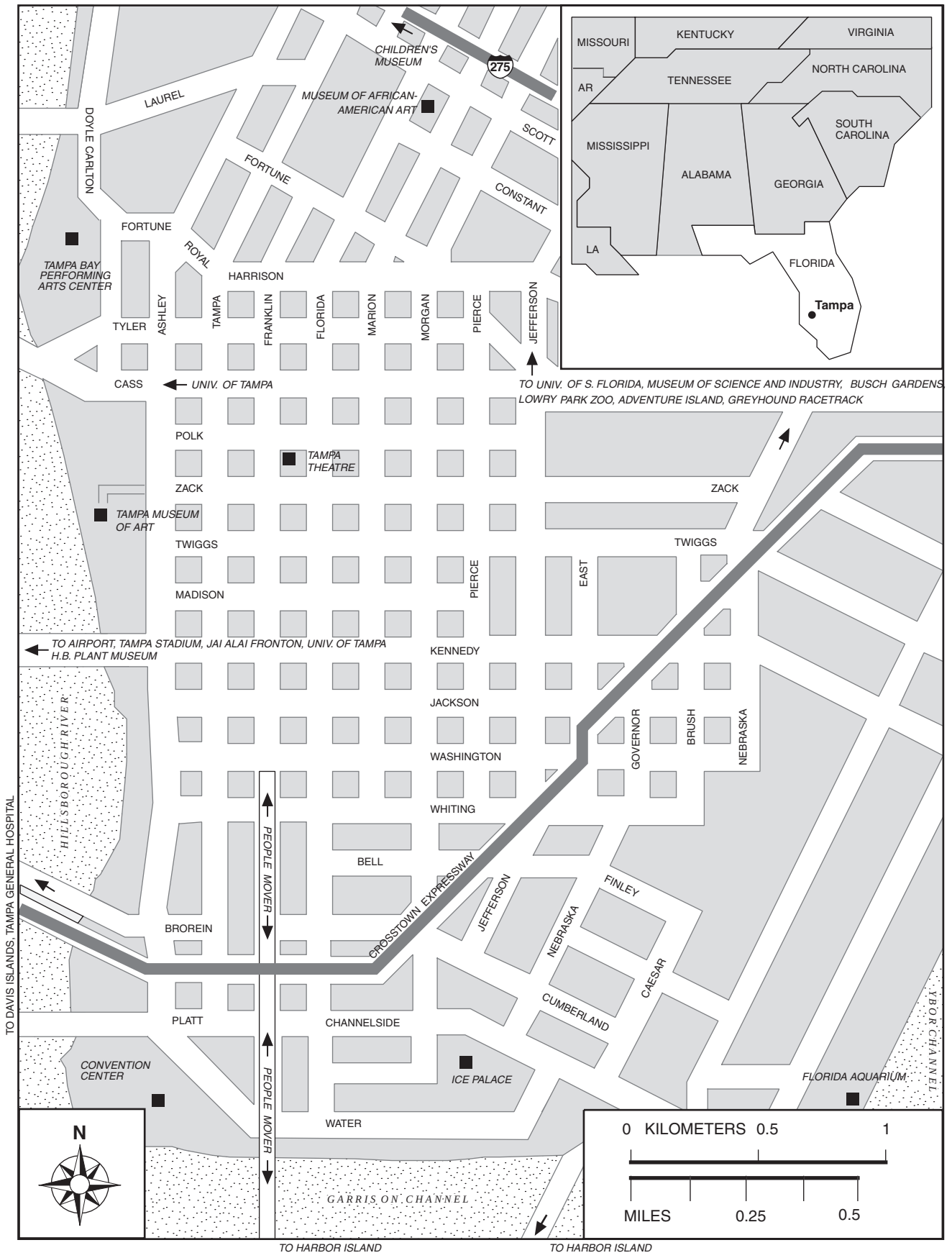
Area: 112.1 square miles (2000)
Elevation: Ranges from sea level to about 48 feet above sea level
Average Annual Temperature: 73.1° F
Average Annual Precipitation: 44.8 inches

Major Economic Sectors: wholesale and retail trade, services, government
Unemployment rate: 3.5% (December 2004)
Per Capita Income: $29,728 (2002)

2002 FBI Crime Index Total: 35,380

Major Colleges and Universities: University of South Florida, University of Tampa, St. Petersburg College

Daily Newspaper: *Tampa Tribune; St. Petersburg Times*


CHILDREN'S MUSEUM
275
LAUREL
MUSEUM OF AFRICAN-AMERICAN ART
DOYLE CARLTON
SCOTT
FORTUNE
CONSTANT
FORTUNE
ROYAL
TAMPA BAY PERFORMING ARTS CENTER
HARRISON
TYLER
ASHLEY
TAMPA
FRANKLIN
FLORIDA
MARION
MORGAN
PIERCE
JEFFERSON
CASS
UNIV. OF TAMPA
TO UNIV. OF S. FLORIDA, MUSEUM OF SCIENCE AND INDUSTRY, BUSCH GARDENS, LOWRY PARK ZOO, ADVENTURE ISLAND, GREYHOUND RACETRACK
POLK
TAMPA THEATRE
ZACK
ZACK
TAMPA MUSEUM OF ART
TWIGGS
TWIGGS
PIERCE
EAST
MADISON
TO AIRPORT, TAMPA STADIUM, JAI ALAI FRONTON, UNIV. OF TAMPA
H.B. PLANT MUSEUM
KENNEDY
JACKSON
GOVERNOR
BRUSH
NEBRASKA
WASHINGTON
WHITING
HILLSBOROUGH RIVER
PEOPLE MOVER
BELL
CROSSTOWN EXPRESSWAY
FINLEY
JEFFERSON
NEBRASKA
BROREIN
CAESAR
CUMBERLAND
PLATT
CHANNELSIDE
YBOR CHANNEL
CONVENTION CENTER
ICE PALACE
FLORIDA AQUARIUM
WATER
GARRISON CHANNEL
TO DAVIS ISLANDS, TAMPA GENERAL HOSPITAL
TO HARBOR ISLAND
TO HARBOR ISLAND
N
0 KILOMETERS 0.5 1
MILES 0.25 0.5
MISSOURI
KENTUCKY
VIRGINIA
NORTH CAROLINA
TENNESSEE
AR
MISSISSIPPI
ALABAMA
GEORGIA
SOUTH CAROLINA
LA
FLORIDA
Tampa

Introduction

Tampa is Florida's third most populous city, and its chief treasure is its diversity. The city today combines elements of the Italian, Spanish, Indian, Cuban, and African American cultures that reflect its historical development and give Tampa a cosmopolitan flair. Its warm, sunny weather, Gulf Coast location, abundant labor supply, and spirit of cooperation between the public and private sectors have made it a very attractive choice for companies wishing to expand or relocate. The influx of new businesses and residents has in turn revitalized the city, sparking a multibillion-dollar construction and renovation boom that combines the best of old Tampa with dynamic new structures to better serve the growing community. Tampa is proud of its accomplishments and excited about the future.

Geography and Climate

Located midway down Florida's west coast, about 25 miles east of the Gulf of Mexico, Tampa is bordered on the south and west by the Hillsborough and Old Tampa bays. Downtown is divided by the winding Hillsborough River, which originates northeast of the city and empties into Hillsborough Bay. The city's year-round semitropical climate is free from many of the extremes found elsewhere. Its most remarkable feature is the summer thunderstorm season. On an average of ninety days from June through September, late afternoon thundershowers sweep across the area, making Tampa one of the stormiest cities in the United States.

Area: 112.1 square miles (2000)

Elevation: Sea level to about 48 feet above sea level

Average Temperatures: January, 61.3° F; August, 82.7° F; annual average, 73.1° F

Average Annual Precipitation: 44.8 inches

History

First Established Settlement Called Fort Brooke

When Spanish explorers first arrived in the Tampa Bay region in 1528, they encountered a native civilization that had flourished there for at least 3,500 years. Several different tribes dominated the Gulf Coast, including the Tocobaga, the Timucua, the Apalachee, and the Caloosa (also spelled Calusa). It was a Caloosa village called *Tanpa* (a name meaning ''stick of fire'') that eventually became known to the Spanish as Tampa. Annihilated by an onslaught of European diseases against which they had no immunity, the various Tampa Bay tribes had all but vanished by 1700. Raiding parties comprised of English colonists from the north and members of other Indian tribes destroyed the few remaining settlements. Desolate and uninhabited, the Tampa Bay region was held briefly by the British in the late 1700s, then once again became a Spanish possession after the American Revolution. In 1821, Spain ceded the Florida territory to the United States for $5 million.

By this time, northern Florida had become a haven for displaced Seminole Indians and runaway black slaves from nearby southern states. Because white settlers were eager to move into the region and grow cotton, the federal government decided to relocate the Indians further south, around Tampa Bay. A fort was established on the eastern shore of the Hillsborough River to house the soldiers sent there to keep an eye on the angry Seminoles. Erected in 1824 and named Fort Brooke (after the army colonel in command), it was the first permanent, modern settlement on the site of present-day Tampa.

Area's Economy Rollercoasters

The 1830s and 1840s were marked by repeated violent conflicts between the Seminoles and white soldiers and settlers. Although Tampa emerged from the so-called Second Seminole War (1835–1842) as a fledgling town rather than just a frontier outpost, it subsequently endured a variety of setbacks, including further skirmishes with the Seminoles, yellow fever epidemics, and, in 1848, a hurricane-generated tidal wave that leveled the village.

In the 1850s a rebuilt Tampa expanded, and by 1855 it had grown enough to incorporate as a city. After the Third Seminole War (1855–1858) saw most of the Indian population removed to Oklahoma, the town experienced a boom of sorts. An extremely lucrative beef trade with Cuba flourished, as did the related activities of shipping and shipbuilding. During and after the Civil War, however, Tampa, like much of the rest of the South, suffered economic ruin, compounded throughout the 1860s and 1870s by periodic outbreaks of yellow fever.

The 1880s ushered in a dramatic turnaround for the dying city—the discovery of rich phosphate deposits nearby and, more important, the coming of Henry Bradley Plant's Jacksonville, Tampa & Key West Railroad company. Potential new settlers streamed into the city in search of business opportunities. One of these was Cuban cigar manufacturer Vicente Martinez Ybor, who left Key West in 1885 to establish his operations in Tampa; within just a few years, cigars had become the city's trademark, as well as its chief industry.

The next fifty years were marked by continued economic growth for Tampa. At the turn of the century, subzero temperatures forced farmers in the northern part of the state to relocate farther south, Tampa became the new center for the expanding citrus industry. World War I led to a demand for ships that kept Tampa's docks humming with activity. During the early 1920s, land speculators and tourists from the North flocked to the state and gave rise to a building boom in Tampa and the surrounding area. Even after the rest of the Florida real estate market collapsed in 1926, Tampa managed to hold its own. But, like much of the rest of the country, Tampa suffered severe economic setbacks during the Depression of the 1930s. Its number-one industry, cigar manufacturing, went into a sharp decline as product demand decreased and more and more factories became automated; never again would cigar manufacturing figure as prominently in the city's economic makeup.

Downtown Experiences Decline and Rebirth

The growing American involvement in World War II proved to be the stimulus Tampa's paralyzed economy needed. Thousands of troops were stationed in and around the city, and government contracts again revived the shipbuilding industry. But in the 1950s and 1960s Tampa lost residents and businesses to the suburbs, and the downtown area quickly deteriorated. During the early 1970s, government and business united to revive the ailing downtown area and change Tampa's image. After a rocky and unfocused start in the 1960s, Tampa's urban renewal program emerged in the 1970s and 1980s as a carefully and professionally planned alternative to the earlier chaotic approach. Downtown soon became the site of new office buildings, stores, stadiums, convention centers, and condominiums, and the local economy flourished. The city and the surrounding region saw a boom in business expansions and relocations in the 1990s that is only picking up speed today. Today, Tampa proclaims itself a city ''where the good life gets better every day''—an urban area on the threshold of changes that will assure it of a vital role in the country's future.

Historical Information: Tampa Bay History Center, 225 South Franklin Street, Tampa FL 33602-5329; telephone (813)228-0097

Population Profile

Metropolitan Area Residents
1980: 1,614,000
1990: 2,067,959
2000: 2,395,997
Percent change, 1990–2000: 15.9%
U.S. rank in 1990: 21st
U.S. rank in 2000: 20th

City Residents
1980: 271,577
1990: 280,015
2000: 303,447
2003 estimate: 317,647
Percent change, 1990–2000: 8.1%
U.S. rank in 1990: 55th (State rank: 3rd)
U.S. rank in 2000: 57th (State rank: 3rd)

Density: 2,707.8 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 194,871
Black or African American: 79,118
American Indian and Alaska Native: 1,155
Asian: 6,527
Native Hawaiian and Pacific Islander: 281
Hispanic or Latino (may be of any race): 58,522
Other: 12,646

Percent of residents born in state: 44.8% (2000)

Age characteristics (2000)
Population under 5 years old: 20,528
Population 5 to 9 years old: 21,843
Population 10 to 14 years old: 20,741
Population 15 to 19 years old: 20,628
Population 20 to 24 years old: 21,404
Population 25 to 34 years old: 47,967
Population 35 to 44 years old: 50,077
Population 45 to 54 years old: 38,470
Population 55 to 59 years old: 13,121
Population 60 to 64 years old: 10,715
Population 65 to 74 years old: 19,559
Population 75 to 84 years old: 13,890
Population 85 years and older: 4,504
Median age: 34.7 years

Births (2003)
Total number: 8,125

Deaths (2003)
Total number: 8,725 (Hillsborough County) (of which, 137 were infants under the age of 1 year)

Money income (1999)
Per capita income: $29,728 (2002)
Median household income: $34,415
Total households: 124,594

Number of households with income of . . .
less than $10,000: 16,582
$10,000 to $14,999: 9,866
$15,000 to $24,999: 18,838

$25,000 to $34,999: 17,835
$35,000 to $49,999: 20,206
$50,000 to $74,999: 19,671
$75,000 to $99,999: 8,457
$100,000 to $149,999: 6,760
$150,000 to $199,999: 2,586
$200,000 or more: 3,793

Percent of families below poverty level: 14.0% (51.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 35,380

Municipal Government

Tampa, the Hillsborough County seat, adopted a nonpartisan mayor-council form of government in 1945. Elections are held every four years, at which time city residents choose the mayor and seven council members.

Head Official: Mayor Pam Iorio (NP) (since April 2003; current term expires March 2007)

Total Number of City Employees: 4,631 (2004)

City Information: City of Tampa, 306 E. Jackson St., Tampa, FL 33602; telephone (813)274-8211

Economy

Major Industries and Commercial Activity

Early in the twentieth century, Tampa was unquestionably a one-industry town. From the late 1880s through the 1930s, cigar manufacturing and related activities—primarily box construction and lithography—dominated the economy. Several hundred competing firms annually turned out well over 100 million hand-rolled examples of the city's best-known product.

The current story of Tampa, however, is quite different. Though still known for its cigars (now made with tobacco from sources other than Cuba), Tampa branched out to become the industrial, commercial, and financial hub of Florida's west coast; a third of the state's entire population, in fact, lives within a two-hour drive of the city.

Part of what has made Tampa's future so promising is its diversified economic base. The push to diversify first came after World War II, when the emphasis was on fostering the growth of heavy industry. But in the late 1970s, as the traditional stability and profitability of heavy industry seemed threatened, a movement began to make Tampa appealing to a wide variety of businesses, especially those that were more service-related and office-oriented. Since then, the city has been touted as an ideal location for companies in search of regional headquarters, for banking and other financial firms, and for various high-technology industries. The business world has responded with enthusiasm. Looking toward the future, city developers are aggressively seeking to expand into aerospace and medical technology and international trade and to attract additional electronics and financial firms. Today, Tampa is a center not only for cigars and tourism, but also for agriculture, food processing, electronics and other high-technology fields, health care and related industries, and finance.

To those who know Tampa only as a vacation spot, it may come as a surprise to learn that the city is a thriving agribusiness center. Hillsborough County markets an abundance of citrus fruit, beef cattle, dairy products, eggs, vegetables, ornamental plants and flowers, and tropical fish. As a result, many agriculture-related industries have been attracted to the area, including food processing firms; feed, fertilizer, and insecticide companies; and paper and metal container manufacturers. Two breweries, Anheuser-Busch and Pabst, also have facilities in Tampa.

Tampa has attained the status of a foreign trade zone, an area where goods can be unloaded for repacking, storage, or transshipment without being subject to import duties.

Items and goods produced: cigars, electronic equipment, medical equipment, beer, paint, cigars, fabricated steel, fertilizers, citrus products, livestock, processed shrimp, decorative plants, and flowers

Incentive Programs—New and Existing Companies

In May 2000 the Greater Tampa Chamber of Commerce's Committee of One Hundred was named among *Site Selection* magazine's top ten development groups for the second year in a row. The editors wrote: ''If there's anyplace where economic development customer service has been honed and polished to a brighter shine than in sunny Tampa and Hillsborough County, Fla., it would be hard to find.'' The Chamber's Committee of One Hundred has a number of resources available for people and businesses interested in relocating to the area.

State programs—Enterprise Florida, Inc. is a partnership between Florida's government and business leaders and is the principal economic development organization for the state of Florida. Enterprise Florida's mission is to increase economic opportunities for all Floridians, by supporting the creation of quality jobs, a well-trained workforce, and

globally competitive businesses. It pursues this mission in cooperation with its statewide network of economic development partners.

Job training programs—The Workforce Development Board (WDB), commonly known as Jobs & Education Partnership, is a part of Enterprise Florida, Inc. WDB provides policy, planning, and oversight for job training programs funded under the federal Workforce Investment Act (WIA), along with vocational training, adult education, employment placement, and other workforce programs administered by a variety of state and local agencies. Regional Workforce Development Boards operate under charters approved by the Workforce Development Board. The 24 regional boards have primary responsibility for direct services through a statewide network of One-Stop Career systems. State and local workforce development efforts are concentrated on three broad initiatives: First Jobs/First Wages focuses on preparing workers for entry-level employment including the School-to-Work and WAGES (Work and Gain Self-Sufficiency) programs; High Skill/High Wages targets the higher skills needs of employers and training workers for advancement including Performance Based Incentive Funding (PBIF), Occupational Forecasting Conference/ Targeted Occupations, Quick Response Training (QRT), and Incumbent Worker Training (IWT); One-Stop Career Centers are the central elements of the One-Stop system for providing integrated services to employers, workers, and job-seekers.

Development Projects

Business expansion and relocation of businesses to Tampa has been strong since 2000. An October 2004 article in the *Tampa Tribune* credits this to the comparatively low costs of buying or renting commercial real estate, as well as developers limiting the amount of speculative construction.

In 2002, Coca Cola opened a 33,000 square foot 210-employee service center, and a 58,000 square foot accounting center for the company's North American operations. In 2004, Depository Trust & Clearing Corp. opened a $34 million back-up operations center that will house 400 jobs.

A $120 million retail/entertainment/residential complex with theaters, restaurants, and retail shops is in the burgeoning Channelside district. At the center of the complex, called The Pinnacle, is an observation tower rising from a three-story podium building. At 624 feet in the air, the tower is taller than any of Tampa's downtown buildings. Serving as a gateway into the Channelside district is Heritage Park, which features a 4-acre park and amphitheater, and retail shops and cafes in three buildings. In 2004 work began on a $93 million Towers at Channelside project, a mixed-use development of 260 residential units spread across twin 30-story towers.

Segment D of the $80 million 40th Street Corridor Enhancement Project was underway in early 2005. In five phases, the 40th Street project was created to enhance a 4.2 mile stretch of 40th Street, from Hillsborough Avenue north to Fowler Avenue. The $1.9 million Segment D phase consists of a new bridge and is to be completed in July 2005. Design plans for all phases of the project include roadway lighting, bike lanes, a drainage system, and landscaped medians.

In early 2005, talks began on a new Riverwalk project as part of an effort by Mayor Pam Iorio to revitalize Tampa's downtown. The project hopes to create more than two miles of walkway along the Hillsborough River. Another announcement in early 2005 was the state allocation of $283 million to provide direct truck access from the Port of Tampa to Interstate 4. Pending Florida Legislature approval in July of the same year, the state money would be available in 2009. The total cost of the project is estimated to be $414 million; the mile-long, six-lane connector will also be a tollway.

Tampa's health care facilities are also undergoing expansion and renovation. In 2004, work began on a $65 million, four-story addition to Tampa General Hospital, adding a 280,000 square foot emergency department and Level 1 trauma center. The completion of a $10 million addition to the H. Lee Moffitt Cancer Center and Research Institute vivarium and laboratory research facility is expected in 2005.

Economic Development Information: Greater Tampa Chamber of Commerce, PO Box 420, Tampa, FL 33601. Office Address: 401 E. Jackson Street, 21st Floor, Tampa, FL 33602. Information Center, telephone (813) 276-9418 (call this number for relocation information or email Info@tampachamber.com). Switchboard number (813)228-7777 or (800)298-2672.

Commercial Shipping

Tampa's economy benefits greatly from its airport, where freight-hauling has been growing at a rate of 12 percent annually, the CSX railway system linking up with cities to the south and east, and nearby interstate and state highways providing convenient delivery and receiving routes for the eighteen motor freight lines operating in the city. Perhaps its greatest asset, however, is its port—the eleventh largest (by tonnage) in the country and the largest in the state of Florida—which handles more than 50 million tons of cargo annually.

The closest U.S. maritime center to the Panama Canal, the Port of Tampa serves as the gateway to Latin America. It is also home to one of the world's largest shrimp fleets and features modern shipbuilding and ship repair facilities. As the result of a federally-funded harbor-deepening project, super cargo ships have gained access to the port. Interna-

tional trade in Tampa got a boost from the year 2000 decision by the Tampa-Hillsborough International Affairs Commission to establish an office in the new Port of Tampa headquarters building. In 2005, a new cement terminal is scheduled to be completed, while the dredging of Big Bend Channel and the construction of a new general cargo warehouse will be started. The director is charged with establishing the Tampa metropolitan area as a center for international commerce and tourism for west central Florida.

Labor Force and Employment Outlook

The Committee of One Hundred's recruitment efforts resulted in the creation of more than 54,543 direct new jobs and capital investment exceeding $2.6 billion between 1991 and 2002; announced jobs in 2003 numbered 1,101 and capital investment of $11.6 million. From October 2003–2004, 21,100 jobs were created in the area, making the Tampa area the second fastest growing region in Florida in terms of new jobs and businesses.

The following is a summary of data regarding the Tampa-St. Petersburg-Clearwater metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 1,225,700

Number of workers employed in . . .
manufacturing: 71,500
trade, transportation and utilities: 216,400
information: 34,700
financial activities: 94,000
professional and business services: 296,700
education and health services: 142,800
leisure and hospitality: 108,100
other services: 48,200
government: 147,000

Average hourly earnings of production workers employed in manufacturing: $14.09 (2003 statewide average)

Unemployment rate: 3.5% (December 2004)

Largest employers	*Number of employees*
Hillsborough County School District	21,426
MacDill Air Force Base	19,000
Verizon Communications	14,000
University of South Florida	12,477
Hillsborough County Government	10,886
Tampa International Airport	8,000
James A. Haley Veterans Hospital	5,900
St. Joseph's Hospital	5,242
J.P. Morgan Chase	5,237
Publix Supermarkets	4,630
City of Tampa	4,500
U.S. Postal Service	3,947

Cost of Living

Compared to American cities of similar size and other Florida cities such as Miami, Fort Lauderdale, West Palm Beach, and Sarasota, Tampa enjoys a low cost of living.

The following is a summary of data regarding several key cost of living factors for the Tampa area.

2004 (3rd Quarter) ACCRA Average House Price: $241,125

2004 (3rd Quarter) ACCRA Cost of Living Index: 98.8 (U.S. average = 100.0)

State income tax rate: None (corporate income tax is 5.5%)

State sales tax rate: 6.0% on most items

Local income tax rate: None

Local sales tax rate: 7.0% (the county lodging tax is 5.0%)

Property tax rate: Ranges from $23.7362 to $29.1403 per $1,000

Education and Research

Elementary and Secondary Schools

Like all public schools in the state, the public elementary and secondary schools of Tampa are part of a county-wide district. The Hillsborough district, third largest in the state and tenth largest in the country, is administered by a nonpartisan, seven-member school board that appoints a superintendent.

The following is a summary of data regarding the Hillsborough County Public Schools as of the 2003–2004 school year.

Total enrollment: 175,454

Number of facilities
elementary schools: 130
junior high/middle schools: 42
senior high schools: 26
other: 20 charter schools

Student/teacher ratio: 16.7:1 average

Teacher salaries
average: $38,762

Funding per pupil: $3,494

More than 120 private and parochial schools also operate in Hillsborough County. These range from institutions that stress achievement-oriented college preparatory courses to those that emphasize basic education combined with strict religious training.

Public Schools Information: Hillsborough County Public Schools, 901 E. Kennedy Blvd., PO Box 3408, Tampa, FL 33601-3408; telephone (813)272-4000

Colleges and Universities

Hillsborough County has five fully accredited institutions of higher learning: the University of South Florida (with more than 34,000 students), the University of Tampa, Tampa College, Florida College, and Hillsborough Community College. Also in Tampa are Education America–Tampa Technical Institute Campus, a two-year program, and ITT Technical Institute, primarily a two-year institution that also awards bachelor's degrees in electronics engineering technology. A four-year program is offered at International Academy of Merchandising and Design.

Libraries and Research Centers

In addition to its main branch in the downtown area (the John F. Germany Library), the Tampa-Hillsborough County Public Library system has 21 branches. Its collection numbers over four million books, plus numerous films, records, talking books, magazines, newspapers, maps, photographs, and art reproductions. Many of the systems libraries were undergoing refurbishment and expansion in the early 2000s; the new 15,000 square foot Upper Tampa Bay branch was dedicated in January 2005. Tampa also boasts more than 20 research centers, most of which are affiliated with the University of South Florida (USF) and are active in the fields of business, health care, and the development of high-technology equipment. USF's multimillion dollar public-private partnership with Lucent Technologies Inc. is part of a larger initiative through the 1-4 Technology Corridor, an initiative based on cooperative business and academic ventures from Pinellas to Brevard counties. Lucent agreed to donate millions of dollars in money and equipment to further local semiconductor research.

Public Library Information: John F. Germany Library, 900 N. Ashley, Tampa, FL 33602; telephone (813)273-3652; fax (813)272-5640

Health Care

Well on its way to becoming one of the Southeast's premier centers for medical treatment of any kind, Tampa is home to more than a dozen major hospitals, a Children's Cancer Center, the University of South Florida's Medical Center (where teaching and research are combined with patient care), and the university's H. Lee Moffitt Cancer Center and Research Institute, a 162-bed hospital. The completion of a $10 million addition to the H. Lee Moffitt Cancer Center and Research Institute vivarium and laboratory research facility is expected in 2005. The city also has more than 2,000 physicians practicing in at least 50 different specialties.

The pride of the local medical establishment is Tampa General Hospital, which serves as the regional referral center in such fields as burn treatment, neonatal and pediatric care, and poison control. In 2004, work began on a $65 million, four-story addition to Tampa General Hospital, adding a 280,000 square foot emergency department and Level 1 trauma center. The primary teaching hospital for the University of South Florida's College of Medicine, Tampa General is operated by the Hillsborough County Hospital Authority.

The University Community Health system operates four hospitals throughout Tampa with a combined total of 1,019 beds. The system's new Pepin Heart Hospital and Research Institute is scheduled to begin operations in 2005.

Recreation

Sightseeing

Visitors to Tampa can pursue a wide variety of activities, from the thrills of a day at a popular theme park to the quiet beauty of a leisurely walk along a waterfront boulevard. The city's premier attraction—and the state's second busiest, after Walt Disney World in Orlando—is Busch Gardens, a 335-acre entertainment center, jungle garden, and open zoo in which several thousand animals roam free on a simulated African veldt. Open 365 days a year, the park has rides, live shows (some starring animals and birds), shops, and games, all linked by a nineteenth-century African theme—and all only a few minutes north of downtown. Next to Busch Gardens is Adventure Island, another family-oriented theme park centered around water-related activities, including flumes, a pool that produces five-foot waves, and several giant slides. More than 4,300 plants and animals, representing 550 native species, are on display at the Florida Aquarium. Explore-A-Shore is a 2.2 acre play and discovery zone just for kids.

City-run Lowry Park includes a zoo, shows, rides, and Fairyland Village, which features castles and characters from Mother Goose and other children's stories. In 2004, the first section of the new Safari Africa exhibit opened. Featuring many African animal species and amenities, it is expected to be completed in 2008.

Plant Hall, the administration building of the University of Florida, originally opened in 1891 as the opulent Tampa Bay Hotel. Entrepreneur Henry B. Plant's pet project, the 511-room palatial structure cost $3 million and defied categorization with its eclectic blend of Moorish, Near Eastern, and

The University of Tampa campus is situated on 100 acres of land in downtown Tampa.

Byzantine architectural styles. Never a commercial success, the hotel was deeded to the city in 1904, and for the next twenty-five years, it was the site of various social events. The University of Tampa, in need of room to expand, took over the Tampa Bay Hotel during the 1930s. Today, it is probably the city's most recognized landmark.

More than any other major Florida city, Tampa has retained much of its Latin flavor. Ybor City, Tampa's Latin Quarter, is a National Register Historic District and, as such, is one of the city's most architecturally intact neighborhoods. The area developed around two cigar factories built in the mid-1880s by Cubans forced from their homeland by Spanish oppression. It soon became a center for Cuban revolutionary activity, even serving for a time as a home to Jose Marti, a writer, poet, and patriot considered the George Washington of Cuba. Today, the former Ybor Cigar Factory goes by the name of Ybor Square; it houses shops, boutiques, and restaurants. Other historic buildings in the Ybor City area include the El Pasaje Hotel, formerly a private club for Ybor City notables who hosted visitors such as Teddy Roosevelt and Winston Churchill; the Ritz Theatre; and the Ferlita Bakery, now the home of the Ybor City State Museum.

Some of Tampa's most interesting sights are best explored on foot. From the 4.5-mile sidewalk along Bayshore Boulevard, one of the longest continuous walkways in the world, the casual stroller can marvel at the striking mansions on one side and a sweeping view of the bay and the city's skyline on the other. The residential neighborhoods of Hyde Park (adjacent to Bayshore Boulevard) and Davis Islands are also ideally suited for walking tours.

Bus tours and boat tours of Tampa are especially carefree ways to see the city and its surroundings. Though they originate in St. Petersburg, the Gray Line Bus Tours can be boarded in Tampa at the Greyhound and Trailways terminals.

Arts and Culture

In 1967 the Florida State legislature created the Arts Council of Tampa to coordinate and promote the performing and visual arts in the Tampa region. Today, renamed the Arts Council of Hillsborough County, the council is actively involved in developing and administering school programs in dance, visual arts, music, poetry, creative writing, and theater; providing grants services to individual artists and arts organizations; scheduling events; and operating the Tampa Theatre, an ornate movie palace of the 1920s that has been restored to its former grandeur to serve film buffs, as well as fans of dance, music, and drama.

The Tampa Bay Performing Arts Center is a multipurpose facility located at the northern edge of downtown on a nine-acre riverfront site. It is a joint public-private venture designed to accommodate many different kinds of performances. Its three halls and its rehearsal studio are used by local arts groups, touring drama companies, country music artists, and for the Center's own presentations.

Tampa is home to a variety of performing groups. American Stage, Stageworks, and the Alley Cat Players present seasons of drama, cabaret, classics and comedies. The University of South Florida and the University of Tampa both have theater training programs for actors, directors, and designers. Other local groups include the Carollwood Players community theater, and the Bits 'n Pieces Puppet Theater, which produces children's classics featuring giant puppets, as well as conventional actors. Ballet Folklorico of Ybor specializes in classic dances from Spain, Cuba, Italy, Mexico, and Latin America. The Kuumba Dancers and Drummers teach and perform traditional dances and rhythms of a variety of African cultures. At the University of South Florida, the dance department is housed in a state-of-the-art studio and theater, teaching and performing forms of dance from jazz to ballet to modern. Music is presented by the Florida Orchestra, which is based in the three west coast cities of Tampa, St. Petersburg and Clearwater. It performs 14 masterworks concerts with a pops and daytime series offered in each of the cities during its September-to-April season. Musical entertainment is also provided by the Master Chorale, Tampa Bay Chamber Orchestra, Tampa Oratorio, and myriad smaller community and college groups.

Several museums and galleries are based in Tampa. Among them are the Museum of Science and Industry, which offers hands-on displays and demonstrations of a scientific and technological nature pertaining specifically to Florida's weather, environment, agriculture, and industry. The Tampa Museum of Art features changing art exhibitions from across the country and houses the Southeast's largest and most significant permanent collection of Classical Art of Ancient Greece and Rome. The Henry B. Plant Museum features Victorian furniture and art objects in settings similar to those that would have greeted Tampa Bay Hotel guests in the late 1800s. The Ybor City State Museum provides an overview of the cigar industry and its history in Tampa, as well as information about the area's Latin community. Situated on the campus of the University of South Florida are two of the area's best contemporary art facilities. The Contemporary Art Museum, which has in its collection some of the finest of the world's modern artists, and organizes exhibitions of contemporary art to tour the United States and Europe. Graphicstudio, an experimental printmaking facility, has hosted such notables as Robert Rauschenberg, James Rosenquist, Jim Dine, and Miriam Shapiro. Kids City delights youngsters aged two to twelve with indoor, hands-on exhibits set in a realistic outdoor miniature village.

Other Tampa art facilities include the Florida Center for Contemporary Art, the state's only alternative artist's gal-

lery, which highlights new work by emerging and established artists throughout Florida. The Lee Scarfone Gallery, the University of Tampa's fine arts college teaching gallery, exhibits works by students and faculty as well as artists of regional and national renown. Tampa has many fine galleries, and one of the highlights of the gallery season is a special event called Gallery HOP, an evening when all of the galleries are open and buses transport thousands of viewers on tours of the varied display sites around the city.

Arts & Culture Information: Arts Council of Hillsborough County, telephone (813)276-8250.

Festivals and Holidays

The Gasparilla Pirate Fest, on the last Saturday in January and dating back to 1904, is a noisy and colorful Mardi Gras-like festival that takes place in the downtown waterfront area. Named in honor of Jose Gaspar, Tampa's legendary ''patron pirate,'' the Gasparilla invasion calls for a group of more than 700 costumed pirates (usually some of the city's most prominent business and social leaders) to sail into Tampa harbor on a three-masted schooner (complete with cannons and flying a Jolly Roger flag), capture the city, and kidnap the mayor. They then parade along Bayshore Boulevard accompanied by lavish floral floats and marching bands. Other activities held during Gasparilla Week include world-class distance runs, a children's parade, and a bicycle race. The festival ends with Fiesta Day in Ybor City, a day-long party of dancing in the streets, free Spanish bean soup, sidewalk artists, and a torchlight parade during which the pirates make their final appearance of the year.

In February, the Florida State Fair opens its annual twelve-day run. The largest fair of its kind south of the Mason-Dixon Line, the Florida State Fair features traditional agricultural exhibits and demonstrations, items for display and for sale, food, rides, auto races, shows, and contests, all spread out on a 301-acre site beside seven lakes.

Other Tampa celebrations include the Gasparilla Festival of the Arts, the Winter Equestrian Festival, the statewide Florida Dance Festival, the outrageous Guavaween Halloween festival, The Greater Hillsborough County Fair, the Tampa-Hillsborough County Storytelling Festival, and a variety of ethnic festivals. First Night, a New Year's Eve festival to celebrate the arts, again rings in the start of the annual cycle of varied arts experiences. One of the city's newest events is the Hot Rod and Street Machine Nationals.

Sports for the Spectator

The Tampa sporting scene has changed drastically in recent years with the addition of new stadiums and teams. The region's major league baseball team, the Tampa Bay Devil Rays, play at St. Petersburg's $206 million Tropicana Field. The Bay Area has three other major professional sports teams, the Tampa Bay Buccaneers of the National Football League (NFL), the Tampa Bay Lightning of the National Hockey League (NHL), and the Tampa Bay Storm of the Arena Football League (AFL). The Buccaneers play at the $168 million, 66,321-seat Raymond James Stadium, the only NFL stadium with a theme-park element—a cannon-firing pirate ship located at one end of the playing field in Buccaneer Cove. The $153 million state-of-the-art St. Pete Times Forum is home to both the Lightning and the Storm.

The New York Yankees' major league team use Legends Field, modeled after the original Yankee Stadium in New York, for spring training. The Yankees' Minor League team plays each year from April through September at Legends Field. The Threshers, a Class A affiliate with the Philadelphia Phillies, play at brand-new Bright House Networks Field.

Horse racing and dog racing are popular spectator sports in the Tampa area. The renovated Tampa Bay Downs and Turf Club (located about fifteen miles west of the city) is the only thoroughbred track on Florida's west coast. It is open from mid-December through early May. The Tampa Greyhound Track, open since 1933, is one of the ten most popular in the United States. Located north of downtown, it is open from June through December. Top professional and amateur golfers compete each year in the Senior Professional Golfer's Association Tour's GTE Suncoast Classic which is played at the Tournament Players Club.

Collegiate athletic events of all kinds are regularly scheduled at the University of South Florida and the University of Tampa. Golf and tennis tournaments, wrestling and boxing matches, equestrian shows, and automobile and boat races are also held on a regular basis in and around the city.

Sports for the Participant

With its warm climate, proximity to the water, and numerous public and private facilities, Tampa is ideal for those who enjoy golf, tennis, swimming, canoeing and boating, fishing, and other sports on a year-round basis. Golf is especially popular. Tampa has dozens of public courses, but several other local semiprivate clubs allow greens fee players. For tennis enthusiasts, the city has more than a thousand public and private tennis courts. The Tampa recreation department also maintains racquetball courts, basketball courts, shuffleboard courts, recreation centers, gym facilities, playgrounds and community centers, a softball complex, and more than a hundred other fields. For those who prefer less strenuous forms of relaxation, the city alone has 141 parks; numerous parks and wilderness areas are located nearby. Just to the northeast of the city is the Hillsborough River State Park, which is ideal for those who enjoy picnicking, camping, canoeing, fishing, and hiking.

Much of the sports activity in Tampa occurs in or on the water. The city maintains eleven swimming pools, including one handicapped facility and one supplied with water from a natural spring; and two beaches, Picnic Island and the Ben T. Davis Municipal Beach. Picnic Island, a park located near where Teddy Roosevelt and the Rough Riders camped during the Spanish-American War, offers swimming, boating, and fishing. Ben T. Davis Municipal Beach, only fifteen minutes from downtown on the Courtney Campbell Causeway, is popular with swimmers as well as with windsurfers and catamaran sailors.

Both saltwater and freshwater fishing are excellent in the Tampa Bay area. A license is required for saltwater fishing. Good spots are everywhere—off bridges and piers and even downtown off Davis Islands or Bayshore Boulevard. Deep-sea charters are also readily available for those who would rather venture out into the gulf. Tarpon, cobia, kingfish, sea trout, mackerel, blue-tailed redfish, and bass are among the many varieties in abundance.

Shopping and Dining

A wide variety of retail establishments flourish in and around Tampa, from six large regional malls featuring nationally known stores to small specialty shops promoting goods of a more local nature. Westfield Shoppingtown Citrus Park offers 120 upscale shops and a 20-screen movie theater. Ybor Square caters to those seeking a more unusual shopping experience. Capitalizing on its status as a historic landmark in an ethnic neighborhood, Ybor Square leans more toward antique stores and gift shops with a Latin American focus. Near downtown Tampa is Old Hyde Park Village, which offers more than 60 shops plus restaurants and movie theaters in a historic outdoor setting.

Ranging in type from typical fast food fare to specialties served in elegant or unique settings, Tampa's 1,300-plus restaurants offer diners many choices. Fresh seafood (from the Gulf of Mexico) and Cuban cuisine (including thick, crusty bread and black bean soup) are local favorites.

Visitor Information: Tampa Bay Convention and Visitors Bureau., 400 N. Tampa Street, #2800, Tampa, FL 33602; toll-free (800)826-8358; telephone (813)223-1111

Convention Facilities

Tampa's $140-million Tampa Convention Center complex is located near Harbour Island. It contains approximately 200,000 square feet of exhibition space and 60,000 square feet of meeting rooms, a 36,000-square-foot ballroom, a 600-room hotel, and office and retail space. The Exposition Hall can accommodate up to 12,000 people for concerts.

The Sun Dome at the University of South Florida, a large multipurpose facility, can accommodate up to 11,500 people for concerts, lectures, trade shows, banquets, and large conventions.

For those seeking facilities for groups ranging in size from 10 to 2,500 people, Tampa has much to offer. Among the choices are the Egypt Temple Shrine, a well-equipped hall for banquets and more entertainment-oriented functions, and the National Study Center, a place for medical professionals to attend courses and lectures required for re-licensing or certification. The Florida State Fair and Expo Park also offers indoor and outdoor facilities. Spacious and convenient meeting areas for smaller groups are also available at nearly 50 hotels and resorts in Tampa, many of them recently renovated.

Convention Information: Tampa Bay Convention and Visitors Bureau, Inc., 400 N. Tampa St., 2800, Tampa, FL 33602; toll-free (800)826-8358; telephone (813)223-1111; fax (813)229-6616

Transportation

Approaching the City

The Tampa International Airport (TIA), a modern facility 12 miles from downtown, was designed to be an optimally user-friendly origin-and-destination airport. It was the first airport in the country to use a people-mover system to transport passengers from remote buildings to terminals. It has been rated ''Best Airport in the U.S.'' by *Conde Nast Traveller* magazine. A second, smaller facility, the Peter O. Knight Airport, is located on Davis Islands. It serves Tampa's general aviation traffic and executive aircraft and even has a seaplane basin and ramp. Charters and flight instruction are also available.

Florida law requires that drivers must turn on their headlights when rain is heavy enough to use windshield wipers. Tampa's rush hours can be very congested. The major direct routes are Interstate 75 from the north or south (which becomes Interstate 275 as it passes through the city), Interstate 4 from the northeast (which merges with Interstate 275 downtown), State Road 60 from the southeast, and U.S. Highway 41 (a coastal road also known as the Tamiami Trail) from the south. U.S. Highways 41 and 301 roughly parallel Interstate 75 on the west and east, respectively.

Passenger rail service to Tampa is also available from Amtrak's Seaboard Coast Line trains.

Traveling in the City

Allowing for constraints imposed by certain geographic features, Tampa is laid out in a basic grid pattern. Florida Avenue divides east from west, and John F. Kennedy Boulevard and Frank Adamo Drive (State Road 60) divide north from south.

Tampa's mass transit system is primarily bus-based and operated by the Hillsborough Area Regional Transit authority or, as it is more commonly known, HARTline. An express bus service links Hillsborough County with neighboring Pinellas County.

The TECO Line, an historic electric streetcar line, connects downtown Tampa with Ybor City, stopping at Tampa Convention Center, St. Pete Times Forum, the Channelside area, Port of Tampa cruise terminals and The Florida Aquarium.

Communications

Newspapers and Magazines

Tampa's major daily newspaper is *The Tampa Tribune,* a morning publication. Residents also read the *St. Petersburg Times.* Tampa's magazine that focuses on lifestyles, local events, shopping, dining, books, films, and entertainment is *Tampa Bay Magazine.*

Television and Radio

Tampa has eight television stations, six commercial and two public. Other stations serve the area from the nearby towns of Largo and St. Petersburg. Additional stations are available via cable. Twelve AM and FM radio stations are based in Tampa, ten commercial and two public. Approximately forty other radio stations serve the metropolitan area from nearby locations.

Media Information: *The Tampa Tribune,* 200 S. Parker St., Box 191, Tampa, FL 33601; telephone (813)259-7711; email readerservice@tampatrib.com

Tampa Online

Central Florida Development Council. Available www.cfdc.org

City of Tampa home page. Available www.ci.tampa.fl.us

Greater Tampa Chamber of Commerce. Available www.tampachamber.com

Hillsborough County Public Schools. Available apps.sdhc.k12.fl.us

Tampa Bay Convention and Visitors Bureau. Available www.gotampa.com

Tampa Bay Library Consortium. Available snoopy.tblc.lib.fl.us

Tampa Tribune. Available www.tampatrib.com

Tampa-Hillsborough County Public Library System. Available www.thpl.org

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Miller, Bill and Mary Fallon Miller, *Tampa Triangle Dead Zone* (St. Petersburg, Fla.: Ticket to Adventure, c1997)

GEORGIA

Atlanta 193
Marietta 207
Savannah 219

The State in Brief

Nickname: Empire State of the South; Peach State
Motto: Wisdom, justice, and moderation

Flower: Cherokee rose
Bird: Brown thrasher

Area: 59,424 square miles (2000; U.S. rank: 24th)
Elevation: Ranges from sea level to 4,784 feet above sea level
Climate: Long, hot summers and short, mild winters

Admitted to Union: January 2, 1788
Capital: Atlanta
Head Official: Sonny Perdue (R) (until 2007)

Population
- **1980:** 5,463,000
- **1990:** 6,478,000
- **2000:** 8,186,453
- **2004 estimate:** 8,829,383
- **Percent change, 1990–2000:** 26.4%
- **U.S. rank in 2004:** 9th
- **Percent of residents born in state:** 57.8% (2000)
- **Density:** 141.4 people per square mile (2000)
- **2002 FBI Crime Index Total:** 385,830

Racial and Ethnic Characteristics (2000)
- **White:** 5,327,281
- **Black or African American:** 2,349,542
- **American Indian and Alaska Native:** 21,737
- **Asian:** 173,170
- **Native Hawaiian and Pacific Islander:** 4,246
- **Hispanic or Latino (may be of any race):** 435,227
- **Other:** 196,289

Age Characteristics (2000)
- **Population under 5 years old:** 595,150
- **Population 5 to 19 years old:** 2,414,770
- **Percent of population 65 years and over:** 9.6%
- **Median age:** 33.4 years

Vital Statistics
- **Total number of births (2003):** 135,831
- **Total number of deaths (2003):** 66,337 (infant deaths, 1,153)
- **AIDS cases reported through 2003:** 14,023

Economy
- **Major industries:** Paper and board, textiles, manufacturing, agriculture, forestry, chemicals
- **Unemployment rate:** 4.1% (December 2004)
- **Per capita income:** $29,259 (2003; U.S. rank: 28th)
- **Median household income:** $43,535 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 12.0% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 1.0% to 6.0%
- **Sales tax rate:** 4.0% (food and prescription drugs are exempt)

Atlanta

The City in Brief

Founded: circa 1837 (incorporated as Marthasville, 1843; reincorporated 1847)

Head Official: Mayor Shirley Franklin (D) (since 2002)

City Population
1980: 425,022
1990: 393,929
2000: 416,474
2003 estimate: 423,019
Percent change, 1990–2000: 5.8%
U.S. rank in 1980: 29th
U.S. rank in 1990: 36th (State rank: 1st)
U.S. rank in 2000: 48th

Metropolitan Area Population
1980: 2,233,000
1990: 2,969,500
2000: 4,112,198
Percent change, 1990–2000: 38.9%
U.S. rank in 1980: 16th
U.S. rank in 1990: 12th
U.S. rank in 2000: 11th

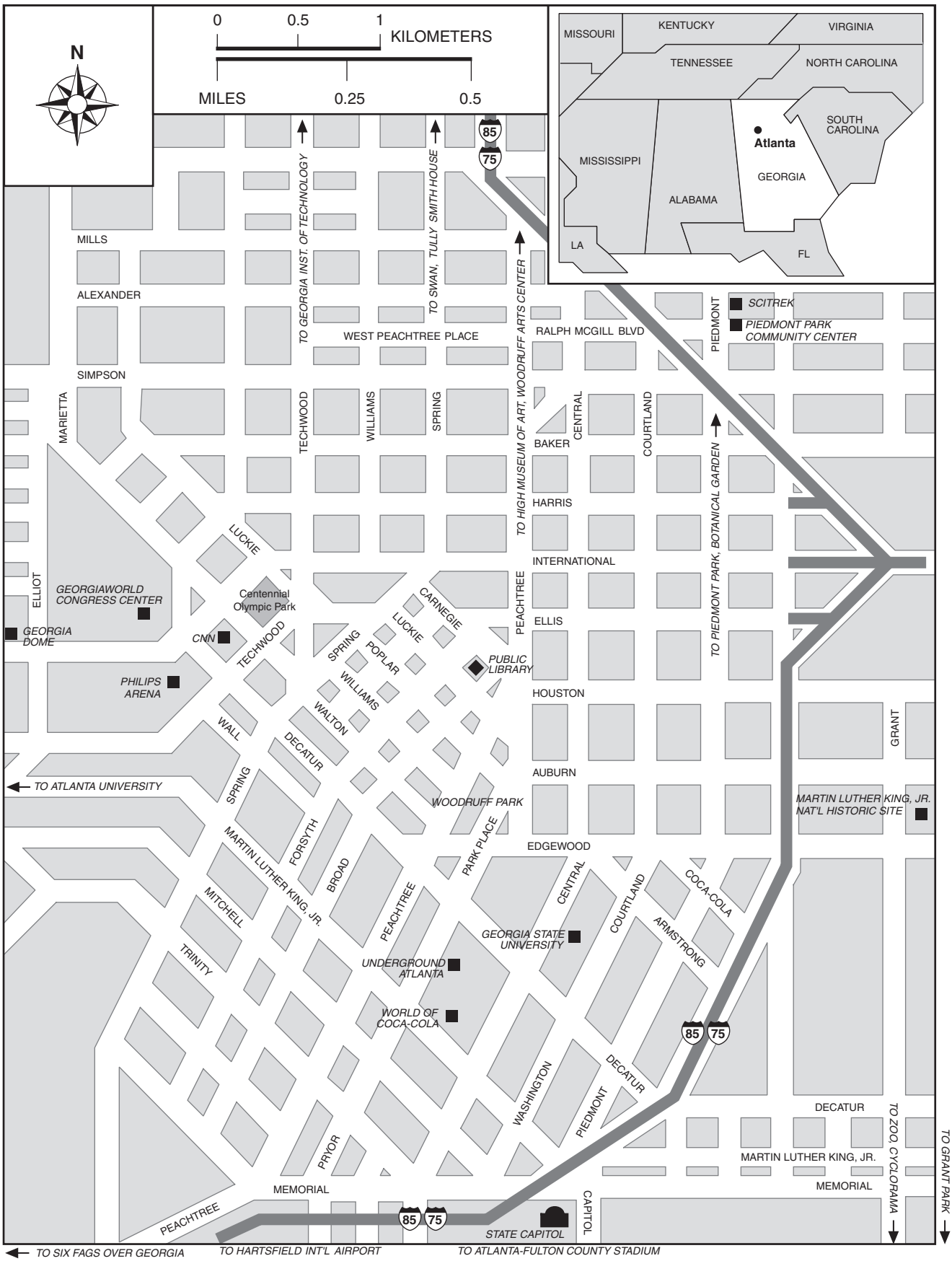
Area: 132 square miles (2000)
Elevation: 1,010 feet above sea level
Average Annual Temperature: 64.2° F
Average Annual Precipitation: 50.77 inches

Major Economic Sectors: wholesale and retail trade, services, government
Unemployment Rate: 4.2% (December 2004)
Per Capita Income: $25,772 (1999)
2004 (3rd Quarter) ACCRA Average House Price: $247,229
2004 (3rd Quarter) ACCRA Cost of Living Index: 98.2 (U.S. average = 100.0)

2002 FBI Crime Index Total: 49,451

Major Colleges and Universities: Emory University, Georgia Institute of Technology, Atlanta University Center, Georgia State University

Daily Newspaper: *Atlanta Journal-Constitution*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GEORGIA
ALABAMA
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FL
85
75
MILLS
ALEXANDER
SIMPSON
WEST PEACHTREE PLACE
TO GEORGIA INST. OF TECHNOLOGY
TO SWAN, TULLY SMITH HOUSE
TO HIGH MUSEUM OF ART, WOODRUFF ARTS CENTER
RALPH MCGILL BLVD
PIEDMONT
SCITREK
PIEDMONT PARK COMMUNITY CENTER
MARIETTA
TECHWOOD
WILLIAMS
SPRING
CENTRAL
COURTLAND
BAKER
HARRIS
INTERNATIONAL
ELLIOT
GEORGIAWORLD CONGRESS CENTER
Centennial Olympic Park
GEORGIA DOME
CNN
PHILIPS ARENA
LUCKIE
CARNEGIE
POPLAR
PEACHTREE
ELLIS
PUBLIC LIBRARY
HOUSTON
WALTON
WALL
DECATUR
AUBURN
GRANT
TO ATLANTA UNIVERSITY
WOODRUFF PARK
MARTIN LUTHER KING, JR. NAT'L HISTORIC SITE
EDGEWOOD
PARK PLACE
FORSYTH
BROAD
MARTIN LUTHER KING, JR.
MITCHELL
TRINITY
GEORGIA STATE UNIVERSITY
UNDERGROUND ATLANTA
WORLD OF COCA-COLA
COCA-COLA
ARMSTRONG
WASHINGTON
PIEDMONT
PRYOR
MEMORIAL
PEACHTREE
CAPITOL
STATE CAPITOL
DECATUR
TO ZOO, CYCLORAMA
TO GRANT PARK
TO PIEDMONT PARK, BOTANICAL GARDEN
TO SIX FAGS OVER GEORGIA
TO HARTSFIELD INT'L AIRPORT
TO ATLANTA-FULTON COUNTY STADIUM

Introduction

Georgia's capital and largest city, Atlanta is a major Southern financial and cultural force and the focus of a metropolitan statistical area that covers more than 6,000 square miles and includes more than 110 municipalities. People from all over the country, joined by immigrants from other lands, have flocked to Atlanta's mild climate, physical beauty, and job opportunities. Offering Old South graciousness blended with an ambitious zest for expansion and dominance, Atlanta has assumed an important position in national and international commerce. Ted Turner, one of the city's well-known citizens, has declared that Atlanta has ''absolutely everything going for it—climate, location, great transportation, easy air access, and a government that's both cooperative and supportive.'' This is a judgment widely shared by both residents and visitors.

Geography and Climate

Located in the foothills of the southern Appalachians in the north-central part of the state, Atlanta has a mild climate that rotates through all four seasons. The city's elevation and relative closeness to the Gulf of Mexico and the Atlantic Ocean moderate the summer heat; mountains to the north retard the southward movement of polar air masses, thereby providing mild winters. Most precipitation falls in the form of rain, with the heaviest concentration in March. Snowfall is negligible, the yearly average being one-and-one-half inches, though a snowstorm of about four inches occurs about every five years. Tornado activity is also fairly frequent in the area.

Area: 132 square miles (2000)

Elevation: 1,010 feet above sea level

Average Temperatures: January, 40.5° F; July, 79.1° F; annual average, 64.2° F

Average Annual Precipitation: 50.77 inches

History

City Develops as Trade Center

Until the early nineteenth century, the site near the Chattahoochee River where Atlanta is located (originally named the Standing Peach Tree for a peach tree on a small hill about seven miles away) was virgin territory sparsely occupied by Creek and Cherokee Native American tribes. The first permanent white settlers arrived during the War of 1812, when Fort Gilmer was built at the Standing Peach Tree. After the war, the land around Fort Gilmer was slowly settled by farmers from northern Georgia, the Carolinas, and Virginia. Then, in the late 1830s, the Western & Atlantic Railroad was constructed, connecting the Chattahoochee River with the town of Chattanooga to the north. The area thus became an important trade center, and a village soon developed at the southern end of the railroad. Initially called Terminus (after the word for the engineer's final stake) the village was chartered as Marthasville in 1843, then renamed Atlanta in 1845 and reincorporated in 1847.

By the end of the 1850s, the population of Atlanta had grown to 10,000 people (up from approximately 2,500 people in 1847), and the city had undergone extensive industrial development to become a railway hub, a vital trade link between North and South. Retaining the rough-and-tumble spirit of a frontier town, Atlanta had also progressed as a center of civilization and culture. When the Civil War broke out, Atlanta ceased trade with the North and was established as a Confederate military post. Because of its railroads and factories the city was a prime target, and it was bombarded by Union forces in July 1864.

The Battle of Atlanta was fierce. For a time Southern troops were able to defend the city, but military and civilian casualties from enemy shells and typhoid fever were high. The battle lost, the mayor, James Calhoun, and a few citizens surrendered on September 2, 1864. The fall of Atlanta was catastrophic. All civilians were evacuated, and 90 percent of the structures in the city were destroyed by Union Army General William T. Sherman's troops as they marched toward Georgia's Atlantic coast. Reconstruction began almost immediately after Sherman's army departed. Slowed by smallpox epidemics in 1865 and 1866 that forced the building of a temporary hospital, efforts to rebuild the city were nevertheless successful, and in 1868 Atlanta became the state capital (officially confirmed in 1877).

Atlanta Becomes a Major City

Expansion and growth continued through the nineteenth century and into the early decades of the twentieth, though the city was beset by periodic racial conflict. By 1920 the population of Atlanta had reached 200,000 people. The Great Depression brought more hard times, as it did throughout the country, but the city rose to meet the challenge of World War II. The transportation hub for the Southeast, Atlanta was one of the most important cities in the war effort.

After the war came renewed expansion in manufacturing, as well as a vital role in aviation. Having been a railroad center for most of its history, Atlanta was by the 1950s also the

busiest and most important airline center in the South. In recent decades both the economy and cultural life have flourished, with Atlanta emerging as the major city of the ''New South.'' While racial tension has troubled modern Atlanta, citizens have brought about a new spirit of cooperation and teamwork in the political process. Atlantans are optimistic about the future of their metropolis of more than four million inhabitants; a city that enjoys a nearly ideal climate and natural beauty, Atlanta has gained a momentum that promises continued growth and prosperity. Atlanta was the focus of world attention when it hosted the 1996 Centennial Summer Olympic Games. By most media accounts, the city has distinguished itself as world class and an economic leader. City leaders are buoyed by the trend back toward downtown living that has taken place in recent years. Business is thriving as many lucrative business projects are in development.

Atlanta's strength as a business community is reflected with its distinction as *Inc.* magazine's number one ranked city for doing business in America. Contributing to this is the dramatic growth of the metropolitan area's population between 1990–2000 of 38.9%, many of whom are employed at the wide variety of area corporations including two dozen on the *Fortune* 1000 list. The local economy is bolstered by the ldquo;the world's busiest passenger airport.'' of Hartsfield-Jackson Atlanta International Airport. Consumer goods find easy transport in the highly successful rail system.

Further, the area offers a vibrant arts scene along with beautiful parks and exciting activities. Many tourists are drawn to the historical significance of the area including its Civil War landmarks. This mix of history, tourism, job growth, and business opportunities all lends to the boundless prosperity that the area has enjoyed and its prospects for a bright future.

Historical Information: Atlanta History Center, 130 W. Paces Ferry Rd. NW, Atlanta, GA 30305-1366; telephone (404)814-4000

Population Profile

Metropolitan Area Residents
1980: 2,233,000
1990: 2,959,500
2000: 4,112,198
Percent change, 1990–2000: 38.9%
U.S. rank in 1980: 16th
U.S. rank in 1990: 12th
U.S. rank in 2000: 11th

City Residents
1980: 425,022
1990: 393,929
2000: 416,474
2003 estimate: 423,019
Percent change, 1990–2000: 5.8%
U.S. rank in 1980: 29th
U.S. rank in 1990: 36th (State rank: 1st)
U.S. rank in 2000: 48th

Density: 3,161.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 138,352
Black or African American: 255,689
American Indian and Alaska Native: 765
Asian: 8,046
Native Hawaiian and Pacific Islander: 173
Hispanic or Latino (may be of any race): 18,720
Other: 8,272

Percent of residents born in state: 58.5% (2000)

Age characteristics (2000)
Population under 5 years old: 26,666
Population 5 to 9 years old: 27,386
Population 10 to 14 years old: 25,023
Population 15 to 19 years old: 30,048
Population 20 to 24 years old: 39,157
Population 25 to 34 years old: 82,083
Population 35 to 44 years old: 64,632
Population 45 to 54 years old: 50,178
Population 55 to 59 years old: 17,164
Population 60 to 64 years old: 13,602
Population 65 to 74 years old: 20,855
Population 75 to 84 years old: 13,649
Population 85 years and older: 6,031
Median age: 31.9 years

Births (2003, Fulton County)
Total number: 13,013

Deaths (2003, Fulton County)
Total number: 5,917 (of which, 106 were infants under the age of 1 year)

Money income (1999)
Per capita income: $25,772
Median household income: $34,770
Total households: 168,341

Number of households with income of . . .
less than $10,000: 28,669
$10,000 to $14,999: 12,267
$15,000 to $24,999: 23,191
$25,000 to $34,999: 20,403
$35,000 to $49,999: 21,704

$50,000 to $74,999: 23,819
$75,000 to $99,999: 12,859
$100,000 to $149,999: 12,398
$150,000 to $199,999: 4,475
$200,000 or more: 8,556

Percent of families below poverty level: 21.3% (56.8% of which were female householder families in poverty)

2002 FBI Crime Index Total: 49,451

Municipal Government

Atlanta, the Fulton County seat, is governed by a mayor and a 16-member city council that is managed by the council president. The mayor is chief executive officer and oversees administration of city government.

Head Official: Mayor Shirley Franklin (D) (since 2002; current term expires 2006)

Total Number of City Employees: 7,500 (2005)

City Information: City of Atlanta, 55 Trinity Ave., Atlanta, GA 30303; telephone (404)330-6000; fax (404)658-7673

Economy

Major Industries and Commercial Activity

While the Coca-Cola Company wields considerable influence in Atlanta—much of it in areas outside its immediate manufacturing concerns—no single industry or firm truly dominates the local economy. Service industries employ the largest number of workers, but trade and manufacturing are also important elements. Having such diversity, Atlanta has been slower to suffer a downturn and quicker to recover from any temporary setback than many other major American cities. In fact, metropolitan Atlanta saw a decrease in unemployment and an increase in its labor force between 2002–2003 despite the country's economic recession during that time period.

In 2000, 24 *Fortune* 1000 corporations were headquartered in metropolitan Atlanta. Atlanta is home to BellSouth, Delta Airlines, Home Depot, UPS, and Georgia-Pacific, among other big names.

The Atlanta MSA added more than 1.1 million new residents between 1990–2000, which has attracted more and more new businesses. Metropolitan Atlanta has consistently led the nation in new housing permits every year since 1991, leading the way in 2003 with 53,750 new permits, according to Bureau of Census figures. In 1991, according to the National Association of Home Builders, the number was nearly 25,000; in comparison, 2002 topped off at 66,550.

Efforts by Georgia Tech and local industry to make Atlanta a high-tech center are paying off; even though much of the technology field suffered losses, Atlanta held steady and was ranked third in 2003 among the top ten metropolitan areas in this field by the Milken Institute. Atlanta is also becoming a leading world center of business and trade. More than 1,300 foreign-based businesses have operations in metropolitan Atlanta, and they employ more than 81,000 residents.

Items and goods produced: metals, machinery, transportation, equipment, food and beverages, printing, publishing, textiles, apparel, furniture, telecommunications hardware, steel, chemicals

Incentive Programs—New and Existing Companies

Georgia has the reputation for being a strong pro-business state. Many new companies have relocated to metro Atlanta and have either built new facilities or converted vacant office space. The various local and state business incentives offered have encouraged these company moves as well as expansions of local firms.

Local programs—Atlanta was an empowerment zone city named by the Clinton administration, but in 2002 it converted to a ''Renewal Community'' allowing the city to benefit from a nationwide pot of $17 billion in tax incentives. Businesses within the three ''renewal clusters'' that were created receive tax credits and deductions, capital gains exclusives, and bond financing.

State programs—Georgia has business-friendly tax laws; the state does not use the unitary tax method, but instead taxes businesses only on income apportioned to Georgia. In addition, at four percent the state sales tax rate has risen only one percentage point since 1951. Attractive inventory tax exemptions are available in all metropolitan Atlanta counties, and sales and property tax exemptions are available for certain pollution control equipment used in production. Georgia's Freeport zones, like Atlanta's, exempt for ad valorem taxation all or part of the value of certain tangible property held in certain inventories. Companies can apply for a permit from the Georgia Environmental Protection Division which can result in their obtaining their federal permit as well, via a single application.

Job training programs—The Georgia Department of Technical and Adult Education administers the Georgia Quick Start program, a three-way partnership between Quick Start, one of the state's technical institutions, and a company wishing to start up business in Georgia via 34 technical colleges and

institutes, 4 associated university programs, and 18 satellite campuses. By developing and implementing high quality customized training programs and materials, Quick Start assists the company in obtaining a trained work force ready to begin as soon as the company opens for business. In addition, metro Atlanta's 43 colleges and universities provide a continuing supply of educated and ready-to-work graduates.

Development Projects

The staging of the 1996 Centennial Olympic Games in Atlanta had a tremendous impact on development that extends today. More than $2 billion was spent on new construction, sporting arenas, entertainment venues, and beautification projects in preparation for the games. Another $100 million was spent on hotel renovations and expansions. The downtown area received the lion's share of the improvements as the city furthered its goal of becoming world class. Buildings were leveled and 21 acres were cleared to create the $57 million Centennial Olympic Park, which now serves as the centerpiece of downtown Atlanta. Following the Olympics, the city was left with several other multimillion-dollar sporting venues, including Turner Field, now home to the Atlanta Braves; the Georgia International Horse Park; and the Stone Mountain Tennis Center. While all of the Olympics-related construction was going on, downtown living was making a comeback with the construction of new housing units. In December 2004 Centennial Park West, which began building in 1999–2000, sold three of its million-dollar penthouse suites leaving it only four short of sellout. This property is part of Legacy Property Group, LLC who has also been involved in a 435,000 square foot, $100 million hotel and residential development that has brought the downtown area an Embassy Suites Hotel and several fine dining restaurants.

Meanwhile, in midtown Atlanta, the redevelopment of a 145-acre site (formerly a steel mill) as a community of homes, offices, shops, and hotels connected to surrounding areas by bicycle lanes, walking paths, and public transportation has been designated by the U.S. Environmental Protection Agency as a national model for innovative development that improves air quality. This designation allows developers to build a bridge across I-75/85, connecting midtown to areas west of the Downtown Connector.

Atlanta has long been the center of business activity and development in the Southeast. In October 2004 Cousins Properties Inc. announced leases with three companies to occupy the new building of a 31-story, 500,000 square foot office tower. Construction on a new headquarters building for the Centers for Disease Control and Prevention is to be completed in 2005 with an estimated cost of $81 million for the 12-story, 360,000 square foot facility. In February 2005 CSX Transportation opened its $8 million technology-driven training center to future engineers, conductors, and other technicians.

Economic Development Information: Metro Atlanta Chamber of Commerce, 235 Andrew Young International Blvd. NW, Atlanta, GA 30303; telephone (404)880-9000

Commercial Shipping

An extensive array of air, rail, and truck connections makes Atlanta a city with a robust cargo industry. Hartsfield-Jackson Atlanta International Airport is the main focus of activity. A Foreign Trade Zone located near the airport at the Atlanta Tradeport provides companies with an opportunity to delay, reduce, or eliminate customs duty on imported items, while the U.S. Customs Service Model Inland Port is a highly computerized center designed to expedite quick clearance for international freight.

The railroad, for so long crucial to Atlanta's well-being, continues to serve the city through two major systems, CSX and Norfolk Southern, which operate more than 100 freight trains in and out of the city daily. In 2003 the Association of American Railroads named Atlanta as its first ''Freight Rail Smart Zone'' as two million railcars transport vast amounts of consumer goods throughout the region. Several hundred motor freight carriers also offer their services in Atlanta, as do many other carriers that transport only their own products.

Labor Force and Employment Outlook

Atlanta enjoys an expanding labor pool derived from the surrounding counties and from people coming to the city from other parts of the country and the world. Skilled laborers are more than willing to relocate to Atlanta. Wages have been the fastest-growing in the country; that trend is predicted to continue for the next 20 to 30 years as Atlanta creates more high quality jobs.

According to figures released by the Bureau of Labor Statistics in 2000, between 1998-2025 metropolitan Atlanta is projected to gain 1.8 million net new jobs becoming the new hub for high-tech companies—some call it the ''Silicon Valley of the South.'' Atlanta led the list of ''Top 25 Cities for Doing Business in America'' by *Inc.* magazine in March 2004; specifically mentioned was its diverse economic structure.

The following is a summary of data regarding the Atlanta metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 2,158,600

Number of workers employed in . . .
natural resources and mining: 1,800
construction: 115,600
manufacturing: 170,300

trade, transportation and utilities: 492,000
information: 97,500
financial activities: 148,000
professional and business services: 337,900
educational and health services: 213,100
leisure and hospitality: 200,700
other services: 94,000
government: 287,800

Average hourly earnings of production workers employed in manufacturing: $13.29

Unemployment rate: 4.2% (December 2004)

Largest employers	*Number of employees*
Delta Airlines	26,237
BellSouth Corp.	22,000
U.S. Postal Service	16,099
Wal-Mart	15,600
Emory University (including hospitals)	13,619
Cobb County School District	12,372
U.S. Army Garrison Headquarters	10,485
AT&T Corp.	10,000
Home Depot Inc.	9,652
IBM Corp.	8,400

Cost of Living

Atlanta's cost of living figures, while high for the South, compare favorably with those of other major metropolitan areas in the United States.

The following is a summary of data regarding several key cost of living factors for the Atlanta area.

2004 (3rd Quarter) ACCRA Average House Price: $247,229

2004 (3rd Quarter) ACCRA Cost of Living Index: 98.2 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 6.0%

State sales tax rate: 4.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: Atlanta metropolitan counties levy taxes up to 3%

Property tax rate: $17.86 (within city) per $1,000 of fair market value) (2003)

Economic Information: Metro Atlanta Chamber of Commerce, 235 Andrew Young International Blvd. NW, Atlanta, GA 30303; telephone (404)880-9000

Education and Research

Elementary and Secondary Schools

The Atlanta system is located in the city of Atlanta, as well as in unincorporated portions of Fulton and DeKalb Counties. Policies are formed by the nine-member Atlanta Board of Education, all elected positions. The Atlanta schools work closely with parents and local businesses to ''stay the course and focus on student success,'' as Superintendent Beverly L. Hall, Ed.D. explained. Special programs within the Atlanta schools system include Early Childhood Development Centers, three planetariums, two teen parent programs, evening/community high schools and Alternate Schools, programs for exceptional children, exchange student programs, and the Atlanta Area Technical Schools.

Several schools have received state and national awards, including the 2003 National Blue Ribbon Award for Brandon Elementary, and Grove Park Elementary received a 2004 Georgia School of Excellence. In the state of Georgia, any student who graduates from high school with at least a B average is eligible for free college tuition and a $300 per academic book allowance at any of the state's colleges or universities. Those who choose a private college in Georgia get a $3,000 grant. The program is called HOPE (Helping Outstanding Pupils Educationally).

The following is a summary of data regarding Atlanta's public schools as of the 2004–2005 school year.

Total enrollment: 51,000

Number of facilities
elementary schools: 62
middle schools: 16
senior high schools: 10
other: 7 charter and 4 alternate schools

Student/teacher ratio: 14.2:1

Teacher salaries
minimum: $39,370
maximum: $78,602

Funding per pupil: $10,993 (2002-03)

More than 150 private schools also operate in the Atlanta area, ranging from residential preparatory institutions to church-affiliated programs. A number of private schools offer foreign language curriculums, including several Japanese schools, a German school and the Atlanta International School.

Public Schools Information: Atlanta Public Schools, Administrative Office, 130 Trinity Ave. S.W., Atlanta, GA 30303; telephone (404)802-3500

Colleges and Universities

Metropolitan Atlanta is home to 43 post-secondary institutions, including several of the most prestigious in the United States. They feature more than 300 programs of study and offer a variety of associate and undergraduate degrees, as well as graduate degrees in such fields as medicine, law, and theology. Among the city's principal schools are the 11,300-student body Emory University, nationally recognized for its business and medical research programs; Georgia Institute of Technology, with 16,000 students is famous for its research programs in dozens of different high-technology disciplines; and the Atlanta University Center, the largest assemblage of African American institutions in the world. The center is comprised of five colleges: Clark Atlanta University, Morehouse College, Morehouse School of Medicine, Spelman College, and the Inter-denominational Theological Seminary (it previously included a sixth member, Morris Brown College, which lost its accreditation in 2002). Other notable facilities in Atlanta include Georgia State University; Mercer University's Cecil B. Day Campus, its Stetson School of Business and Economics, and its Southern School of Pharmacy; Oglethorpe University; and Art Institute of Atlanta. The Atlanta Technical College offers more than 70 programs in a variety of fields including health and human services, information technology, and skilled trades. The metropolitan area also has large public two-year and four-year colleges to serve students, including Clayton College & State University and several schools that offer specialized vocational and religious instruction.

Libraries and Research Centers

In addition to a modern central library located downtown, the Atlanta-Fulton Public Library operates 34 branches throughout the city and Fulton and DeKalb counties. The system's holdings include more than 2.1 million books, periodical subscriptions, films, and a large collection of compact discs, records, and audio- and videotapes. The Auburn Avenue Research Library, part of the public library system, is devoted to collecting materials on African American history and culture. Among Atlanta's several outstanding historical research libraries is the Jimmy Carter Library & Museum, dedicated to the former president. The University of Georgia Libraries hold more than 3.5 million books, and Emory University Libraries house more than 2.7 million books, 39,801 periodical subscriptions, 4.5 million microform units, and 15,653 film and video sources. The various campus libraries in Atlanta house special collections of material; many are open to the public for in-house reading and research.

Nearly 150 research centers are based in Atlanta, most of which are affiliated with either the Georgia Institute of Technology or Emory University. The topics under investigation are wide ranging; among them are health care, computers and software, bioengineering, economics, mining, biotechnology, business, women's studies, electronics, energy, pharmacology, cancer, and immunology.

Atlanta boasts four research centers of international renown. The U.S. Centers for Disease Control and Prevention studies some of the world's deadliest diseases in maximum security laboratories. The Yerkes Regional Primate Research Center is the oldest continuously operated center for research on the biological and behavioral characteristics of nonhuman primates. Georgia Tech Research Institute (GTRI), of the Georgia Institute of Technology, is one of the country's premier bioengineering programs producing advances in prosthetics and engineered assistance for the disabled. Tech's Medical Informatics Research Group, part of Georgia Institute of Technology, Graphics, Visualization and Usability Center, explores the ways in which computer science methods and techniques can help solve problems in medicine and biomedicine. Affiliated with Emory University and founded in 1982 by former President Jimmy Carter and his wife, Rosalynn, The Carter Center focuses on global environmental, agricultural, economic, and public health concerns; its Task Force for Child Survival and Development addresses issues of immunization, malnutrition, disease control, and child advocacy.

Public Library Information: Atlanta-Fulton Central Library, 1 Margaret Mitchell Square, Atlanta, GA 30303; telephone (404)730-1700

Health Care

A regional as well as a national leader in the field of health care, the Atlanta metropolitan area is home to more than 50 hospitals supporting 40,000 medical personnel and more than 10,000 beds. Twelve hospitals are located in the city proper. One of the major full-service institutions is Grady Health System, used as a teaching hospital by the medical schools of both Emory University and Morehouse College. Grady has operated a separate, state-of-the-art care facility for HIV and AIDS patients since 1994. In February 2005 it also received a grant to assist the CenterPregnancy program that focuses on prenatal care for immigrants and Spanish-speaking mothers. Emory University Hospital received high scores in 2004 from *Best Hospitals,* particularly their heart and heart surgery department and geriatrics. Other institutions in the city include Children's HealthCare of Atlanta, Georgia Baptist Healthcare System, Piedmont Hospital, and the 460-bed Atlanta Medical Center. Atlanta also serves as the home of the Centers for Disease Control and Prevention and the U.S. Public Health Service for the Southeast.

The Swan House was built in 1928 by Atlanta architect Philip Trammell.

Recreation

Sightseeing

The Atlanta area offers extraordinarily rich opportunities for leisure, pleasure, and culture. A popular site within the city is Grant Park, which includes scenic walking paths, the Zoo Atlanta featuring a Giant Panda exhibit until 2009, and some Civil War fortifications. The Civil War Museum on park grounds houses the famous Cyclorama, a huge three-dimensional panoramic painting of the Battle of Atlanta. Visitors sit on a revolving platform to view the work, the impact heightened by sound and light effects as well as a narration that explains the scene. Open since 1893, it is dubbed ''The Longest Running Show in the Country.'' Various Civil War battle sites, parks, cemeteries, and memorials are also scattered throughout the city and are accessible to visitors. Scheduled to open in late 2005 is the $200 million Georgia Aquarium, featuring more than 55,000 animals in 5 million gallons of fresh and marine waters. The new Aquarium expects to serve more than 2 million visitors annually.

Also within the city is the Georgia State Capitol. Built in 1889 and patterned after the Capitol in Washington, D.C., it has a dome plated with gold mined in northern Georgia. Besides serving as the meeting place for the state's General Assembly, the Capitol is home to the Georgia Capitol Museum.

Underground Atlanta is an ''adult playground'' of bars, restaurants, and shops in the heart of the city's downtown. Every New Year's it plays host to the ''Peach Drop'' with music, fireworks, and an 800-pound peach resembling New York's Times Square ball. The Martin Luther King, Jr. National Historic District near Underground Atlanta honors the slain civil rights leader, a native of Atlanta. The entire area was renovated in time for the 1996 Olympic Games to give a sense of the neighborhood as it was during King's lifetime. The district encompasses King's childhood home, the Ebenezer Baptist Church (where he preached), and, adjacent to the church, his tomb. The district includes a visitors' center that tells the story of the civil rights movement and King's role in the movement. Nearby is the Martin Luther King, Jr., Center for Nonviolent Social Change that draws about 650,000 visitors annually.

Adjacent to Underground Atlanta in a three-story pavilion, The World of Coca-Cola, a collection of exhibits and more than 1,000 articles commemorating the history of Atlanta's most famous product, provides fun for the whole family. Another popular attraction is the CNN Center, the news and entertainment center of Turner Broadcasting's global headquarters, which offers tours, shops, and restaurants.

Outside Atlanta are several other notable attractions. The most popular is Stone Mountain, located about 20 miles east of downtown. The world's largest mass of exposed granite, the treeless dome stands more than 800 feet above the surrounding plain and measures approximately 5 miles in circumference. On the mountain's north face are carved colossal figures of Robert E. Lee, Jefferson Davis, and General Stonewall Jackson. Work began in 1923 but after several design changes it was not declared completed until 1972. A 3,200-acre park fans out from the base of the mountain, featuring a lake and recreational facilities for dozens of sports and other outdoor activities such as waterslides, golf, and tennis along with laser shows and a riverboat. Also within the park is Magnolia Hall, an authentic antebellum plantation house moved from another Georgia location and restored to its former elegance. Some 20 miles north of Atlanta is Kennesaw Mountain National Battlefield Park, which also combines history and recreation. The site of several major Civil War battles, the Kennesaw Mountain area now boasts a museum and some fortifications along with hiking trails and picnic grounds.

For those seeking pure entertainment, Six Flags parks bring three different venues to the area. Six Flags Over Georgia is located about 12 miles west of the city. The 331-acre family-oriented theme park features more than 100 rides, musical shows, and other attractions. During the summer months, thousands of visitors make it one of the busiest parks in the area. Six Flags White Water offers a variety of water-related activities such as giant slides, raft rides, and body flumes. Adjacent to it is Six Flags American Adventure, an outdoor park with roller coasters, bumper cars, and an array of rides for small children.

For nature-lovers, the Fernbank Science Center has trails, natural history exhibits, and one of the largest planetariums in the nation. The Fernbank Museum of Natural History offers 160,000 square feet of space providing dinosaur and wildlife exhibits and an IMAX theater. The Atlanta Botanical Garden, located in Piedmont Park, is also a favorite stop for those wishing to enjoy its vegetable, herb, rose, and oriental plantings on 15 acres. The Botanical Garden also includes a children's garden and a conservatory with rare and endangered plants from rainforests and deserts.

Arts and Culture

Integral to Atlanta's cultural life is the Woodruff Arts Center, consisting of the Memorial Arts Building (itself a work of modern art) and the High Museum of Art. The cooperating units in the center include the Atlanta Symphony Orchestra, the Alliance Theatre, and the Atlanta College of Art. Another major center is the Callanwolde Fine Arts Center, located in a 1920s-era Gothic-Tudor-style mansion. The center accommodates 4,000 students annually with various arts classes, and offers a range of concerts, recitals, and exhibits.

Atlanta has a vital theater, dance, and music community that profits from the area's fine facilities and the generous pa-

tronage of its businesses and interested citizens. Performing at the Memorial Arts Building of the Woodruff Arts Center are the Alliance Theatre, which stages both standard and innovative works, and the Atlanta Symphony Orchestra. Entertainment is provided by numerous other professional and amateur groups based in Atlanta, including the Atlanta Ballet (the oldest regional ballet company in the United States, originating in 1929), the Atlanta Shakespeare Company, and the Georgia Ensemble Theatre. Since 1978, The Center of Puppetry Arts is said to be the only facility in the country devoted solely to puppetry and features three performance series, workshops, and a museum.

Local colleges and universities also sponsor a wide variety of performing arts programs in theater, dance, and music. Oglethorpe University's Georgia Shakespeare Festival presents a series of performances in the summer and fall.

Atlanta's museums and galleries cater to many different interests. State and local history are on view at the Atlanta History Center, whose main attractions are the Swan House, a former private residence that typifies the milieu of a wealthy Atlanta family during the 1930s; and Tullie Smith House, a restored 1835 farm house that illustrates how early Georgia farmers lived and worked; and several gardens.

Other museums in the city include the Wren's Nest, a Victorian mansion that was named a National Historic Landmark in 1962 and was home to Joel Chandler Harris, creator of the Uncle Remus stories, and now displays original furnishings, books, and memorabilia; the Margaret Mitchell house in midtown; the Governor's Mansion, a modern structure built in Greek Revival style and housing nineteenth-century furnishings; the Fernbank Museum of Natural History, whose exhibits include A Walk Through Time in Georgia; and the William Breman Jewish Heritage Museum, a 50,000-square-foot facility that opened in 1996 and has exhibits dating to 1733, when Jews first settled in Georgia, along with a Holocaust gallery.

With a few notable exceptions, private galleries showcase most of Atlanta's art. Public facilities include the High Museum of Art, which displays more than 11,000 works of primarily Western art from the early Renaissance to the present, and Chastain Gallery, which highlights the contemporary works of Georgia artists.

Festivals and Holidays

Two of Atlanta's biggest celebrations are the Dogwood Festival, held every spring, and the Arts Festival, a staple on the fall calendar. The Dogwood Festival coincides with the blooming of dogwood trees in the area in April; events include a parade, tours, garden competitions, arts and crafts displays, canine competition, and musical performances. Held in downtown Atlanta, the Arts Festival is a week-long affair that attracts nearly 2 million people to a multitude of different activities involving the visual and performing arts. Among Atlanta's other annual events are the Memorial Day weekend Jazz Festival and summer concert series, which features local and international talent; the Peachtree Road Race, a 10K run held annually since 1970 during the July 4th holiday; the National Black Arts Festival, held in late June and early July at the Woodruff Arts Center focusing on dance, music, and art; the Stone Mountain Highland Games and Scottish Festival, an October celebration since 1973 that brings international travelers to the region; and December's Chick-fil-A Peach Bowl football game and its related activities.

Sports for the Spectator

Fans of sports of all kinds can usually find their favorite form of action somewhere in Atlanta, the sports capital of the South. The city is home to five professional franchises: the Falcons, a National Football League team; baseball's National League team, the Braves; the Hawks, a National Basketball Association team; the Thrashers, a National Hockey League team; and the Ruckus, of the American Professional Soccer League. The Falcons play at the Georgia Dome. The Braves play at Turner Field, formerly the Centennial Olympic Stadium downtown. The Hawks and Thrashers face their rivals at the $219 million Philips Arena, which opened in September 1999.

Since 1934 Atlanta has been home to the nation's largest recreational tennis league, Atlanta Lawn and Tennis Association (ALTA), with more than 81,000 members. Stone Mountain Tennis Center, which seats about 2,000 people around two center courts and has an 8,000-seat stadium, played host to the 1996 Centennial Olympic Tennis. The city also hosts many collegiate competitions in these same sports, among them the annual Peach Bowl football contest and the NCAA basketball championships, the Heritage Bowl, and others.

Auto racing buffs have two tracks to choose from just outside the metropolitan area. Atlanta Motor Speedway, about 25 miles south of the city, features NASCAR and other events. Forty-five miles north of the city is Road Atlanta, site of one of the world's largest sports car races, an event that draws top international drivers and thousands of spectators. The Grand Prix of Atlanta is held annually in April.

Atlanta also hosts numerous other sporting events throughout the year. Two of the most notable are the BellSouth Classic, a Professional Golfer's Association tournament held every spring at the Sugarloaf Country Club which raises money for Children's Healthcare of Atlanta, and the Atlanta Steeplechase, the area's major horse show. Tennis and polo are also growing in popularity as spectator sports in Atlanta.

Sports for the Participant

Atlanta's physical setting and mild climate combine to make the city and its environs ideal for outdoor activities of all types. Running is an especially popular local sport; the Atlanta Track Club is one of the largest in the country, and it sponsors a number of annual events, including the Peachtree Road Race 10K and the Atlanta Women's 5K. Golfers may choose from 39 public courses and a host of new luxury golf communities growing up outside the city, while tennis players can visit any one of more than 200 courts.

Water sports enthusiasts can take advantage of the facilities along the Chattahoochee River to go canoeing, rafting, fishing, and camping. Within an hour's drive of the city are Lake Lanier and Lake Allatoona, both man-made lakes surrounded by recreation areas that encompass beaches, golf courses, horseback riding trails, and other amenities.

The Peachtree Center Athletic Club brings a number of activities to the downtown area such as aquatics, racquetball, pilates, squash, and group fitness.

Shopping and Dining

Atlanta's modern shopping facilities draw consumers to the city from throughout the entire region. More than a dozen malls and outlet centers ring the metropolitan area. Lenox Square, in the Buckhead neighborhood, and nearby Phipps Plaza, offer exclusive shops such as Neiman Marcus, Macy's, and Rich's along with antique stores. Downtown, Peachtree Center offers shopping in the heart of the city while other shopping opportunities await at Underground Atlanta. Opened since 1999 just north of Atlanta is the Mall of Georgia, the southeast's largest shopping complex; it is anchored by Lord & Taylor, Penney's, Dillard's, Rich-Macy's, and Nordstrom, and its restaurants offer cuisines ranging from traditional Southern food to upscale and ethnic delicacies. The mall's decor incorporates the five regions of Georgia and their histories. Ten miles south of the city is the State Farmer's Market, a gigantic retail and wholesale center where visitors have the opportunity to buy fresh fruit, vegetables, eggs, meats, plants, shrubs, and flowers.

Atlanta diners have hundreds of restaurants to choose from, and traditional Southern cooking (catfish, hushpuppies, ham and redeye gravy, barbecue, fried chicken, and Brunswick stew) and soul food are widely available. Atlanta's growth as a center of international business has made haute cuisine and ethnic specialties extremely popular alternatives to traditional southern fare.

Visitor Information: Atlanta Convention and Visitors Bureau, 233 Peachtree St., NE, Ste. 100, Atlanta, GA 30303; telephone (404)521-6600; fax (404)577-3293. The Convention Bureau publishes a city guide especially for African Americans called *Atlanta Heritage.* A visitor center is located at Underground Atlanta.

Convention Facilities

Easy access to the city, a good public transportation system, an abundance of hotel rooms, and a mild climate have combined to make Atlanta one of the leading convention centers in the United States, by most accounts ranking just behind Chicago and Orlando. Atlanta's major convention facilities are the Georgia World Congress Center, which contains 3.9 million square feet of exhibit space and 76 meeting rooms and is among the 5 largest nationwide; the Georgia Dome, which seats 71,500 and has 102,000 square feet of exhibit space, and the Philips Arena, which offers an 18,000-seat and 17,000 square-foot facility for meetings, athletic events, and concerts. All three facilities are linked by the new Georgia International Plaza, a gathering place featuring fountains and outdoor sculpture. Three buildings that are connected by elevated walkways comprise AmericasMart, which provides 4.2 million square feet of exhibition space. The Boisfeuillet Jones Atlanta Civic Center provides a 5,800 square-foot ballroom and a 4,600-seat theater.

Atlanta also boasts dozens of smaller, more intimate meeting facilities, some of them in unusual settings. Among them are the Woodruff Arts Center, High Museum of Art, Fox Theatre (a renovated ''movie palace'' built in 1929), Academy of Medicine, Martin Luther King, Jr. Center for Non-Violent Social Change, Callanwolde (formerly a private residence), and Houston Mill House (a country estate). Other facilities are available at many of the city's hotels.

Visitor Information: Atlanta Convention and Visitors Bureau, 233 Peachtree St., NE, Ste. 100, Atlanta, GA 30303; telephone (404)521-6600; fax (404)577-3293

Transportation

Approaching the City

Often referred to as Atlanta's number-one economic asset, Hartsfield-Jackson Atlanta International Airport has been distinguished as ''the world's busiest passenger airport.'' The huge, ultramodern facility, only 10 miles from downtown on 4,700 acres of land, is served by 25 passenger airlines that fly non-stop or one-stop to more than 200 national and international destinations along with 19 cargo airlines. Terminals are connected by an automated underground train system. General aviation facilities in the Atlanta area number 19 (including Hartsfield-Jackson).

Three major interstates—I-75, I-20, and I-85—route traffic into and out of Atlanta, making it one of the leading interstate highways centers in the nation.

Amtrak provides passenger rail service to Atlanta; travelers can go west to New Orleans (via Birmingham, Alabama) or east to Washington, D.C. (via Charlotte, North Carolina). Greyhound has limited service into and out of the city at the Amtrak station.

Traveling in the City

Atlanta can present a challenge to drivers for several reasons. For instance, the city is not laid out in a grid pattern, so there are few rectangular blocks or square intersections. Five main streets converge downtown in an area known as Five Points; these streets roughly divide the city into geographic quadrants (northeast, northwest, southeast, and southwest). Further complicating matters is the fact that more than 30 avenues, lanes, drives, and other thoroughfares in Atlanta contain the word ''Peachtree,'' but only Peachtree *Street* is truly a main road.

Public transportation in Atlanta is operated by the train- and bus-based Metropolitan Atlanta Rapid Transit Authority, or MARTA.

Communications

Newspapers and Magazines

One major daily newspaper serves Atlantans: the *Atlanta Journal-Constitution.* The major weeklies include *The Atlanta Bulletin, Atlanta Business Chronicle,* and *Mundo Hispanico* (a Hispanic-oriented paper published since 1979). Numerous African American-oriented newspapers and magazines are published in Atlanta, including the *Atlanta Daily World,* Atlanta's oldest continuously published (since 1928) African American newspaper, and *The Atlanta Inquirer.* About 16 other daily, weekly, and biweekly newspapers are circulated throughout the metropolitan area, most of them focusing on county and community news, consumer affairs, and business topics. *Atlanta Magazine* and *KNOW Atlanta Magazine* cover life in the city. Many other monthly magazines based in Atlanta are targeted at specific business, medical, educational, and hobbyist markets.

Television and Radio

Seven television stations, including major network affiliates, one PBS, one commercial, and two independents, broadcast in the Atlanta area; cable service is also available. In the 1970s, Atlanta became a national media force when entrepreneur Ted Turner launched his independent ''superstation'' WTBS-TV Superstation and the Cable News Network (CNN), viewed by cable television subscribers across the United States. As for radio, 24 stations based in Atlanta offer news, public service programming, and a variety of musical formats to metropolitan listeners.

Media Information: *The Atlanta Journal-Constitution,* 72 Marietta St., NW Atlanta, GA 30303; telephone (404) 522-4141; *Atlanta Magazine,* 260 Peachtree St., Ste. 300, Atlanta, GA 30303; telephone (404)527-5500; fax (404)527-5575

Atlanta Online

AccessAtlanta (local news, entertainment listings, real estate information, and a section that covers the Atlanta-area technology scene). Available www.accessatlanta.com

Arts in Atlanta. Available www.artsinatlanta.org

Atlanta Convention & Visitors Bureau. Available www.atlanta.com or www.acvb.com

Atlanta Daily World. Available www.AtlantaDailyWorld.com

Atlanta Downtown. Available www.atlantadowntown.com

Atlanta-Fulton County Library System. Available www.af.public.lib.ga.us/library

Atlanta History Center. Available www.atlhist.org

Atlanta Journal-Constitution. Available www.ajc.com

The Atlanta Nation (daily internet newspaper). Available www.atlantanation.com

Atlanta Public Schools. Available www.atlanta.k12.ga.us

City of Atlanta home page. Available www.atlantaga.gov

Fulton County home page. Available www.co.fulton.ga.us

Metro Atlanta Chamber of Commerce home page. Available www.metroatlantachamber.com

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Marietta

The City in Brief

Founded: 1834 (incorporated 1852)

Head Official: Mayor Bill Dunaway (R) (since 2002)

City Population
1980: 30,829
1990: 44,129
2000: 58,748
2003 estimate: 61,282
Percent change, 1990–2000: 33.1%
U.S. rank in 1990: 582nd (State rank: 13th)
U.S. rank in 2000: 557th (State rank: 13th)

Metropolitan Area Population
1980: 2,233,000
1990: 2,959,500
2000: 4,112,198
Percent change, 1990–2000: 39.0%
U.S. rank in 1980: 16th
U.S. rank in 1990: 12th
U.S. rank in 2000: 11th

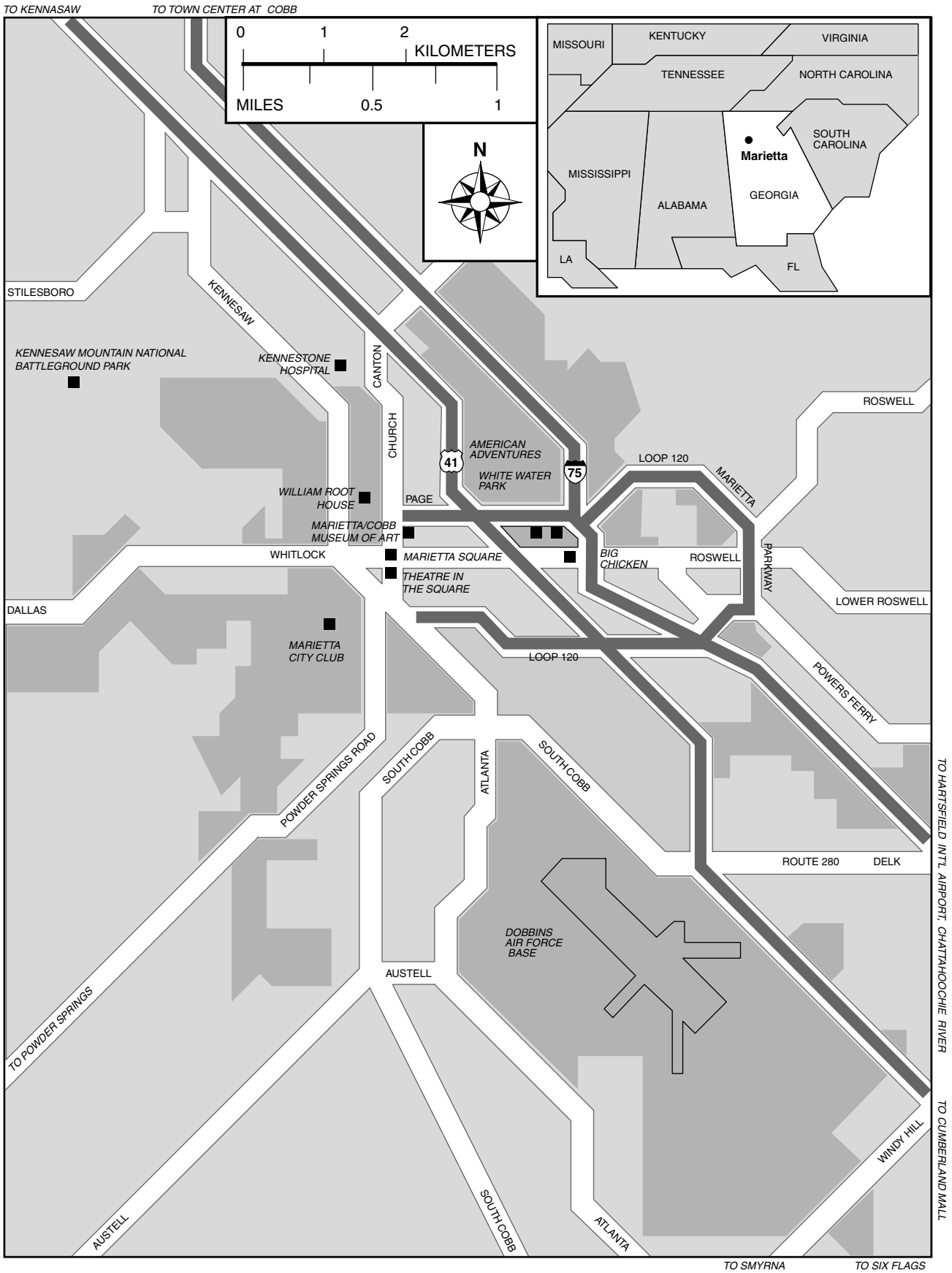
Area: 21.95 square miles (2000)
Elevation: 1,128 feet above sea level
Average Annual Temperature: 61.2° F
Average Annual Precipitation: 48.61 inches

Major Economic Sectors: wholesale and retail trade, services, government
Unemployment rate: 4.2% (December 2004)
Per Capita Income: $23,409 (1999)

2002 FBI Crime Index Total: not reported

Major Colleges and Universities: Kennesaw State University, Southern Polytechnic State University

Daily Newspaper: *Marietta Daily Journal*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STILESBORO
KENNESAW
KENNESAW MOUNTAIN NATIONAL BATTLEGROUND PARK
KENNESTONE HOSPITAL
CANTON
CHURCH
AMERICAN ADVENTURES
WHITE WATER PARK
41
75
LOOP 120
MARIETTA
ROSWELL
WILLIAM ROOT HOUSE
PAGE
MARIETTA/COBB MUSEUM OF ART
WHITLOCK
MARIETTA SQUARE
THEATRE IN THE SQUARE
BIG CHICKEN
ROSWELL
PARKWAY
LOWER ROSWELL
DALLAS
MARIETTA CITY CLUB
LOOP 120
POWERS FERRY
POWDER SPRINGS ROAD
SOUTH COBB
ATLANTA
SOUTH COBB
ROUTE 280
DELK
DOBBINS AIR FORCE BASE
AUSTELL
TO POWDER SPRINGS
AUSTELL
SOUTH COBB
ATLANTA
WINDY HILL
TO HARTSFIELD INT'L AIRPORT, CHATTAHOOCHIE RIVER
TO CUMBERLAND MALL
TO SMYRNA
TO SIX FLAGS

Introduction

Marietta, located in Cobb County, approximately 20 miles from Atlanta, is one of the booming exurban job centers growing up around the country. Cobb County likes to market the area's recreational attractions by referring to itself as ''the fun side of Atlanta,'' and Mariettans spend hundreds of thousands of dollars sowing seeds and planting trees and shrubs to promote beautification throughout the city. The town square, bleached-white gazebos, and the antebellum mansions give Marietta the misty feeling of the Old South. Yet the *Wall Street Journal* describes the city as ''the intersection of great economic, social and geographic changes.'' The city and surrounding county were totally transformed with office buildings, warehouses, light manufacturing factories, and retail shops. Cobb County invested more in infrastructure, including water, sewer, road, and other utilities between 1970 and 1990 than any other county in Georgia, and during that period more houses were built in the county than anywhere else in the state. The influx of new residents has even resulted in the popular use of the new pronunciation of the city's name, MARRY-etta, rather than the traditional May-RETT-a. In 2002 an analysis produced by the Georgia Municipal Organization and a local magazine considered such things as fiscal management, public safety, infrastructure, citizen participation, cultural activities, and community partnerships, and concluded that Marietta was a ''City of Excellence.''

Geography and Climate

Marietta is located north of Atlanta, along the Chattahoochee River. The city is bordered by Lake Allatoona to the northwest, while its southern boundary lies south of Interstate 20. Marietta is part of Cobb County, which is also made up of the cities of Acworth, Austell, Kennesaw, Powder Springs, and Smyrna. Seventy-eight percent of Cobb County's population lives in unincorporated areas. Citizens enjoy four seasons featuring a mild climate where winters seldom go below the thirties and summer highs are in the nineties.

Area: 21.95 square miles (2000)

Elevation: 1,128 feet above sea level

Average Temperatures: January, 41° F; July, 79° F; annual average, 61.2° F

Average Annual Precipitation: 48.61 inches

History

Europeans Take Over Indian Lands

For many years, Cobb County was the home of the Creek tribe, descendants of the Mississippian tribes that inhabited the northwest section of Georgia from approximately 800 A.D. The Creeks were driven south of the Chattahoochee River by the Cherokees in the early 1800s. Cobb County was still part of the Cherokee Indian Territory when Marietta's earliest European settlers came. They began to arrive in the early 1830s from other parts of Georgia, when they won land lotteries used to allocate the Indian lands. Other early migrants, most of English and Scotch-Irish descent, traveled south to Georgia through the mid-Atlantic states. The Cherokee land had been divided into 40-acre gold and 160-acre farm tracts with most of Cobb County originally settled by gold-seekers and people looking for good farmland. Despite several treaties to protect the rights of the Cherokees, in 1835 these Native Americans were forced to move west, and the whites moved in for good. Although some of the Native Americans left voluntarily, more than 17,000 were relocated by the federal government to Oklahoma by way of the infamous Trail of Tears. Traces of its Native American heritage remain in Cobb County in place names such as Sweetwater, Allatoona, and Kennesaw. Some of the Indian trails were widened to accommodate wagons, which in time brought in more settlers and launched trade in the county.

Early History of Marietta

By 1833, nearly 100 people had settled in the area of Marietta, chosen as a town site in part because of the springs located near the present town square. The county was named in honor of Judge Thomas Willis Cobb, Georgia Congressman, U.S. Senator, and later a judge of the Ocmulgee Circuit of the Superior Court and the city for his wife. Marietta's first courthouse, a single room log cabin, was built in 1834. By the mid 1830s, several river ferries began operating to transport people, wagons, and livestock across the Chattahoochee.

In the mid-1840s, Marietta had more than 1,500 residents. By the next decade, it was a popular resort town for people from ''the low country,'' who were attracted in part by the mild climate and the alleged therapeutic powers of local spring water. The state-owned Western & Atlantic Railroad began runs in 1845 and was completed in May 1850, providing access to a ready market for farmers and manufacturers and reducing the costs of conveying merchandise. Cities and towns sprang up along major rail lines running through Cobb County. In 1852 Marietta's formal incorporation took place. From 1850 to 1861, Marietta was considered a carefree town and was once described as ''the fastest town in Georgia.'' During this period, businesses included tailor

shops, warehouses, grocery stores, general stores, carriage and wagon shops, a tin and gunsmith shop, a bakery, professional services, and other small businesses.

Civil War Brings Destruction

On April 11, 1862, the first disruptive effects of the Civil War were felt by the city's people when a group of 22 undercover Union agents arrived. After staying overnight at Kennesaw House, a former hotel, which still stands west of the town square, the agents boarded the W & A Railroad northbound train at the Marietta Station. At Big Shanty (now Kennesaw), the Union spies took control of the train. They were later caught by ''Andrew's Raiders'' after a now-famous locomotive chase with the backward pursuing ''The Texas'' overtaking ''The General'' near Ringgold, Georgia. The hard times of the War Between the States culminated with the Union occupation of the city on July 3, 1864, following battles around Kennesaw Mountain. During that time, the courthouse and all county records were destroyed when General Sherman's troops burned every public building on Marietta's town square.

Prosperity Slowly Returns in Post-War Period

After the Civil War, recovery was slow for Marietta as for the rest of the South. Over time, however, the city began to prosper as new businesses moved in, and an 1860s account reveals that the city once again was beginning to attract visitors. In the 1870s, a new jail and courthouse were built, and summer tourists were honored at a reception in the city square. County finances gradually were improving, but the blackened ruin of the county courthouse remained as a reminder of the ''War of Northern Aggression,'' as it was termed in the South, until the construction of a new building began in 1872. Industrialization came to the Marietta area in the late nineteenth century, gradually overtaking agriculture as the major factor in the county's economy over the next half century. The Marietta Bank (now called First National Bank of Cobb County) opened in 1888, and a paper mill, two chair and two marble companies, a textile mill, and a machine works sparked the economic recovery. By 1899, street lights illuminated the town, a local telephone company was operating, and there was a railroad depot in downtown Marietta. Still, the rural parts of Cobb County endured low cotton prices for years. In 1900 as many as 56 percent of the county's farmers paid rent as tenants with typical fees amounting to a fourth of their cotton crop along with a third of their corn. By 1905, an electric railway operated between Marietta and Atlanta, spawning residential development as Cobb County residents commuted to jobs in Atlanta.

Schools were established early in Marietta, and the city set up its independent school system in 1892. In 1919 the city organized the first Parent-Teacher Association (PTA) in the county. (In fact, The National PTA was founded in Washington, D.C. by Alice McLellan Birney (1858–1907), a former Marietta resident.)

Early construction of highways was concentrated in Marietta from 1917 to 1921, and the county began a federally-subsidized road program at that same time. Old Highway 41 was paved in 1926, allowing ready access between Marietta and Atlanta and encouraging trade.

Aircraft Industry Aids Recovery

Cobb County's economy remained dependent on agriculture until 1940 when manufactured goods produced amounted to twice the value of agricultural products. Hard times took over during the Great Depression of the 1930s, and World War II played a part in the recovery. In 1941, Rickenbacker Field (now Dobbins Air Force Base) was built south of Marietta along with the adjoining 200-acre Bell Aircraft Plant. During World War II, B-29s were produced at the plant and employment reached 28,000 people. With the local population able to supply only a small part of the work force for the large plant, newcomers poured in, necessitating the construction of new housing projects. About that time a 45-acre complex was built and named Larry Bell Park, in honor of the President of Bell Aircraft Corporation. The plant closed in 1946, but reopened in 1951 as the Lockheed-Georgia Company. Some of the aircraft produced there include B-47s, C-130s, C-141s, C-5As, C-5Bs, and the Jetstar. Employment at the plant of the Bell Aircraft Corporation, Georgia's largest employer at that time, reached more than 31,000 people by the 1960s.

Businesses and the real estate industry burgeoned when thousands of people moved to Cobb County and the Greater Atlanta area. Construction of Interstate 75 through the county in the 1950s increased the impact of tourism, and brought outside investments for industry and housing. During the following years major developments included the opening of the first major office parks in the 1960s, the opening of Cumberland Mall in 1973, the opening of the first major hotels and shopping malls and the establishment of the Cobb Convention and Visitors Bureau in the 1980s, and the construction of the $47 million Galleria Convention Centre in 1992. With the area's economic growth showing no signs of slowing, by mid-2003 more than 27,000 businesses were licensed in Cobb County.

Cobb County, of which Marietta is the county seat, is Georgia's third largest county and growing. The city's and county's station as a commercial hub of north Georgia, blended with its ''old South'' charm and close proximity to Atlanta, combine to make it one of the fastest-growing counties in the country.

Historical Information: Cobb County Public Library, 266 Roswell St., Marietta, GA 30060; telephone (770)528-2320

Population Profile

Metropolitan Area Residents
1980: 2,233,000
1990: 2,969,500
2000: 4,112,198
Percent change, 1990–2000: 39.0%
U.S. rank in 1980: 16th
U.S. rank in 1990: 12th
U.S. rank in 2000: 11th

City Residents
1980: 30,829
1990: 44,129
2000: 58,748 (of which, 22,824 were male and 22,766 were female)
2003 estimate: 61,282
Percent change, 1990–2000: 33.1%
U.S. rank in 1990: 582nd (State rank: 13th)
U.S. rank in 2000: 557th (State rank: 13th)

Density: 2,684.1 people per square mile (in 2000, based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 33,185
Black or African American: 17,330
American Indian and Alaska Native: 188
Asian: 1,744
Native Hawaiian and Pacific Islander: 51
Hispanic or Latino (may be of any race): 9,947
Other: 4,694

Percent of residents born in state: 35.4% (2000)

Age characteristics (2000)
Population under 5 years old: 4,655
Population 5 to 9 years old: 3,776
Population 10 to 14 years old: 3,023
Population 15 to 19 years old: 3,391
Population 20 to 24 years old: 6,615
Population 25 to 34 years old: 14,134
Population 35 to 44 years old: 9,031
Population 45 to 54 years old: 6,021
Population 55 to 59 years old: 1,932
Population 60 to 64 years old: 1,276
Population 65 to 74 years old: 2,174
Population 75 to 84 years old: 1,929
Population 85 years and older: 791
Median age: 30.0 years

Births (2003, in Cobb County)
Total number: 10,539

Deaths (2003, in Cobb County)
Total number: 3,289 (of which, 51 were infants under the age of 1 year)

Money income (1999)
Per capita income: $23,409
Median household income: $40,645
Total households: 23,945

Number of households with income of . . .
less than $10,000: 2,068
$10,000 to $14,999: 1,209
$15,000 to $24,999: 3,165
$25,000 to $34,999: 3,573
$35,000 to $49,999: 4,579
$50,000 to $74,999: 4,504
$75,000 to $99,999: 2,081
$100,000 to $149,999: 1,711
$150,000 to $199,999: 493
$200,000 or more: 562

Percent of families below poverty level: 11.5% (41.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Marietta is governed by a mayor and seven-member city council who serve four-year terms, while the day-to-day administration is handled by the City Manager, who is appointed by the city council.

Head Official: Mayor Bill Dunaway (R) (since 2002; current term expires January 2006)

Total Number of City Employees: 750 (2004)

City Information: City of Marietta, 205 Lawrence St., Marietta, GA 30061; telephone (770)794-5530

Economy

Major Industries and Commercial Activity

Cobb County has a diverse business base that encompasses manufacturing and distribution, administrative headquarters operations, service industries, and retailers. The booming service economy and the large migration of Northern companies into the South have formed a new class of entrepre-

neurs. Marietta and Cobb County compete with cities such as Nashville, Birmingham, Charlotte, Dallas, and Fairfax, Virginia, for the attention of relocating businesses. Cobb County has the advantages of relatively low property taxes, as well as the diversity and availability of site and buildings. Marietta offers strong advantages in terms of low costs for building and leasing, as well as a moderate cost of living.

In the early 1990s when Lockheed, the area's largest employer, cut its work force, it didn't seem to faze the community, though in early 2005 more layoffs are predicted due to the proposed federal budget. The mix of new and diverse industries have made the area virtually recession-proof. Besides Lockheed Martin Aeronautical Systems, other large-scale employers in Cobb County include the Cobb County Public Schools, WellStar Health System, The Home Depot, Cobb County Government, and Publix.

Cobb County is the second most popular visitor destination in Georgia. More than 4 million visitors a year experience the area's attractions and stay in its hotels. Tourism was a $1.2 billion industry in 2001. While tourism increased 1.3 percent from the previous year, figures were still slightly impacted by the September 11, 2001 terrorist attacks. Tourism in the area is still experiencing major growth, and is responsible for nearly 40,000 direct and indirect jobs in the county.

Items and goods produced: computer software and hardware, aerospace equipment, aircraft parts, medical devices, printing, construction products, chemicals, plastics, paper products, foodstuffs, telecommunications equipment

Incentive Programs—New and Existing Companies

Local programs—The Cobb Chamber of Commerce works to maintain a healthy economy by bringing business and industry to the area and helping established firms grow. Through six Area Councils in the Cumberland, East Cobb, Marietta, North Cobb, Smyrna, and South Cobb areas, the Cobb Chamber unifies and advocates for Cobb's business community. Each council is represented on the Cobb Chamber Board of Directors and promotes grassroots actions. The Cobb Chamber handles administration for the Development Authority of Cobb County and the Cumberland Community Improvement District, which supports the Cumberland Transportation Network.

State programs—Georgia has business-friendly tax laws; the state does not use the unitary tax method, but instead taxes businesses only on income apportioned to Georgia. In addition, the state sales tax rate has risen only one percentage point since 1951. Attractive inventory tax exemptions are available in most metropolitan Atlanta counties, and sales and property tax exemptions are available for certain pollution control equipment used in production. Companies can apply for a permit from the Georgia Environmental Protection Division which can result in their obtaining their federal permit as well, via a single application.

Job training programs—The Georgia Department of Technical and Adult Education administers the Georgia Quick Start program, a three-way partnership of Quick Start, one of the state's technical institutions, and a company wishing to start up business in Georgia. By developing and implementing high quality, customized training programs and materials, Quick Start assists the company in obtaining a trained work force ready to begin as soon as the company opens for business.

Development Projects

In late 2004, a new Chattahoochee Tunnel and R.L. Sutton Water Reclamation Facility was put into operation. Begun in 2000, the $113.6 million wastewater project included a 9.5 mile long tunnel and 40-million-gallon-a-day wastewater treatment facility. The new facility is expected to meet the needs of the county through the year 2050.

Also in late 2004, the county purchased the vacant Westpark Plaza shopping center on Whitlock Avenue for $2.8 million. Plans to begin renovation were underway, with an expected finish time of spring 2005; county offices will inhabit the new space. Groundbreaking took place in October 2004 on a new regional library in Marietta's historic Mableton area. As the third of five new library facilities in the county, the $3.7 million building is expected to be completed by early 2006.

Economic Development Information: Cobb Chamber of Commerce, PO Box 671868, Marietta, GA 30006-0032; telephone (770)980-2000

Commercial Shipping

Norfolk Southern and CSX offer freight rail service at Marietta, and piggyback service at Atlanta, 18 miles away. For motor freight, Marietta and Cobb County are part of the Atlanta Commercial Zone, with 11 interstate and 51 inter/intrastate terminals, and 23 local terminals. General aviation aircraft are served by McCollum Field, which can handle operations of small jets and other craft weighing less than 33,000 pounds. The airport has a 4,600-foot bituminous runway and offers aircraft tiedown, airframe and power plant repair, a hangar, and lighted runway.

Labor Force and Employment Outlook

Low unemployment levels and some of the lowest property tax levels in metro Atlanta continue to assist Marietta and Cobb County in their attractiveness to businesses and residents. Cobb County has metamorphosed from a sleepy bedroom community into the region's driving economic force. Good planning has built a solid infrastructure; Cobb Community Transit operates a bus system and major road improvements are underway. Cobb County is well positioned for further growth and economic expansion.

The following is a summary of data regarding Cobb County's labor force as of 2003.

Size of labor force: 355,501

Number of workers employed in . . .
agriculture and mining: 357
construction: 22,971
manufacturing: 33,496
wholesale and retail trade: 60,726
transportation and public utilities: 23,442
information: 16,380
finance, insurance, and real estate: 27,472
services: 60,123
education, health, and social services: 54,720
arts, entertainment, leisure, and accommodation: 21,128
government: 14,316

Average hourly earnings of production workers employed in manufacturing: $14 (2003 statewide average)

Unemployment rate: 4.2% (December 2004)

Largest employers	*Number of employees*
Cobb County Public Schools	13,799
WellStar Health System	9,900
Lockheed Martin Aeronautical	7,800
The Home Depot, Inc.	6,686
Cobb County Government	5,001
Six Flags Atlanta Properties	2,765
Publix Super Markets	2,600
Naval Air Station-Atlanta	2,500
IBM Corporation	1,400
WORLDSPAN	1,310

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Marietta area.

2004 (3rd Quarter) ACCRA Average House Price: $209,258

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.0 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 6.0%

State sales tax rate: 4.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: $11.99 per $1000 of fair market value (2003)

Economic Information: Cobb Chamber of Commerce, PO Box 671868, Marietta, GA 30006; telephone (770)980-2000; fax (770) 980-9510; email info@cobbchamber.org

Education and Research

Elementary and Secondary Schools

Marietta's city school system is governed by a seven-member elected Board of Education. Four of its 10 schools have been named Georgia Schools of Excellence along with one National School of Excellence, and in 2003 the system ranked in the top 15 percent of nationwide school systems. In 2004 the combined average of SAT scores exceeded the national average. Marietta offers a comprehensive program for exceptional and gifted children in elementary, middle, and high school. The system offers special education programs, reading recovery classes, and a program called Project Key aimed at pre-school handicapped children. In the fall of 2005 the Marietta Center for Advanced Academics, the city's first magnet school, is scheduled to open and will enroll 360 third to fifth grade students via application only.

In 2003, Cobb County taxpayers extended a ''special purpose'' sales tax of $637 million for new school construction and technology programs. Of that total, $76 million was allocated for technology and curriculum programs. The need for additional classrooms due to the expanding population is addressed as $205 million of the tax is directed to the building of nine new schools within the county (four elementary, three middle, and two high schools).

The following is a summary of data regarding Marietta's public schools as of the 2003–2004 school year.

Total enrollment: 7,558

Number of facilities
elementary schools: 7
junior high/middle schools: 2
senior high schools: 1
other: 1 alternative school

Student/teacher ratio: 12:1

Teacher salaries
minimum: $33,455
maximum: $70,568

Funding per pupil: $7,710

Several private schools, both church-affiliated and nonsectarian, are located in the area.

Public Schools Information: Marietta City Schools, 250 Howard St., Marietta, GA 30060; telephone (770)422-3500; fax (770)425-4095

Colleges and Universities

Marietta is the home of two senior colleges of the University System of Georgia. Kennesaw State University, with about 18,000 students, offers a broad selection of undergraduate majors as well as graduate programs in business administration and education. Southern Polytechnic State University, founded in 1948 and located within the city, offers its nearly 4,000 students associate degree transfer programs and 23 undergraduate majors in its bachelor degree programs including ten areas of engineering technology and related fields, as well as masters programs in Technology Management and Technical Communication.

The city has two post-secondary institutions. Chattahoochee Technical College offers its 5,000-plus students vocational-technical and supplementary education and industrial short-term training. The school offers four associate of applied technology degree programs and certificate programs in architectural drafting technology and dental assisting. Diploma programs are available in seventeen other fields. The North Metro Technical College offers the associate of applied science degree in business, electronics, and secretarial science. Diploma programs include accounting, information & office technology, electronics and telecommunications. Continuing education programs are also offered, as are customized industry-specific short term courses. Life University offers bachelor's degrees in business administration, nutrition for the chiropractic sciences, and pre-professional education for advanced careers in health care and business. Finally, the private Shorter College has six different schools focused on a liberal arts curriculum.

Libraries and Research Centers

The Cobb County Public Library System, one of the largest in the state, is comprised of a 64,000-square-foot main library in Marietta and 16 branches with another expected to open in early 2006. The system has almost 680,000 volumes, 1,298 periodical subscriptions, almost 500 microfiches, nearly 8,000 audio and videotapes, 3,200 music CDs, a CD-ROM network, and Internet access. A number of databases are also available free of charge on the library's website. The library is also home to a special historical collection in its Georgia Room containing more than 12,000 items.

Special libraries in Marietta include the Genealogical Center Library, which lends books to the public by mail for a fee (write to them at PO Box 1343, Marietta GA 30007-1343); Lockheed's comprehensive Technical Information Center; and Southern Polytechnic State University's science and engineering library. Three research centers are located in Marietta, including the U.S. Army Corps of Engineers' South Atlantic Division Laboratory, which tests soil and water quality among other activities.

Public Library Information: Cobb County Public Library System, 266 Roswell St., Marietta, GA 30060-2004; telephone (770)528-2320; email cobbcat@cobbcat.org

Health Care

The region supports four large hospitals; Marietta's largest is WellStar Kennestone Hospital with 493 beds. Kennestone has made treatment of minor illness and injuries more convenient to residents through its five satellite KenMed facilities throughout the community. Atherton Place, an independent and personal care living facility on the main campus, serves senior citizens, while Health Place, the system's 40,000-square-foot fitness center, is open to the public and specializes in cardiac rehabilitation. The system's emergency center in Marietta is the second busiest in Georgia. Kennestone Hospital is one of only four designated trauma centers in metro Atlanta. The city of Marietta operates its own emergency medical service. The Specialty Care of Marietta accommodates 138 patients in its postacute rehabilitation center.

Recreation

Sightseeing

The first stop to make on a visit to Marietta is at the Welcome Center to pick up tour maps; the Center is in the renovated train station right off Marietta Square. The revitalized square is an entertainment mecca with several popular nightspots, restaurants, and the renovated Theater in the Square. The focal point of the square is Glover Park, where winding brick paths lead to a majestic, three-tiered fountain, to an ornate Victorian gazebo, and to a scaled-down replica of ''The General,'' a celebrated Civil War locomotive, where children can climb, slide, and pretend. The park is the location for frequent special events, festivals and concerts.

A walking tour of the downtown features at least 100 homes and buildings that span the period from antebellum to Victorian and evoke the sentiment and beauty of days gone by. The William Root House, the city's oldest residence, houses a museum depicting life in Cobb County during the 1840s and is open from Tuesdays to Saturdays. Other structures include classic Victorian, Queen Anne, Greek Revival, and Plantation Plain-style residences. The 1854 Greek classic style First Presbyterian Church, St. James Episcopal Church, and the 1866 Zion Baptist Church are part of the Historic District's walking tour. Other buildings of note include for-

mer general stores, a ''Breakfast House'' hotel, and a former hardware store. The Episcopal Cemetery is the burial place of many early well-known local citizens.

Not far from the center of town, Kennesaw Mountain National Battlefield Park, a Civil War fortress, provides miles of wood trails, original earthworks and cannons that stand as silent witnesses to the decisive battle in which Confederate troops, vastly outnumbered, defended Kennesaw Mountain in a bloody effort to block Sherman's March to Atlanta. At the visitor's center a ten-minute slide presentation briefs visitors on the battle that took place and exhibits depict the harsh conditions the soldiers endured in the front ranks. At the park, visitors may walk on the grounds and view the family cemetery of the Kolb Farm, a significant battle site during the Civil War. Marietta is one of only two U.S. cities with both a Confederate and a Union Cemetery. The Confederate Cemetery is the final resting place for more than 3,000 Confederate soldiers. At the nearby 23-acre National Cemetery, more than 10,000 Union soldiers, 3,000 of whom are unknown, rest alongside veterans of five subsequent wars.

Well worth a visit is the Concord Covered Bridge, one of the few remaining covered bridges in operation, nestled on Nickajack Creek alongside historic Ruff's Mill. Both sites are national landmarks and part of a historic district that also features nineteenth century homes and the Concord Woolen Mills. Another interesting spot is home to the remains of the nineteenth-century Marietta Manufacturing Mill on the banks of the Sope Creek.

At the East Cobb Children's Museum, school-age children can participate in historical tours, and dress in authentic period costumes. The museum also offers live puppet shows and classroom excursions. The Aurora, a horse-drawn 1879 Silsby Steamer, is on display at the Marietta Fire Museum. It has been fully renovated and is said to be the best-restored engine of its kind in the world. The Kennesaw Civil War Museum, formerly know as The Big Shanty Museum, in Kennesaw provides a close-up look at ''The General,'' a steam locomotive that caused quite a stir in 1862 when Union soldiers known as Andrew's Raiders hijacked it and sped northwest to damage the line and seal off Chattanooga in the Civil War campaign. Classic cars and the largest selection of miniature die-cast cars in the Southeast are on display at the Auto Motif in Smyrna. Marietta also features a Gone With The Wind Museum: Scarlett on the Square opened in 2003 and maintains a wide variety of memorabilia from the 1939 classic. Located within the historic Kennesaw House is the Marietta Museum of History that displays such items as Civil War uniforms and a local photograpy collection.

Youngsters are enthusiastic participants at Six Flags White Water, a 35-acre park featuring more than two dozen specialty water rides including speed slides and body flumes. Marietta's newest family draw is American Adventures, a ''turn of the century'' entertainment park with rides, games, and attractions that is also part of the Six Flags family. Another mammoth attraction, which is located in the southwestern corner of the county, is Six Flags Over Georgia amusement park, home of the Great American Scream Machine, The Free Fall, Z Force and other thrilling rides, musical revues and top name entertainers. Skull Island debuted there in 2004 and features three water-dumping towers, six water slides, and many other water-related activities. Sun Valley Beach, the South's largest swimming pool, with 2 million gallons, is located on one-and-a-half acres of land and provides sun and games at its Powder Springs location.

No visit to Marietta would be complete without paying respects to the ''Big Chicken,'' a local landmark. In 1963 a Marietta restaurateur wanted a focal point for his eatery and commissioned a Georgia Tech student to create a plucky, triangular-shaped fowl, complete with eyes that rolled, a beak that snapped open and shut, and a comb that dipped in the breeze. At one point, a hydraulic lift made the bird operational, but for the most part it stands as a silent object of wonder for foreign visitors who have declared it to be ''so American'' and an important element of Marietta folklore. The Big Chicken has inspired the ''Gran Poulet,'' an art festival featuring fowl-inspired works of every description.

Arts and Culture

The best in professional live theater, both contemporary and classical, is offered by the award-winning 225-seat Theatre In the Square opened in 1982 at its renovated home on Marietta Square. Classical music concerts are offered by the Cobb Symphony, established in 1951, and the Jubilee Concert Series at the Galleria Centre. The Georgia Ballet performs regularly at the Cobb County Civic Center.

The Marietta/Cobb Museum of Art is located just off the Square. The museum's permanent exhibit is complemented by workshops, lectures, poetry readings, special art showings and children's activities. Art lovers can also visit the Mable House Cultural Center in the southern portion of Cobb County. Smyrna's Lillie Glassblowers allows spectators to watch as liquid crystal is transformed into exquisite designs for artistic and scientific purposes.

Festivals and Holidays

Annual events in Marietta involve a wide variety of activities. The last weekend in April brings the Taste of Marietta food festival. In spring, Cobb Landmarks and Historical Society sponsors ''Through The Garden Gate,'' a spring tour of gardens in the city. In May and October, arts, crafts, and food concessions fill Glover Park at Historic Marietta Arts & Crafts Festival, and performances, exhibits, and an artists' market are presented at The Art Place-Mountain

View's Arts Fest and have been dubbed ''May-Retta Daze'' and ''Harvest Square.'' Summer brings the Glover Park Concert Series, a variety of musical presentations that extend through June, July, and August. The Fourth of July celebration starts the day with a parade and is filled with food and completed by fireworks at dusk. Labor Day Weekend's Art in the Park at Marietta Square showcases local artists' paintings, photography and pottery in Glover Park. September ushers in the Historic Marietta Antique Street Festival that was established in 1992 and draws over 125 antiques dealers from across the state. Late September's North Georgia State Fair at Miller Park features carnival rides, top name entertainment, contests, and special attractions. Theatre In The Square Presents ''the 1940's Radio Hour,'' a song and dance extravaganza performed at Marietta Square during November, December, and January. December brings The Marietta Pilgrimage: A Christmas Home Tour featuring six private historic homes decorated for the holidays. Audiences enjoy the holiday excitement of the Georgia Ballet's performances of ''The Nutcracker'' at Cobb County Civic Center. Each spring the city celebrates Founder's Day, when the City Square is decked out for a weekend festival, the highlight of which is an antique show.

Sports for the Spectator

Al Bishop Softball Complex is the site of numerous national/regional softball tournaments on its five lighted playing fields. Marietta's professional sports fans have an exciting series of events to choose from by making the fifteen-mile trip to nearby Atlanta, home to five professional franchises. Atlanta also hosts many collegiate competitions.

Sports for the Participant

The Cobb County Parks, Recreation, & Cultural Affairs Department, one of the largest in the Southeast, consists of 35 parks covering more than 2,000 acres. Tennis, swimming, softball, gymnastics, and soccer are offered, as are arts and crafts classes and informational programs. Marietta has an impressive network of municipal parks, most fully equipped with playground facilities, athletic fields and tennis courts. Wildwood Park, a beautiful 28-acre site, is equipped with a unique ''Adventure Challenge Course,'' one of the largest in the state, plus a one-third mile self-guided Sensory Trail for the Blind. At the site of the former Marietta County Club, the Marietta City Club opened as Cobb County's first public Professional Golfer's Association standard golf course on 126 acres and a professional shop. Visitors to Kennesaw Mountain National Battlefield Park enjoy five marked hiking trails, the longest of which extends for sixteen miles. Laurel Park has a jogging trail, basketball court, picnic facilities, thirteen tennis courts, and two volleyball courts on 25 acres. The Chattahoochee River National Recreation Area consists of more than 1,700 acres in four parks along the waterway. Concessionaires rent canoes, rafts, or kayaks at various points along the river so that water buffs can experience the river's whitewater thrills firsthand. The Lake Allatoona Reservoir, which boasts a 330-acre lake and 124 land-acres, is ideal for fishing, boating, swimming, camping, hiking, and picnicking. At the town of Acworth, Acworth Beach and Lake Acworth offer swimming, fishing, picnicking, and sunbathing.

Shopping and Dining

Cobb County offers shoppers a variety of options from the corner store to huge regional shopping malls like Cumberland Mall and Town Center at Cobb, each with more than one million square feet. Opened in 1973 as the area's first enclosed mall, Cumberland Mall has a projected $65 million in improvements scheduled to conclude in 2006. Marietta is the home of Providence Square, which is anchored by Home Depot, Upton's, and Parkaire Landing. Quaint shops surrounding Marietta Square offer antiques, art, fine china, jewelry, clothing, and novelty items. Other shopping areas include Marietta Trade Center, Town and Country Shopping Center, Merchants Walk, Cobb Place, Belmont Hills Shopping Center, and Akers Mill Shopping Center. The Church Street Market provides foods native to the area along with quaint home and garden products.

Southern cuisine, featuring such treats as baked squash casserole or turnip greens, or palate-tempting fare served in classic plantation style, makes for memorable dining experiences. A variety of ethnic cuisines, including Japanese, Mexican, Italian, Chinese, and standard American and continental fare are available at the more than 200 dining rooms, outdoor cafes, and casual eateries which proliferate throughout the area.

Visitor Information: Cobb County Convention & Visitors Bureau, One Galleria Pkwy., Atlanta, GA 30339; telephone (800)451-3480; fax (678)303-2625; email cobbcvb @cobbcvb.com. Marietta Welcome Center, 4 Depot St. NE, Marietta, GA 30060; telephone (770)429-1115

Convention Facilities

Cobb County's Galleria Centre provides 320,000 square feet of meeting and exhibit space. The $40 million facility offers a 144,000-square-foot exhibit/arena space; a 25,000-square-foot ballroom; nearly 24,000 square feet of registration/prefunction space, and 20 meeting rooms ranging from 528 to 1,750 square feet. Connected to the center is the Renaissance Waverly Hotel with 27 meeting room and 60,000 square feet of meeting space and 521 deluxe hotel suites. The county offers more than 70 hotels/motels with more than 12,000

sleeping rooms in a variety of price ranges. Unique off-site meeting spots include a Victorian-styled park, an 1830's historic home/museum, a Victorian country inn, an amusement park, and the Cobb County Civic Center.

Within the city itself is the Marietta Conference Center & Resort, which has 20,000 square feet of meeting space and features 17 meeting rooms that can accommodate up to as many as 500 people.

Convention Information: Cobb County Convention & Visitors Bureau, One Galleria Pkwy., Atlanta, GA 30339; telephone (800)451-3480; fax (678)303-2625; email cobbcvb @cobbcvb.com

Transportation

Approaching the City

Atlanta's Hartsfield-Jackson Atlanta International Airport serves the greater metro area, including Marietta. Airlines serving Hartsfield-Jackson include domestic and international carriers, as well as commuter and freight lines. Cobb County is bisected by Interstate 75 and Highway 41/Cobb Parkway. It is bordered on the east by Atlanta's perimeter highway Interstate 285 and the Chattahoochee River, and on the south by Interstate 20. In 2004 the state of Georgia announced that approximately $1.2 billion in transportation renovation monies would be available to Cobb County with a focus on developing high-occupancy vehicle lanes on I-575 and bus lanes on I-285 and I-75.

Traveling in the City

Cumberland Transportation Network and Cobb Community Transit offer alternative ways to get around and connect Cobb County with Atlanta and the MARTA rapid transit system.

Communications

Newspapers and Magazines

Marietta's daily newspapers are the *Marietta Daily Journal* and *The Atlanta Journal-Constitution,* both published in Atlanta. *East Cobber* and *Cobb Extra* are published weekly. Several magazines are published in Marietta, including *The Game & Fish Magazine, Georgia Sportsman,* and *North American Whitetail Magazine.*

Television and Radio

Cobb County has access to eight television stations, all but one from Atlanta. There are two local radio stations.

Media Information: *Marietta Daily Journal,* 580 Fairground St. SE, Marietta, GA 30060; telephone (770) 428-9411. *The Atlanta Journal-Constitution,* 72 Marietta St. NW, Atlanta, GA 30303

Marietta Online

City of Marietta home page. Available www.city.marietta.ga.us

Cobb Chamber of Commerce. Available www.cobbchamber.org

Cobb County Board of Education. Available www.cobb.k12.ga.us

Cobb County Convention and Visitors Bureau. Available www.cobbcvb.com

Cobb County Public Library. Available www.cobbcat.org

Marietta City Schools. Available www.marietta-city.org

Marietta Daily Journal. Available www.mdjonline.com

Marietta Square (downtown visitor information). Available www.mariettasquare.com

Selected Bibliography

Lassiter, Patrice Shelton, *Generations of Black Life in Kennesaw & Marietta, Georgia* (Charleston, S.C.: Arcadia Pub., c1999)

Savannah

The City in Brief

Founded: 1733 (chartered 1789)

Head Official: Otis S. Johnson (D) (since 2003)

City Population
1980: 141,654
1990: 137,560
2000: 131,510
2003 estimate: 127,573
Percent change, 1990–2000: −4.4%
U.S. rank in 1980: 158th
U.S. rank in 1990: 129th
U.S. rank in 2000: 182nd (State rank: 6th)

Metropolitan Area Population
1980: 231,000
1990: 257,899
2000: 293,000
Percent change, 1990–2000: 13.5%
U.S. rank in 1990: 137th
U.S. rank in 2000: 133rd

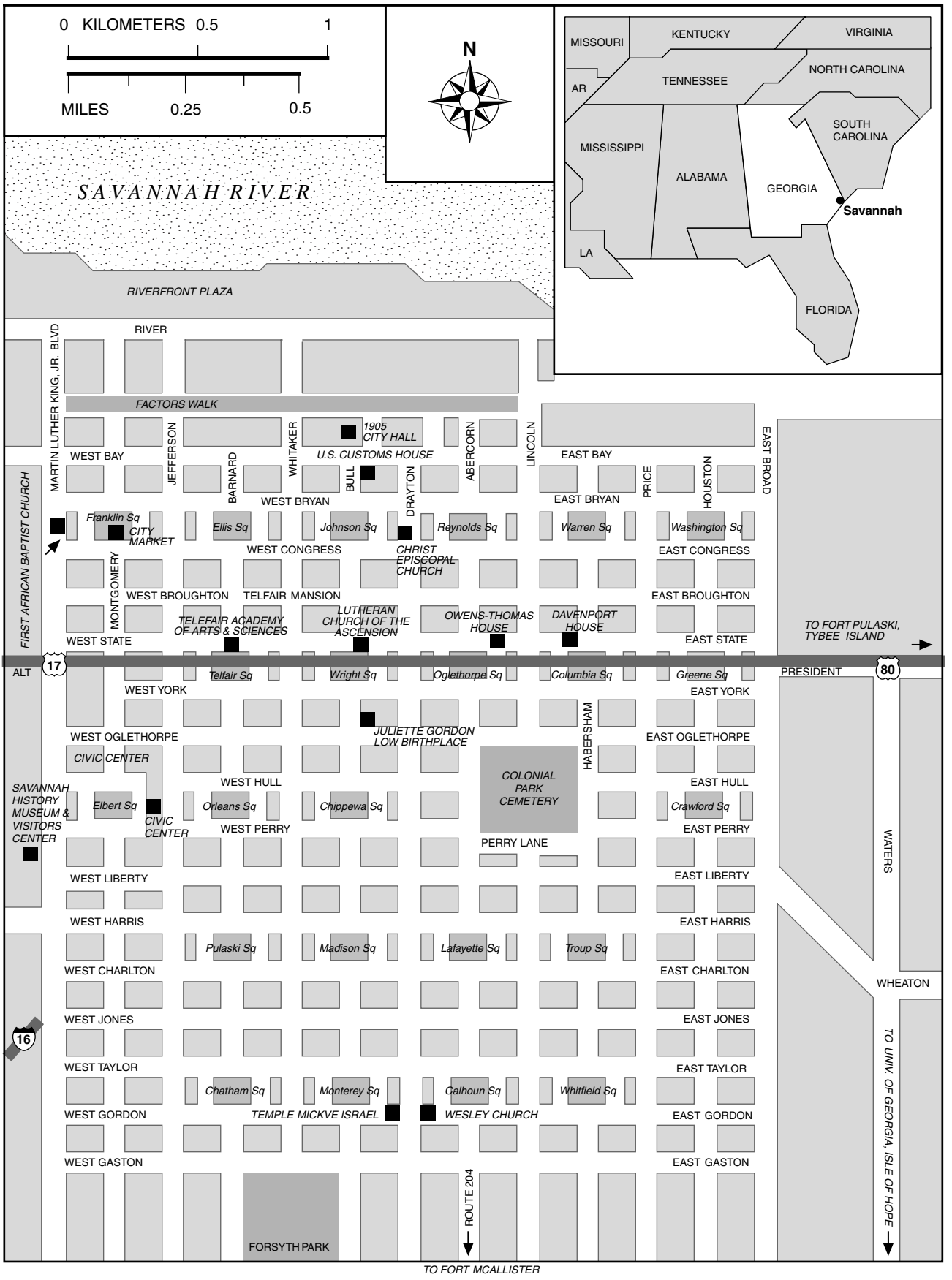
Area: 75 square miles (2000)
Elevation: approximately 46 feet above sea level
Average Annual Temperature: 66.4° F
Average Annual Precipitation: 49 inches

Major Economic Sectors: services, wholesale and retail trade, government, manufacturing, tourism, military, healthcare and port operations
Unemployment rate: 3.4% (December 2004)
Per Capita Income: $16,921 (1999)

2002 FBI Crime Index Total: 11,595

Major Colleges and Universities: Savannah State University, Armstrong Atlantic State University, Savannah Technical Institute, Savannah College of Art and Design

Daily Newspaper: *Savannah Morning News*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N
MISSOURI
KENTUCKY
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NORTH CAROLINA
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MISSISSIPPI
ALABAMA
GEORGIA
Savannah
LA
FLORIDA
SAVANNAH RIVER
RIVERFRONT PLAZA
RIVER
MARTIN LUTHER KING, JR. BLVD
FACTORS WALK
1905 CITY HALL
U.S. CUSTOMS HOUSE
JEFFERSON
BARNARD
WHITAKER
BULL
DRAYTON
ABERCORN
LINCOLN
PRICE
HOUSTON
EAST BROAD
WEST BAY
EAST BAY
WEST BRYAN
EAST BRYAN
FIRST AFRICAN BAPTIST CHURCH
Franklin Sq
CITY MARKET
Ellis Sq
Johnson Sq
Reynolds Sq
Warren Sq
Washington Sq
WEST CONGRESS
EAST CONGRESS
CHRIST EPISCOPAL CHURCH
MONTGOMERY
WEST BROUGHTON
TELFAIR MANSION
EAST BROUGHTON
TELEFAIR ACADEMY OF ARTS & SCIENCES
LUTHERAN CHURCH OF THE ASCENSION
OWENS-THOMAS HOUSE
DAVENPORT HOUSE
TO FORT PULASKI, TYBEE ISLAND
WEST STATE
EAST STATE
ALT
17
80
PRESIDENT
Telfair Sq
Wright Sq
Oglethorpe Sq
Columbia Sq
Greene Sq
WEST YORK
EAST YORK
JULIETTE GORDON LOW BIRTHPLACE
HABERSHAM
WEST OGLETHORPE
EAST OGLETHORPE
CIVIC CENTER
COLONIAL PARK CEMETERY
WEST HULL
EAST HULL
SAVANNAH HISTORY MUSEUM & VISITORS CENTER
Elbert Sq
Orleans Sq
Chippewa Sq
Crawford Sq
CIVIC CENTER
WEST PERRY
EAST PERRY
PERRY LANE
WATERS
WEST LIBERTY
EAST LIBERTY
WEST HARRIS
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Pulaski Sq
Madison Sq
Lafayette Sq
Troup Sq
WEST CHARLTON
EAST CHARLTON
WHEATON
WEST JONES
EAST JONES
16
WEST TAYLOR
EAST TAYLOR
Chatham Sq
Monterey Sq
Calhoun Sq
Whitfield Sq
WEST GORDON
TEMPLE MICKVE ISRAEL
WESLEY CHURCH
EAST GORDON
WEST GASTON
EAST GASTON
FORSYTH PARK
ROUTE 204
TO UNIV. OF GEORGIA, ISLE OF HOPE
TO FORT MCALLISTER

Introduction

''The most beautiful city in North America,'' is the way Paris's famed *Le Monde* newspaper describes Savannah. Visitors in growing numbers flock to experience the city's mild climate, old world charm and atmosphere, moderately priced accommodations, and unique historic downtown district. Savannah is attracting retirees, too, who are looking for alternatives to an increasingly crowded Florida. Savannah consistently appears on ''Top 10'' lists for assets such as its attractiveness as a tourist destination and its walkability. The Toronto *Sunday Sun* says of this alluring city: ''Savannah wears her past like a fine old cape, draped in Southern graciousness, pockets filled with treasures of a rich, proud history.''

Geography and Climate

Savannah is located on the Georgia-South Carolina border where the Savannah River and the Atlantic Ocean are the natural boundaries of both the city and the state. In its semi-tropical location, Savannah usually has warm, and frequently hot, humid weather throughout the year. The city is set on the coastal plain and is surrounded by flat and low marshland to the north and east, and higher land, rising as high as 51 feet above sea level to the south and west. About half of the land to the west and south is clear of trees; the other half is woods, much of which lie in swamp. The intercoastal waterway runs down the Savannah coast, as do numerous rivers and inlets. There are seven months in which the average temperature is 70 degrees or higher. Summer temperatures are moderated by frequent afternoon showers. Average snowfall is less than one-half inch per month in winter.

Area: 75 square miles (2000)

Elevation: approximately 46 feet above sea level

Average Temperatures: January, 49.2° F; July, 81.2° F; annual average, 66.4° F

Average Annual Precipitation: 49 inches

History

City Designed by British Colonist

On February 12, 1733, James E. Oglethorpe and 114 colonists from Gravesend, England, arrived at Yamacraw Bluff on the Savannah River to found America's thirteenth colony, Georgia. Many of the new settlers were poor. Their purpose was to increase imperial trade and navigation along the coastal waterway and to establish a protective buffer between Spanish Florida and the northern English colonies during the Spanish War. It is said that Oglethorpe had four rules for his new community: no slaves, no Roman Catholics, no strong drink, and no lawyers. The name Savannah is said to have derived either from the Sawana people who inhabited the region or from a Shawnee word for the Savannah River.

Oglethorpe designed the basic layout of Savannah into blocks of five symmetrical 60-by-90-foot lots. Included in his plan were 24 public squares (21 of which are still in existence). They were intended to serve both as public meetings places and as areas where citizens could camp out and fortify themselves against attack from natives, Spaniards (who ruled Florida), and even marauding pirates. Thus Savannah became ''America's first planned city.'' This system of public squares was intended as central areas of fortification, as well as social areas for the colonists.

Immigrants from around the world were attracted to Oglethorpe's city. By the time the American Revolution started, the population of Savannah exceeded 3,000, making it the twentieth largest town in the American colonies.

Savannah During the Revolution

During the Revolutionary War, Savannah was taken by colonial insurgents. The following year, in 1778, the British recaptured the city. In 1779 the American army was unsuccessful in its attempts to retake the city. Finally, in 1782, the British left the city to return to England. Savannah was the chief city and capital of the Georgia colony until after the war ended in 1783.

Cotton Dominates Economy

From the outset, Savannah was an important seaport. In 1755 James Habersham and Francis Harris organized the first import-export businesses of the colony with the selling of cattle products. Before the American Revolution, the products of agriculture and trade with the Indians were sent back to England. At one time, diked rice paddies almost surrounded the city. Savannah prospered, and many of its historic homes were built. When the scourge of yellow fever swept through the city in 1820, the rice culture was abandoned and cotton became the dominant crop. For nearly a century, trading in the Cotton Exchange on Savannah's waterfront set world cotton prices. Cotton farming was greatly expanded following Eli Whitney's invention of the cotton gin, an event that took place near Savannah in 1793. Shortly thereafter, cotton shipments from the area soared to more than two million bales annually.

Marine History Events

Transportation history was made in 1819 when the SS *Savannah* became the first steamship to cross an ocean, traveling from Savannah to Liverpool, England. Later, in 1834, the shift from sail to steam was furthered when the country's first all-iron vessel, the *John Randolph,* was built, owned, and operated in Savannah.

The City During the Civil War and Beyond

Savannah, which had a large free African American population before the Civil War, suffered from the Union navy's coastal blockade during the war. The city was captured by General William T. Sherman in 1864 after the citizens surrendered rather than risk total destruction of Savannah (as had already happened in Atlanta). As a result, Sherman sent a famous message to President Abraham Lincoln in which he said: ''I beg to present to you as a Christmas gift, the city of Savannah with 140 heavy guns and plenty of ammunition and also about 25,000 bales of cotton.''

The capture of Savannah brought on rampant vandalism. Throughout the reconstruction period (1865–1877) and beyond, the city went through hard times. Nevertheless, the first art museum in the Southeast, Telfair Academy of Arts And Sciences, was opened in 1886. Still, it is said that the city's civic pride did not revive until the early 1900s, when the National Park Services restored nearby Fort Pulaski. This revival inspired a group of Savannah citizens to begin restoration efforts. In March 1912, Savannah citizen Juliette Gordon Low formed the first Girl Scout troop in the nation, and later her birthplace was made into the national Girl Scout museum and national program center. World War I and its aftermath put restoration efforts on hold. The years following the war were harsh ones for Savannah. The boll weevil wiped out cotton crops and the city fell into a decline. Many of its beautiful structures fell into disrepair.

Some say it was the proposal to demolish the 1815 Davenport House that galvanized the city. In 1955 city residents created the Historic Savannah Foundation with the purpose of restoring old buildings in the city's original town center. Many sites in and around Savannah received the National Historic Landmark designation in 1966, and the city has been heralded as a masterpiece in urban planning. A multimillion-dollar riverfront revitalization in 1977 peaked the restoration efforts. Today, the historic district encompasses more than 2,300 architecturally and historically significant buildings in its 2.5-square-mile area. Restoration of these buildings continues to the present day. Restoration efforts have also included the existing City Market, including adaptive re-use of historic warehouses. Construction of the $83 million waterfront complex of the Savannah International Trade and Convention Center was completed in May 2000 on Hutchinson Island. The island also boasts a new 409-room Westin Savannah Harbor Golf Resort, featuring a Greenbrier spa and a world-class, 18-hole Troon golf course. These developments are part of the conversion of the island into an upscale community which is to include high-rise condominiums, town houses and single family homes.

Historical Information: Georgia Historical Society—Library and Archives, 501 Whitaker Street, Savannah, GA 31401; telephone (912)651-2125; Library (912)651-2128; Fax (912)651-2831; email ghslib@georgiahistory.com

Population Profile

Metropolitan Area Residents
1980: 231,000
1990: 258,060
2000: 293,000
Percent change, 1990–2000: 13.5%
U.S. rank in 1990: 137th
U.S. rank in 2000: 133rd

City Residents
1980: 141,654
1990: 137,560
2000: 131,510
2003 estimate: 127,573
Percent change, 1990–2000: −4.4%
U.S. rank in 1980: 158th
U.S. rank in 1990: 129th (State rank: 3rd)
U.S. rank in 2000: 182nd

Density: 1,759.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 51,108
Black or African American: 75,072
American Indian and Alaska Native: 303
Asian: 1,997
Native Hawaiian and other Pacific Islander: 92
Hispanic or Latino (may be of any race): 2,938
Other: 1,224

Percent of residents born in state: 66.5% (2000)

Age characteristics (2000)
Population under 5 years old: 9,186
Population 5 to 9 years old: 5,163
Population 10 to 14 years old: 9,423
Population 15 to 19 years old: 10,139
Population 20 to 24 years old: 12,653
Population 25 to 34 years old: 19,419
Population 35 to 44 years old: 18,027
Population 45 to 54 years old: 15,260

Population 55 to 59 years old: 5,656
Population 60 to 64 years old: 4,717
Population 65 to 74 years old: 8,503
Population 75 to 84 years old: 6,582
Population 85 years and older: 2,382
Median age: 32.3 years

Births (2003)
Total number: 4,222

Deaths (2003)
Total number: 4,205 (of which, 77 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,921
Median household income: $29,038
Total households: 51,378

Number of households with income of . . .
less than $10,000: 8,842
$10,000 to $14,999: 4,794
$15,000 to $24,999: 8,815
$25,000 to $34,999: 6,956
$35,000 to $49,999: 8,359
$50,000 to $74,999: 7,241
$75,000 to $99,999: 3,399
$100,000 to $149,999: 1,678
$150,000 to $199,999: 448
$200,000 or more: 846

Percent of families below poverty level: 17.7% (54.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 11,595

Municipal Government

Savannah has an elected mayor, eight alders, and an appointed city manager. Elections are held every four years. Savannah is in Chatham County.

Head Official: Otis S. Johnson (D) (since 2003; current term expires 2006)

Total Number of City Employees: 2,212 in more than 350 positions (2004)

City Information: City of Savannah, Public Information Office, telephone (912)651-6410

Economy

Major Industries and Commercial Activity

Savannah has a five-tiered economy consisting of manufacturing, the port and transportation, tourism, the military, and miscellaneous businesses such as health care. Retail and service businesses are also important factors. Manufacturing is the largest part of the economy, with 251 manufacturing facilities in Chatham County in 2002 with annual payrolls exceeding $713 million. The largest plants include Gulfstream Aerospace, an executive jet aircraft manufacturer; International Paper, the largest producer of paper for paper bags in the United States; Georgia Pacific Savannah River Site, which makes paper products; Great Dane Trailers, which makes large truck trailers; and Derst Baking Company, which makes bread, rolls and cakes. The transportation industry, centered on the Port of Savannah, is a vital element of the economic mix. It is the fifth largest container port in the country, handling more than 1.5 million container units in 2004 and shipping to more than 150 countries around the world.

Tourism is an active and rapidly growing segment of the economy. The city's attractiveness as a visitor destination is enhanced by its charming historic district, accommodations, and accessibility. In 2003 Savannah's nearly six million visitors spent $1.542 billion, supporting nearly 16,000 jobs locally.

The military plays an important role in the economic health of the city as well. The U.S. Army's Third Infantry Division (Mechanized) is housed at Fort Stewart, 40 miles from Savannah. Hunter Army Airfield, part of the army complex, is located in Savannah. The Stewart/Hunter complex has more than 22,000 soldiers and approximately 3,500 civilians making it coastal Georgia's largest employer. Combined payrolls totaled $934.48 million in 2003.

Retail and services today generate most new jobs. Savannah, with two enclosed malls and 41 large shopping centers, is the retail center for a six-county area. Retail sales totaled $4.5 billion in 2004.

Items and goods produced: transportation equipment, chemicals, cotton, food products, stone, clay, glass, fabricated metals, printing and publishing, computer equipment and machinery, paper, paper products, aircraft, petroleum products, wood products, tea, sugar, construction materials

Incentive Programs—New and Existing Companies

The Savannah Economic Development Authority (SEDA) is the business solicitation organization in the City of Savan-

nah and Chatham County. It assists companies interested in relocating to, or expanding in, the Savannah area at no cost to the client. SEDA was recently named one of the top ten development groups in the country for the second time.

Local programs—Savannah offers incentives and inducements to companies considering investments that will impact the labor market in a positive way. Programs include a variety of job tax credits, including a special job tax credit for new corporate headquarters facilities, a one to three percent tax credit for an investment of $50,000 or more, a research and development tax credit, and up to $500 tax credit per program per employee for retraining. There are tax abatements and exemption programs, including material handling equipment sales tax exemptions, pollution equipment sales tax exemptions, manufacturing machinery sales tax exemption, and tax-exempt industrial revenue bonds for manufacturing facilities. Parts of Savannah fall under the blanket of the Foreign Trade Zone program. Other programs include a childcare credit, electricity rate discounts, county inventory tax exceptions, rapidly expanding business tax credit for Georgia companies growing faster than 20 percent per year, and eligibility for the HOPE Scholarship and HOPE Grant (tuition and fees at Georgia public and state technical colleges). In addition, the Savannah Area Chamber of Commerce has established a one-stop resource program for small and minority businesses.

State programs—Georgia has business-friendly tax laws; the state does not use the unitary tax method, but instead taxes businesses only on income apportioned to Georgia. In addition, the state four percent sales tax rate has risen only one percentage point since 1951. Georgia's Freeport zones, like Savannah's, exempt for ad valorem taxation on all or part of the value of certain tangible property held in certain inventories. Companies can apply for a permit from the Georgia Environmental Protection Division, which can result in their obtaining a federal permit as well, via a single application. Georgia also exempts sales and use tax on certain computer equipment.

Job training programs—Several workforce development and training programs provide students educational and technical skills through apprenticeships, internships and professional development programs. Among them are Project Workforce, administered by the Savannah Area Chamber of Commerce; Coastal Empire Tech Prep Consortium; Junior Achievement; youth apprenticeship through First District Regional Educational Service Agency; Coastal Workforce Services; and the Intellectual Capital Partnership Program (ICAPP) through the University System of Georgia. The Quick Start Pre-employment Training program is a three-way partnership of Quick Start, the Georgia Department of Labor, and a Georgia company wishing to obtain a qualified workforce. The program is a coordinated applicant screening and on-going training process for groups of 25 or more workers.

Development Projects

Savannah is unique in having a large tract of waterfront land open for development and located close to the central business and historic districts. Recently completed projects on the tract include the Savannah International Trade & Convention Center and Westin Savannah Harbor Resort, a 403-room luxury facility.

Icon Health & Fitness, a manufacturer of fitness equipment headquartered in Logan, Utah, announced plans in 2004 to build a 600,000 square foot distribution facility in Crossroads Industrial Park in Savannah. The facility will bring 300 new jobs to Savannah when it opens in 2005.

Economic Development Information: Savannah Economic Development Authority, 8001 Chatham Center Drive, Suite 300, Savannah, GA 31405; telephone (912)447-8450 or (800)673-7388; fax (912)447-8455; email moreinformation @seda.org

Commercial Shipping

Savannah is one of the southeast's leading seaports and cargo hubs. Shipping activity is focused on the Port of Savannah, which is supported by two railroads and two interstate highways as well as Savannah International Airport. Improvements at the port focus on handling more containerized cargo. The port moves 300,000 containers annually through more than 9 million square feet of warehousing. Because of its location on the coast, the port serves as a major distribution point to and from a 26-state region, which services 75 percent of the country. The port has been designated as a Foreign Trade Zone to encourage international commerce.

Labor Force and Employment Outlook

Georgia is a right-to-work state. Labor costs in Georgia are low and union activity is minimal. The area population is growing and the number of jobs is increasing, especially in the service sector. Though job growth in Georgia was slowing, in 2005 jobs in the Savannah area were expected to grow at a rate of 3.1 percent, the largest percentage gain for any metro area in the state.

Hospitality, port activities, tourism, convention business, and information technology (IT) were expected to be major sources of job growth in 2005 and beyond.

The following is a summary of data regarding the Savannah metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 149,022

Number of workers employed in . . .
construction and mining: 8,500
manufacturing: 13,500
trade, transportation and utilities: 30,300
information: 1,900
financial activities: 6,100
professional and business services: 14,400
educational and health services: 19,400
leisure and hospitality: 17,600
other services: 7,100
government: 21,000

Average hourly earnings of production workers employed in manufacturing: $16.30

Unemployment rate: 3.2% (November 2004)

Largest employers	*Number of employees*
Memorial Health	4,583
Savannah-Chatham County Board of Education	4,309
Gulfstream Aerospace	4,300
St. Joseph's/Candler Hospital	3,800
Fort Stewart Hunter Army Airfield	3,485
City of Savannah	2,408
International Paper	1,800
Wal-Mart	1,675
Chatham County	1,600
Georgia-Pacific Savannah River Mill	1,461
Kroger	1,300
Savannah College of Art & Design	1,200

Cost of Living

Savannah is a relatively inexpensive town in which to live and do business. *Outlook Magazine* ranked Savannah as ''one of the top 25 places to live and work.''

2004 (3rd Quarter) ACCRA Average House Price: $254,612

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.6

State income tax rate: Ranges from 1.0% to 6.0%

State sales tax rate: 4.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: Set and reviewed twice yearly and applied to the assessed value, which is 40 percent of the fair market value. The city's millage rate has seen a gradual reduction since 1996 and was 13.30 mills in 2002.

Economic Information: Savannah Area Chamber of Commerce, 101 E Bay Street, Savannah, GA 31402; telephone (912)644-6400; fax (912)644-6497

Education and Research

Elementary and Secondary Schools

The Savannah-Chatham County Public Schools system consists of 49 schools and 9 educational centers educating 36,000 students, and featuring outstanding curricula as well as a number of special programs for students from K-12. The Savannah-Chatham County Public Schools Academy Programs (formerly the Magnet program) offer students the opportunity to pursue specialized courses of study. The system also offers Select Schools, a group of four schools with one or more special features, as well as majority-to-minority transfers. Other special programs include the Business, Legal, and Financial Academy at Savannah High, which provides practical working experience; the Performing Arts Academy at Savannah High, which requires auditions for acceptance; and special elementary school programs that focus on the cultures of the world, interdisciplinary instruction through modern technology, computer expertise, and music. A Savannah-Chatham County Public Schools' construction program, with projects totaling $221 million, resulted in the opening of 13 new schools between 1996 and 2003.

In the state of Georgia, any student who graduates from high school with at least a B average is eligible for free college tuition and a book allowance at any of the state's public colleges, universities or technical colleges. Those who choose a private college in Georgia get a $3,000 grant. The scholarship and grant program is called HOPE (Helping Outstanding Pupils Educationally).

The following is a summary of data regarding Savannah-Chatham County public schools as of the 2003-2004 school year.

Total enrollment: 34,554

Number of facilities
elementary schools: 31
junior high/middle schools: 11
senior high schools: 7
other: 9 educational centers

Student/teacher ratio: 14:1

Teacher salaries
average: $43,000

Funding per pupil: $7,272

Private schools in Savannah include Benedictine Military School, Bible Baptist Day School, Blessed Sacrament School, Calvary Baptist Day School, Hancock Day School, Memorial Day School, Notre Dame Academy, Providence Christian

School, Ramah Junior Academy, Rambam Day School, St. Andrew's School, St. James Catholic School, St. Michael's Catholic School, St. Peter the Apostle, St. Vincent's Academy, Savannah Christian Preparatory School, Savannah Country Day School, and Urban Christian Academy.

Public Schools Information: Marketing Services Department, Savannah-Chatham County Public School System, 208 Bull Street, Room 204, Savannah, GA 31401; telephone (912)651-5685

Colleges and Universities

Savannah State University, part of the University System of Georgia, enrolls more than 2,700 students and offers bachelor's degrees through its schools of humanities and social sciences, business, and sciences and technology. Master's degrees can be earned in business administration, public administration, and social work. Armstrong Atlantic State University enrolls more than 6,000 students and offers 75 undergraduate and graduate degrees in arts and sciences, health professions, and education. A new 84,000-square-foot building houses the university's Criminal Justice Training Center.

One of the largest art and design schools in the country, Savannah College of Art and Design offers bachelor and master of fine arts programs and graduate courses in architecture. Founded in 1993, the School of Visual Arts/Savannah, part of the School of Visual Arts/New York, awards bachelor's degrees in arts, computer graphics, sculpture, and other arts-related disciplines. South University, whose main campus is on Mall Blvd. in the heart of the Southside offers bachelor's, masters's and doctoral degrees. Savannah Technical College offers job training and skills in more than 50 certificate, professional, diploma, and associate degree programs. The Coastal Georgia Center for Continuing Education provides adult continuing education. Georgia Southern University in Statesboro, 50 miles from Savannah, enrolls 15,075 students.

Brewton-Parker College offers bachelor's degrees as well as evening courses for students employed full-time. The Embry-Riddle Aeronautical University is located on the Hunter Army Airfield and offers courses in aviation-related fields. Online as well as campus-based courses are offered at Saint Leo University's Savannah center.

Libraries and Research Centers

Savannah's Live Oak Public Libraries serve Chatham, Effingham, and Liberty counties. It has 19 branches and one bookmobile. The library has more than 500,000 volumes and makes available thousands of periodicals, records, cassettes, compact discs and videocassettes, CD-ROM resources, and special collections on local history. The library also offers access to state-of-the-art computerized indexes, on-line information services, and the Internet. Other libraries in the area include college-related and medical libraries, a municipal research library, the Georgia Historical Society Library and other historical libraries, Skidaway Institute of Oceanography Library, and a U.S. Army Corps of Engineers technical library.

Marine research is conducted at the University of Georgia and at Skidaway Institute of Oceanography. At Herty Foundation Research and Development Center, fibrous materials are studied. Armstrong Research Institute assists industry with problems in engineering, chemistry, mechanics, and other technical areas. The Department of Energy's Savannah River National Laboratory and Savannah River Ecology Laboratory are science and technology centers.

Public Library Information: Chatham-Effingham-Liberty Regional Library, 2002 Bull Street, Savannah, GA 31401; telephone (912)652-3600

Health Care

With its two major hospital systems and more than 600 private physicians in the city alone, Savannah is the health-care hub of a 40-county area encompassing coastal Georgia and parts of South Carolina. St. Joseph's/Candler Health System is responsible for innovative programs that focus on early detection and prevention. St. Joseph's Hospital, with 305 beds, is a general acute care facility considered one of the best in the country. Its LifeCare Center and its Center for Heart Disease Prevention are national models. Memorial Health University Medical Center, with 530 beds, provides tertiary care to 35 counties and is a regional referral center for cancer care, trauma, rehabilitation, high-risk obstetrics, neonatology, pediatrics, and cardiac care. Georgia Regional Hospital at Savannah is an inpatient psychiatric facility. Coastal Harbor Treatment Center provides residential psychiatric treatment for children and adolescents. Willingway Hospital is a recognized leader in the treatment of alcoholism and drug dependency.

Recreation

Sightseeing

Visitors are attracted to Savannah for many reasons, the primary one being the opportunity to tour the city's beautiful Historic District, the country's largest historic urban landmark district. The Savannah Visitors Center, located at the

The Gaston House.

former Central of Georgia Railroad Station, itself a national historic landmark, offers helpful brochures, maps, and publications. Walking, driving, and carriage tours of the city are also available. The nearby Roundhouse Complex contains the oldest and most complete railroad repair shop in the U.S.

Tours of the Historic Landmark District include six different neighborhoods and views of garden-like public squares and hundreds of restored eighteenth- and nineteenth-century buildings with ornate ironwork, gingerbread trim, and picturesque fountains (about seven houses are open as museums). Highlights of the district include the Owens-Thomas House, circa 1816–1819, which was designed by John Jay and considered to be the finest example of Regency architecture in America; the Davenport House Museum, built between 1815–1820, a fine example of Federal architecture and period decorative arts; and Juliette Gordon Low Birthplace of the founder of the Girl Scouts, which is restored and furnished to depict the 1870s.

Interesting churches in the district are the First African Baptist Church (1861), the oldest African American congregation in the United States; the 1890 Wesley Monumental United Methodist Church; Temple Mickve Israel, the third oldest synagogue in the United States; Lutheran Church of the Ascension (1878-89), which has an exquisite Ascension window; Christ Episcopal Church (1838), which was the first church established in the colony; and the Cathedral of St. John the Baptist, the oldest Roman Catholic congregation in the state.

The Cotton and Naval Stores Exchange (1886) was the center of commerce when Savannah was the world's foremost cotton port. Other interesting civic sites include the U.S. Customs House (1852); the 1905 City Hall; Colonial Park Cemetery, the second oldest burial ground (1750–1853) for colonists; and Bonaventure Cemetery, resting place of many local residents, made famous by the publication of *Midnight in the Garden of Good and Evil.* The recently restored City Market features City Market Art Center, shops, restaurants, and taverns. Particularly scenic streets include Factor's Walk, known for iron bridges and cobblestones; Riverfront Plaza/River Street, with restaurants, pubs, and shops housed in old cotton warehouses; Gaston Street, distinguished by its stately old homes; and Oglethorpe Avenue, a fashionable residential street. Beauty abounds at Emmett Park, with its Harbor Light and fountain, and at Forsyth Park, with its beautiful azalea blooms, Confederate monument, and recently restored fountain. The district's museums are detailed in the Arts and Culture section.

The city of Savannah has many other interesting attractions outside the Historic District. The Bethesda Home for Boys on Isle of Hope is the oldest continuously operated home for boys in America. Its Cunningham Museum houses items connected with Bethesda's history dating back to the 1700s. The Massie Heritage Interpretation Center is the only remaining original building of Georgia's oldest chartered school system. The University of Georgia Marine Education Center & Aquarium, ten miles southeast of the city on Skidaway Island, features an aquarium exhibit of marine life found in Georgia's waters. Old Fort Jackson, the oldest remaining brickwork fort in Georgia, and the Savannah History Museum at the Visitors Center offers artifacts and exhibits from the eighteenth and nineteenth centuries. Fort Pulaski National Monument, fifteen miles east of Savannah, Fort McAllister State Historic Park, 22 miles south, and the Tybee Island Museum provide exhibits concerning the Civil War period. Also on Tybee Island, the Tybee Island Lighthouse, guardian of the Savannah River since 1736, offers tours, a museum, and gift shop. The Ships of the Sea Museum presents a large collection of models and maritime memorabilia representing man's 2,000-year quest to conquer the seas. Hands-on exhibits in natural history, astronomy, the sciences, prehistoric animals of the Georgia Coast, and a discovery room dealing with natural and physical sciences are offered at the Savannah Science Museum. Trustees Garden Village was the site of the first public agricultural experimental garden in America. It is now a residential area and home of the famous Pirates' House (1759) frequented by seamen and pirates alike. The Roundhouse Railroad Museum offers a glimpse of the oldest and most complete pre-Civil War railroad repair facility in the country.

The city's newest museums are the Mighty Eighth Air Force Heritage Museum in Pooler and the Ralph Mark Gilbert Civil Rights Museum. The Mighty Eighth honors the sacrifices made during and after World War II by the largest air strike force in history, which was formed in Savannah in 1942. The Civil Rights Museum tells the story of Savannah's role in the movement.

Arts and Culture

With its splendid squares and parks, elegant architecture, and lush vegetation, Savannah creates a studio and stage artscape for its performing and visual arts. The City Lights Theater Company, permanently housed in the newly renovated Avon Theater, moves to historic Telfair Square each spring to produce ''Shakespeare on the Square.'' The Savannah Theatre, the oldest continuously operating theater site in the country, is home to the Savannah Theatre Company which performs a season of live drama plus a summer musical. The Savannah Concert Association offers a five-concert season at the Lucas Theatre for the Arts. Various entertainments are offered at the Savannah Civic Center throughout the year.

Opened in 1885 as the first public art museum in the southeast, the Telfair Museum of Art in the historic district is Savannah's premier art museum. The handsome William

Jay-designed mansion features American painting and art of the eighteenth and nineteenth centuries, as well as the 1818 Octagon Room, dining room, and the restored 1886 rotunda gallery. The Jepson Center for the Arts, the Museum's third building in downtown Savannah, is scheduled to open in fall 2005. It features gallery spaces, expanded educational resources, sculpture gardens, auditorium, storage facilities, cafe and museum store. The King-Tisdell Cottage museum in the historic district is dedicated to preserving aspects of African American culture and heritage and displays documents, furniture, and art objects of the 1890s. The Negro Heritage Trail Tours embark from the site. The Spirit of the South Museum offers a special retrospective exhibit of the song writing career of Savannahian Johnny Mercer.

Arts and Culture Information: telephone (912)233-ARTS

Festivals and Holidays

Savannah is host to more than 200 festivals and events annually. During the first two weeks in February, the Georgia Heritage Celebration's Colonial Faire and Muster, sponsored by the Historic Savannah Foundation, celebrates the state's colonial history. The Black Heritage Festival, held the second week in February, is a series of events featuring the cultural and artistic contributions of African Americans. The Savannah Irish Festival is held in February at the Civic Center Area in the Historic District. Sheep to Shawl Festival at Oatland Island in early March provides the opportunity to watch the annual shearing of the sheep and the processing and handweaving of the wool. The St. Patrick's Day Parade is Savannah's biggest event, and the second largest St. Pat's celebration in the country. More than one-quarter of a million people participate in this event, which began in the early 1800s. Savannah Music Festival is a 15-day fest featuring concerts in downtown venues and includes international talent in blues, jazz, and classical music. The Savannah Tour of Homes and Gardens offers self-guided walking tours of private homes in six historic neighborhoods over four days in late March. An ecumenical Easter Sunrise service is a Tybee Island tradition. April is the month for four Savannah festivals including the International Festival, Sidewalk Art Festival, Blues and BBQ Festival and the Spring Fling Art and Music Festival.

The Savannah Seafood Festival, Savannah Shakespeare Festival, Scottish Games Festival, Tybee Island Beach Bum Parade, and the SCAD Sands Art Festival round out the list of activities in May. The Tybee Island Summer Concert Series during the summer months hosts concerts for beach music lovers. Picnics, music, arts, food, and fireworks at sites around the city help residents and visitors hail the Fourth of July holiday.

City Market and Forsyth Park are the sites for the week-long Savannah Jazz Festival in September. National, regional, and local jazz stars assist in the workshops, jazz seminars, and other events. Oktoberfest is held early in the month of October and features German food, imported beer, arts, and entertainment. Greek music and food aromas fill the air three days in mid-October at the Savannah Greek Festival. The Savannah Film Festival features films and videos from around the world. The Savannah Harbor Boat Parade of Lights in November with its fireworks extravaganza and tree lighting kicks off the Savannah Harbor Holiday Series. Christmas in Savannah offers a Christmas parade, tours of historic homes, Civil War reenactments and other events.

Sports for the Spectator

Historic Grayson Stadium is the site of the home games of the Class A South Atlantic League Savannah Sand Gnats, a farm team of baseball's Washington Nationals. Armstrong Atlantic State University, Savannah State University, and Savannah College of Art and Design field teams in such sports as football, basketball, baseball, softball, and volleyball.

Sports for the Participant

Savannah's warm weather allows participation in outdoor activities year round. Savannah offers excellent facilities for jogging, tennis, golf, swimming, boating, and other water sports. The city has more than 100 public recreational neighborhood parks, 13 swimming pools, more than 70 athletic fields (including 4 fully equipped complexes,) more than 75 basketball courts, 50 tennis courts, and 2 public golf courses. For boating, fishing and swimming enthusiasts, Savannah offers marinas throughout the 420 miles of navigable waters and 87,000 acres of tidal marshland, as well as the intercoastal waterway.

Shopping and Dining

Savannah offers numerous choices for enthusiastic shoppers, including two traditional enclosed malls, 41 large shopping centers, boutiques, antique shops, flea markets, and restored warehouse complexes. Oglethorpe Mall in midtown offers 5 major department shops and more than 100 other stores. Savannah Mall on the south side has four major department stores and an indoor carousel. Savannah Festival Factory Outlet Center offers brand name merchandise at substantial savings. Magnolia Bluff Factory Outlet is located about 45 minutes away in Darien. River Street's nineteenth-century warehouses have been converted into shops, restaurants, and nightclubs. ''First Saturday'' festivals (every month but January) present a grand display of arts and crafts in Rousakis Plaza.

Savannah is a city renowned for its hospitality. While the city offers a wide choice of dining establishments, visitors are particularly delighted by the ''down-home southern cookin' '' for which the area is famous. The diverse land and

water of the region produces catfish and chicken for frying, hush puppies, grits, sweet potatoes for pie, collards and turnip greens, okra, scallions, dried peas, ham and turkey for smoking, meat for barbecuing, peanuts for boiling, white butter beans, white and yellow turnips, cornmeal for bread, tomatoes, oysters, crab for crabcakes, and shrimp. In addition to this sort of delectable fare, the city's many restaurants offer the cuisines of China, Japan, Italy, and Greece, as well as continental dishes.

Visitor Information: The Savannah Area Convention & Visitors Bureau, 101 East Bay Street, Savannah, GA 31402; telephone (877)-SAVANNAH; email info@savannah-visit.com Visitors may wish to request a copy of the ''Savannah Travel Planner,'' ''Tybee Island Brochure,'' or the ''Calendar of Events.''

Convention Facilities

The $83 million Savannah International Trade & Convention Center is the centerpiece of a remarkable renaissance blending the best of the Old and New South into a unique meetings destination. The state-of-the-art, 365,000-square-foot complex features 100,000 square feet of customizable exhibit space with impressive vistas of Savannah's bustling waterfront. An additional 50,000 square feet of prime meeting space accommodates large general sessions to small private retreats. Highly flexible, these first-class facilities include the 25,000-square-foot Grand Ballroom, a variety of 13 meeting rooms, and four executive class boardrooms. The Oglethorpe Auditorium offers exceptional comfort and convenience both for audiences and presenters, including state-of-the art audio-visual and telecommunications technology.

Convention Information: The Savannah Area Convention & Visitors Bureau, 101 East Bay Street, Savannah, GA 31402; telephone (877)-SAVANNAH; email info@savannah-visit.com. Savannah International Trade & Convention Center, One International Drive, PO Box 248, Savannah, GA 31402-0248; telephone (888)644-6822; fax (912)447-4722; email vgainor@savtcc.com

Transportation

Approaching the City

Savannah/Hilton Head International Airport, which is located 12 miles west of the city, is served by AirTran, Continental Express, Delta, Delta Express, Independence Air, Northwest Airlink, United Express and U.S. Airways. Forty-five daily departures and eleven destinations are offered by the airport. Non-stop service is provided to Atlanta, Charlotte, Chicago, Cincinnati, Detroit, Houston, Newark, New York (LaGuardia and JFK), Orlando, and Washington D.C. Savannah Aviation, a charter service, is also located at the facility.

Savannah is reached by automobile on Interstate Highway 95 north-south (which links Savannah with other cities along the East Coast), and I-16 east-west (via I-75 from Atlanta.) Amtrak provides rail service to and from the city; Greyhound-Trailways provides intercity bus transportation and charter service.

Traveling in the City

Just west of the city, Interstate Highway 95 runs north and south. I-16 comes from the west and stops at the city's center. The city's historic district is ten miles east of the intersection of I-95 and I-16. U.S. 80 from Tybee Island and the Atlantic Ocean, 17 miles away, crosses the city going east and west, and U.S. 17 bisects the northwest quadrant of the city, coming from the north. Chatham Area Transit (CAT) provides local bus service and wheelchair-accessible shuttle service from downtown hotels, inns, and the visitors center to the historic district and other attractions.

Communications

Newspapers and Magazines

Savannah's major daily newspaper is the *Savannah Morning News*. Local weeklies include *The Herald, Connect Savannah, Creative Loafing,Savannah Business Report and Journal,* and *Savannah PennySaver. The Savannah Jewish News* is published monthly. Magazines published in Savannah are *SCUBA Diving, Savannah Magazine,* and *Cash Magazine.*

Television and Radio

Represented in the Savannah area are all four major television networks. Savannah's 18 (12 AM and 6 FM) radio stations cover a wide variety of formats including talk and public radio, classical, jazz, rock, religious, and adult contemporary.

Media Information: *Savannah Morning News* PO Box 1088, Savannah, GA 31402; telephone (912)236-9511

Savannah Online

Chatham County home page. Available www.chathamcounty.org

City of Savannah government home page. Available www.ci.savannah.ga.us/cityweb/webdatabase.nsf

Georgia Historical Society. Available www.georgiahistory.com

Live Oak Public Libraries. Available www.liveoakpl.org

Savannah Area Convention and Visitors Bureau. Available www.savannah-visit.com

Savannah Chamber of Commerce. Available www.savannahchamber.com

Savannah-Chatham County Public Schools. Available www.savannah.chatham.k12.ga.us

Savannah City Guide. Available www.ourcoast.com/cityguides

Savannah Economic Development Authority. Available www.seda.org

Savannah International Trade and Convention Center. Available www.savtcc.com

Savannah Morning News. Available www.savannahnow.com

Savannah Online. Available www.savannahonline.com

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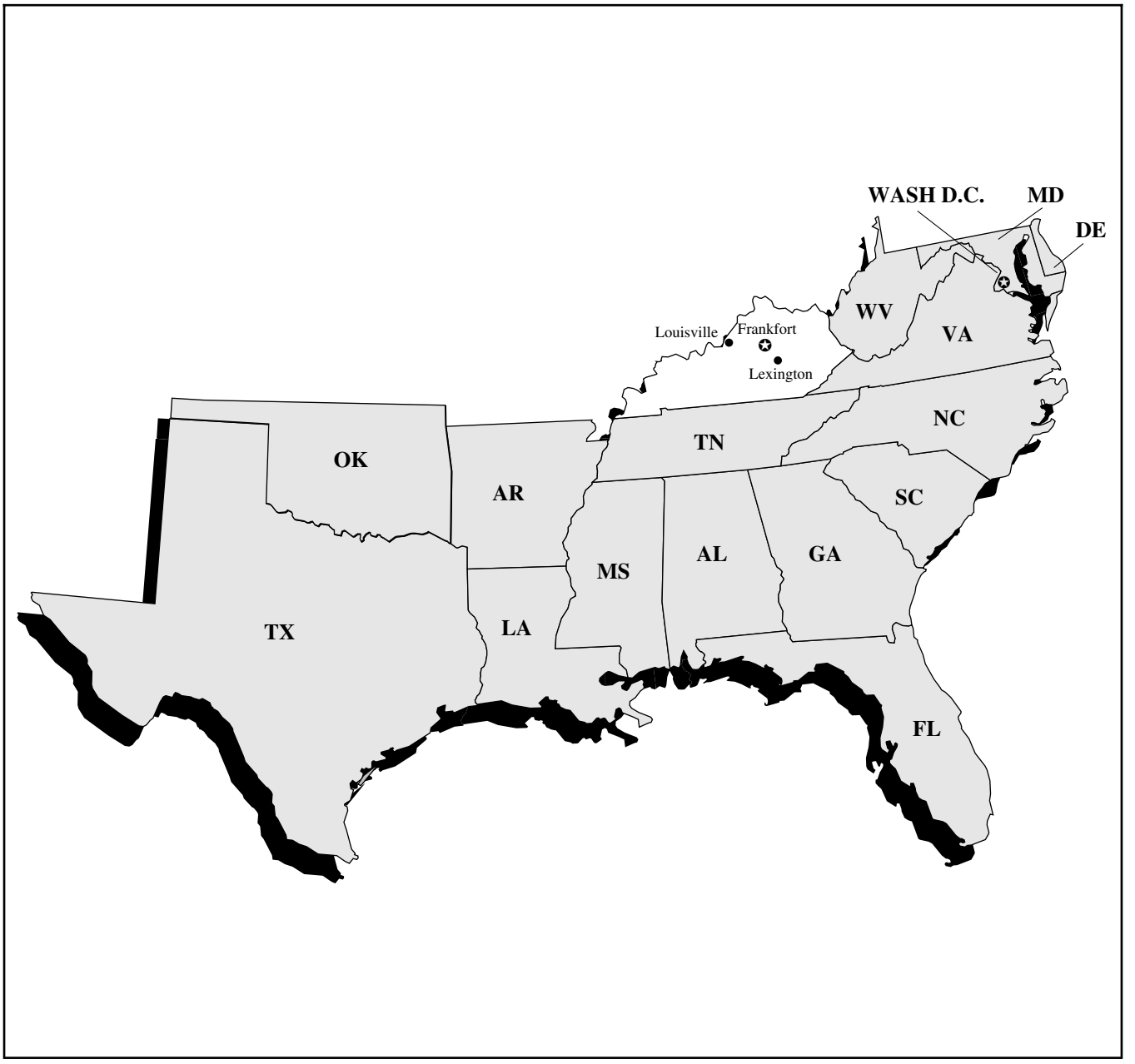
KENTUCKY

Frankfort 235
Lexington 247
Louisville 261



The State in Brief

Nickname: Bluegrass State
Motto: United we stand, divided we fall

Flower: Goldenrod
Bird: Cardinal

Area: 39,728 square miles (2000, U.S. rank: 37th)
Elevation: Ranges from 257 feet to 4,145 feet above sea level
Climate: Temperate, with plentiful rainfall; occasional winter temperature extremes in the mountains

Admitted to Union: June 1, 1792
Capital: Frankfort
Head Official: Governor Ernie Fletcher (R) (until 2007)

Population
- **1980:** 3,661,000
- **1990:** 3,685,296
- **2000:** 4,041,769
- **2004 estimate:** 4,145,922
- **Percent change, 1990–2000:** 9.7%
- **U.S. rank in 2004:** 26th
- **Percent of residents born in state:** 73.7% (2000)
- **Density:** 101.7 people per square mile (2000)
- **2002 FBI Crime Index Total:** 118,799

Racial and Ethnic Characteristics (2000)
- **White:** 3,640,889
- **Black or African American:** 295,994
- **American Indian and Alaska Native:** 8,616
- **Asian:** 29,744
- **Native Hawaiian and Pacific Islander:** 1,460
- **Hispanic or Latino (may be of any race):** 59,939
- **Other:** 22,623

Age Characteristics (2000)
- **Population under 5 years old:** 265,901
- **Population 5 to 19 years old:** 847,743
- **Percent of population 65 years and over:** 12.5%
- **Median age:** 35.9 years

Vital Statistics
- **Total number of births (2003):** 54,954
- **Total number of deaths (2003):** 39,927 (infant deaths, 341)
- **AIDS cases reported through 2003:** 2,359

Economy
- **Major industries:** Food products, agriculture, coal mining, construction, manufacturing
- **Unemployment rate:** 4.2% (December 2004)
- **Per capita income:** $26,252 (2003; U.S. rank: 41st)
- **Median household income:** $38,161 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 13.7% (3-year average, 2001-2003)
- **Income tax rate:** ranges from 2.0% to 6.0%
- **Sales tax rate:** 6.0% (food, utilities, and prescription drugs are exempt)

Frankfort

The City in Brief

Founded: 1786 (chartered 1786)

Head Official: Mayor William I. May, Jr. (D) (since 1995)

City Population
1980: 25,973
1990: 25,968
2000: 27,741
2003 estimate: 27,408
Percent change, 1990–2000: 6.8%

Franklin County Population
1980: 41,830
1990: 44,143
2000: 47,687
2003 estimate: 48,051
Percent change, 1990–2000: 8.9%
U.S. rank in 2000: 957th

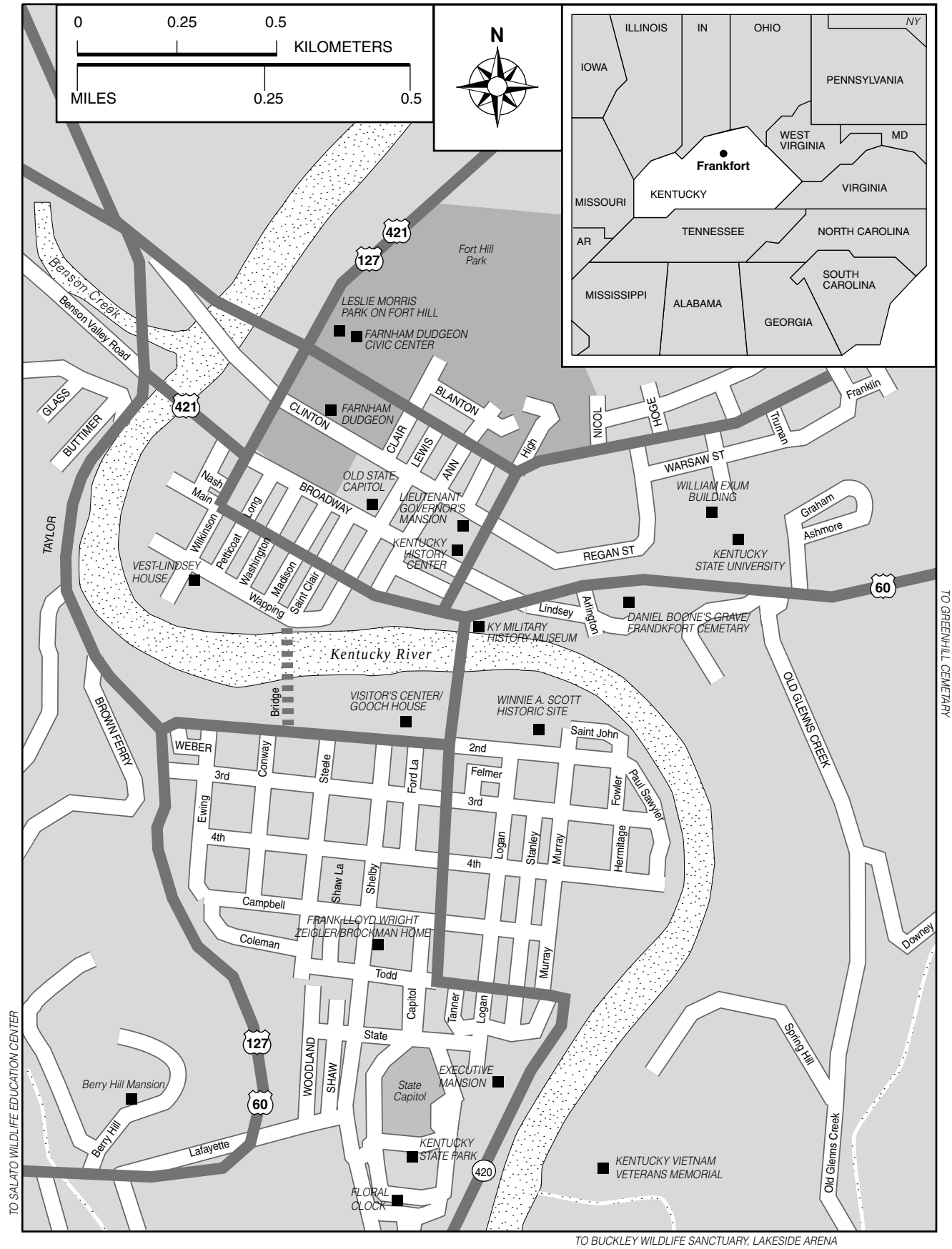
Area: 15 square miles (2000)
Elevation: 510 feet above sea level
Average Annual Temperature: 54.9° F
Average Annual Precipitation: 44.55 inches

Major Economic Sectors: Government, services, trade, manufacturing
Unemployment rate: 2.8% (November2004)
Per Capita Income: $21,229 (2000)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Kentucky State University

Daily Newspaper: Frankfort *State Journal*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TENNESSEE
NORTH CAROLINA
AR
SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
Fort Hill Park
LESLIE MORRIS PARK ON FORT HILL
FARNHAM DUDGEON CIVIC CENTER
FARNHAM DUDGEON
OLD STATE CAPITOL
LIEUTENANT GOVERNOR'S MANSION
KENTUCKY HISTORY CENTER
VEST-LINDSEY HOUSE
WILLIAM EXUM BUILDING
KENTUCKY STATE UNIVERSITY
DANIEL BOONE'S GRAVE/ FRANDKFORT CEMETARY
KY MILITARY HISTORY MUSEUM
Kentucky River
VISITOR'S CENTER/ GOOCH HOUSE
WINNIE A. SCOTT HISTORIC SITE
FRANK LLOYD WRIGHT ZEIGLER/BROCKMAN HOME
EXECUTIVE MANSION
State Capitol
KENTUCKY STATE PARK
KENTUCKY VIETNAM VETERANS MEMORIAL
FLORAL CLOCK
Berry Hill Mansion
Benson Creek
Benson Valley Road
GLASS
BUTTIMER
TAYLOR
CLINTON
BLANTON
CLAIR
LEWIS
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Petticoat
Washington
Madison
Saint Clair
Wapping
Lindsey
Arlington
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BROWN FERRY
WEBER
Conway
Steele
Ford La
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Felmer
3rd
Fowler
Paul Sawyier
Saint John
Ewing
4th
Logan
Stanley
Murray
Hermitage
Shaw La
Shelby
Campbell
Coleman
Todd
Capitol
Tanner
Logan
Murray
State
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SHAW
Lafayette
Berry Hill
OLD GLENNS CREEK
Downey
Spring Hill
Old Glenns Creek
421
127
60
420
TO SALATO WILDLIFE EDUCATION CENTER
TO GREENHILL CEMETARY
TO BUCKLEY WILDLIFE SANCTUARY, LAKESIDE ARENA

Introduction

Frankfort, capital city of Kentucky, is one of the country's oldest and smallest state capitals. It is a quaint little town cut through by the Kentucky River. Bluegrass country residents boast of Frankfort's quality of life, the natural beauty of the Kentucky River and its palisades, the graciousness of the local people, and the area's wealth of cultural offerings. Often rated highly in polls measuring top small metropolitan cities in which to live, Frankfort offers the charm of small-town living with both big-city amenities and rolling countryside only a stone's throw away.

Geography and Climate

Frankfort, county seat of Franklin county, is located in a beautiful valley in the Bluegrass region of Kentucky. The city lies within an hour's drive of the major metropolitan areas of Louisville (to the west) and Lexington (to the east). Cincinnati is less than two hours drive to the north. The city sits on an alluvial plain between the Kentucky River and 150-foot-high steep bluffs, on an S-loop in the river 60 miles above its mouth. The river divides the city into north and south sides, which are connected by bridges. The Bluegrass terrain is rocky and gently rolling, and the land is well suited to agriculture. Disastrous flooding of the Kentucky River at Frankfort occurred in 1937, 1974, and 1997.

Area: 15 square miles (2000)

Elevation: 510 feet above sea level

Average Temperatures: January, 30° F; July, 75° F; annual average, 54.90° F

Average Annual Precipitation: 44.55 inches

History

Easterners Hear of Garden of Eden in Kentucky

Before Europeans first began to explore the area where Frankfort now stands, the land was heavily forested and teeming with wild game. Shawnee, Delaware, and Cherokee hunting parties followed migrating herds of buffalo, deer, and elk across the Kentucky River near present-day Frankfort. The tribes frequently fought among themselves to control the hunting grounds of Kentucky. In the mid-eighteenth century, backwoodsmen in Pennsylvania, Virginia, and the Carolinas began to feel overcrowded; they complained of land shortages, falling supplies of wild game, and depleted soil, and they cast their eyes on the lush land of Kentucky. In 1751, North Carolina backwoodsman Christopher Gist may have been the first white man to set eyes on the beautiful valley in which Frankfort now lies, but he was forced to leave after learning that Frenchmen and their Indian allies occupied the area (then claimed by France). Frontiersman John Finlay built a log cabin in the area in about 1752, but his hunting and trading—and any further white settlement—were interrupted by the outbreak of the French and Indian War in 1754. The British won that war, but King George's Proclamation of 1763 then prohibited white settlement of the area. It was not until 1769 that Finley was able to return; he brought with him legendary frontiersman Daniel Boone and four other men intent on hunting and exploration.

Boone, Finley, and other so-called Long Hunters (named for the long periods of time they spent hunting) inflamed the public back East with their stories about the rich land of Kentucky and the opportunities it offered to get rich quick. In 1773, Governor John Murray of Virginia, better known as Lord Dunmore, sent survey parties to Kentucky (then a Virginia county), including one led by Robert McAfee. McAfee and his group surveyed and laid claim to 600 acres of land in and around Frankfort. More settlers poured westward, the Natives reacted with hostility, and in 1774 Lord Dunmore's War erupted. The war ended with the defeat of the Indians and the signing of a peace treaty in the spring of 1775, at about the same time the battle of Lexington and Concord ushered in the American Revolution.

Town Rises, Prospers on Banks of Kentucky River

Land speculators took advantage of the distractions of wartime and laid claim to vast areas of Kentucky. Meanwhile, McAfee's doubtful claim to the area around Frankfort lapsed, lawsuits were filed, and in 1786, General James Wilkinson, a fellow soldier and friend of George Washington, found himself in possession, at a very cheap price, of most of what is now the downtown district of Frankfort (north of the Kentucky River). Wilkinson set to work organizing a town. He chose the name Frankfort to honor the memory of a man named Stephen Frank, a Jewish pioneer who had been shot by Indians, possibly near a river crossing known as ''Frank's Ford.'' Streets were laid out and named in honor of Wilkinson, his wife (Ann), his friends from the Revolutionary War, and even for some Spanish friends (Wilkinson was said to be a secret agent of the Spanish government, and it was rumored that he planned to make Kentucky a Spanish colony). Wilkinson built the second house in Frankfort, a log cabin, but his wife refused to live in the crude structure. The house became a tavern that over the years hosted such celebrities as Aaron Burr, the Marquis de Lafayette, and Henry Clay.

Land speculators and pioneers flocked to Frankfort; they cleared land for farms and built houses. By the late 1780s, a church and schoolhouse had been built, and large quantities of tobacco were growing on farms around Frankfort. While the town did not grow as quickly as Wilkinson had envisioned and he decided not to live there himself, he saw that there was money to be made, and in 1791 he built a tobacco warehouse on his Frankfort land. In 1792 Frankfort was named the capitol of the recently admitted state of Kentucky. Up until the last raid took place in 1794, Frankfort settlers were kept busy fending off hostile Indians; thereafter, the tobacco business thrived and salt pork, animal skins, and hemp joined the economic mix, followed by livestock and lumbering. By 1800, Frankfort was the second largest town in Kentucky after Lexington, with a population of 628. A library opened in 1814; several beautiful and elegant homes and churches were built, some of which are still standing; and the central business district began to expand.

The Lexington and Ohio railroad came to town in 1835 and soon Frankfort began to prosper as a manufacturing center. The population grew from 4,755 people in 1860 to 5,396 people in 1874; by 1900, the population was 9,487 people. Residents processed wood from the huge timberlands of Kentucky and produced cotton goods, carriages, paper, lumber, and distilled liquors, including the ''corn liquor'' for which the state became famous.

Politics, War, and the Modern City

Lexington and Louisville had vied to be Kentucky's capital, and when Frankfort's capitol building burned twice, in 1815 and 1824, the two cities challenged the rebuilding in Frankfort. Each time, the structure was rebuilt. The presence of government has flavored the social life and affected the economy of the town. National political figures such as Henry Clay, U.S. Senators John J. Crittenden and John G. Carlisle, and Supreme Court Justice John M. Harlan trained in Frankfort. Nineteenth-century visitors to Frankfort, expecting to encounter backwoodsmen in the legislature, reported astonishment at the eloquence of Kentucky orators.

Kentucky was officially a part of the Union during America's Civil War but many of its citizens were slave owners and Southern sympathizers. The peace of Frankfort was disturbed in 1862 when General Bragg's Confederate Forces seized the city and set up a Confederate State Government. Before the first session met, Yankee guns began firing on the town and the Southerners withdrew. The years following the Civil War saw the development of a modern city on the Kentucky. A school system developed, and by 1900, a movement began urging legislators to fund and construct a modern Capitol. In June 1910 citizens throughout Kentucky gathered to witness the formal dedication of architect Frank Mills Andrews's masterpiece, the Beaux Arts design Kentucky State Capitol.

The early twentieth century brought more disturbances to the peace of Frankfort, punctuated by some periods of prosperity. The city dealt with the assassination of Governor William Goebel during a hotly contested election in 1900, as well as outbreaks of racial violence, a legacy of Civil War days, when more than a third of the town's residents were slaves. The Prohibition era brought a decline in the distilling industry and thus in agricultural production. The Great Depression and a severe drought in the 1930s led to hardship and a decline in population. Further misery came when the Ohio River flooded in 1937, engulfing basements and lifting small homes and businesses off their foundations. Estimated damage was $5 million. But beginning in 1935, the New Deal stimulated a growth in government employment and the beginning of a housing boom. By the time World War II ended, the city, which had changed little since the turn of the century, stood poised to enter its greatest era of growth.

Frankfort experienced a population explosion between 1940 and 1970, from 11,492 residents to 21,356 residents. Demand for housing skyrocketed and farmland rapidly disappeared to make way for subdivisions. Frankfort tripled in size as suburbs were annexed by the city. Realizing the need for a more formal style of government to suit its larger size, in 1956 Frankfort voters approved the manager-commission form of government. Frankfort's infrastructure was modernized and roads were improved, resulting in the move of manufacturing industries to the suburbs, leaving a concentration of government workers downtown. Gradually, the small and compact city, with its charming blend of architectural styles developed over more than a century, expanded into a sprawling city characterized by a more uniform, less ornamental style of construction. Commercial strips grew up where homes once stood; shopping centers sprang up on the outskirts of town, further reducing the importance of downtown Frankfort as a retail center.

The 1960s and 1970s saw considerable downtown building activity, with modern high rises replacing slums but also displacing many African American residents. Capital Plaza, a convention center (which became the home of Kentucky State University Thoroughbreds basketball), and the Federal Building created a new skyline for Frankfort. The city experienced a severe tornado in 1974 that caused millions of dollars in damage. Four years later, in December 1978, the Kentucky River rose to 48.5 feet, breaking the 1937 record by almost a foot. This time the damage exceeded $14.5 million and brought home the need for flood control, a challenge that Frankfort leaders were still grappling with when another disastrous flood occurred in 1997.

Today, Frankfort residents and visitors enjoy the history and quaint charm of small-town living with modern conveniences and larger cities nearby. Frankfort's business climate is cost-effective and has attracted new manufacturing and technology

companies. The historic downtown is enjoying revitalization as new businesses move in and become successful.

Historical Information: Kentucky Historical Society at the Kentucky History Center, 100 West Broadway, Frankfort, KY 40601; telephone (502)564-1792

Population Profile

Franklin County Residents
1980: 41,830
1990: 44,143
2000: 47,687
2003 estimate: 48,051
Percent change, 1990–2000: 8.9%
U.S. rank in 2000: 957th

City Residents
1980: 25,973
1990: 25,968
2000: 27,741
2003 estimate: 27,408
Percent change, 1990–2000: 6.8%

Density: 1,883.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 23,078
Black or African American: 4,351
American Indian and Alaska Native: 149
Asian: 348
Native Hawaiian and Pacific Islander: 22
Hispanic or Latino (may be of any race): 411
Other: 279

Percent of residents born in state: 77.6% (2000)

Age characteristics (2000)
Population under 5 years old: 1,719
Population 5 to 9 years old: 1,688
Population 10 to 14 years old: 1,636
Population 15 to 19 years old: 1,884
Population 20 to 24 years old: 2,321
Population 25 to 34 years old: 4,235
Population 35 to 44 years old: 4,164
Population 45 to 54 years old: 3,776
Population 55 to 59 years old: 1,362
Population 60 to 64 years old: 1,086
Population 65 to 74 years old: 1,950
Population 75 to 84 years old: 1,412
Population 85 years and over: 508
Median age: 35.9 years

Births (2003)
Total number: 511

Deaths (2003)
Total number: 397

Money income (1999)
Per capita income: $20,512
Median household income: $34,980
Total households: 12,250

Number of households with income of . . .
less than $10,000: 1,613
$10,000 to $14,999: 1,025
$15,000 to $24,999: 1,784
$25,000 to $34,999: 1,706
$35,000 to $49,999: 2,112
$50,000 to $74,999: 2,060
$75,000 to $99,999: 1,163
$100,000 to $149,999: 568
$150,000 to $199,999: 109
$200,000 or more: 110

Percent of families below poverty level: 9.5% (54.0% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Frankfort is governed through the commission-manager form of government. The members of the city commission are elected to two-year terms and the mayor is elected to a four-year term. The city manager is responsible for the day-to-day operations of the city, while the mayor and commissioners make policy decisions and enact ordinances.

Head Official: Mayor William I. May, Jr. (D) (since 1995; current term expires 2007)

Total Number of City Employees: 300 (2004)

City Information: Mayor's Office, City of Frankfort, PO Box 697, Frankfort, KY 40602; telephone (502)875-8500, fax (502)875-8502

Economy

Major Industries and Commercial Activity

As the home of Kentucky's state government, Frankfort has long been a regional employment center. State government

employment and private professional service firms doing business with the state have had a stabilizing effect on the area's economy. Nearly half of the local citizens are employed by state or local government.

Major local manufacturers produce automotive wheels and stamped automotive parts, automotive wire products, as well as air brake components, pipes, and oil valves for the heating industry. Other local industries make tool and die products, pallets and wood furniture, and fabrics. World-famous Kentucky whiskey is also produced locally.

Frankfort serves as a trading center for mid-Kentucky. The Capital Community Economic/Industrial Authority (CCE/IDA) assists existing companies in expanding their local operations and helps recruit new manufacturers to Frankfort. The result has been 1,774 new jobs, $120 million in new investment, and more than $32 million in new payroll in recent years. Through the creation of two industrial parks and several business/office parks, the CCE/IDA claims to be a ''one stop shop'' for businesses seeking a base of operations; the group has provided such infrastructure as double-loop-fed electricity, high-speed bandwidth telecommunications cable, water, and county maintained roads. They also provide financial assistance through low-rate loans for capital investment.

A comprehensive industrial survey conducted by the Frankfort Area Chamber of Commerce showed that industrial employers had a very positive perspective on doing business in the Frankfort area. Ninety-four percent indicated that the Frankfort area was ''a very good'' or ''good'' place to do business. This indicator of the business climate was better than that for the state as a whole.

Items and goods produced: corn, bourbon whiskey, candy, tobacco, furniture, electronic parts, automotive parts and stampings, plastics, construction products, machinery, textiles, thoroughbred horses.

Incentive Programs—New and Existing Companies

Several programs help city areas in their efforts to revitalize and attract new businesses to their downtown.

Local programs—Downtown Frankfort's Facade Grant Program offers a 50-50 owner match reimbursement for revitalization of downtown buildings. Renaissance Kentucky is formed by an alliance of four state agencies and three private entities, and works with communities to plan and locate resources for restoration and revitalization projects. The Main Street Program is based on a four-point approach and addresses organization, promotion, design, and economic restructuring. The program's goal is ''to encourage downtown revitalization within the context of historic preservation.'' The Capital Community Economic/Industrial Development Authority offers assistance to new and existing businesses with site and investment matters. Downtown Frankfort, Inc. offers assistance with retail and office location information in the city's historic downtown.

State programs—The state of Kentucky offers an extensive array of incentives for business start-up and expansion. The Kentucky Cabinet for Economic Development oversees a wide array of programs and services available to businesses including existing businesses, newly locating companies, start-ups, small and minority businesses, and many others. Kentucky has the lowest overall cost of doing business east of the Mississippi River and ranks fourth nationally as the most favorable state for the cost of doing business. Kentucky's variety of incentives include corporate tax credits, loan financing, training grants, and opportunities for foreign trade zone operations. Local Kentucky sales taxes are taboo, and property taxes are among the lowest in the nation. Kentucky prides itself as an industry-friendly state; only property tax on manufacturing equipment is figured at $1.50 per $1,000. Local jurisdictions may offer inventory tax reduction or exemption options.

Development Projects

Frankfort's Grand Theater on St. Clair Street was purchased in January 2005 by a nonprofit group with plans to raise $3.7 million for renovations. Currently used for arts programming, once renovated the theater will be an arts center for the city.

Economic Development Information: Downtown Frankfort, Inc., 100 Capital Ave., Frankfort, KY 40601; telephone (502)227-2261, fax (502)227-2604; email downtown@dcr.net

Labor Force and Employment Outlook

Low unemployment rates relative to state and national averages attest to the industriousness and desirability of Franklin County workers, contributing to an overall Kentucky workforce that measures over 5 percent more productive than the national average and 13th among the 50 states in Gross State Product per wage. Additionally, one in every five adults residing in Franklin County has a college degree.

The following is a summary of data regarding the Franklin County labor force, 2003 annual averages.

Size of nonagricultural labor force: 18,457

Number of workers employed in . . .
construction and mining: 811
manufacturing: 3,886
trade, transportation, and utilities: 5,098
information: 291
financial activities: 1,032

professional and business services: 5,643
educational and health services: 649
leisure and hospitality: 399
other services: 466
government: 1,642

Average hourly earnings of production workers employed in manufacturing: $15.44

Unemployment rate: 4.2% (December 2004, statewide)

Largest manufacturing employers	*Number of employees*
Topy Corp.	531
Fruit of the Loom	426
Allied/Bendix Corp.	336
Ohi-America	318
Jim Beam Brands Co.	309
American Wire Products, Inc.	227
Frankfort Habilitation	181

Cost of Living

Within an easy drive of big city amenities in Louisville and Lexington, Frankfort retains a small-town feel with small-town living expenses. Housing in Frankfort is more affordable than in most other parts of the country. The median home price in 2002 was 98,000.

The following is a summary of data regarding several key cost of living factors for the area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 2% to 6% (2004)

State sales tax rate: 6% (2005)

Local income tax rate: 1.75% occupational tax

Local sales tax rate: None

Property tax rate: .201/$100 assessed value of real estate (2005)

Economic Information: Frankfort Area Chamber of Commerce, 100 Capitol Ave., Frankfort, KY 40601; telephone (502)223-8261, fax (502)223-5942

Education and Research

Elementary and Secondary Schools

Frankfort Independent Schools operates its elementary (Second Street School), high school (Frankfort High School), and alternative schools (Wilkingson Street School for troubled middle and high schoolers; EXCEL for skills enrichment; and the Panther Enrichment Program for additional learning opportunities) as a joint venture with the greater Franklin County Public School system. Frankfort schools open in early August, continue for nine weeks, then break for a three-week intersession. The combination continues through the year until summertime, when the students take a six- to seven-week break.

The following is a summary of data regarding the Frankfort public school system as of the 2004–2005 school year.

Total enrollment: 939

Number of facilities
elementary schools: 1
junior high/middle schools: 1
senior high schools: 1

Student/teacher ratio: 13.3: 1 (2005)

Teacher salaries (2003–2004 school year)
minimum: $27,500
maximum: $48,000

Funding per pupil: $7,665 (2005)

Frankfort and Franklin County are also home to a number of private and religious primary and middle schools, including Capital Day School (K-8), which focuses on accelerated learning with a traditional approach, along with Good Shepherd School (K-8) and the Montessori School of Frankfort (K-5). Millville Baptist Academy is a small school that covers grades 1-12.

Public Schools Information: Franklin County Public Schools, 315 Steele St., Frankfort, KY, 40601; telephone (502)875-8661; fax (502)875-8663.

Colleges and Universities

Kentucky State University, smallest of the state's public institutions, is a 2,300-student school consisting of the College of Arts and Sciences, the College of Applied Sciences, the School of Business, the School of Public Affairs, and the Whitney M. Young, Jr. College of Leadership Studies. It also offers community college degrees. From the 1980s through 2004 more than 30 new structures or major building expansions have enhanced the University's 511-acre campus, which includes a 203 acre agricultural research farm. The school's close proximity to the Kentucky state government affords students a unique opportunity to participate in government administration internships and earn from 3 to 12 credit hours per semester. Pre-law students can also earn credits as interns in the State Office of the Attorney General.

Once strictly an African American institution, the student body of about 2,500 is now racially blended.

Libraries and Research Centers

With one building and one bookmobile, the Paul Sawyier Public Library serves both Frankfort and Franklin County. The library's book collection numbers more than 98,000 and its audio-visual collection is more than 10,000. The library has a strong program for children from one year to adolescence.

The Thomas D. Clark Research Library of the Kentucky Historical Society offers rare books, maps, and manuscripts on the state's past. It houses more than 90,000 books, more than 6,000 oral history interviews, and 12,000 reels of microfilm, including some of nineteenth-century newspapers, as well as more than 10,000 historic photographs. The Kentucky Department of Library & Archives provides state research facilities and governmental records. The Kentucky Military Records and Research Branch houses archives of the Kentucky Department of Military Affairs going back to 1791. The Archives of CESKAA at Kentucky State University include images, manuscript collections, and oral histories of African American Kentuckians, as well as the Fletcher collection on African American theater. The Aquaculture Program at Kentucky State University seeks to meet future world food demands through research on more than 15 varieties of farmed fish.

Public Library Information: Sawyier Paul Public Library, 305 Wrapping St., Frankfort, KY 40601; telephone (502)223-1658, fax (502)227-2250

Health Care

Frankfort Regional Medical Center, a 173-bed acute care facility, features a team approach and offers emergency care, maternity services, diagnostic imaging, and intensive care. The medical center provides outpatient service and treatment programs for substance abuse, as well as psychiatric care. The Medical Center's Center for Women's Health provides medical care for all phases of a woman's life, and the Breast Center provides diagnostic and biopsy services for early detection of cancers and other breast diseases. Medical facilities within 20 miles of Frankfort include Bluegrass Community Hospital in Versailles, KY; New Horizons Health Systems in Owenton, KY; and the Georgetown Community Hospital in Georgetown, KY.

Health Care Information: Frankfort Regional Medical Center, 299 King's Daughters Dr., Frankfort, KY 40601; telephone (502)875-5240, fax (502)226-7936.

Recreation

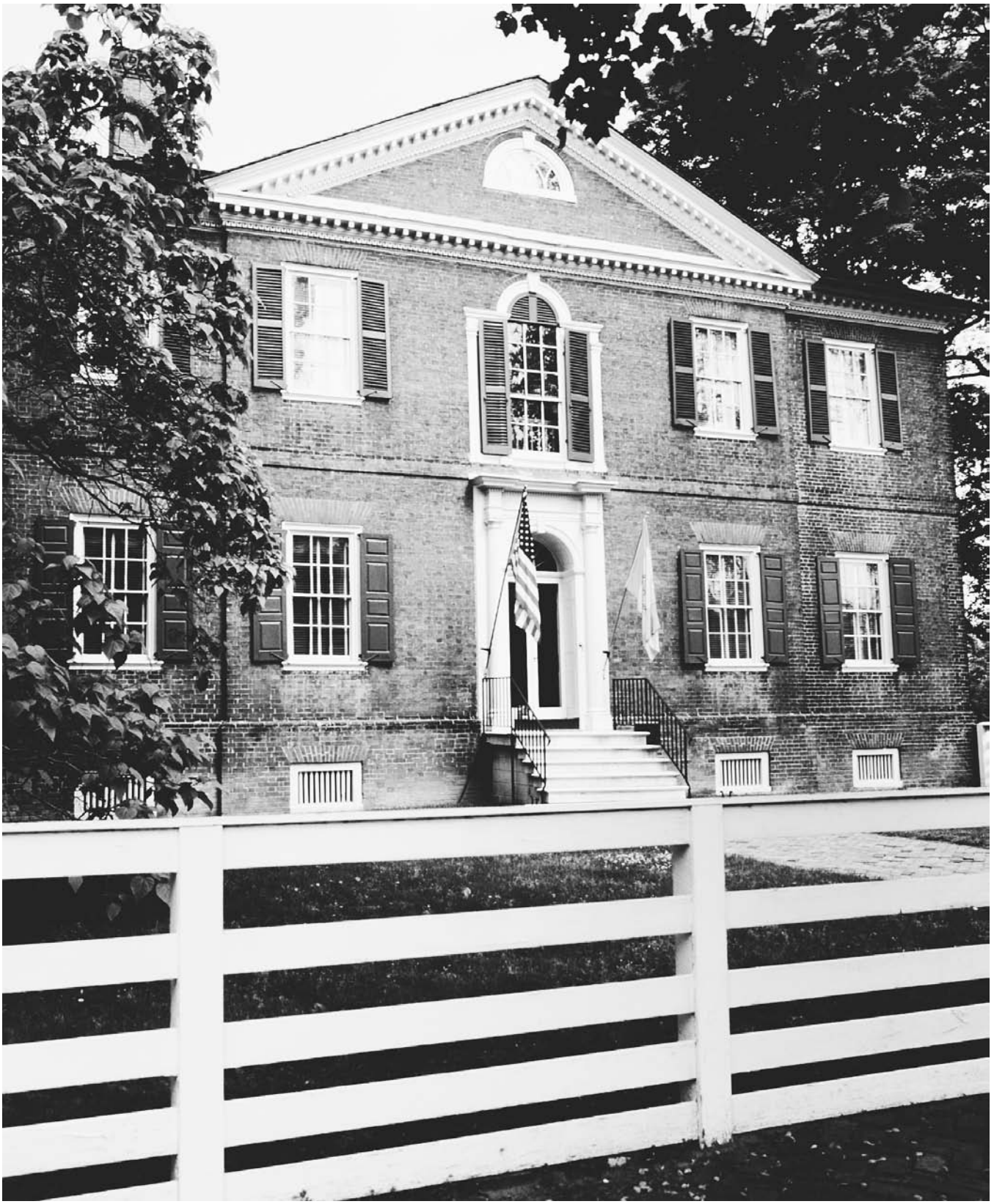
Sightseeing

The Frankfort/Franklin County Tourist and Convention Commission's Visitors Center, located five blocks from the Kentucky statehouse, offers maps and information about local sites. Two good places to get a feeling for the personalities that formed Frankfort's history are the Corner of Celebrities, which is actually one square block behind Wilkinson Street in the north part of town, and the Frankfort Cemetery, located on a high cliff overlooking the city. Dozens of famous Kentuckians have lived on and near the Corner. Historic residences there that are open to the public include Orlando Brown House, a Greek Revival home designed by architect Gideon Shryock; and the adjacent Liberty Hall, built in 1796 in the Federalist style for John Brown, Orlando Brown's brother and Kentucky's first U.S. Senator. The Frankfort Cemetery is dominated by the marble marker over the graves of Daniel and Rebecca Boone; it is carved with scenes from the lives of the pioneer couple. In addition to the graves of at least 16 Kentucky governors, the cemetery features the Kentucky Vietnam Veterans Memorial, a 65-foot-tall monument that acts as a giant sundial.

The 1910 Kentucky State Capitol's Beaux Arts design features 70 Ionic columns, decorative murals, and sculptures of Kentucky dignitaries, as well as the First Lady Doll Collection. Tourists throw coins for good luck at the floral clock that is located on the West Lawn of the Capitol Grounds. Next to the Capitol and overlooking the Kentucky River, the Executive Mansion, built of native limestone, was modeled after France's Petit Trianon, Marie Antoinette's Summer villa. The Greek Revival Old State Capitol, which served as the seat of state government from 1830–1910, features a self-supporting staircase held together by precision and pressure. These state buildings are open for touring. Another outstanding local site is the 1910 Prairie-style Ziegler-Brockman House, designed by Frank Lloyd Wright.

Nature lovers will find native flora and fauna at the Kentucky Department of Fish & Wildlife Game Farm and Salato Wildlife Education Center in Frankfort. Bird watchers will be particularly interested in the Clyde F. Buckley Wildlife Sanctuary-Trust; a 374-acre haven with hiking trails, a bird blind, and a nature center operated by the National Audubon Society.

Kentucky is famous for its whiskey, and visitors may tour the Woodford Reserve Distillery, which dates back to 1812, to see how it is produced. Guides lead tourists to see the bulb-shaped stills, huge fermenting vats, and a warehouse where the charred white oak barrels are stored. Bottling into the distillery's unique-shaped bottles still is accomplished by



Built by John Brown from 1796–1801, Liberty Hall was one of the first brick buildings constructed in the town of Frankfort.

hand. The Buffalo Trace Distillery, first to ever ship bourbon down the Mississippi River and a worldwide winner of more than 40 awards for it's whiskey, offers tours each weekday.

Arts and Culture

The site of many major cultural, musical, and sporting events is the Farnham Dudgeon Civic Center, which seats 5,365 people. The RiverPark Center in nearby Owensboro is another multi-purpose cultural and events facility that hosts touring productions as well as community theater, recitals, children's theater, and ensemble concerts. The Bluegrass Theatre Guild offers musicals, workshops, and touring productions of its shows. The Capital Art Guild promotes public knowledge of the visual arts by educational activities by way of art exhibits, technique demonstrations, art classes, and community art projects.

The new Kentucky History Center displays the survey notes penned by Daniel Boone as he helped to map the new frontier. Also on display are early civil rights documents. Visitors may take a journey along Kentucky's time line, from the rustic life of early pioneer times through modern life. The Center, which houses a gift shop as well as the state museum and research library, presents educational programs and special events. It features the Hall of Governors of Kentucky, and a permanent exhibit gallery showcasing ''A Kentucky Journey,'' which tells the state's story, and a changing exhibit gallery spotlighting the artifacts of the Kentucky Historical Society.

Displays of weapons, uniforms, flags, and other memorabilia at the Kentucky Military History Museum honor the service of the state militia, state guard, and other volunteer military organizations. The museum is located in the 1850 Old State Arsenal, a brick Gothic Revival ''castle'' on a cliff overlooking the Kentucky River.

Festivals and Holidays

The festival season begins with May's Governor's Derby Breakfast, featuring guided tours of the Capitol building and gardens. The first full weekend in June brings the Capital Expo Arts & Crafts Festival, three days of arts and crafts, live entertainment, an antique car show, hot air balloon rides, and fireworks; June also brings Boone Day, the Kentucky Historical Society's annual symposium to commemorate Daniel Boone's first observance of Kentucky. The Kentucky Herb Festival takes place on the second Saturday in June; it offers lectures on gardening, music, and an outdoor herbal luncheon. July's Franklin County Fair & Horse Show features antiques, a flower and doll show, a demolition derby, a gospel sing, a beauty contest, and childrens' events. Also in July, Frankfort teams with other central Kentucky cities to host the week-long Central Kentucky Civil War Heritage Trail.

In September, the state's diverse job, ethnic, and family traditions are celebrated at the Kentucky Folklife Festival downtown. The Great Pumpkin Festival features the Black Cat 5K run, a haunted house, hayrides, and a costume parade down Main Street. The Candlelight Tour of the downtown takes place in November. An evening of food, music, and shopping kicks off the holiday season. Also in November, the Kentucky Book Fair at the KSU draws more than 100 authors of national and worldwide renown. The city rings in December with a parade, tree lighting ceremony, caroling and viewing the wares of more than 100 craft exhibitors.

The Center of Excellence for Study of Kentucky African Americans at Kentucky State University sponsors a number of exhibits and displays throughout the year. They include an annual ''Many Cultures, One Art'' quilt exhibit, a Civil War symposium, a forum on the Great Black Jockeys, and other special events. Dates vary from year to year.

Sports for the Spectator

Kentucky State University is a member of the National Collegiate Athletic Association (NCAA). At present, all sports are classified in Division II. KSU is affiliated with the Southern Intercollegiate Athletic Conference (SIAC) and competes for conference championships in all sports. Men's Thorobreds teams include basketball, football, baseball, cross country & track, golf, and tennis. Football games are played at the university's Alumni Stadium. Many of the indoor sports, including basketball, are played at the William Exum Center on campus. The Thorobrettes women's teams include basketball, softball, cross country and track, volleyball, and tennis.

Sports for the Participant

When urban planners first noticed, back in the 1950s, that Frankfort was one of the few cities in the country with no public parks or recreational areas, city officials went to work to create a parks system. Beginning with the creation of Juniper Hills Park, the system expanded into six large public parks offering picnic areas, courts for basketball, tennis, and volleyball, plus baseball, softball, and soccer fields. Riverview Park offers trails along the Kentucky River. Headquartered in Peaks Mill, 8 miles north of Frankfort, Canoe Kentucky offers canoeing, kayaking, innertubing, and guided or self-guided canoe and kayak trips over whitewater Class 1 and 2 waters.

Shopping and Dining

On downtown Frankfort's tree-lined streets, shops offer such items as art pieces, gifts, clothing, books, antiques, and model trains. Shaded under flowering trees, the St. Clair Mall features an old-fashioned general store as well as boutiques. Visitors flock to Rebecca-Ruth Candy shop on

the East Side of town to buy bourbon-flavored sweets made on the same curved marble bar top where the secret recipe was developed more than 60 years ago. The city's major mall is Franklin Square, which features a department store, music, clothing, and gift shops, as well as cinemas and restaurants.

Dining choices in Frankfort run the gamut from homestyle and barbecue, to ethnic varieties including Thai, Chinese, Mexican, Irish, and Italian, to seafood and steak. Gabriel's Chop House in the Holiday Inn Capital Plaza has Kentucky Bourbon ribs and steak. Visit Tink's on St. Clair Street for barbecue in an outdoor setting. Cajun cooking is the draw at Rick's White Light Diner, while Jim's Seafood specializes in catfish, trout, and fried banana peppers. At Daniel's Restaurant patrons may enjoy a bourbon-tasting experience.

Visitor Information: Frankfort/Franklin County Tourist & Convention Commission, 100 Capitol Ave., Frankfort, KY 40601; telephone (502)875-8687; toll-free (800)866-7925; fax (502)227-2604

Convention Facilities

Nestled along the Kentucky River within short walking distance of downtown's shops and restaurants, The Farnham Dudgeon Civic Center Complex adjoining Capital Plaza seats 5,365 people in arena seating, 5,047 people for concerts, and 800 people for banquets. The adjacent Holiday Inn Capital Plaza is equipped with an additional 8,000 square feet of meeting/convention space offered in 10 flexible meeting rooms. In addition to extensive audio-visual equipment, the hotel offers expert catering services and award-winning banquet menus.

Convention Information: Frankfort Convention Center, 405 Mero St., Frankfort, KY 40601; telephone (502)564-5335; fax (502)564-3310.

Transportation

Approaching the City

Air travelers to Frankfort usually arrive at Lexington's Blue Grass Airport, 25 miles east of downtown Frankfort (a trip of about 35 minutes), then take a taxi to the city (fare about $42). Greyhound offers bus service into Frankfort.

Traveling in the City

Frankfort is laid out in grid patterns in sections north and south of the Kentucky River. The north side includes the older residential section, the Old Capitol, and the downtown business section; its major north-south thoroughfare is Wilkinson Boulevard, named for the city's founder. The Kentucky State Capitol is located in the mostly residential south section. Mass transport is offered by the Frankfort Transit System, which runs three fixed routes covering all major shopping centers, hospital, senior centers, and most state office buildings. Fares are $.50 each way ($.25 for seniors) with free transfers.

Communications

Newspapers and Magazines

The State Journal is Frankfort's daily newspaper. Magazines published in Frankfort include *Kentucky Bench & Bar Magazine,* and *Kentucky Afield.*

Television and Radio

Frankfort's four radio stations feature news, nostalgia, country, oldies, and contemporary music. NBC, CBS, ABC, and Fox affiliates broadcast from Lexington and Louisville. Cable television service is provided by the Frankfort Plant Board.

Media Information: *The State Journal,* 321 West Main St., PO Box 368, Frankfort, KY 40203; telephone (502)227-4556; fax (502)227-2831

Frankfort Online

City of Frankfort home page. Available www.cityof frankfortky.com

Frankfort Area Chamber of Commerce. Available www .frankfortky.org

Frankfort Convention Center. Available www.frankfort conventioncenter.com

Frankfort/Franklin County Tourist and Convention Commission. Available www.franklin.k12.ky.us

Frankfort Regional Medical Center. Available www .frankfortregional.com

Franklin County Public Schools. Available www.frankfort .k12.ky.us

Kentucky Cabinet for Economic Development. Available history.ky.gov

Kentucky Historical Society. Available history.ky.gov

Kentucky State Government and Tourism Information. Available www.state.ky.us

Kentucky State University. Available www.kysu.edu

Paul Sawyier Public Library. Available www.pspl.org

Selected Bibliography

Kramer, Carl E., *Capital on the Kentucky: A Two Hundred Year History of Frankfort & Franklin County* (Frankfort: Historic Frankfort, Inc., 1986)

Wallace, James C. and Gene Burch, *Frankfort: Capital of Kentucky.* (Louisville, KY: Merrick Printing Co., 1994)

Lexington

The City in Brief

Founded: 1775 (incorporated 1781)

Head Official: Mayor Teresa Isaac (D) (since 2002)

City Population
1980: 204,165
1990: 225,366
2000: 260,512
2003 estimate: 266,798
Percent change, 1990–2000: 7.6%
U.S. rank in 1980: 68th
U.S. rank in 1990: 70th (State rank: 2nd)
U.S. rank in 2000: 70th (State rank: 1st)

Metropolitan Area Population
1980: 371,000
1990: 405,936
2000: 479,198
Percent change, 1990–2000: 15.2%
U.S. rank in 1980: 103rd
U.S. rank in 1990: 106th
U.S. rank in 2000: 85th

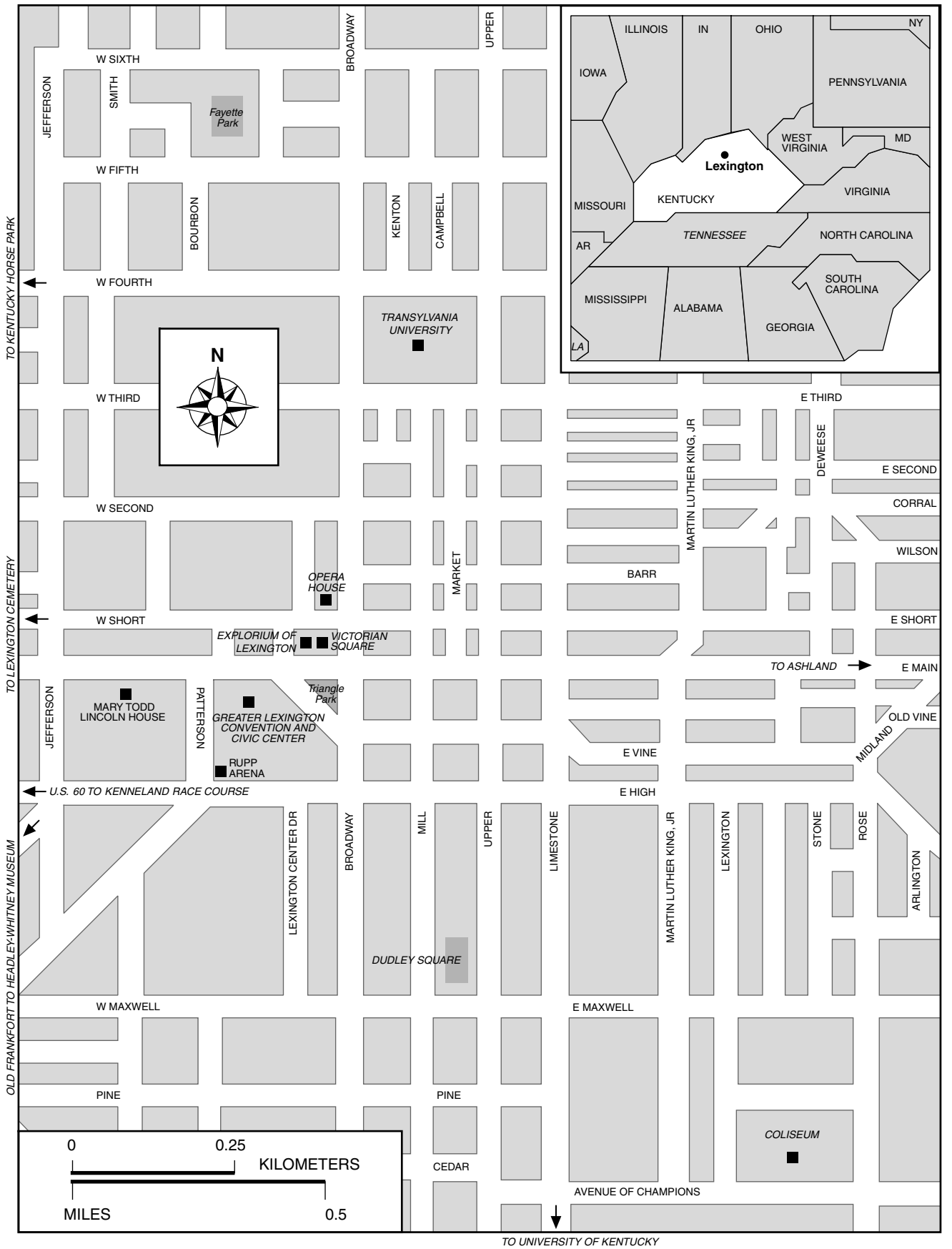
Area: 284 square miles (Lexington-Fayette) (2000)
Elevation: Approximately 966 feet above sea level
Average Annual Temperature: 54.9° F
Average Annual Precipitation: 44.6 inches

Major Economic Sectors: horses, tobacco, services, wholesale and retail trade, government
Unemployment rate: 2.8% (December 2004)
Per Capita Income: $26,912 (2004)

2002 FBI Crime Index Total: 12,521

Major Colleges and Universities: University of Kentucky, Transylvania University

Daily Newspaper: *Lexington Herald-Leader*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BROADWAY
UPPER
JEFFERSON
SMITH
Fayette Park
W FIFTH
BOURBON
KENTON
CAMPBELL
TO KENTUCKY HORSE PARK
W FOURTH
TRANSYLVANIA UNIVERSITY
N
W THIRD
E THIRD
MARTIN LUTHER KING, JR
DEWEESE
E SECOND
CORRAL
W SECOND
WILSON
MARKET
OPERA HOUSE
BARR
TO LEXINGTON CEMETERY
W SHORT
E SHORT
EXPLORIUM OF LEXINGTON
VICTORIAN SQUARE
TO ASHLAND
E MAIN
JEFFERSON
MARY TODD LINCOLN HOUSE
PATTERSON
Triangle Park
GREATER LEXINGTON CONVENTION AND CIVIC CENTER
OLD VINE
MIDLAND
E VINE
RUPP ARENA
U.S. 60 TO KENNELAND RACE COURSE
E HIGH
OLD FRANKFORT TO HEADLEY-WHITNEY MUSEUM
LEXINGTON CENTER DR
BROADWAY
MILL
UPPER
LIMESTONE
MARTIN LUTHER KING, JR
LEXINGTON
STONE
ROSE
ARLINGTON
DUDLEY SQUARE
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MD
Lexington
KENTUCKY
VIRGINIA
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TENNESSEE
NORTH CAROLINA
AR
SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
LA

Introduction

In the heart of the nation's Bluegrass Country, Lexington, Kentucky, is a city that has artfully blended history, horses, culture, and industry to create a uniquely desirable quality of life. With its graciously restored downtown buildings complementing its modern office and convention facilities, Lexington exemplifies the benefits of a successful public-private partnership. In 1974 the city merged its government with Fayette County to streamline services. The efficient consolidation became known as Lexington-Fayette County Urban County Government. A spirit of cooperation propels the community toward its goals of excellence in education as well as economic growth. Lexington was once known as the ''Athens of the West'' because many early artists, poets, and architects settled in the region; each left a sense of his or her own style.

Geography and Climate

Located on the lush, grassy plateaus of Kentucky's central Bluegrass Country at the edge of the Cumberland Gap, Lexington is the county seat of Fayette County. The fertile 283-square-mile region is dotted with numerous small creeks that run to the nearby Kentucky River. The largest bodies of water in the area are the reservoirs of the Lexington Water Company.

Lexington has four distinct seasons, and while the region endures few extremes of weather, it is subject to unexpected changes in temperature of relatively short duration. Precipitation is fairly constant year round, with an average of three to four inches per month. September and October in Lexington are considered the most agreeable months of the year.

Area: 284 square miles (Lexington-Fayette—Lexington proper is approximately 60 square miles) (2000)

Elevation: Approximately 966 feet above sea level

Average Temperatures: January, 33.1° F; July, 76.7° F; annual average, 54.9° F

Average Annual Precipitation: 44.6 inches

History

Permanent Community Established in 1779

Pioneer Daniel Boone was one of the first white men to explore the territory known today as the Bluegrass Country. The births of the United States and the city of Lexington occurred at nearly the same moment in history. In June 1775, a small band of pioneers who were camped in the bluegrass amid buffalo and Native American trails received word of the battle of Lexington, Massachusetts, that marked the beginning of the American Revolution. In a spirit of adventure and independence, the pioneers named their campsite for the historic conflict. Development of a permanent settlement was postponed for four years when several members of the patriotic group departed to enlist in the Continental Army. Hostile natives also discouraged pioneer incursion into this wilderness. Neighboring pioneer villages were plagued by the often violent resistance of the natives and many believed this opposition was incited and encouraged by the British.

The present-day state of Kentucky was, at that time, part of the far-flung properties of Virginia, visited only by hunters, surveyors, and explorers. In 1779 a party of settlers journeyed to Lexington from nearby Harrodsburg and erected several cabins and a stockade in an effort at establishing a permanent community. In 1780 the Virginia Assembly divided its sprawling Kentucky District into three counties—Lincoln, Jefferson, and Fayette (named for the Revolutionary War hero, French General Mortier de Lafayette). The following year Lexington incorporated, became county seat of Fayette County, and was granted township status.

City Develops as Trading Center

The popular and fertile Bluegrass Country quickly attracted settlers from Virginia, North Carolina, Maryland, and Pennsylvania. Within two decades, Lexington, with eighteen hundred citizens, was the largest town in ''western America.'' A thriving community of stores, taverns, hotels, and industries grew steadily in the protective curve of the Kentucky River, and Lexington became known as a major supply center linking east to west. Stores kept their shelves stocked with goods carted overland from Philadelphia and Baltimore and paid eastern merchants with hides, skins, furs, home-made linens, beef, ham, lard, and lumber. The development of farming added whiskey, tobacco, and hemp to the list of products exported to eager merchants to the east, west, and south.

Local Horse Industry Gets Its Start

Local fascination with the breeding, rearing, training, and racing of thoroughbred horses has always been an important element of life in the Bluegrass Country. The limestone soil, rich bluegrass, and mild climate combined to make the area prime horse country. The town's first race course was established shortly after 1788, when civic leaders banned the sport on downtown streets. Thoroughbreds, trotters, and saddle horses brought from Virginia and the Carolinas joined breeding stallions from England and Arabia during the early 1800s, and another industry was launched.

In 1787, the flourishing Lexington community expanded its communication and education services. John Bradford's printing press produced the state's first newspaper, the *Kentucky Gazette.* Log cabin schools gave way to a succession of private and semi-public schools, and a group of persuasive Lexington businessmen convinced the trustees of Transylvania College to relocate from Danville. The college established law and medical departments, attracted students from throughout the South, and added immeasurably to the prestige of the frontier town.

City Falters Economically Then Rallies

The Commonwealth of Kentucky split from Virginia in 1792 and was admitted as the fifteenth state in the Union. Lexington was its temporary capital and enjoyed considerable status as a seat of higher learning and an industrial center until shortly after the turn of the century, when the success of the steamboat gave the rival city of Louisville, located on the Ohio River, a distinct advantage. Development faltered in Lexington with the rise of the river cities, and by the time railroads established a much-needed link to the Ohio River, the economic damage was already evident in the unemployment rate, the number of declared bankruptcies, and the declining population.

Lexington's civic and business leaders then began to steer the town away from its fading industrial economy and encourage an emphasis on culture and education instead. Tax dollars were diverted toward promotion and support of the arts and the growth of Transylvania University. Gradually the frontier town gained a reputation as the ''Athens of the West,'' and Transylvania was referred to by many as the ''Harvard of the West.'' A measure of Lexington's success can be seen in rival Louisville's unsuccessful attempt, during the 1830s, to lure Transylvania's medical school to that town.

Although the state officially declared itself neutral, the Civil War pitted neighbor against neighbor within Kentucky. While their traditions were southern, many political and industrial influences were of the North. During the war years the horse racing industry was suspended, but progress was made in other areas. The University of Kentucky was established at Lexington in 1865 and thrives today, attracting students, researchers, and athletes. Horse racing experienced a resurgence after the war, and as the popularity of cigarettes grew among soldiers during the Civil and World Wars, tobacco farming became a major industry in the Lexington area.

Present-Day City in Growth Spurt

Modern Lexington's economy is still firmly based in horses, cattle, burley tobacco, and of course, the academic community of the University of Kentucky. During recent times, downtown Lexington has been revitalized by a surge of growth and new development, especially in the corporate service sectors of the economy; yet, through the work of such organizations as the Lexington Downtown Development Authority, the city has been diligent in preserving its roots through renovation and preservation of many of its historic buildings and neighborhoods. Called ''the city in the park'' because of its location in the middle of hundreds of beautiful, park-like horse farms, Lexington offers a charming blend of big-city amenities and small-town friendliness. In fact, Lexington was the first city in the country to create an urban service boundary to protect the surrounding countryside. Before, after and between meeting sessions at the modern Lexington Center convention complex, visitors will find plenty to see and do. History, art, and culture are all within easy and safe walking distance and include: beautiful historic office buildings, churches, and homes; many of Lexington's finest restaurants, specialty shops and galleries; and major performance and sports arenas. The city takes pride in the fact that crimes reported in 2004 were the lowest in more than 30 years. Lexington is part of a metropolitan statistical area comprised of Bourbon, Clark, Fayette, Jessamine, Madison, Scott, and Woodford counties.

Historical Information: Lexington Historic Preservation Office, 200 East Main St., Lexington, KY 40507; telephone (606)258-3265

Population Profile

Metropolitan Area Residents

1980: 371,000
1990: 405,936
2000: 479,198
Percent change, 1990–2000: 15.2%
U.S. rank in 1980: 103rd MSA
U.S. rank in 1990: 106th MSA
U.S. rank in 2000: 85th MSA

City Residents

1980: 204,165
1990: 225,366
2000: 260,512
2003 estimate: 266,798
Percent change, 1990–2000: 7.6%
U.S. rank in 1980: 68th
U.S. rank in 1990: 70th (State rank: 2nd)
U.S. rank in 2000: 70th (State rank: 1st)

Density: 914.1 people per square mile (2000; Lexington-Fayette County)

Racial and ethnic characteristics (2000)
White: 211,120

Black or African American: 35,116
American Indian and Alaska Native: 507
Asian: 6,407
Native Hawaiian and Other Pacific Islander: 83
Hispanic or Latino (may be of any race): 8,561
Other: 4,390

Percent of residents born in state: 94.1 (2000)

Age characteristics (2000)
Population under 5 years old: 16,146
Population 5 to 9 years old: 15,711
Population 10 to 14 years old: 14,947
Population 15 to 19 years old: 18,422
Population 20 to 24 years old: 28,355
Population 25 to 34 years old: 44,542
Population 35 to 44 years old: 41,824
Population 45 to 54 years old: 34,491
Population 55 to 59 years old: 11,275
Population 60 to 64 years old: 8,625
Population 65 to 74 years old: 13,890
Population 75 to 84 years old: 9,149
Population 85 years and older: 3,135
Median age: 33.0 years

Births (2002)
Total number: 3,614

Deaths (2002)
Total number: 2,049 (of which, 22 were infants under the age of 1 year)

Money income (1999)
Per capita income: $23,109
Median household income: $39,813
Total households: 108,411

Number of households with income of . . .
less than $10,000: 11,076
$10,000 to $14,999: 7,669
$15,000 to $24,999: 15,426
$25,000 to $34,999: 13,862
$35,000 to $49,999: 17,501
$50,000 to $74,999: 20,068
$75,000 to $99,999: 10,334
$100,000 to $149,999: 7,527
$150,000 to $199,999: 2,227
$200,000 or more: 2,721

Percent of families below poverty level: 8.2% (of which 45.3% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,521

Municipal Government

On January 1, 1974, Lexington and Fayette County made Kentucky history by merging their governments into a single system. Called the Lexington-Fayette County Urban County Government, the consolidation was the result of nearly four years of study and eliminated many duplicate services as well as the need for two separate property taxes. The government is administered by the mayor and a fifteen-member legislative body.

Head Official: Mayor Teresa Isaac (D) (since 2002; current term expires 2006)

Total Number of City Employees: 3,090 (Lexington-Fayette; 2005)

City Information: City of Lexington, Government Center, 200 E. Main St., Lexington, KY 40507; telephone (859)258-3000

Economy

Major Industries and Commercial Activity

Horses are a billion-dollar industry in the Bluegrass Country. Home to more than 450 horse farms, Lexington is surrounded by the greatest concentration of thoroughbred horse farms in the world. Rich limestone soil, lush grasses, and a moderate climate combine to create an ideal spot for the raising, breeding, and training of horses. The Bluegrass Country is the birthplace of the state's native breed—the American Saddlebred—and a center for the breeding of the Standardbred.

While horse breeding is the area's big business, horse racing is probably its claim to fame. The local economy greatly benefits from tourists who come from around the world in large numbers. Keeneland Race Course and the Red Mile attract horse-lovers, experts, and gamblers from around the world. Kentucky Horse Park, a 1,032-acre park built on a former thoroughbred stud farm, is a major attraction.

Agriculture also benefits from the mineral-rich land. Kentucky is the leading producer of burley tobacco in the United States, with Lexington-Fayette County producing the largest crop. Corn, soybeans, alfalfa hay, wheat, and barley are also produced in the area, and Lexington is a major market for beef cattle as well. The Lexington metropolitan area exports more than $2.5 billion worth of goods and services annually; in addition to agricultural products, major exports include cars and printers.

The University of Kentucky, located in Lexington, is a center for educational conferences and sports attractions and is one of the Lexington area's major employers. The University provides local businesses and corporations with a ready supply of educated manpower and its considerable resources for problem solving and research. The school was established in 1865 as a flagship for agricultural research and development, and it owns 2,400 acres of land throughout the Bluegrass Country that is still used for that purpose.

But while the city and state of Kentucky fervently protect and promote the region's strong agricultural and horse-country identity, they also are making attempts to keep pace with economic trends. In the decade covering 1995 through 2005, Lexington has emerged as one of a handful of leading American cities in economic growth. *Entrepreneur* magazine recently named the city one of the top five in the southeast for small-business start-ups. *Forbes* magazine recognized Lexington as the 14th best place for business and careers in 2003; in 2004 the magazine named Lexington as the 9th best place in America for business. This reflects a concerted effort to diversify the area's economy toward more manufacturing and high-technology ventures. More than 100 major companies have located headquarters or facilities in Lexington. Toyota's multimillion-dollar assembly plant just north of Lexington employs close to 7,500 workers. Lexmark International, a *Fortune* 500 company, is the city's largest employer (6,784 people).

More than two dozen national organizations—medical, research, scholarly and business—make Lexington their home base. Industry analysts forecast continued progress for Lexington, targeting the area for both population growth and economic development into the 21st century. They predict particular strides in the areas of finance, insurance, and real estate, while community leaders continue to encourage the growth of high technology industries and planning marketing strategies to capitalize on tourism.

Items and goods produced: Paper products, air conditioning heating equipment, electric typewriters and computer printers, metal products, bourbon whiskey, industrial valves, peanut butter, furniture, feed, tobacco products, equine-related products, automobiles, construction equipment

Incentive Programs—New and Existing Companies:

Local programs—State laws exempt a broad group of commercial entities from local property taxation and limit local government taxation to a few classes of property. Commerce Lexington, the local Chamber of Commerce, provides an array of assistance to businesses thinking of starting up or relocating in greater Lexington, particularly minority-owned business through its Minority Business Development Program.

State programs—The state of Kentucky offers an extensive array of incentives for business start-up and expansion. Cities or counties may issue Industrial Revenue Bonds to finance land, buildings and machinery, and equipment and pollution control equipment. Low-interest state loans for fixed assets, Small Business Administration guaranteed loans, venture capital loans, bond financing of manufacturing plants, and state community development block grants are available under various circumstances. Both state and local property tax rates on real estate and tangible personal property remain low. Businesses are eligible for credits on annual debt service costs, start-up and annual rental costs, and recycling equipment. Credits are allowed for the hiring of persons who have been unemployed for more than 60 days. Credits are allowed for using Kentucky coal for industrial heating or processing. Major exemptions on state sales tax are available for resale items, machinery for new and expanded industry, raw material that becomes part of a manufactured product, certain supplies and industrial tools, and many other items. By way of Lexington's Foreign Trade Zone, companies may be exempt from customs duties if they meet specified criteria.

Job training programs—The Mayor's Career Resource and Training Center in Lexington offers corporate participants customized testing and assessment, pre-employment skills training, on-the-job training, entry-level skills training, skills upgrade training, and reimbursement of up to 50 percent of gross wages for the hiring of older workers. The state's employment service provides recruiting, testing, and job placement of industrial workers at no cost to employers. The Kentucky Bluegrass State Skills Corporation offers custom training of industrial worked to skill levels specified by industrial employers.

Development Projects

College basketball is a certifiable passion in Kentucky in general and Lexington in particular. Rupp Arena is home to the Kentucky Wildcats, one of the most storied basketball teams in college athletics. The arena and attached Lexington Convention Center underwent $50 million in renovations in 1999 and 2000; it also hosts major concerts, exhibitions, and other events.

Valvoline recently opened a new product development lab; the 25,000-square-foot, two-story facility cost $4.5 million.

The Lexington Downtown Development Authority announced plans in 2004 for construction of a 54-unit loft/residential development on Martin Luther King Boulevard near College Town. The non-profit group (in a joint venture with the city-county government, the University of Kentucky, and major downtown employers) also seeks to attract more people to live in downtown Lexington through a unique ''Live Where You Work'' program, which provides up to $15,000 in forgivable loans to individuals who build or reno-

vate homes in the downtown area. Additionally, planning has begun on some major road work in downtown Lexington. The Newtown Pike Extension will alleviate traffic problems and create a modern thoroughfare carrying up to 25,000 automobiles daily and affecting more than 1,400 residents and businesses in the downtown area. Construction was scheduled to begin around 2010. The newly renovated Lexington Center provides 66,000 square feet of convention space and an additional 40,000 square feet of meetings and ballrooms.

In 2004 the city announced that the Belcan Engineering Group would open a new Engineering Design Center for the Sikorsky Aircraft Corporation. The project could bring up to 300 high-tech jobs downtown by the end of 2005. The city's largest employer, the University of Kentucky, also announced plans for a significant expansion of its medical complex.

Completed major development projects included Hamburg Pavilion, a 950,000-square-foot shopping center anchored by a Target and a 20-screen movie theater, and Lexmark International's investment of $70 million for research and development, and a new building which added 700 jobs. The downtown area is experiencing a resurgence attributed to the location of new businesses, two new business parks, and a courthouse.

Economic Development Information: Greater Lexington Chamber of Commerce, 330 E. Main St., P.O. Box 1968, Lexington, KY 40588-1968; telephone (606)226-1600; fax (859)233- 3304

Commercial Shipping

Lexington's central location within Kentucky and the United States is attractive to manufacturers, distributors, and business interests. Easy access to two major interstate systems makes motor carrier service readily available. The city is within a day's drive of 75 percent of the nation's business activity. Since Toyota Motor Manufacturing chose to locate its multi award winning Camry/Avalon/Sienna manufacturing plant just 14 miles north of Lexington, the I-75/I-64 corridors have come to be known as ''America's Auto Axis,'' reflecting the profusion of automotive suppliers which have located near enough to meet just-in-time inventory requirements for the Toyota, Saturn, Nissan, Honda, Ford and Corvette plants located within the immediate area. Two railroads provide freight service to Lexington. Lexington Bluegrass Airport (LEX) is a major international hub; numerous air freight companies maintain facilities there as well. There are also full-service international airports in nearby Louisville and Cincinnati.

Labor Force and Employment Outlook

Analysts rate Lexington high on the scale of available, quality labor. The University of Kentucky and eleven other nearby accredited colleges produce an ample supply of management-level workers, a particular concern of corporate and high technology businesses seeking to locate in the Bluegrass Country. Analysts also describe the area as having an abundance of clerical, skilled, semi-skilled, and unskilled workers. According to executives at Toyota Manufacturing U.S.A., the ''bottom line [for opening its $800 million American factory near Lexington] was the Central Kentucky work force and its ethic.'' The Fayette County School system is consistently rated as one of the nation's best, and of the 75 largest cities in the United States, Lexington ranks 6th in percentage of population having completed 16 years of school. The city's Partnership for Workforce Development coordinates efforts of employers, workers, educational and training facilities; offers access to testing and assessment services; and maintains a data base of area employers' needs and workers' capabilities. In 2000 *Employment Review* placed Lexington at number 15 on its list of the 20 best places to live and work in America; deciding factors included cost of living and job opportunities among others.

The following is a summary of data regarding the Lexington-Fayette metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 275,700

Number of workers employed in . . .
construction and mining: 13,700
manufacturing: 40,700
trade, transportation, and utilities: 49,100
information: 5,900
financial activities: 11,000
professional and business services: 27,300
educational and health services: 34,800
leisure and hospitality: 27,300
other services: 10,500
government: 55,500

Average hourly earnings of production workers employed in manufacturing: $21.07

Unemployment rate: 2.8% (December 2004)

Largest employers (Lexington MSA, 2004	*Number of employees*
University of Kentucky	10,668
Toyota	7,990
Fayette County Schools	4,906
Lexmark (laser printers)	4,000
University of Kentucky Hospital	3,458
Lexington Fayette Urban County Government	3,090
Central Baptist Hospital	2,400
St. Joseph Hospital	2,000
Eastern Kentucky University	1,750
Johnson Controls	1,500

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Lexington area.

2004 (3rd Quarter) ACCRA Average House Price:$237,188

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.6 (U.S. average = 100.0)

State income tax rate: ranges from 2.0% to 6.0%

State sales tax rate: 6.0% (food, utilities, and prescription drugs are exempt)

Local income tax rate: 2.25% on wages plus 0.5% school tax

Local sales tax rate: None

Property tax rate: ranges from $.7690 to $.845 per $100 of assessed value (2004)

Economic Information: Greater Lexington Chamber of Commerce, 330 E. Main St., P.O. Box 1968, Lexington, KY 40588-1968; telephone (606)226-1600; Commonwealth of Kentucky, Cabinet for Workforce Development, Dept. for Employment Services, Frankfort KY 40621-0001

Education and Research

Elementary and Secondary Schools

Historically known as an educational center in the South, Lexington has maintained its concern with providing excellence in education. The Fayette County Public School System was established when the Lexington and Fayette County Boards of Education merged in 1967. The district is managed by a five-member elected board and an appointed superintendent. In 2005 the district was comprised of 53 schools, including two schools for applied technology and one alternative school. SRI (Scholastic Reading Inventory), STAR Math, and Commonwealth Accountability Testing (CATS) are district-administered assessment tests given to all Fayette County Public School enrollees. All elementary and select high schools in the district have English as a Second Language programs available. The Extended School Services program, a component of the Kentucky Education Reform Act of 1990, provides programs for students who need additional assistance with academic coursework; and the Kentucky Educational Technology System (KETS) was established to provide funding, standards, and procedures for connecting all classrooms in Kentucky to the Internet and to improve student achievement through the instructional use of technology.

The following is a summary of data regarding the Lexington-Fayette County public schools as of the 2004–2005 school year.

Total enrollment: 32,980

Number of facilities
elementary schools: 34
middle schools: 11
senior high schools: 5
other: 3 (2 technical schools and 1 alternative school)

Student/teacher ratio: 12.82

Teacher salaries
average: $42,748

Funding per pupil: $7,627

In addition to the public school system, Lexington has more than 12 private schools, including religious and nondenominational institutions.

Public Schools Information: Fayette County Public Schools, 701 E. Main St., Lexington, KY 40502-1699; telephone (859)381-4100

Colleges and Universities

Lexington is the home of the University of Kentucky (UK), which enrolls more than 24,000 students and was established in 1865. UK is home to 16 major colleges including schools of medicine, law, engineering, arts and sciences, and business. Lexington Community College is located on the campus of the University of Kentucky. Transylvania University is a small four-year institution affiliated with the Christian Church; it was established in 1780. Within a 40-mile radius are Eastern Kentucky University and seven other colleges: Asbury, Berea, Centre, Georgetown, Kentucky State, Midway, and Southeastern Christian Junior. Together they award undergraduate and advanced degrees in a full range of fields, including medicine, law, engineering, economics, architecture, and library science. The city is also home to two theological seminaries and several vocational and business schools.

Libraries and Research Centers

The Lexington Public Library's collection includes more than 650,000 book volumes plus magazines, films, audio and video tapes, filmstrips, microfiche and microfilm, and art reproductions. The library system includes the Central Branch on East Main St., plus five branch libraries, a full-service outreach program, and an innovative new English/Spanish Information Kiosk that allows access to library databases from a nearby Wal-Mart store. The library also houses a collection of early Kentucky newspapers and books and the Lexington Urban County Documents Collection. The Uni-

Memorial Hall at University of Kentucky was built in 1929 as a memorial to those who died in World War I.

versity of Kentucky Libraries hold more than 2.5 million book volumes and numerous special collections, including Appalachiana and government documents. Other Lexington-area libraries include those associated with academic institutions, hospitals, museums, religious organizations, and corporations. The unique Keeneland Library is devoted to thoroughbred horse racing and contains 10,000 volumes, 1,500 videocassettes, 225,000 photo negatives and nearly every edition of the Daily Racing Form dating back to 1896.

Nearly 42 of the 66 research centers in Lexington are affiliated with the University of Kentucky. They conduct research activities in such fields as life sciences, social and cultural studies, private and public policy and affairs, physical sciences, engineering, tobacco production, and multidisciplinary programs. The Kentucky Rural Health Works Program, an offshoot of the school's Agricultural College, seeks to help rural Kentucky communities make informed decisions in the development of their health facilities. The University of Kentucky Coldstream Research Campus is dedicated to the development of knowledge-based firms. Once a prominent bluegrass horse farm, Coldstream provides a synergetic research camp environment for science and technology-focused businesses, and University of Kentucky faculty, staff, and students. The Massachusetts Institute of Technology conducts research at Lexington centers in astronomy and other areas. Other subjects of research facilities include horses, asphalt, energy (particularly coal), and tobacco. The Kentucky Center for Public Issues focuses on matters of concern to the general public.

Public Library Information: Lexington Public Library, 140 E. Main St., Lexington, KY 40507-1376; telephone (859)231-5504; fax (859)231-5598

Health Care

Lexington offers a wide choice of quality medical treatment facilities to its residents. There are nine hospitals located in the city. Area facilities include several cardiac rehabilitation centers and medical research centers. The largest hospital in Lexington is the 446-bed St. Joseph Hospital, which recently added another 174 beds at its St. Joseph East campus (former facility of the Jewish Hospital). Other facilities include Charter Ridge Behavioral Health System, University of Kentucky Hospital, Samaritan Hospital, Shriners Hospital for Children, and the Veterans Administration Medical Center. Both St. Joseph and the University hospital have full-service cancer centers. The University of Kentucky Hospital is also a teaching hospital, with colleges of Dentistry, Health Sciences, Medicine, Public Health, Nursing, and Pharmacy.

Health Care Information: St. Joseph Hospital, (859)313-1000

Recreation

Sightseeing

Lexington-area residents enjoy an abundance of cultural and recreational activities and attractions. A rejuvenated downtown features Triangle Park, a 1.5-million-acre oasis of pear trees and cascading waterways; Gratz Park historic area; Victorian Square, an entire city block of restored turn-of-the-century buildings transformed into fine shops; and Dudley Square, a renovated 1800s schoolhouse with a craft center and restaurant. For strolling and browsing, the ArtsPlace is a multi-purpose arts center which houses a gallery showcasing the works of Central Kentucky artists, and is also the site of free music and dance performances.

One of Lexington's best-known attractions is Kentucky Horse Park, a 1,200-acre tribute to the animal that makes the area famous. The park features a larger-than-life-size statue of the champion racehorse Man O'War; more than 50 breeds of horses, from racing thoroughbreds to miniature ponies; twin theaters, and the International Museum of the Horse, which traces the history of horses. Special events include horse shows, rodeos, polo matches, and national competitions involving horses and their riders or trainers. In 2005 the museum will present an exhibit dedicated to the life and work of Henry Clay, famous Kentucky horseman and one of the most influential senators in U.S. history.

The Spendthrift Training Center is an operating horse farm and training facility for more than 4,000 thoroughbreds, including two Triple Crown winners. Visitors learn how horses are trained, view a multimedia film, and tour the farm itself. The Kentucky Horse Center provides tours of thoroughbred training facilities, including barns and training tracks.

Many sights in the Lexington area are points of historic interest. The Lexington History Museum (free admission), Lexington's newest attraction, is housed in the beautiful old Fayette County Courthouse (circa 1900). Inaugural exhibits include a timeline of the area's history, a photographic study of Lexington's African American community and a special display of the IBM Selectric Typewriter, once produced locally. Perryville Battlefield in nearby Perryville, Kentucky is the site of Kentucky's bloodiest, and most important, Civil War battle. The battle marked a fatal loss of the initiative for the South. Each October, the battle is re-enacted; throughout the year, living history activities with costumed interpreters are available.

Henry Clay's twenty-room mansion, Ashland, is furnished with Clay family heirlooms and set on 20 acres of woodland and formal gardens. Hopemont, the Hunt-Morgan House, is a Federal-style home built in 1814 for Kentucky's first millionaire, John Wesley Hunt; it was also the boyhood home of Lexington's first mayor, Charlton Hunt, Confederate General John Hunt Morgan, and geneticist and Nobel Prize winner Thomas Hunt Morgan. The restored house features a collection of Civil War memorabilia, early nineteenth-century paintings, a garden, and a courtyard. Built in 1802, the Mary Todd Lincoln House is the former first lady's childhood home. The Georgian-style building contains displays of personal articles that once belonged to the Todd-Lincoln families, including part of Mary's Meissen china collection. The downtown Lexington Cemetery was chartered in 1848 and features landscaped grounds, two lakes, and monuments to such Kentucky greats as statesman Henry Clay, Confederate General John Hunt Morgan, the Mary Todd Lincoln family, and author James Lane Allen. An elegant Greek Revival mansion built in 1847 is the center of the 10-acre Waveland State Shrine, named for the acres of wind-blown bluegrass that once surrounded this historical complex. The home is furnished in nineteenth-century style and is surrounded by servant's quarters, a country store, gardens, an orchard, and a craft shop. Transylvania University, founded in 1780, was the first college west of the Alleghenies and features the Old Morrison Hall, built in 1833; Patterson Cabin, built by Lexington's pioneer founder Robert Patterson and perhaps the first building constructed in Lexington; and the Mitchell Fine Arts Center, housing the Morlan Gallery and a rare collection of scientific apparatus.

Nature can be enjoyed at Lexington-area attractions such as the University of Kentucky Landscape Garden Center, a collection of plants, flowers, and herbs managed by the Horticulture and Landscape Architecture Department in the College of Agriculture. Raven Run Nature Sanctuary, a 274-acre park dedicated to the preservation of the Kentucky River Palisades, features more than 400 species of wildflowers and a 7-mile network of hiking trails. The Lexington Cemetery is nationally recognized as one of America's most beautiful arboretums and is listed in the National Register of Historic Places for landscape design.

Arts and Culture

Lexington was an acknowledged center for art and culture as early as the mid-1800s, earning the nickname ''Athens of the West.'' The commitment to culture continues today. The Lexington Arts and Cultural Council (LACC) was formed in 1989 through a merger of two former arts organizations. The LACC operates two facilities in downtown Lexington, ArtsPlace and the Downtown Arts Center, providing high quality performance space, galleries, rehearsal space and office space for nonprofit arts organizations. At these locations, the LACC organizes visual art exhibitions and performances showcasing the region's creative talent. The Council is located downtown in a renovated 1904 Beaux-Arts Classical building called ArtsPlace that originally housed the Lexington YMCA. ArtsPlace is a working center for individual and group activities in the visual and performing arts and features the juried work of Kentucky artists in its gallery, as well as free performances that range from classical music to jazz and from ballet to modern dance. The four-story building contains studios, a rehearsal and performance hall, and offices for numerous cultural groups; it is adjacent to the Lexington Opera House, where many of its organizations stage their presentations. The seasons of Lexington's performing arts groups generally run September through May; in summer, Shakespeare in the Park presents free outdoor performances.

Some of the groups housed at ArtsPlace are the Lexington Philharmonic, performing popular and classical concerts; Lexington Children's Theater, offering a full schedule of plays and dramatic workshops aimed at the younger set; the Lexington Ballet, which sponsors classic ballet performances and a dance school; and the Central Kentucky Youth Orchestra Society, Inc., which sponsors two orchestras for young musicians, as well as the Actors' Guild of Lexington. The Living Arts and Science Center, which is housed in the restored Kinkead House mansion, encourages artistic expression and learning. Cinema buffs view new and classic films at the newly renovated Italian Renaissance style Kentucky Theater.

Musical groups in Lexington include the Guitar Society of Lexington—Central Kentucky, a nonprofit arts organization that promotes and fosters awareness of the guitar as an instrument of classical music and sponsors several concerts annually; the University Artist Series, which annually sponsors a season of musical performances; and the Lexington Singers, a choral group of more than 120 singers who perform several holiday, pops, and classical concerts annually.

Lexington-area museums display a wide variety of art and artifacts. The Headley-Whitney Museum contains the unique artifacts and reflects the interests of Lexington artist George Headley. The museum consists of three buildings and features a shell grotto, a jewel room filled with miniatures fashioned from precious gems and metals, an Oriental gallery, an art library, and other changing exhibits. The Lexington Children's Museum provides interactive exhibits for children from one to twelve years old. Special galleries focus on the environment, human growth, local history, play, foreign travel, and science. At the University of Kentucky Art Museum, a collection of fourteenth- through twentieth-century European, American, African, and Pre-Columbian art is on display. Tracing the culture and development of Kentucky man from the Paleoindians to the

Shawnee, the William S. Webb Museum of Anthropology at the University of Kentucky features textiles, kinship art, and religion. The American Saddle Horse Museum at the Kentucky Horse Park offers a multimedia theater presentation and a touch-screen interactive video photo file of world champion horses. The Aviation Museum of Kentucky features restored historic aircraft.

Notable buildings in Lexington include Loundon House, a unique castellated Gothic Villa that serves as the headquarters of the Lexington Art League, and the restored Senator John Pope House, one of the last remaining examples of the work of architect Benjamin Henry Latrobe, who designed the U.S. Capitol.

Festivals and Holidays

Seasonal events in Lexington include the LexArts weekend in February; a St. Patrick's Day parade in March; a Festival of the Bluegrass in June; a week-long July Fourth celebration; a Woodland Arts Fair in August; a Roots and Heritage Festival in September; and the Southern Lights Holiday Festival in November and December, which includes a downtown Christmas Parade. Downtown Lexington hosts an annual Mayfest that features more than 100 artists, traditional Maypole dances, strolling entertainment, and tours of historic Gratz Park, where the event takes place. There are dozens of horse shows around town and at the Kentucky Horse Park throughout the year, including the Kentucky Three-Day Event in April that is the only four-star event of its kind. Touchdown Downtown takes place before and after home UK football games, providing fans transportation to and from the stadium and encouraging shopping and dining downtown. Equestrian events abound in the Lexington area, highlighted by the Blue Grass Stakes Race in April; July's Junior League Horse Show, the nation's largest outdoor saddlebred show; and Summer Yearling Sales at Keeneland, also in July. Lexington's arts calendar includes such summertime events as Festival of the Blue Grass, Shakespeare Festival, and the Woodland Arts Fair.

Sports for the Spectator

In 2001, minor-league baseball returned to Lexington for the first time in 50 years when the Lexington Legends began play at state-of-the-art Applebee's Park. The $13.5 million ballpark seats 6,000 and features more than 20 luxury suites as well as two lawn areas where fans can picnic as they watch the game. The Lexington Horsemen play at UK's Rupp Arena and were 2004 champions of the United Indoor Football league. Of course, the University of Kentucky (UK) competes in a wide variety of Division I collegiate sports. The Wildcats basketball team plays at Rupp Arena and has won more NCAA championships than any program in history and is arguably, next to horse racing, the overriding sports passion in the Bluegrass State. The UK football team also plays in the top-tier Southeastern Conference; games are played at Commonwealth Stadium. Memorial Coliseum is the site of the University of Kentucky Lady Cats games and the Transylvania Pioneers play at McAlister Auditorium.

The real sports attraction in Lexington, however, involves its famous four-legged athletes. Thoroughbreds are the champions of the Bluegrass Country, and Lexington is considered the world's horse capital. Lexington's full calendar of equestrian events includes horse shows, dressage events, racing, polo, steeplechases, fox hunting, and horse sales.

The Keeneland Race Course is the scene of fine thoroughbred racing during April and October. The highlight of the spring meet is the Blue Grass Stakes, the last major race before the Kentucky Derby (held in Louisville but simulcast and celebrated wholeheartedly in Lexington). Horse sales are scheduled four times annually in a world-famous pavilion; facilities include a private clubhouse, a grandstand that accommodates 5,000 people, and stables for 1,200 horses. Transcontinental aircraft from Greece, the United Arab Emirates, and England berth at Bluegrass Field each year while their passengers participate in the Keeneland Summer Select Sales. The beautifully landscaped course was established in 1936 on Keene family property, which was part of a 1783 land grant from patriot Patrick Henry, a cousin of the family. Steeped in the gentile tradition of the Old South, the track even provides ladies with parasols when the sun is reflecting off the copper roof.

The Red Mile Harness Track, built in 1875, is the nation's oldest active harness course. It has the reputation of being the fastest track in the world because more world records have been set at this one-mile, red clay track than at any other. Racing meets are held here in the spring, summer, and fall, with the Kentucky Futurity, the final jewel in trotting's Triple Crown, held in October. The Junior League Horse Show, the nation's largest outdoor Saddlebred show, is held at the Red Mile in July of each year. The Lexington Polo Club holds matches from June through October at the Kentucky Horse Park, and the U.S. Open Polo Championship occurs in September.

Sports for the Participant

The Lexington Area Sports Authority was established in 2002 to promote amateur sports in the area by bringing in, and supporting, quality amateur athletic events, including youth tournaments in a variety of sports and the unique Bluegrass State Games every summer.

Lexington sees its beautiful countryside as both an attraction and an enhancement to its way of life, and the city has long sought to protect and preserve green space. More than 100 parks comprising four thousand acres serve citizens and

visitors with a variety of services, facilities, and programs, including ballfields, summer playground programs, cultural activities, fitness trails, golf courses, swimming pools, and city-wide special events and contests. Special parks include McConnell Springs, a 26-acre natural pocket within an industrial area; Shillito Park, which contains softball, baseball, soccer, and football fields, tennis courts, a fitness trail with 18 exercise stations, and picnic shelters; Jacobson Park, which features a lake stocked with fish for anglers, a marina with pedalboats, a nature center, and an amphitheater; Masterson Station Park, the site of unique, comprehensive equestrian programs including clinics, lectures, and horseback riding lessons; and Raven Run Nature Sanctuary, which contains rare wildflowers, hiking trails, and picnicking facilities in a beautiful, informal setting.

Lexington's moderate climate offers plenty of incentive and opportunities for outdoor recreation, and when the temperatures dip low enough, residents can be found cross-country skiing, sledding, or ice skating in the parks and surrounding countryside. Lexington Ice Center and Sports Complex is open year-round for day and night sessions of skating lessons and hockey games. Lexington's milder climate and natural beauty makes golf an option throughout all but the coldest months. Fifteen public and semi-private courses are available to golfers, including such Pete Dye-designed layouts as Kearney Hill and Peninsula, as well as Picadome, Connemara, and High Point.

Shopping and Dining

Lexington has more than a dozen major shopping centers, including modern indoor malls that feature both large department stores and smaller specialty shops. Turfland Mall has department stores and retail shops, and Fayette Mall is the second-largest mall in Kentucky with more than 120 stores. The Shops at Lexington Center is convenient to downtown and the convention center. The city also offers plenty of boutique and specialty shopping areas. Clay Avenue Shops are a collection of stores in a former turn-of-the-century residential neighborhood. Victorian Square and Dudley Square are historic, renovated areas in the downtown with restaurants, fashions and Kentucky/Appalachian handicrafts. Chevy Chase Village is a thriving and eclectic mix of shops near the University. The Kentucky Store on Victorian Square has Kentucky souvenirs. Festival Market is a specialty food, retail, and entertainment center adjacent to Victorian Square. Also downtown are the Civic Center Shops, featuring Berea College crafts. Lexington's Farmers' Market is held every Saturday on West Vine Street and each Tuesday and Thursday at Maxwell and South Broadway, featuring fruits and vegetables, herbs, flowers, jams and jellies, honey, Kentucky specialties and more. The J. Peterman Company, based in Lexington, operates a store in the city. Lexington is legendary for antique hunters; as a writer for *The New York Times* put it, antiquing in the Bluegrass is ''a chance to unearth some great buys in American antiques and, in the bargain, enjoy some of the most beautiful rural countryside anywhere.'' There are three antique malls within the city limits, and more than 200 shops in the surrounding area.

Cuisines from around the world can be had in Lexington in myriad restaurants that range from casual to fine dining. Mid-south regional food specialties found in Lexington include the Kentucky Hot Brown sandwich, Derby Pie, catfish, country ham, southern fried chicken, spoonbread, hushpuppies, and chess pie. Some of the more popular restaurants serving up Bluegrass Fare include Café Jennifer on Woodland Ave., any of the several Ramsey's Diner restaurants around town, deShea's in Victorian Square, or Horse & Barrel right next door. For fine dining patrons visit Jonathan at Gratz Park, Metropol on West Short Street, or Le Deauville in the Historic District, among others. Lygnah's Irish Pub near the University of Kentucky campus was commended for its burgers in *Southern Living* magazine. Alfalfa's in the bottom floor of the new Downtown Arts Center has vegetarian fare.

Visitor Information: Lexington Convention and Visitor's Bureau, 301 East Vine Street, Lexington, KY 40507-1513; telephone (859)233-7299 or (800)845-3959

Convention Facilities

Lexington Center, an 11-acre downtown complex, is the city's largest convention facility. The center includes Rupp Arena, which can be configured to accommodate seating requirements ranging from 3,500 to 23,000 people. The adjacent Heritage Hall makes available 66,000 square feet of space for exhibits, meetings, performances, or assemblies; as of early 2005, an additional 20,000 square feet of meeting space was temporarily unavailable due to renovations. The Lexington Opera House is also part of the complex and is available for meeting and convention trade in addition to its full schedule of performing arts events. The Radisson Plaza and Hyatt Regency hotels are connected to the center by skywalks. They offer more than 700 guest rooms, and an additional 46,000 square feet of exhibit space adjacent to meeting rooms. Meeting space is available in several unusual and historic settings near downtown, including ArtsPlace, Bell House, and the Bodley-Bullock House. Also connected to the convention center is Triangle Park, with cascading fountains and acres of flowering pear trees. Shopping and a specialty food court are available at the Shops at Lexington Center collection.

Lexington contains more than 6,000 rooms in its 52 hotels and motels. Most of the major chains are represented and offer ballrooms, conference rooms, or meeting rooms. The city prides itself on being able to handle conventions of nearly every size and type.

Convention Information: Lexington Convention and Visitor's Bureau, 301 East Vine Street, Lexington, KY 40507-1513; telephone (800)848-1224 or (859)233-1221

Transportation

Approaching the City

Lexington's modern airport, Blue Grass Airport, is 5 miles west of the city and 10 minutes from the heart of downtown. It is served by 11 regional and national carriers, who together make about 120 direct flights daily. In 2004 the airport set a new record with 1.17 million passengers served. For those arriving by car, Lexington is conveniently located along the juncture of two interstate highways: Interstate-75 approaches from the north and south, while I-64 approaches from the east and west. Blue Grass Parkway, a four-lane toll road, provides access to western Kentucky via U.S. 60, and Mountain Parkway can be reached via I-64. Kentucky Route 4, New Circle Road—a four-lane beltway—completely encircles the city.

Traveling in the City

Lexington Transit Authority provides several transportation options to visitors and area residents, including the LexTran bus system and LexDART's dial-a-ride transit service to rural Fayette County; LexVan facilitates vanpool ridesharing for commuters. Recent improvements to LexTran made the buses wheelchair accessible and added bicycle racks. A free trolley service in the downtown area completes a circular route in twenty minutes. The city's Transit Authority created a Transit Center, which provides more than 700 handicapped-accessible parking spaces for the downtown.

Communications

Newspapers and Magazines

The *Lexington Herald-Leader* is Lexington's major daily newspaper. Several other specialty publications are based in Lexington, including *Annals of the Association of American Geographers, The Blood-Horse, Horseman and Fair World, Kentucky Kernel,* and *State Government News. Around the Town* is Lexington's entertainment and restaurant guide.

Television and Radio

ABC, NBC, CBS, and Fox all have Lexington affiliate stations, as does PBS. In addition, the region's viewers can tune in stations originating in nearby cities. The local cable television provider is Insight Communications. Thirteen public and commercial radio stations are based in Lexington and offer music, sports, and news.

Media Information: *Lexington Herald-Leader,* 100 Midland Avenue, Lexington, KY 40508-1999; telephone (606)231-3257

Lexington Online

City of Lexington home page. Available www.lfucg.com

The Downtown Lexington Corporation. Available www.downtownlex.com

Fayette County Public Schools. Available www.fayette.k12.ky.us

Greater Lexington Chamber of Commerce. Available www.lexchamber.com

Lexington Downtown Development Authority. Available www.lexingtondda.com

Lexington Herald-Leader. Available www.kentuckyconnect.com/heraldleader/index.htm

Lexington, Kentucky Convention and Visitors Bureau. Available www.visitlex.com

Lexington Public Library. Available www.lexpublib.org

Selected Bibliography

Strode, William, *Keeneland: A Half-Century of Racing* (Louisville: Harmony House Publishing/Louisville, 1986)

Walter, Jeff and Susan Miller *Insider's Guide to Lexington and Kentucky Bluegrass, 4th edition* (Globe Pequot Publishing)

Wright, John D., Jr., *Heart of the Bluegrass* (Lexington, KY: Lexington-Fayette, 1982)

Louisville

The City in Brief

Founded: 1778 (incorporated 1828)

Head Official: Mayor Jerry E. Abramson (since 2003)

City Population
1980: 298,694
1990: 269,555
2000: 256,231
2003 estimate: 248,762
Percent change, 1990–2000: −5.0%
U.S. rank in 1980: 49th
U.S. rank in 1990: 58th
U.S. rank in 2000: 69th (State rank: 1st)

Metropolitan Area Population
1980: 954,000
1990: 949,012
2000: 1,025,598
Percent change, 1990–2000: 8.1%
U.S. rank in 1980: 38th
U.S. rank in 1990: 43rd
U.S. rank in 2000: 49th

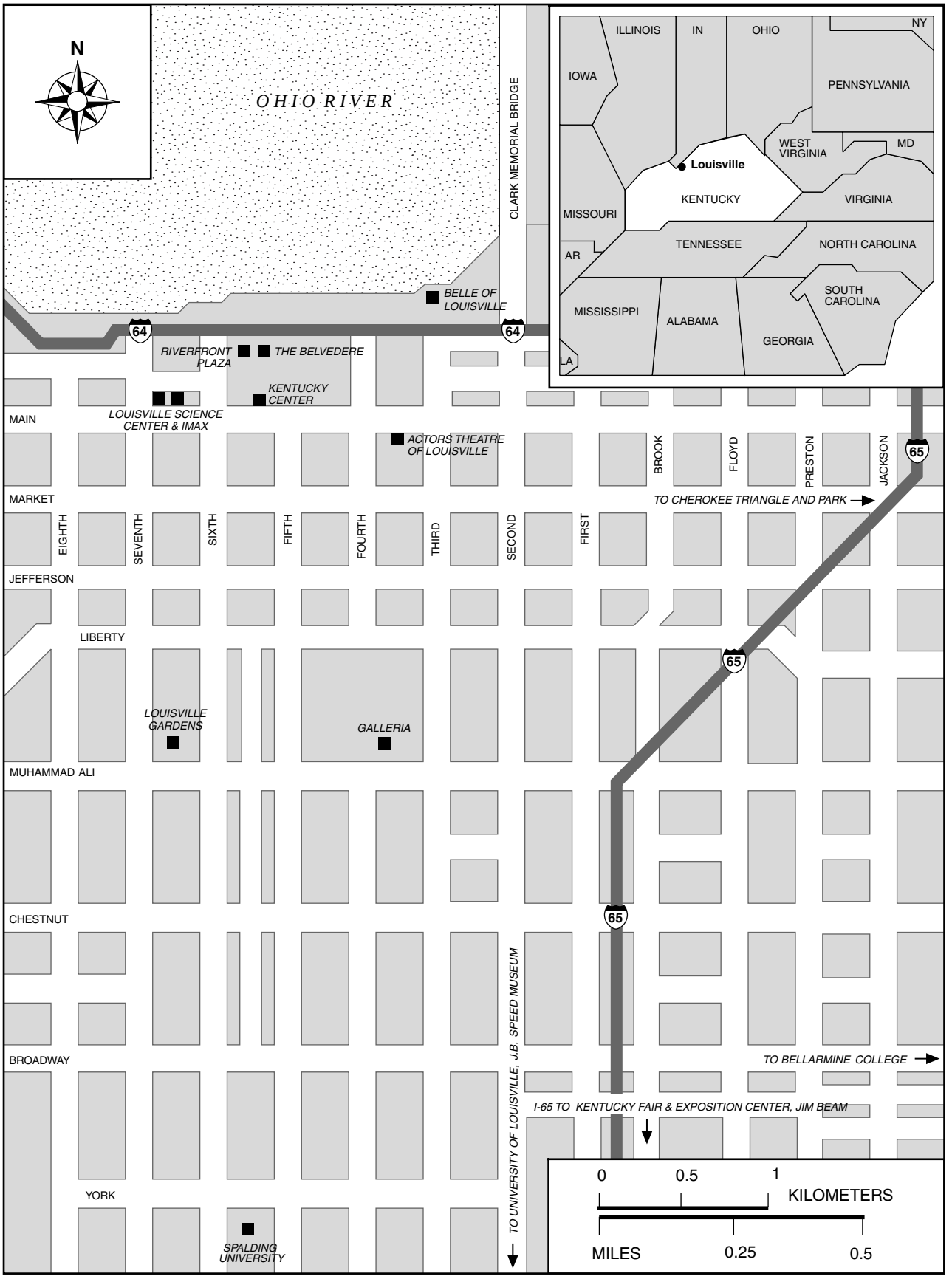
Area: 66.65 square miles (2000)
Elevation: 488 feet above sea level
Average Annual Temperature: 56.1° F
Average Annual Precipitation: 44.4 inches

Major Economic Sectors: services, wholesale and retail trade, manufacturing
Unemployment rate: 4.2% (December 2004)
Per Capita Income: $18,193 (1999)

2002 FBI Crime Index Total: 15,439

Major Colleges and Universities: University of Louisville, Bellarmine College, Spalding University

Daily Newspaper: *Courier-Journal*


N
OHIO RIVER
CLARK MEMORIAL BRIDGE
BELLE OF LOUISVILLE
64
RIVERFRONT PLAZA
THE BELVEDERE
KENTUCKY CENTER
LOUISVILLE SCIENCE CENTER & IMAX
ACTORS THEATRE OF LOUISVILLE
MAIN
MARKET
JEFFERSON
LIBERTY
MUHAMMAD ALI
CHESTNUT
BROADWAY
YORK
EIGHTH
SEVENTH
SIXTH
FIFTH
FOURTH
THIRD
SECOND
FIRST
BROOK
FLOYD
PRESTON
JACKSON
65
TO CHEROKEE TRIANGLE AND PARK
LOUISVILLE GARDENS
GALLERIA
TO BELLARMINE COLLEGE
I-65 TO KENTUCKY FAIR & EXPOSITION CENTER, JIM BEAM
TO UNIVERSITY OF LOUISVILLE, J.B. SPEED MUSEUM
SPALDING UNIVERSITY
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Introduction

Noted for the Kentucky Derby, mint juleps, and southern charm, Louisville preserves the best of the past while looking forward to the future. The city's economy is in transition, combining a reliance on traditional industries with redevelopment to attract new business enterprises. The face of the city has been changed by a downtown renaissance fueled by $2 billion in public and private investment. The metropolitan area spans seven counties in Kentucky and Indiana and boasts the advantages of both urban and rural living. Today, the city boasts a thriving art community, an affordable cost of living, eclectic neighborhoods, safe streets and a diverse population. The 2000 edition of *Places Rated Almanac* ranked Louisville the 14th-best place to live in North America. The city where for more than one hundred years the best thoroughbreds in the world have run for the roses has moved full-stride into the twenty-first century.

Geography and Climate

Louisville is located on the south bank of the Ohio River, about 377 miles above its confluence with the Mississippi River. Beargrass Creek and its south fork divide the city into two sectors with different types of topography. Louisville's eastern portion, with an elevation of 565 feet, is hilly, while the western part, lying in the flood plain of the Ohio River, is flat, with an average elevation of 465 feet. The climate is variable because of the city's position in mid-altitudes and in the interior of the continent; in both winter and summer there are hot and cold spells of brief duration. On the average, winters are moderately cold and summers are very warm.

Area: 66.65 square miles (2000)

Elevation: 488 feet above sea level

Average Temperatures: January, 31.7° F; August, 75.8° F; annual average, 56.1° F

Average Annual Precipitation: 44.4 inches

History

Canal Completion Spurs City's Development

One historian has noted that chances of a settlement being established where Louisville now stands—adjacent to the Falls of the Ohio on a plain along the Ohio River—for a long time appeared unlikely because of treacherous rapids that had forced many prospective Native American, French, and Spanish settlers to turn back. In 1773, Thomas Bullitt was sent with a small surveying party to the site to plan a town, but they remained for less than a year. Then, in 1778, Colonel George Rogers Clark, accompanied by 120 soldiers and twenty families, established the first permanent settlement on nearby Corn Island, a land mass in the Ohio River that has since been worn away by water. The following year Clark and his party moved to a fort on the mainland that served as a base for supplying Clark's expeditions into the Northwest Territory. This settlement, on the site of what is now 12th Street, was officially designated a town by the Virginia legislature in 1780 and named in honor of France's King Louis XVI for French service against the British during the American Revolution. A year later, Clark again moved his group and built Fort Nelson at the foot of present-day 7th Street.

Louisville, incorporated as a city in 1828, became an important river port because of its location on the Ohio River, a main artery for westward expansion. The economy profited greatly from the portaging of goods around the falls, but the advent of steamboats from New Orleans made it apparent that the falls were a barrier to development. In 1830 the Louisville & Portland Canal was completed, thus providing a water by-pass around the falls and opening the way for increased river traffic from Pittsburgh to New Orleans.

Cultural and Economic Growth Continues

By the mid-nineteenth century Louisville was a prosperous industrial center and had begun to thrive culturally, its citizens surprising European visitors with their sophistication and cultivated tastes. As part of the New Orleans commercial empire, Louisville attracted two new groups of people who were to make permanent contributions to the life of the city—the French from New Orleans and the Germans from Pittsburgh.

During the Civil War the city served as an important Union supply depot, but the conflicting loyalties among its residents reflected the often bitter division between pro-Union and pro-Confederate sentiments that existed throughout the state of Kentucky. After the war Louisville was forced to adjust to the collapse of the southern plantation economy; new merchandising methods were initiated and railroad links were established with other major cities in the South.

The city continued to grow, and by 1900 the population had surpassed 200,000 people. During the 1920s a building boom brought skyscrapers to Louisville's silhouette, and in 1925 an electrical power plant was constructed at the Falls of the Ohio. The city was relatively untouched by the depression, as the tobacco trade and manufacturing maintained their normal levels; federal job programs during the 1930s

helped to alleviate unemployment. In the winter of 1937, the Ohio River flooded and devastated the city, but by the summer of that same year Louisville was able to resume its usual way of life through rehabilitation loans and Red Cross assistance.

The city has recently undergone extensive redevelopment and revitalization with completion of many projects including Riverfront Plaza and Belvedere, an urban plaza overlooking the Ohio River, 4th Street Live!, Glassworks, Louisville Extreme Park and the Kentucky Center for African American Heritage. A direct link to the past has been retained with the restoration of old buildings that are being used as museums, theaters, shops, and restaurants. A challenge for the twenty-first century is to make downtown Louisville a place where people want to live and work.

Historical Information: Louisville Free Public Library, 301 W. York Street, Louisville, KY 40203; telephone (502)574-1611

Population Profile

Metropolitan Area Residents
1980: 954,000
1990: 949,012
2000: 1,025,598
Percent change, 1990–2000: 8.1%
U.S. rank in 1980: 38th
U.S. rank in 1990: 43rd
U.S. rank in 2000: 49th

City Residents
1980: 298,694
1990: 269,555
2000: 256,231
2003 estimate: 248,762
Percent change, 1990–2000: −5.0%
U.S. rank in 1980: 49th
U.S. rank in 1990: 58th
U.S. rank in 2000: 69th (State rank: 1st)

Density: 4,124.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 161,261
Black or African American: 84,586
American Indian and Alaska Native: 578
Asian: 3,705
Native Hawaiian and other Pacific Islander: 111
Hispanic or Latino (may be of any race): 4,755
Other: 1,709

Percent of residents born in state: 75.6% (2000)

Age characteristics (2000)
Population under 5 years old: 16,926
Population 5 to 9 years old: 17,359
Population 10 to 14 years old: 16,627
Population 15 to 19 years old: 17,362
Population 20 to 24 years old: 18,923
Population 25 to 34 years old: 37,541
Population 35 to 44 years old: 40,354
Population 45 to 54 years old: 33,755
Population 55 to 59 years old: 10,716
Population 60 to 64 years old: 9,211
Population 65 to 74 years old: 18,577
Population 85 years and older: 5,075
Median age: 35.8 years

Births (Jefferson County, 2000)
Total number: 9,565

Deaths (Jefferson County, 2000)
Total number: 7,158 (of which, 113 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,193
Median household income: $28,843
Total households: 111,414

Number of households with income of . . .
less than $10,000: 19,542
$10,000 to $14,999: 10,471
$15,000 to $24,999: 18,883
$25,000 to $34,999: 16,258
$35,000 to $49,999: 17,695
$50,000 to $74,999: 15,227
$75,000 to $99,999: 6,654
$100,000 to $149,999: 3,990
$150,000 to $199,999: 1,193
$200,000 or more: 1,471

Percent of families below poverty level: 21.6% (61.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,439

Municipal Government

In January 2003, Louisville became the first major metropolitan city in three decades to merge its city and county governments. The Louisville-Jefferson County Metro Government, dubbed ''Louisville Metro,'' is led by Mayor Jerry

E. Abramson and a 26-member Metro Council. Abramson is the former mayor of Louisville, in office from 1985 to 1998. Louisville Metro serves a community of approximately 700,000 people. The new government is focused on working on economic development, transportation, increasing research efforts to bring high-tech jobs to the area, land-use and workforce training.

Head Official: Mayor Jerry E. Abramson (since 2003, current term expires 2007)

Total Number of City Employees: 6,243 (2005)

City Information: Louisville Metro Hall, 527 W. Jefferson, Louisville, KY 40202-2814; telephone (502)574-2003; email mayor@louky.org

Economy

Major Industries and Commercial Activity

The geography of Louisville, specifically its river accessibility, central location, and mild climate have contributed to its importance as a center for industry and commerce. Kentucky has historically been a mining and agricultural state, but Louisville has greatly diversified its economic base in recent years. The city has traditionally been a manufacturing center for durable goods including appliances, cars and trucks. More recently, the area's economy has diversified, bringing with it more skilled and high-tech employment opportunities.

Like the rest of Kentucky, Louisville is undergoing a new era of economic development, with the public and private sectors working together to attract new industries while retaining existing businesses. In 2003, *Entrepeneur* magazine ranked Louisville #1 for ''Best City for Small Business Growth.'' The same magazine also ranked the city #15 nationally and 2nd in the Midwest in a list of the ''Top 25 Best Cities for Entrepreneurs.''

The Louisville area is headquarters to some of the nation's top companies, including *Fortune* 500 companies Yum! Brands Inc., which includes KFC (formerly Kentucky Fried Chicken), Kindred Healthcare and Humana Inc. One of the better-known industries based in Louisville is Hillerich & Bradsby, makers of the famous ''Louisville Slugger'' baseball bat. The headquarters for Presbyterian Church (USA) and the American Printing House for the Blind, the official source of texts for the visually impaired, are also in the city. Ford Motor Co. has two plants in the area that produce the Explorer, Sport Trac, Mountaineer, commercial light trucks, and F-series pick-ups. Manufacturing plants for GE Consumer Products and Swift & Co. are also located in Louisville. Companies new to the area since 2000 are Charter Communications (cable TV), Gordon Foods, Linens n Things, and Reynolds/Alcoa.

The services sector is the leading economic sector in the region. In Greater Louisville, nearly 14,000 facilities employed 234,000 workers in 2001. Tourism leads the region's service industries; approximately 26,000 of these jobs are generated by the tourism industry in Jefferson County. Travelers spend nearly $1.2 billion a year in the county, and more than 880,000 convention delegates visited Louisville in 2000-2001. Greater Louisville is also an important center for local, state, and federal government agencies, which employ more than 71,000 area residents. The Kentucky Air National Guard and Army National Guard are headquartered at the Louisville International Airport's Standiford field; the U.S. Defense Department operates the Defense Mapping Agency and a veteran's hospital in the area; and the U.S. Corp of Engineers maintains the McAlpine Locks and Dam.

Items and goods produced: chemicals, automobiles, machinery, electrical appliances, processed foods, published materials, farm tools, aluminum, industrial machinery, lumber, timber products, baked goods, office products

Incentive Programs—New and Existing Companies

Local programs—Greater Louisville Inc. is the agency responsible for working with new and existing businesses to create new jobs and capital investment in Louisville. It was formed by the merger of the Greater Louisville Economic Development Partnership and the Louisville Chamber of Commerce. A $3 million grant from the U.S. Department of Labor, Employment and Training Administration in 2002 is providing support to Greater Louisville Inc. for the recruitment and training of healthcare workers. The award became known as the Kentuckiana Healthcare Workforce Initiative. In addition to low taxes and low costs of doing business, Louisville offers a variety of financial incentives. Among them are the Louisville Metro Manufacturing Tax Moratorium which offers new or expanding manufacturing operations a five-year moratorium on all assessed property and real estate taxes. The Louisville Metro Brownfields Loan Program provides financing for economic development in older industrial areas of the city. Greater Louisville's Foreign Trade Zone is located within Clark Maritime Center, Eastpoint Business Center, Jefferson Riverport International and the Greater Louisville Technological Park.

State programs—The following incentives are available: Kentucky Jobs Development Act, Kentucky Industrial Development Act, low interest loans, industrial revenue bonds, community development block grants, enterprise zone, foreign trade zone, Bluegrass State Skills Corporation, job recruitment and placement, and Indiana incentives.

Job training programs—The unique partnership of the University of Louisville, Jefferson Community College, Jefferson Technical College and UPS established the Metropolitan College. The College addresses workforce needs by providing special curricula and work-friendly class schedules that cater to the needs of college students who work at night, enabling them to study for technical certifications, two-year, or four-year degrees. The Bluegrass State Skills Corporation (BSSC) provides training grants and investment credits for job training projects.

Development Projects

In 2001 a $121 million, two-phase plan was unveiled for major construction and renovations at one of the area's biggest attractions, Churchill Downs. With Phase One construction finished by 2003, part of the changes included more seating, new viewing suites, a new club and meeting space, renovation of the first floor grandstand, and new elevators. Phase Two of the construction, underway in early 2005, includes modernization of the clubhouse, installation of lights around the track, new restaurant and entertainment areas, and a year-round satellite wagering facility with seating. Phase Two is expected to be completed by the 2005 Kentucky Derby, held on the first Saturday in May.

Construction and revitalization activity in Louisville was brisk in the mid-2000s. Recent development in the city includes the Southeastern Christian Church with its $31 million, 294,100-square-foot Worship Center, a seven-story, nearly circular-shaped structure featuring white precast concrete exterior wall panels and a copper-colored roof. The Louisville Extreme Park is a public skatepark owned and operated by Metro Louisville. Opened to the public in 2002, the park features a 24-foot full pipe, 40,000 square feet of outdoor concrete skating surface and a wooden vertical ramp for skateboarders, inline skaters, and bikers. Glassworks, an eight-story historic building in downtown Louisville, has been converted into 41 loft apartments, office and commercial space, an artglass studio and restaurant. The new 4th Street Live! is a $75 million redevelopment of the former antiquated Louisville Galleria in the heart of downtown. Opened in 2004, the refurbished entertainment and retail district offers restaurants, bars, nightclubs, a comedy club, and live music, as well as a food court and a half dozen retail shops.

Louisville also has several development projects on the drawing board or in the first stages of completion. The Kentucky Center for African American Heritage project encompasses the renovation of four historic trolley barns as a center for the telling of the story of African Americans in Kentucky. The Center, scheduled for completion in March 2005 in the historic Russell district of Louisville, houses a museum, research center, artists' studio, sculpture garden and shops. Also scheduled to open in spring 2005 is the Muhammed Ali Center, a museum dedicated to the ideals of Muhammed Ali. Exhibits showcase his biography and other Center features include educational classrooms, theater, auditorium, exhibits gallery, library, shops, and a cafe. The Louisville Medical Center Development Corporation, created to capitalize on the economic development opportunities in the Medical Center, has plans to add to its three research park facilities which currently house life science, medical device, and health care technology companies. The planned expansion includes 700,000 square feet of wet lab and office space. Two new office/warehouse facilities will be built at Freeport Center at Riverport, about 10 miles outside Louisville's central business district in a thriving part of town. Park DuValle is a new $180 million revitalization project scheduled for completion in 2008. This development will restore a 125-acre urban neighborhood and feature 450 homes, 600 apartments, schools, parks, a health center, shops, and churches.

Economic Development Information: Greater Louisville Inc., 614 West Main Street, Louisville, KY 40202; telephone (502)625-0000. Kentucky Cabinet For Economic Development, 500 Mero Street, Capital Plaza Tower, Frankfort KY 40601; telephone (502)564-7140; (800)626-2930. Louisville Metro Development Authority, 444 South Fifth Street, Suite 600, Louisville, KY 40202; telephone (502)574-4140; fax (502)574-4143.

Commercial Shipping

Louisville's economy is served by 40 motor carriers and Louisville is home to CSX and Norfolk Southern Railroad systems that connect the city with major markets in the United States, Canada, and Mexico. Louisville is the international air-freight hub for United Parcel Service; UPS Worldport handles the twelfth-largest amount of cargo tonnage in the world and offers next-day air service to 200 markets, including China, the Far East, Europe and Russia. The Louisville International Airport handles 3.6 billion tons of cargo annually. Another important component in the local economy is the Port of Louisville, which handles an average of seven million tons of cargo yearly.

Labor Force and Employment Outlook

Louisville boasts a steadily growing number of workers. Between 1990 and 2000, Greater Louisville added more than 160,000 net jobs, the greatest growth in the area's history, according to *The Louisville Labor Force 2003* report by the University of Louisville. The employment rate grew 13 percent during this period, compared to an 11 percent growth nationally. A key element in this job picture is the growth in female employment. While the male employment rate in the area has seen little change since 1980, the female employment rate has risen 12 percent. Also contributing to the increasingly attractive employment outlook

is the growth in the area's population. Despite a twenty-year trend of low birth rates and high mortality rates, the Louisville metropolitan area population began to reverse its declines through migration to the area in the 1990s. By the new millenium, its population grew almost as fast as the nation as a whole.

Louisville's workforce continues to suffer from a lack of educational attainment, especially compared to competitive markets. Its low rate of college attainment translates into relatively low earnings for workers. But Louisville has seen an improvement in the higher education of its young adult population in recent years. In the decade 1990 to 2000, young people aged 25 to 34 completing college increased from 20 percent to 27 percent.

The following is a summary of data regarding the Louisville metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 561,400

Number of workers employed in . . .
mining and construction: 29,300
manufacturing: 72,100
transportation, communication, and utilities: 123,500
information: 11,100
financial activities: 37,400
professional and business services: 62,900
educational and health services: 70,700
leisure and hospitality: 107,100
other services: 30,300
government: 70,800

Average hourly earnings of production workers employed in manufacturing: $19.66

Unemployment rate: 4.2% (December 2004)

Largest private-sector employers (2004)	*Number of employees*
United Parcel Service	17,206
Ford Motor Company	9,903
Norton Healthcare	7,850
Jewish Hospital Healthcare Services	5,450
GE Consumer Products	5,200
The Kroger Company	4,960
Humana Inc.	4,889
Catholic Archdiocese of Louisville	2,468
Baptist Hospital East	2,308
Caritas Health Services	2,147

Cost of Living

Costs are lower than might be expected in a metropolitan area of Louisville's size, due in part to the fact that the population is spread out over seven largely rural counties in Kentucky and Indiana.

The following is a summary of data regarding several key cost of living factors for the Louisville area.

2004 (3rd Quarter) ACCRA Average House Price:$203,091

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.9 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 6.0%

State sales tax rate: 6.0% (groceries, medicines, and utility bills are exempt)

Local income tax rate: Averages 1.75%

Local sales tax rate: None

Property tax rate: Taxable property is assessed at 100% of the fair cash value of the property held on January 1. Rates per $100 of assessed valuation in 2003: State, $0.133; Jefferson County, $0.128; City of Louisville, $.3764; Jefferson County Schools, $0.5760.

Economic Information: Greater Louisville Inc., 614 West Main Street, Louisville, KY 40202; telephone (502)625-0000. Commonwealth of Kentucky, Department of Workforce Investment, Capital Plaza Tower, 500 Metro St., Frankfort, KY 40621-0001; telephone (502)564-6606.

Education and Research

Elementary and Secondary Schools

The public elementary and secondary schools in Louisville are part of a county-wide district operated by the Jefferson County Board of Education. The school system offers students a variety of optional programs including advanced programs for gifted students; career/technological programs for middle school students; magnet programs; strict, traditional school curriculums; trade schools; Learning Choice schools offering specialized instructional areas; and special programs for handicapped students. The Jefferson County Public School System has been recognized for its outstanding availability of technology for students. The county is home to the Gheens Professional Development Academy, a national model for teacher training. The SAT scores of county students are consistently higher than the national average. Eighty-one percent of county teachers have attained at least a master's degree. Student attendance rate was 93.8 in the 2003-2004 school year.

The following is a summary of data regarding Jefferson County's public schools as of the 2003–2004 school year.

Total enrollment: 97,000

Number of facilities
elementary schools: 87
junior high/middle schools: 23
senior high schools: 20
other: 23 learning centers

Student/teacher ratio: 17:1

Teacher salaries
average: $41,000

Funding per pupil: $5,463

Also operating in the area are Catholic and Christian schools, Academy for Individual Excellence, Louisville Collegiate School, Kentucky Country Day School, Summit Academy of Greater Louisville, The DePaul School, Walden School, and Waldorf School of Louisville.

Public Schools Information: Jefferson County Public Schools Administrative Offices, VanHoose Education Center, 3332 Newburg Rd., PO Box 34020, Louisville, KY 40232; telephone (502)485-3357

Colleges and Universities

Louisville has three major institutions of higher learning: the University of Louisville, Bellarmine College, and Spalding University. The University of Louisville offers Ph.D.'s in 23 areas, including engineering (its Speed School of Engineering is nationally known), medicine, dentistry, law, and education. Bellarmine College offers master of arts degrees in social and business administration, education, and nursing, in addition to 44 undergraduate degrees. Spalding University offers extensive programs for the part-time student. In the Greater Louisville region are located 20 institutions of higher learning.

Libraries and Research Centers

The main branch of the Louisville Free Public Library is located downtown, with 16 other branches and two bookmobiles throughout the metropolitan area. The library, which was founded in 1816, houses periodicals, films, records, art reproductions, government documents, and a Kentucky History and Kentucky Author Collection. It is a Federal Depository library for government documents. An even larger number of volumes is stored at the University of Louisville Libraries, home to more than 1.9 million books and special collections on Astronomy, Mathematics, and Irish Literature.

More than 30 research centers are located in Louisville; some are affiliated with local colleges and hospitals, and others concentrate on such fields as genealogy, health, engineering, law, crime prevention, and alcoholic beverage production. The Donald E. Baxter, M.D. Biomedical Research Building is part of the University of Louisville School of Medicine and one of the cornerstones for attracting new research scientists to its Health Sciences Center. Construction of a companion to the Baxter Research Building is now underway. The University's transplantation research program received international acclaim when it performed the second successful hand transplant in the world.

Public Library Information: Louisville Free Public Library, 301 York St., Louisville, KY 40203-2257; telephone (502)574-1611

Health Care

Greater Louisville offers world-class medical facilities; the health care industry employs more than 45,000 people, many of whom work in downtown Louisville's medical center, hospitals, and related facilities close to the University of Louisville School of Medicine. Health care costs remain below the national average, and the city was one of the first in the nation to guarantee health care for the indigent. Major area medical facilities are Baptist Hospital East, affiliated with Duke Comprehensive Cancer Center; Caritas Medical Center, offering advanced treatment in cancer, pain management diabetes, and cardiopulmonary services; Floyd Memorial Hospital and Health Services in New Albany, Indiana, which has the area's only full-service urologic center; Jewish Hospital, internationally known as a high-technology specialty center; Norton Health Care, with five locations in Louisville offering a Women's Pavilion and centers for spine, neuroscience, and cancer treatment and advanced orthopedics as well as Kosair Children's Hospital; Tri-County Baptist Hospital; University of Louisville Hospital, featuring the area's only Level I trauma center and bone-marrow transplant unit; Vencor Hospital, which treats medically complex, chronically ill patients; and Veterans Affairs Medical Center.

Health Care Information: Jefferson County Medical Society, 101 South Chestnut St., Louisville, Ky 40202; telephone and fax (502)589-2001.

Recreation

Sightseeing

Louisville offers a variety of recreational activities, from a leisurely steamboat excursion on the Ohio River to a fun-filled day at a theme park. The city's most famous attraction is Churchill Downs, the site of the Kentucky Derby, held

annually on the first Saturday in May. With a grandstand featuring trademark twin Edwardian spires, the track was established in 1874, and the first Derby was run the following year. Another of the area's most popular attractions is Six Flags Kentucky Kingdom, a family adventure theme park featuring Chang, the tallest, longest, fastest stand-up roller coaster in the world.

The city retains a flavor of the past with its historic Main Street, a restored district that features the second-largest collection of cast-iron buildings in the United States (only New York City has more). Many homes have also been restored; regular tours are offered to visitors who wish to experience a taste of life as it was in the eighteenth and nineteenth centuries. Among the most popular residences are Locust Grove, the last home of Louisville founder George Rogers Clark; Farnsley-Moreman Landing, a nineteenth-century Kentucky ''I'' house with a two-story Greek Revival portico; the Farmington Historic Site, which features octagonal rooms; the Brennan House, the last remaining private home in downtown Louisville; the Culbertson mansion, an example of Second Empire architecture; and the Whitehall House and Gardens, a classic Revival antebellum mansion on ten acres. The Thomas Edison Butchertown House/Museum, a shotgun cottage, contains a collection of Edison inventions. Tours are available at the 1871 Spalding University Mansion and at Conrad-Caldwell House, a completely renovated 1895 home in ''Old Louisville,'' a neighborhood of elegant nineteenth-century mansions. The Filson Historic Society is headquartered in a 1900s home and features artifacts, manuscripts, portraiture, special collections, and a library for historical and genealogical research. The Kentucky Center for African-American Heritage tells the story of African-Americans in Kentucky. The Zachary Taylor National Cemetery and Monument honors the dead of many wars, and the Cave Hill Cemetery and Arboretum is a historic 297-acre cemetery and botanical garden.

Nature lovers can visit the Louisville Zoo, which displays more than 1,300 animals in a 73-acre park-like setting. Twelve western lowland gorillas are on display at the zoo's popular Gorilla Forest habitat. The Louisville Nature Center is an urban oasis where visitors can enjoy more than 150 species of birds, wild animals and flower-decked trails. Buffalo Crossing is a working buffalo ranch in Shelbyville, complete with pony rides, a petting zoo, playground and restaurant.

Several local industries provide tours of their facilities. Among them are Jim Beam American Outpost, located about 25 miles south of the city; Hillerich & Bradsby, makers of the Louisville Slugger baseball bat; Philip Morris, one of the largest cigarette companies under one roof; and Louisville Stoneware Company, where visitors can paint their own pottery. American Printing House for the Blind and Callahan Museum, which creates products and services for the blind and visually impaired, offers plant and museum tours. Gray Line specializes in bus tours of the city. Horse-drawn carriages ride past historical sites, and public excursions on the Ohio River aboard the *Belle of Louisville, Spirit of Jefferson,*and *Star of Louisville* can also be arranged.

Caesar's Glory of Rome riverboat casino in Elizabeth, Indiana, provides gambling entertainment just across the Ohio River from Louisville. The complex includes a 503-room hotel, a 200,000-square-foot pavilion with a sports and entertainment coliseum seating 1,500 people, three restaurants, a retail shopping area, and an 18-hole golf course called Chariot Run designed by architect Arthur Hills.

Arts and Culture

The performing and visual arts flourish in Louisville, the first city to create a community fund for the arts. The Kentucky Center has four theaters that stage a variety of performances ranging from symphony, opera, and ballet to children's theater, a Broadway series, and country music.

Louisville's historic Water Tower is the home of Louisville Visual Art Association, a nonprofit, artist-oriented organization dedicated to the creation and appreciation of visual art in all media. The center offers free art classes for talented elementary and high school students; it also hosts year-round exhibitions and special events such as jazz concerts and the Boat Race Party during Derby Week. The new Glassworks galleries feature artists from around the world, as well as glass blowing workshops and classes.

Louisville is also home to theater groups, a symphony orchestra, an opera and a ballet company. Housed in a historic landmark built in 1837, the Tony-Award-winning Actor's Theatre of Louisville is internationally known for the annual Humana Festival of New American Plays, one of the world's most important showcases for aspiring playwrights; other theater groups include Kentucky Shakespeare Festival, Bunbury Theatre, Music Theatre Louisville which performs at Iroquois Amphitheater, the Kentucky Contemporary Theatre at Spalding University, and the Derby Dinner Playhouse in Clarksville, Indiana. Stage One: The Louisville Children's Theatre offers professional productions throughout the year at The Kentucky Center. The Louisville Orchestra offers five concert series. The Louisville Ballet offers a full subscription season of classical and contemporary dance, including performances of *The Nutcracker.* The Kentucky Opera has produced operas in Louisville since 1952.

The museums and galleries of Louisville highlight much that is unique to the city and the region. For example, the Kentucky Derby Museum is the world's largest equine museum, offering hands-on computerized simulated racing, a 360-degree audio-visual presentation about the Kentucky Derby, and a live thoroughbred exhibit. The Howard Steam-

Churchill Downs is one of two horse racing tracks in the city.

boat Museum—the only museum of its kind in the United States—displays models of famous steamboats, tools, pilot wheels, and pictures. Located on the University of Louisville campus, J. B. Speed Art Museum is Kentucky's oldest; it houses collections of traditional and contemporary art and sculpture. The Louisville Slugger Museum showcases the famous bat and the history of the family that created it. Other local museums include the Eisenburg Museum; the Filson Club, which houses one of the nation's finest historical libraries; The Frazier Historical Arms Museum; and the Col. Harland Sanders Museum located at the KFC headquarters.

Among the museums dedicated to science and technology are Louisville Science Center, formerly the Museum of History and Science, which features hands-on exhibits and an aerospace collection as well as an IMAX theater. The Portland Museum features a light and sound show that carries viewers back to nineteenth-century Louisville. Located on the University's Belknap campus, Gheens Science Hall and the Rauch Memorial Planetarium offer multimedia astronomy presentations.

Festivals and Holidays

Louisville's major annual events calendar is full, beginning in February with the National Farm Machinery Show and Tractor Pull Championships, the nation's most popular and best-attended function of its kind. In April and May the city hosts the Kentucky Derby Festival offering 70 events. Held in conjunction with the running of the Kentucky Derby, it is one of the country's largest civic celebrations. The Great Steamboat Race and the Great Balloon Race are two of the more popular Derby events. The Cherokee Art Fair also occurs in April. May is the month for the Kentucky Reggae Festival.

The Greek Festival, Waterside Festival and Street Ball Showdown kick off the summer festivals and events in June. Taking place during the summer months is one of the oldest Shakespeare festivals in the nation, Shakespeare in Central Park. July brings the Operation/Coca-Cola Volleyball Classic, the Kentucky Music Weekend and the Waterfront Independence Festival celebration of the Fourth of July. The National Street Rod Association attracts more than 11,000 cars to the world's largest automotive participation event. The Kentucky State Fair runs for 10 days beginning in mid-August. The Strassenfest celebrating Louisville's German heritage and the World Championship Horse Show round out the summer activities.

September opens with the Bluegrass Festival of the United States, the country's largest free bluegrass music event featuring top-name bands. In mid-September is the Corn Island Storytelling Festival, the largest event of its kind in the United States. The Rock the Water Tower, Irish Family Festival and the Captain's Quarters Regatta are also held this month. October is the month for the St. James Court Art Show, the Bluegrass Fan Festival and the Lewis and Clark Ohio River Festival. The year ends with Christmas in the City, a Victorian Christmas celebration involving street vendors, carolers, and house tours. The Mayor's Midnight Special on New Year's eve is an outdoor family party.

Sports for the Spectator

Louisville's best-known sporting event is the Kentucky Derby. For racing fans, Louisville offers two horse-racing tracks, Churchill Downs (for thoroughbred racing) and Louisville Downs (for harness racing). Churchill Downs' spring racing dates are April through June; fall racing takes place in October and November. Louisville Downs features nighttime races in early spring, summer, and fall. Auto races are held at the Louisville Motor Speedway.

Louisville's $26 million, 13,000-seat Louisville Slugger Field is home to the RiverBats (formerly the Redbirds), a Triple-A affiliate of the Cincinnati Reds. Slugger Field was named the 2004 Professional Baseball Field of the Year by the Sports Turf Managers Association for the second time in three years. The Louisville Fire is the city's Arena Football League team. The University of Louisville fields highly regarded football and basketball teams; the Cardinals play football at Papa John's Cardinal Stadium.

Sports for the Participant

The Louisville park system maintains 11 urban parks, including four designed by Frederick Law Olmsted. These public parks contain more than 200 tennis courts, four 18-hole golf courses, five nine-hole golf courses, and 15 swimming pools. Twenty lakes in nine parks in the metropolitan area are stocked for fishing. Five parks located along the Ohio River provide access to river fishing. Water sports are also a favorite pastime on the river during the summer. The new Louisville Extreme Park offers skateboarding, in-line skating and biking on 40,000 square feet of concrete surface. Bicycling is a popular sport in Kentucky, and each fall the Louisville Wheelmen sponsor My Old Kentucky Home Bicycle Tour, a two-day event that draws more than 400 cyclists. Ice skating is another favorite sport; enthusiasts skate at the Alpine Ice Arena and the outdoor rink on the Belvedere downtown.

Shopping and Dining

Louisville offers a wide variety of retail establishments in more than 100 shopping centers, including enclosed malls and several neighborhood shopping areas. Starks Court atrium includes more than 30 distinctive retail shops and restaurants in the heart of downtown. The Forum Center is home to some of Louisville's most exclusive shops and Oxmoor Center features 110 specialty stores and three department stores. Jefferson Mall is a regional shopping center located near the

airport. The Summit on the East End is one of Louisville's newest open air shopping centers. For outlet shoppers, Factory Stores of America is located in nearby Georgetown. In addition to the malls, many neighborhoods and individual streets have become meccas for shoppers. Main and Market Streets between 5th and 9th is the primary downtown shopping area. Antique shops, galleries and unique boutiques are plentiful in the Bardstown Road, Frankfort Avenue areas, and Chenoweth Lane in St. Matthews.

Dining in one of the city's restaurants can range from a casual meal at a fast-food establishment or a family treat at an ethnic cafe to an elegant event at a gourmet restaurant. Foods that have made Louisville famous are burgoo, originally a game stew made with squirrel, venison, or opossum—but now more likely to contain a blend of pork, beef, mutton, and chicken—in a spicy tomato sauce with a mixture of vegetables that might include cabbage, peppers, and potatoes; the Hot Brown, a layered sandwich of country ham, turkey, bacon, tomatoes, and cheese served bubbling hot; and the Benedictine, a delicate sandwich incorporating cream cheese and chopped cucumber.

Visitor Information: Greater Louisville Convention and Visitors Bureau, 401 W. Main St., Suite 2300, Louisville, KY 40202; telephone (502)584-2121, (800)626-5646

Convention Facilities

Louisville's largest meeting facility is the Kentucky International Convention Center, expanded and renovated at a cost of $72 million. The expansion part of the project increased the facility's exhibit space to 200,000 square feet and added a 360-seat theater and a 30,000-square-foot ballroom. The center is located in the heart of downtown and connected by skywalks to the Hyatt Regency Hotel and two parking garages. This exposition center hosts conventions, trade, civic, and entertainment events. Another downtown facility is the all-purpose Louisville Gardens, located in the shopping district. The Gardens can accommodate groups ranging from 100 to 7,000 people.

The Convention Center's sister facility, the Kentucky Fair and Exposition Center, is located just two minutes from Louisville International Airport. It is one of the world's largest multipurpose buildings on one floor. Offering 30 acres and 1 million square feet of space, together with paved parking for 1,200 cars, it is within easy driving distance of hotels and motels. Its indoor arena, Freedom Hall, seats 19,000 people. The six-building complex hosts more than 500 events and four million people each year. Its multipurpose building, Broadbent Arena, is the site of tractor pulls, basketball tournaments, and graduation ceremonies. The Hilton Garden hotel recently opened there.

Unique meeting space is available on the recently renovated *Belle of Louisville,* a 1914 paddlewheel steamboat; the *Belle* hosts receptions for up to 800 people or seated dinners for up to 308 people from April through October. *Spirit of Jefferson,* a sternwheeler excursion boat, also hosts chartered cruises and features two indoor climate-controlled decks. The Speed Art Museum accommodates groups of up to 1,000 people for receptions and 300 people for banquets after six p.m. except Mondays and Thursdays.

Hotel space in Louisville is plentiful—approximately 17,000 rooms are available in the metropolitan area. More than 3,000 hotel rooms are located downtown, with most within walking distance of the Kentucky International Convention Center. The Marriott Louisville Downtown, which opened in March 2005 adjacent to the Convention Center, boasts 616 rooms and 50,000 square feet of meeting space. It is connected to the Convention Center via an enclosed pedestrian walkway. Other downtown properties include the 1,300-room Galt House Hotel, the 388-room Hyatt Regency Louisville, the 321-room Seelbach Hilton, the 298-room Camberley Brown Hotel, the 287-room Holiday Inn Louisville Downtown, the 182-room Doubletree Club Louisville-Downtown, and the 160-room Courtyard by Marriott Louisville Downtown. The dual appeal of a vital urban climate steeped in history makes Louisville an ideal place for large and small meetings.

Convention Information: Greater Louisville Convention and Visitors Bureau, 401 W. Main St., Suite 2300, Louisville, KY 40202; telephone (502)584-2121, (800)626-5646

Transportation

Approaching the City

Louisville International Airport is located fifteen minutes from downtown and enjoys easy access to interstate highways. It is served by 10 passenger airlines and a commuter line and offers nearly 100 flights daily. The airport terminal recently underwent a $41 million upgrade to its facility, including new restroom facilities, security enhancements, smoking lounge, and business center, plus additional gates and improved signage. A new Wyndham Airport hotel connected to the terminal is slated for completion in 2006. A second, smaller airport at Bowman Field provides a variety of local and state aviation services.

Louisville is at the center of three major interstates: Interstate 65 from the north or south, Interstate 64 from the east

or west and Interstate 71 from the northeast. U.S. Highway 60 (Broadway) intersects the city east and west.

Traveling in the City

Louisville is laid out on a grid pattern slightly tilted on the east-west axis. Broadway (U.S. 60) divides the city north from south, and Second Street divides east from west.

The Transit Authority of River City (TARC) provides the city's bus-based mass transit system. The service area covers the Louisville metropolitan area as well as Jefferson, Oldham and Bullitt Counties; it also includes Floyd and Clark Counties in Southern Indiana, with the state of Indiana contributing to TARC's funding.

Communications

Newspapers and Magazines

Louisville's major daily newspaper is the *Courier-Journal* (morning). *The Voice Tribune* is a weekly business newspaper. *Louisville Business First* and a number of special-interest magazines are also based in Louisville, including the weekly *Leo,The Louisville Defender,Snitch,*the annual *Kentucky Travel Guide,* and the monthly lifestyle publication *Louisville Magazine.* Other publications serve readers involved in the building trades, agriculture, computers, and religion.

Television and Radio

Louisville is served by eight television stations. Fourteen radio stations (eight AM and six FM) broadcast a variety of musical formats plus news and talk.

Media Information: *Louisville Courier-Journal,* telephone (502)582-4011

Louisville Online

City of Louisville Home Page. Available www.louky.org/main.htm

Greater Louisville Convention and Visitors Bureau. Available www.louisville-visitors.com

Greater Louisville Inc. Available www.greaterlouisville.com

Jefferson County Public Schools. Available www.jefferson.k12.ky.us

Louisville Free Public Library. Available www.lfpl.org

Metro Chamber of Commerce. Available www.greaterlouisville.com

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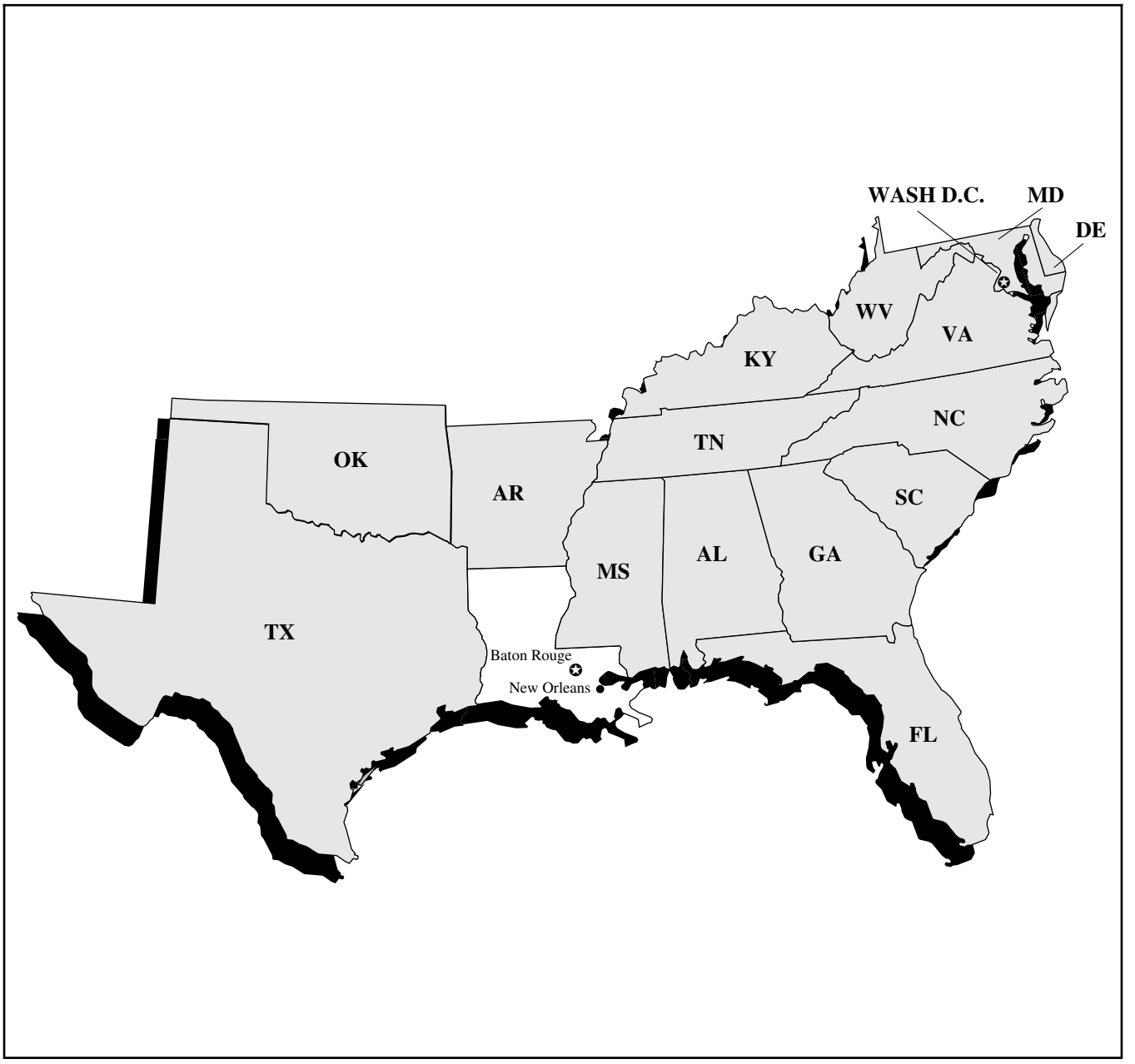
LOUISIANA

Baton Rouge 277
New Orleans 289



The State in Brief

Nickname: Pelican State
Motto: Union, justice, and confidence

Flower: Magnolia
Bird: Eastern brown pelican

Area: 51,839.7 square miles (2000; U.S. rank: 31st)
Elevation: Ranges from eight feet below sea level to 535 feet above sea level
Climate: Subtropical and humid, with long, hot summers and short, mild winters

Admitted to Union: April 30, 1812
Capital: Baton Rouge
Head Official: Governor Kathleen Blanco (D) (until 2008)

Population
- **1980:** 4,206,000
- **1990:** 4,220,164
- **2000:** 4,468,976
- **2004 estimate:** 4,515,770
- **Percent change, 1990–2000:** 5.9%
- **U.S. rank in 2004:** 24th
- **Percent of residents born in state:** 79.4% (2000)
- **Density:** 102.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 228,528

Racial and Ethnic Characteristics (2000)
- **White:** 2,856,161
- **Black or African American:** 1,451,944
- **American Indian and Alaska Native:** 25,477
- **Asian:** 54,758
- **Native Hawaiian and Pacific Islander:** 1,240
- **Hispanic or Latino (may be of any race):** 107,738
- **Other:** 31,131

Age Characteristics (2000)
- **Population under 5 years old:** 317,392
- **Population 5 to 19 years old:** 1,050,637
- **Percent of population 65 years and over:** 11.6%
- **Median age:** 34 years (2000)

Vital statistics
- **Total number of births (2003):** 65,020
- **Total number of deaths (2003):** 42,676 (infant deaths, 596)
- **AIDS cases reported through 2003:** 7,592

Economy
- **Major industries:** Chemicals, construction, mining, transportation equipment, trade, government, manufacturing
- **Unemployment rate:** 5.5% (December 2004)
- **Per capita income:** $26,048 (2003; U.S. rank: 44th)
- **Median household income:** $34,307 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 16.9% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.0% to 6.0%
- **Sales tax rate:** 4.0% (food sales exempt)

Baton Rouge

The City in Brief

Founded: 1719 (incorporated 1817)

Head Official: Mayor Melvin ''Kip'' Holden (since 2005)

City Population
1980: 220,394
1990: 219,531
2000: 227,818
2003 estimate: 225,090
Percent change, 1990–2000: 3.77%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 73rd (State rank: 2nd)
U.S. rank in 2000: 85th (State rank: 2nd)

Metropolitan Area Population
1980: 494,000
1990: 528,261
2000: 602,894
Percent change, 1990–2000: 12.37%
U.S. rank in 1980: 68th
U.S. rank in 1990: 90th
U.S. rank in 2000: 69th

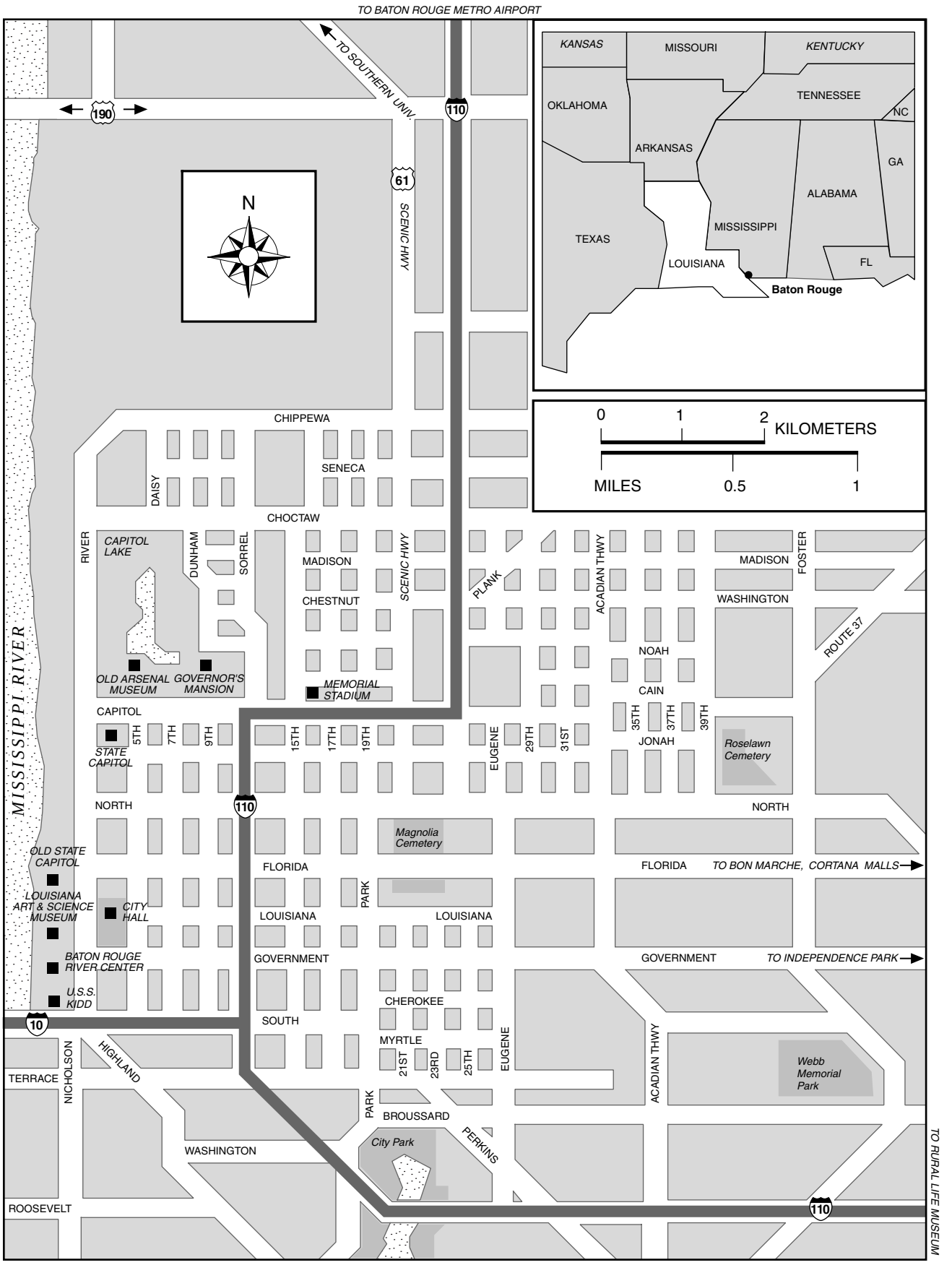
Area: 76.84 square miles (2000)
Elevation: 83 feet above sea level
Average Annual Temperature: 67.5° F
Average Annual Precipitation: 55.55 inches of rain; 0.1 inch of snow

Major Economic Sectors: services, government, retail trade, construction
Unemployment rate: 5.4% (December 2004)
Per Capita Income: $18,512 (1999)

2002 FBI Crime Index Total: 18,949

Major Colleges and Universities: Louisiana State University, Southern University, Baton Rouge Community College

Daily Newspaper: *The Advocate*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Magnolia Cemetery
OLD STATE CAPITOL
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LOUISIANA ART & SCIENCE MUSEUM
CITY HALL
PARK
LOUISIANA
LOUISIANA
BATON ROUGE RIVER CENTER
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ACADIAN THWY
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TO RURAL LIFE MUSEUM

Introduction

Baton Rouge, the state capital of Louisiana and the county seat of Baton Rouge Parish, has been described as ''a happy blend of Cajun *joie de vivre* and progressive American know-how.'' Situated on the Mississippi River in the heart of the state, the city is an important center in the Sun Belt market. Moderate year-round temperatures and a relaxed environment make Baton Rouge a desirable place to live. Significant construction projects taking place in the twenty-first century are bringing city planners' dreams of a pedestrian-centered downtown community a step closer to realization.

Geography and Climate

Located on the east side of the Mississippi River and situated on the first series of bluffs north of the river delta's coastal plain, Baton Rouge is about 60 miles inland from the Gulf of Mexico in southeastern Louisiana. The city's subtropical climate is free of extremes in temperature, except for occasional brief winter cold spells. Precipitation is ample, placing Baton Rouge fifth among the ten wettest cities in the United States.

Area: 76.84 square miles (2000)

Elevation: 83 feet above sea level

Average Temperatures: January, 51.21° F; August, 80.54° F; annual average, 67.5° F

Average Annual Precipitation: 55.55 inches of rain; 0.1 inch of snow

History

French Settlers Found City

The second largest city in Louisiana, Baton Rouge was established as a military post by the French in 1719. The present name of the city, however, dates back to 1699, when French explorers noted a red cypress tree stripped of its bark that marked the boundary between Houma and Bayou Goula tribal hunting grounds. They called the tree ''le baton rouge,'' or red stick. The native name for the site had been Istrouma. From evidence found along the Mississippi, Comite, and Amite rivers, and in three native mounds remaining in the city, archaeologists have been able to date habitation of the Baton Rouge area to 8000 B.C.

Capital City Grows Steadily

Since European settlement, Baton Rouge has functioned under seven governing bodies: France, England, Spain, Louisiana, the Florida Republic, the Confederate States, and the United States. In the mid-1700s when French-speaking settlers of Acadia, Canada's maritime regions, were driven into exile by British forces, many took up residence in rural Louisiana. Popularly known as Cajuns, descendants of the Acadians maintained a separate culture that immeasurably enriched the Baton Rouge area. Incorporated in 1817, Baton Rouge became Louisiana's state capital in 1849. During the first half of the nineteenth century the city grew steadily as the result of steamboat trade and transportation; at the outbreak of the Civil War the population was 5,500 people. The war halted economic progress but did not actually touch the town until it was occupied by Union forces in 1862.

In August of that year, the Third Battle of Baton Rouge was fought at Port Hudson, less than 25 miles north of the city. Six thousand Confederate troops were ultimately defeated by 18,000 Union soldiers in one of the longest sieges in American military history.

Petrochemical Industry Develops

During the war, the state capital had been moved to Shreveport, but it was returned to Baton Rouge in 1880. By the beginning of the twentieth century, the town had undergone significant industrial development as a result of its strategic location for the production of petroleum, natural gas, and salt. In 1909 the Standard Oil Company built a facility that proved to be a lure for other petrochemical firms. Throughout World War II, these plants increased production for the war effort and contributed to the growth of the city.

In the 1950s and 1960s, Baton Rouge experienced a boom in the petrochemical industry, causing the city to expand away from the river and threatening to strand the historic downtown area. In recent years, however, government and business have begun a move back to the central district. A building boom that began in the 1990s continues today, with multi million dollar projects for quality of life improvements and new construction happening all over the city. With a renewed interest and focus in the downtown area, it appears that the twenty-first century will mark a new phase in the life of the city.

Historical Information: Foundation for Historical Louisiana, 900 North Blvd., Baton Rouge, LA, 70802; telephone (225)387-2464. Baton Rouge Genealogical & Historical Society, PO Box 80565, Southeast Station, Baton Rouge, LA 70898-0565. Louisiana Genealogical & Historical Society,

PO Box 82060, Baton Rouge, LA 70884-2060. Louisiana State Archives, Secretary of States Building, 3851 Essen Lane, Baton Rouge, LA; telephone (225)922-1209

Population Profile

Metropolitan Area Residents
1980: 494,000
1990: 528,261
2000: 602,894
Percent change, 1990–2000: 12.37%
U.S. rank in 1980: 68th
U.S. rank in 1990: 90th
U.S. rank in 2000: 69th

City Residents
1980: 220,394
1990: 219,531
2000: 227,818
2003 estimate: 225,090
Percent change, 1990–2000: 3.77%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 73rd (State rank: 2nd)
U.S. rank in 2000: 85th (State rank: 2nd)

Density: 2,964.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 105,691
Black or African American: 114,860
American Indian and Native Alaskan: 1,035
Asian: 6,547
Native Hawaiian and Pacific Islander: 176
Hispanic or Latino (may be of any race): 3,918
Other: 1,888

Percent of residents born in state: 76.7% (2000)

Age characteristics (2000)
Population Under 5 years: 15,502
Population 5 to 9 years: 15,609
Population 10 to 14 years: 15,248
Population 15 to 19 years: 21,954
Population 20 to 24 years: 27,230
Population 25 to 34 years: 31,719
Population 35 to 44 years: 30,343
Population 45 to 54 years: 27,166
Population 55 to 59 years: 9,495
Population 60 to 64 years: 7,490
Population 65 to 74 years: 13,312
Population 75 to 84 years: 9,611
Population 85 years and over: 3,139
Median age: 30.4 years

Births (2002)
Total number: 4,878

Deaths (2002)
Total number: 2,604 (of which, 55 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,512
Median household income: $30,368
Total households: 88,913

Number of households with income of . . .
Less than $10,000: 15,805
$10,000 to $14,999: 7,903
$15,000 to $24,999: 14,039
$25,000 to $34,999: 11,366
$35,000 to $49,999: 12,451
$50,000 to $74,999: 12,538
$75,000 to $99,999: 6,544
$100,000 to $149,999: 4,813
$150,000 to $199,999: 1,526
$200,000 or more: 1,928

Percent of families below poverty level: 20.3% (72.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 18,949

Municipal Government

Baton Rouge operates under a city-parish form of government, administered by a mayor/president and a twelve-member council.

Head Official: Mayor Melvin ''Kip'' Holden (since 2005; current term expires 2009)

Total Number of City Employees: 2,530 (2004)

City Information: Baton Rouge Municipal Government, PO Box 1471, Baton Rouge, LA; telephone (225)389-3000

Economy

Major Industries and Commercial Activity

Baton Rouge has one of the nation's largest deep-water ports, equipped to handle both ocean-going vessels and river barges. A 45-foot channel on the lower Mississippi River

has established the region as one of the nation's most attractive locations for large-scale industrial development. The region served by the port thrives on the large industrial and chemical complexes, as well as agricultural interests, along the 85 miles of the Mississippi River in the port's jurisdiction. Forest and agricultural products, steel and pipe, ores, coal, and petroleum products top the list of cargoes shipped through the port. In the Greater Baton Rouge area a natural resources basin exists, giving industries inexpensive access to the natural resources of gas, oil, water, timberland, sulphur, salt, and other raw materials. In 2004, the Port of Greater Baton Rouge handled more than 6.1 million tons, an increase of 11.5 percent over the previous year.

The travel industry continues to figure prominently in the Baton Rouge economy. Future growth in the Baton Rouge area appears to be in this industry, as well as in finance and insurance, and health care.

Items and goods produced: petrochemicals, rubber, plastic, wood, paper products, food, concrete, scientific instruments

Incentive Programs—New and Existing Companies

Local programs—Companies wishing to expand or establish roots in Baton Rouge are eligible for a variety of investment incentives. The industrial tax exemption provides that new industrial buildings, machinery, and equipment are exempt from property taxes for five years with provision for a five-year renewal. A five-year property tax abatement on improvements to a structure is available when renovation has not yet begun, with a five-year option for renewal. Existing structures in downtown, historic or economic development districts are eligible, including Spanish Town and Beauregard Town. Urban Enterprise Zones offer a one-time tax credit of $2,500 for newly created jobs, for up to a five-year period. For each new net job created, employers attain job tax credits ranging from $100 up to $225. Foreign trade zones allow foreign goods to enter the zone duty-free and quota-free. The Freeport Law permits most manufacturers to avoid paying taxes on raw materials brought to the state until they enter the manufacturing process. Financing assistance is offered through industrial revenue bonds, general obligation bonds, agriculture revenue bonds, plant loans, and other programs.

State programs—Louisiana has pledged itself to broaden its business base through liberal development incentives and loan programs. The Louisiana Quality Jobs Act offers a tax rebate of up to 5 percent of payroll paid each year for 10 years to new or expanding labor-intensive companies that create $1 million in gross annual payroll, conduct 75 percent of their business out of the state, and provide at least 50 percent of premium coverage for basic health insurance. The Louisiana Capital Investment Tax Credit incentive program is aimed at capital-intensive industries and will give a franchise tax credit of 5 percent per year over 20 years on invested capital in new or expanded facilities.

Job training programs—The Louisiana State Board of Elementary and Secondary Education offers the Quick Start Program whereby participating businesses can obtain workers who are trained with skills to match the needs of the company. Training is offered either at a neutral site or at the company facility. The Job Training Partnership Act assists industries in choosing applicants, provides customized training for specific occupational skills and reimburses industry up to 50 percent for wages paid. Other opportunities are available through the Louisiana Department of Labor.

Development Projects

In what community leaders called the first significant expression of confidence by a private investor in Baton Rouge's long-term plan for downtown renewal, Argosy Gaming Company constructed a 300-room convention center hotel, the first hotel to be built downtown in 50 years. The Argosy Casino Baton Rouge is a three-deck riverboat casino featuring over 29,000 square feet of gaming area. Argosy has invested an $80 million in downtown's Catfish Town on a gambling boat, dock, garage, and 100,000 square feet of retail space.

Plan Baton Rouge, the city's downtown revitalization program, was developed by Andres Duany, a pioneer of the New Urbanism movement. Part of Plan Baton Rouge calls for a $30 million expansion and renovation of The Baton Rouge River Center, the city's entertainment, government, and convention center. Projects in the plan continued into 2005 and included improvements and developments throughout the entire city.

While several new parking garages were built in the early 2000s, the issue of parking and getting around the downtown area was still a challenge. In 2003 and in hopes of alleviating vehicle congestion, freestanding trolleys began running, moving passengers to and from a variety of downtown destinations.

Opened in early 2005, the $55 million, 125,500 square foot Shaw Center for the Arts houses the Louisiana State University (LSU) Museum of Art, a 350-seat performing arts theater, rehearsal halls, LSU School of Art galleries and classrooms, and retail space. In early 2005, ground broke on the massive, 36-story RiverPlace project, a $45 million development that will consist of 99 residential units, retail space, a spa, meeting space, and a fitness center. The first high-rise condominium development in Baton Rouge's downtown, the center is expected to be completed in 2007.

Other projects in the planning or construction phase in early 2005 include a $30 million expansion of the Riverside Centroplex; a $34 million expansion of the City Plaza; a new $2.7 million State Visitors Center; a new $30 million

Education-Bienville Building; a bike and pedestrian path costing $2 million; a new Capitol House Hilton at $50 million; and many others.

Economic Development Information: Greater Baton Rouge Chamber of Commerce, 564 Laurel Street, PO Box 3217, Baton Rouge, LA 70801-1808; telephone (225)381-7125

Commercial Shipping

The Port of South Louisiana (LaPlace) led the nation in cargo tonnage, and the ports of New Orleans, Baton Rouge and Plaquemines were in the Top 10. The Port of Greater Baton Rouge, the sixth largest deep water port in the United States, links the city to markets throughout the world. The port has a bulk coke handling facility handling more than 1 million tons of green and calcine coke annually. The port also houses one of the largest molasses terminals in the world, with a liquid storage capacity of 16.3 million gallons. The terminal also handles chemicals such as acids and glycol-based products. Forest products are Baton Rouge's leading commodity, including such products as woodpulp, linerboard, flitches, logs, plywood, lumber, milk carton stock, newsprint, and other paper products.

Two major railroads furnish daily service, connecting Baton Rouge with key points throughout the country. A system of interstate highways permits access to and from Baton Rouge for more than 40 common motor carriers that ship a broad range of materials through the area. More than 50 barge and steamship companies offer services to the interior of the United States.

Labor Force and Employment Outlook

The efforts of the Baton Rouge Joint Labor-Management Committee, in conjunction with the passage of the right-to-work law, have created a positive labor-management situation in Baton Rouge. The employment base is diverse, with most jobs occurring in the retail, government, and services sectors.

The following is a summary of data regarding the Baton Rouge metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 305,700

Number of workers employed in . . .
construction and mining: 33,000
manufacturing: 21,400
trade, transportation and utilities: 58,400
information: 5,300
financial activities: 16,700
professional and business services: 35,900
educational and health services: 33,800
leisure and hospitality: 28,400
other services: 11,500
government: 61,200

Average hourly earnings of production workers employed in manufacturing: $17.57

Unemployment rate: 5.4% (December 2004)

Largest area employers	*Number of employees*
Louisiana Department of State Civil Service	24,985
The Shaw Group Inc.	12,500
East Baton Rouge Paris	11,312
Turner Industries Holding Co. LLC	11,092
Louisiana State University	6,809
ExxonMobil	5,261
City of Baton Rouge/Parish of East Baton Rouge	4,389
Jacobs	4,000
Our Lady of the Lake Regional Medical Center	3,500

Cost of Living

With an exceptionally low property tax, plus a generous state homestead exemption, Baton Rouge is a desirable place to own a home.

The following is a summary of data regarding several key cost of living factors for the Baton Rouge area.

2004 (3rd quarter) ACCRA Average House Price: not reported

2004 (3rd quarter) ACCRA Cost of Living Index: not reported

State income tax rate: Ranges from 2.0% to 6.0%

State sales tax rate: 4.0% (food sales exempt)

Local income tax rate: None

Local sales tax rate: 5.0%

Property tax rate: average 91.3 mills per $1,000 of assessed valuation (2004) (residential property is assessed at 10% of fair market value with a $7,500 homestead exemption)

Economic Information: The Chamber of Greater Baton Rouge, 564 Laurel Street, PO Box 3217, Baton Rouge, LA 70801-1808; telephone (225)381-7125

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Baton Rouge are part of the East Baton Rouge Parish (county) system, administered by a school board that appoints a superintendent. The system offers specialized programs for gifted students as well as arts, English as a second language, magnet, Montessori, college preparatory, and vocational

programming. Adult education is provided to more than 5,000 students each year. A 1998 vote approved the five-year collection of a one-cent sales tax to be used for educational improvements; the tax generated nearly $300 million, which funded the construction of four new schools, and additions, improvements and repairs to all of the others. In 2003 voters renewed the tax-collecting program for another five years. District plans include seven new schools, and more renovations and repairs to existing schools.

The following is a summary of data regarding East Baton Rouge Parish's public schools as of the 2002–2003 school year.

Total enrollment: 52,434

Number of facilities
elementary schools: 52
junior high/middle schools: 13
senior high schools: 11
other: 12

Student/teacher ratio: 14.8:1

Teacher salaries
minimum: $36,604
maximum: $53,001

Funding per pupil: $7,478

About 50 parochial and private schools also operate in the Baton Rouge area, enrolling more than 60,000 students.

Public Schools Information: East Baton Rouge Parish School System, 1050 S. Foster Drive, Baton Rouge, LA 70806; telephone (225)922-5400

Colleges and Universities

Baton Rouge is home to two major universities, Louisiana State University (LSU) and Southern University (SU). LSU, with more than 31,000 students, offers undergraduate programs in more than 100 fields and advanced degrees in many fields, including law and medicine and is one of only 25 universities nationwide holding both land-grant and sea-grant status. SU, with more than 10,000 students, is the largest African American university system in the nation. SU offers degrees through 13 different colleges and includes programs in arts and science and engineering. Baton Rouge Community College enrolls about 4,000 students and is expanding its campus to include a Science and Technology Building and a Learning Resources Center, which will feature a library, a theater, and an academic learning center. Industrial training programs are available at 14 vocational-technical schools in greater Baton Rouge, including the Baton Rouge Technical Institute.

Libraries and Research Centers

In addition to its main library in Baton Rouge, the East Baton Rouge Parish Library operates 12 branches. Its collection includes nearly one million volumes, plus magazines, newspapers, films, cassette tapes, compact discs, videos, talking books, and art reproductions. The library's popular Information Services answers more than 600,000 questions annually, many of them telephone inquiries. Baton Rouge residents also have access to libraries at Louisiana State University and Southern University and to several governmental libraries.

About 70 research centers are located in the Baton Rouge area; many of them are affiliated with LSU and conduct research in such fields as agriculture, mining, and environmental studies. Key LSU research institutes include the $125 million Pennington Biomedical Research Center and the $25 million Center for Advanced Microstructures and Devices. Private-sector research facilities include Exxon's R&D Laboratories and the Allied Signal High Density Polyethylene Laboratory.

Public Library Information: East Baton Rouge Parish Library, 7711 Goodwood Blvd., Baton Rouge, LA 70806-7699; telephone (225)389-3360

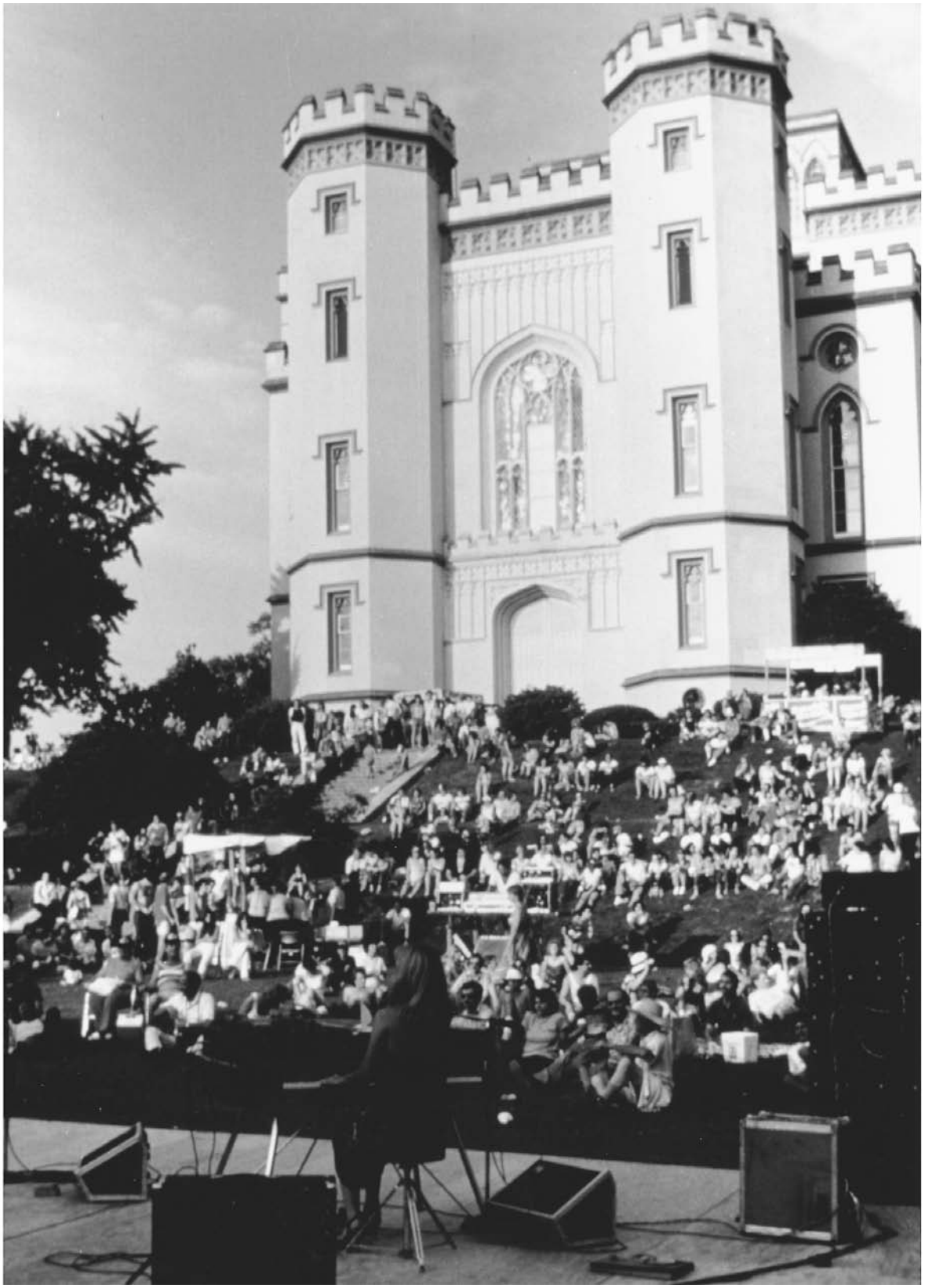
Health Care

The Baton Rouge region includes seven general hospitals providing more than 2,100 beds plus 28 nursing homes providing nearly 3,000 beds. Woman's Hospital specializes in care for mothers and newborns but offers services to women of all ages. Earl K. Long Medical Center is the teaching arm of LSU Medical School, as well as part of the state's charity hospital system. Patients throughout the region and the state seek treatment at Baton Rouge General Medical Center's burn center and at Our Lady of the Lake Regional Medical Center's eye bank. Additionally, Our Lady of the Lake Heart Center specializes in heart disease with a staff which works only in cardiac care.

Recreation

Sightseeing

Baton Rouge offers a variety of recreational activities. A visitor can experience the city's past by touring the elegant plantations in the area. Among the most beautifully restored are Magnolia Mound, Oak Alley and Myrtles. History has



The Old State Capitol is the site for the FestForAll festival.

also been preserved in the Old State Capitol, built in 1849, featuring ornate architecture and gardens. Other points of interest are the New State Capitol, at 34 stories the tallest capitol building in the nation; the Old Governor's Mansion; and the New Governor's Mansion.

Baton Rouge features one of the country's finest zoos, the initial funding for which came from children collecting pennies. Its natural habitat exhibits contain more than 1,800 animals and birds. The newest exhibit is the Otter Pond which offers above- and below-water views of a naturalistic otter habitat. Plans are being developed for a new Endangered Tiger Survival Center.

Bus and boat tours are available through various charter companies that offer services ranging from brief excursions in the city to overnight trips through Cajun country. Baton Rouge is about a 1.5-hour drive from the French Quarter in New Orleans.

Arts and Culture

With 18 major arts groups, 25 smaller groups, and a network of artists in the community and at local universities, Baton Rouge is a culturally vital city. A renewed interest in the arts beginning in the late 1980s resulted in large part from the construction of performing arts facilities in the 12,000-seat Riverside Centroplex and the designation of the Arts and Humanities Council of Greater Baton Rouge as the official arts agency.

Theater, dance, and music are available to Baton Rouge's audiences of all tastes. Housed in The Baton Rouge River Center, the Baton Rouge Symphony offers a full season of orchestral programming. The Baton Rouge Opera and the Baton Rouge Ballet Theatre also reside and perform in The Baton Rouge River Center; the ballet performs classical and modern works. The Baton Rouge Little Theater is the area's most successful community theater. Among other groups integral to the cultural life of Baton Rouge are the music and drama departments at Louisiana State University (LSU) and Southern University.

Museums and galleries in Baton Rouge also offer variety. At the Louisiana Arts and Science Center Riverside Museum, a renovated railroad station features restored cars dating from 1883 to 1940, the Discovery Depot for young children, and the Lindy Boggs Space Station and Mission Control (reservations required). Historical Baton Rouge firefighting equipment and memorabilia are featured at the Old Bogan Fire Station. A complex of more than twenty buildings reproducing life on a nineteenth-century Louisiana plantation awaits visitors to the LSU Rural Life Museum. The LSU campus also offers and art museum and an art gallery, a natural science museum, historic Indian Mounds, and other interesting attractions.

The Old Arsenal Museum offers a tour of an old powder magazine. The Enchanted Mansion exhibits rare and unusual dolls. Baton Rouge's USS Kidd WWII destroyer and the Louisiana Naval War Memorial is a ''Southern Travel Treasure'' (a designation given by AAA's magazine *Southern Traveler*). Old State Capitol is home to a new interactive audio-visual museum, the Louisiana Center for Political and Governmental History. Baton Rouge's riverfront can be toured on a riverboat, and the Atchafalaya Swamp can be toured by boat.

Festivals and Holidays

February (or March) brings Baton Rouge's best known special event, Mardi Gras, with its Krewe of Mystique Parade and other events. Also in February, the LSU Livestock and Rodeo show takes place at the Parker Agricultural Center on the LSU campus. Other Baton Rouge celebrations are the Jambalaya Jamboree (April), FestForAll (May), Bastille Day and 4th of July Freedom Fest (July), and the Baton Rouge Blues Fest and State Fair (both in October).

Sports for the Spectator

Baton Rouge is also home to the Louisiana State University Tigers and the Lady Tigers, and the Southern University Jaguars. The LSU sports complex, site of National College Athletic Association football, basketball, and track competition, is rated among the best in the country. Southern's refurbished A. W. Mumford Stadium hosts Southwestern Athletic Conference football games.

Sports for the Participant

BREC, the Recreation and Park Commission for the Parish of East Baton Rouge, maintains and operates 184 neighborhood parks with a broad array of facilities and programming. Facilities in the parks include a theatre and cultural center at Independence Park; Cohn Arboretum on Foster Road; the Highland Observatory on Highland Road; four fitness centers; and facilities for golf, BMX, archery, rugby, mountain biking, swimming, tennis, and other athletic pursuits. In 2004, plans were underway for expansions at 12 parks that would enhance each park's level of family programming.

Among the private sports facilities in Baton Rouge is the Country Club of Louisiana, which features an 18-hole Jack Nicklaus golf course, 10 outdoor and 3 indoor tennis courts, and a swimming pool. Riverboat and casino gambling are also popular diversions.

Shopping and Dining

According to the Baton Rouge Convention and Visitors Bureau, the visitor who has only one free afternoon to spend in Baton Rouge should spend it at the Historic Merchants District on Perkins Road, which has been compared to New

Orleans' Magazine Street shopping area. The visitor will find a dozen charming shops and galleries and four restaurants featuring local cuisine, hamburgers and crawfish pies, and possibly the best Italian food in town. Downtown Baton Rouge offers shopping opportunities for those interested in fine art, gifts, designer furnishings, stained glass, and other novelties. The new Mall of Louisiana offers quality stores on two levels. Baton Rouge offers unique shopping at several locations, including The Royal Standard on Perkins Road, where more than two dozen merchants offer international wares.

Baton Rouge's numerous restaurants satisfy any dining taste, from fast food to gourmet continental, served in casual or elegant settings. Specialties include Cajun and Creole cooking and fresh seafood from the Gulf of Mexico.

Visitor Information: Baton Rouge Area Convention and Visitors Bureau, 730 North Blvd., Baton Rouge, LA 70802; telephone (225)383-1825; (800)LA-ROUGE; fax (225)346-1253

Convention Facilities

Louisiana's hotel room demand is fourth in the nation, with 63.6% of rooms sold. The principal convention facility in Baton Rouge is The Baton Rouge River Center, which is located downtown on the banks of the Mississippi River. Connected to the Louisiana Arts and Science Center and the Old State Capitol, The Baton Rouge River Center is within walking distance of hotels, restaurants, shops, and major attractions. Municipally owned, The Baton Rouge River Center is maintained by a private management company called SMG. Since SMG assumed management of the facility events have grown to more than 500 per calendar year and attendance at these events continues to increase. The Baton Rouge River Center is comprised of three main facilities: the Arena, the Exhibition Hall and the Theater for Performing Arts. The River Center Arena is a 10,000-seat arena, with over 30,000 square feet of exhibition space and more than 7,000 square feet of meeting space. The new 70,000 square-foot Convention Center can be combined with the arena to create more than 100,000 square-feet of contiguous exhibit space. The River Center hosts events such as concerts, conventions, sporting events, trade shows and theater productions. As the downtown area continues to grow, The Baton Rouge River Center has responded with the current expansion of the new Convention Center. This new venue will include 100,000 square feet of continuous, state-of-the-art exhibition space and will prove to be a cornerstone development in Baton Rouge.

Among other meeting facilities in Baton Rouge are the LSU Assembly Center and LSU Union, located on the campus of Louisiana State University, and F. G. Clark Activity Center and Smith-Brown Memorial Union, both on the Southern University campus.

There are more than 7,000 hotel rooms in Baton Rouge, most in the College Drive area; many offer convention and meeting facilities.

Convention Information: Baton Rouge Area Convention and Visitors Bureau, 730 North Blvd., Baton Rouge, LA 70802; telephone (225)383-1825; (800)LA-ROUGE; fax (225)346-1253

Transportation

Approaching the City

Located off Interstate 110 approximately 5 miles north of downtown Baton Rouge, the Baton Rouge Metropolitan Airport is served by 4 major airlines. The recently renovated facility provides direct service to 24 cities, with connecting service also available through major southern cities.

The major routes into Baton Rouge by car or bus are Interstates 10, 12, and 55. Interstate 10, which runs across the continent from Jacksonville, Fla., to Los Angeles, gives the motorist a fine view of Baton Rouge. Interstate 55 connects the city with points as far north as Chicago.

Traveling in the City

Baton Rouge is laid out on a grid pattern, with streets in the northern half of the city intersecting at right angles; in the southern half, however, streets run diagonally. Florida Boulevard divides north from south; east is divided from west by the Acadian Throughway. Public bus service in the city is provided by Capitol Area Transit System (CATS), which offers 17 different routes. Charter bus services are also available.

Communications

Newspapers and Magazines

Baton Rouge's major daily newspaper is *The Advocate,* a morning paper. News is also available in *The Baton Rouge Post,* an online only news daily. *Gambit,* a weekly, covers local politics, dining, and entertainment. Scholarly/literary magazines published in Baton Rouge include the *Henry*

James Review and *The Southern Review.* In addition, magazines on engineering, agriculture, the oil industry, library science, business, and pharmacy are published in the city.

Television and Radio

Baton Rouge has four television stations: three network and one public. Five television stations are located in surrounding communities, and cable is available. In addition, eleven radio stations broadcast from Baton Rouge: six AM and five FM.

Media Information: *The Advocate,* 525 Lafayette Street, Baton Rouge, LA 70802; telephone (225)767-1400

Baton Rouge Online

The Advocate. Available www.2theadvocate.com

Baton Rouge city guide. Available www.baton-rouge.com/BatonRouge

Baton Rouge Convention & Visitors Bureau. Available www.visitbatonrouge.com

The Baton Rouge Post. Available www.batonrougepost.com

The Chamber of Greater Baton Rouge. Available www.brchamber.org

City of Baton Rouge home page. Available brgov.com

The State Library of Louisiana. Available www.state.lib.la.us

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New Orleans

The City in Brief

Note: This profile of the city of New Orleans was updated prior to August 2005, when Hurricane Katrina caused severe damage to the Gulf Coast region of the United States. The long-term impact of Katrina on New Orleans is unknown at the time of publication.

Founded: 1718 (incorporated 1805)

Head Official: Mayor C. Ray Nagin (since 2002)

City Population
1990: 496,938
2000: 484,674
2003 estimate: 469,032
Percent change, 1990–2000: −2.46%
U.S. rank in 1990: 24th (State rank: 1st)
U.S. rank in 2000: 38th (State rank: 1st)

Metropolitan Area Residents
1990: 1,285,262
2000: 1,337,726
Percent change, 1990–2000: 4.08%
U.S. rank in 1990: 32nd
U.S. rank in 2000: 34th

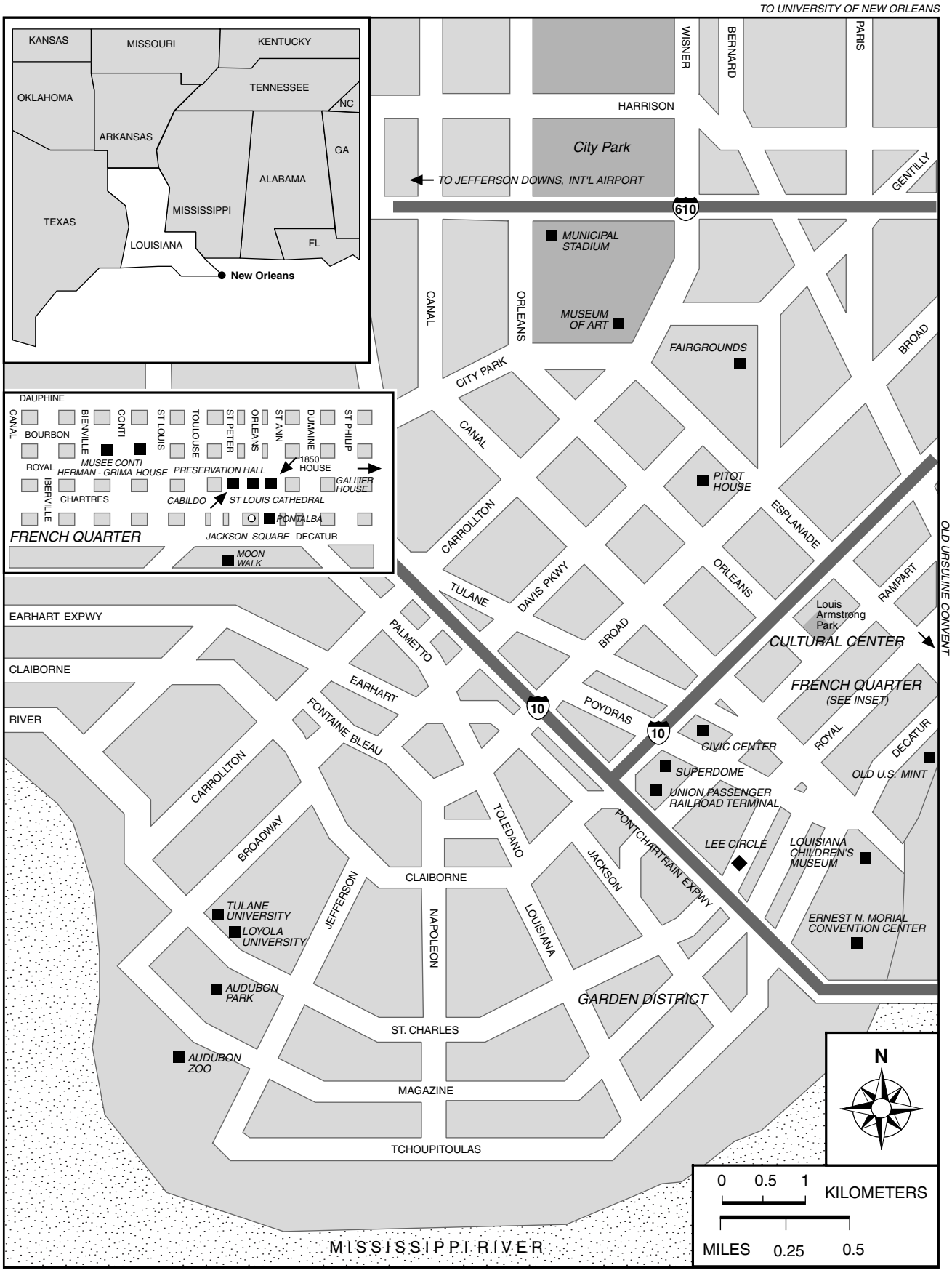
Area: 181 square miles (2000)
Elevation: Ranges from 5 feet below sea level to 15 feet above sea level
Average Annual Temperature: 68.1° F
Average Annual Precipitation: 61.88 inches

Major Economic Sectors: entertainment, tourism and hotels, construction, financial services, oil and gas, maritime/transportation, shipbuilding and aerospace
Unemployment rate: 5.0% (December 2004)
Per Capita Income: $17,258 (2000)

2002 FBI Crime Index Total: 31,206

Major Colleges and Universities: University of New Orleans, Tulane University, Louisiana State University School of Medicine, Southeastern Louisiana University, Loyola University, Xavier University, Dillard University

Daily Newspaper: *The Times-Picayune*


TO UNIVERSITY OF NEW ORLEANS
KANSAS
MISSOURI
KENTUCKY
TENNESSEE
OKLAHOMA
NC
ARKANSAS
GA
ALABAMA
MISSISSIPPI
TEXAS
LOUISIANA
FL
New Orleans
WISNER
BERNARD
PARIS
HARRISON
City Park
TO JEFFERSON DOWNS, INT'L AIRPORT
GENTILLY
610
MUNICIPAL STADIUM
MUSEUM OF ART
CANAL
ORLEANS
FAIRGROUNDS
BROAD
CITY PARK
CANAL
PITOT HOUSE
ESPLANADE
CARROLLTON
ORLEANS
DAVIS PKWY
TULANE
RAMPART
OLD URSULINE CONVENT
Louis Armstrong Park
CULTURAL CENTER
FRENCH QUARTER (SEE INSET)
PALMETTO
BROAD
EARHART EXPWY
CLAIBORNE
EARHART
FONTAINE BLEAU
POYDRAS
10
10
ROYAL
DECATUR
CIVIC CENTER
SUPERDOME
OLD U.S. MINT
UNION PASSENGER RAILROAD TERMINAL
RIVER
CARROLLTON
TOLEDANO
PONTCHARTRAIN EXPWY
LEE CIRCLE
LOUISIANA CHILDREN'S MUSEUM
BROADWAY
JACKSON
CLAIBORNE
JEFFERSON
NAPOLEON
LOUISIANA
ERNEST N. MORIAL CONVENTION CENTER
TULANE UNIVERSITY
LOYOLA UNIVERSITY
AUDUBON PARK
GARDEN DISTRICT
ST. CHARLES
AUDUBON ZOO
MAGAZINE
TCHOUPITOULAS
MISSISSIPPI RIVER
N
0 0.5 1
KILOMETERS
MILES 0.25 0.5
DAUPHINE
CANAL
BOURBON
BIENVILLE
CONTI
ST LOUIS
TOULOUSE
ST PETER
ORLEANS
ST ANN
DUMAINE
ST PHILIP
ROYAL
MUSEE CONTI
HERMAN - GRIMA HOUSE
PRESERVATION HALL
1850 HOUSE
GALLIER HOUSE
IBERVILLE
CHARTRES
CABILDO
ST LOUIS CATHEDRAL
PONTALBA
FRENCH QUARTER
JACKSON SQUARE
DECATUR
MOON WALK

Introduction

An international seaport with direct water connections to half the United States, New Orleans would not exist without the Mississippi River. Its roots are deep in the saturated soils of the delta; its history is a pageant of canoes, rafts, paddlewheels, and barges from mid-America converging with sails and steamships from around the world. Under four flags New Orleans has grown from a tiny swamp outpost populated by French convicts to a major economic center, a sports-minded city of rare elegance, culture, and high spirits. The city consistently appears on ''Top Ten'' lists as a vacation destination, cited particularly for its many attractions and for its fine cuisine.

Geography and Climate

With miles of waterfront in three directions, New Orleans is partly peninsular. The heart of the city spreads around a curve of the Mississippi River—source of the nickname ''Crescent City''—while edging Lake Pontchartrain on the north. Lake Pontchartrain connects to Lake Borgne, a broad opening to the Gulf of Mexico. Lakes, marshlands, and bayous extend from the city in all directions. Louisiana is divided into parishes rather than counties; New Orleans itself occupies the entirety of Orleans Parish, while metropolitan New Orleans extends west into St. Charles, St. John, and St. James; south into Jefferson, Plaquemines, and St. Bernard Parishes, and north into St. Tammany Parish, and into other parishes as well.

A humid, semi-tropical climate in New Orleans is kept from extremes by surrounding waters. While snowfall is negligible, rain occurs throughout the year. Waterspouts caused by small tornadoes are frequently seen on nearby lakes.

Area: 181 square miles (2000)

Elevation: Ranges from 5 feet below sea level to 15 feet above; mean elevation, 5 feet above sea level

Average Temperatures: January, 51.3° F; July 81.9° F; annual average, 68.1° F

Average Annual Precipitation: 61.88 inches

History

French Settlers Leave Their Mark

The first Europeans known to travel past the site of New Orleans were followers of Hernando Cortez, a Spanish soldier of fortune who died on the banks of the Mississippi River in 1543. One hundred forty years later French explorer Robert Cavelier de La Salle, led an expedition from Canada that traced the Mississippi, called ''Father of Waters,'' as far as the Gulf of Mexico, and boldly claimed all land between the Alleghenies and Rockies for his sovereign, France's Louis XIV. La Salle was assassinated before he could direct the building of a settlement in the land he called ''Louisiane.'' In 1718 Jean Baptiste Le Moyne, Sieur de Bienville, a founder of outposts in what are now Biloxi, Mississippi, and Mobile, Alabama, placed a cross at a point where the Mississippi curved near Lake Pontchartrain to mark the site for a new settlement. The proposed town was named for the Duc d'Orleans, who was governing France during Louis XV's childhood.

To establish a population in the new settlement, France sent prisoners, slaves, and bonded servants. An unscrupulous speculator, John Law, beguiled the Duc d'Orleans into giving him a 25-year charter to exploit the new territory and managed to lure a few Europeans across the seas with tales of nearby gold. The men who arrived found only a village of cyprus huts and criminals surrounded by swamp, disease, and hostile Native American tribes. Under threat of a revolt, France then sent ''wives'' for the colonists: about ninety women from Paris jails, a wild group chaperoned by Ursuline nuns until they were married. Later, poor girls of good reputation were also recruited to bring the settlement a core of respectability, but by then the ribald side of New Orleans's lifestyle had been established. Swamp conditions were hard on its inhabitants, yet the settlement grew into a French crown colony and soon served as territorial capital.

Origins of Creoles and Cajuns

In 1762 New Orleans citizens suddenly found themselves subjects of Charles III of Spain; France's Louis XV had paid a debt to his Spanish cousin by giving away Louisiana. The thoroughly French colony drove out the Spanish commissioner sent to govern them. In the summer of 1763, 22 Spanish warships and 3,000 troops arrived to restore order and install another governor, this time without provoking open opposition. Descendants of these early French-Spanish colonial times are known as Creoles. French-speaking families also began emigrating from Canada's maritime region, Acadia—now Nova Scotia and New Brunswick—to flee British occupation. Referred to as Acadians, and eventually Cajuns, they found sanctuary in

New Orleans and in the bayous of the wide Mississippi Delta not far from the city.

In 1788 and 1794 devastating fires destroyed most of the buildings in New Orleans's French Quarter, or Vieux Carre (Old Square); these were replaced by structures of a decidedly Spanish nature. About the same time a process for making granulated sugar made sugar cane an important cash crop in a market soon dominated by cotton. When Spain transferred Louisiana back to France in 1803, U.S. President Thomas Jefferson adroitly bought the territory for $15 million. New Orleans was incorporated two years later. The city was unsuccessfully attacked by British forces during the War of 1812; that same year the first steamboat arrived from Natchez, and Louisiana became a state. The years following the Louisiana Purchase saw rapid development and swift growth in the city's slave and free population. United States and foreign interests invested in the expanding port and immigration increased.

City Boasts Multicultural Neighborhoods

Americans settling in nearby Faubourg Ste. Marie, the present business district, developed a suburb very different in nature from the old French Quarter. Other individualistic neighborhoods developed, including the Irish Channel, a rowdy waterfront area; Bucktown, a one-street fishing village on the shore of Lake Pontchartrain in Jefferson Parish; and the wealthy residential Garden District.

The city's prosperity depended heavily on slave labor, however, and economic threats to this trade made New Orleans intensely pro-Confederate in the Civil War. After the war, reconstruction in New Orleans was hampered by rivalry between ethnic and economic factions, yet eventually, the city emerged as a railroad and shipping center. New Orleans survived a yellow fever and cholera outbreak in 1853 in which nearly 11,000 people died; a malaria outbreak in 1871; a yellow fever outbreak in 1878 in which more than 4,000 people died; a severe hurricane in 1915; and an influenza epidemic in 1918 in which 35,000 people died statewide.

Jazz, considered the unique American music idiom, developed in New Orleans at the beginning of the twentieth century while the city continued to celebrate its cultural origins with the phenomenally successful Mardi Gras and world-renowned cuisine. Tourists began to flock to the city to experience its heralded celebrations and unique neighborhoods. While crime troubled the city in later years of the twentieth century—a blight the city has continued to fight against—New Orleans fiercely protects its legendary heritage. Eighteenth- and nineteenth-century buildings nestle in the shadow of sleek modern towers, convention centers, and shopping facilities, part of the mix of business, history, and good times that characterizes the city's charm.

At the beginning of the twenty-first century, a downtown rebirth was on the minds of city planners. ''The Downtown Revival!,'' a multi-million dollar project that includes a long list of improvements to New Orleans' entire downtown area, is aimed at restoring the downtown and Canal Street for the millions of tourists that flock to the city each year. Today's New Orleans is a successful blend of southern historical charm and modern tourist mecca.

Historical Information: Musee Conti, 917 Conti Street, New Orleans, LA 70112; telephone (504)525-2605; (800)233-5405

Population Profile

Metropolitan Area Residents
1980: 1,303,800
1990: 1,285,262
2000: 1,337,726
Percent change, 1990–2000: 4.08%
U.S. rank in 1980: 27th
U.S. rank in 1990: 32nd
U.S. rank in 2000: 34th

City Residents
1980: 557,515
1990: 496,938
2000: 484,674
2003 estimate: 469,032
Percent change, 1990–2000: −2.46%
U.S. rank in 1980: 21st
U.S. rank in 1990: 24th (State rank: 1st)
U.S. rank in 2000: 38th (State rank: 1st)

Density: 2,684.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 135,956
Black or African American: 325,947
American Indian and Alaska Native: 991
Asian: 10,972
Native Hawaiian and Pacific Islander: 109
Hispanic or Latino (may be of any race): 14,826
Other: 7,240

Percent of residents born in state: 77.4% (2000)

Age characteristics (2000)
Population Under 5 years: 33,496
Population 5 to 9 years: 37,133
Population 10 to 14 years: 36,769
Population 15 to 19 years: 38,312
Population 20 to 24 years: 38,932

Population 25 to 34 years: 70,466
Population 35 to 44 years: 71,497
Population 45 to 54 years: 63,690
Population 55 to 59 years: 21,068
Population 60 to 64 years: 16,658
Population 65 to 74 years: 28,949
Population 75 to 84 years: 20,296
Population 85 years and over: 7,408
Median age: 33.1 years

Births (Orleans Parish, 2002)
Total number: 7,068

Deaths (Orleans Parish, 2002)
Total number: 5,656 (of which, 92 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,258
Median household income: $27,133
Total Number of households: 188,365 (2000)

Number of households with income of . . .
Less than $10,000: 39,617
$10,000 to $14,999: 17,991
$15,000 to $24,999: 29,760
$25,000 to $34,999: 25,460
$35,000 to $49,999: 26,399
$50,000 to $74,999: 23,724
$75,000 to $99,999: 10,802
$100,000 to $149,999: 7,920
$150,000 to $199,999: 2,620
$200,000 or more: 4,072

Percent of families below poverty level: 23.7% (of which, 61.4% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 31,206

Municipal Government

New Orleans operates under a mayor-council form of government; the mayor is elected for a four-year term, as is the seven-member city council.

Head Official: Mayor C. Ray Nagin (since May 2002; current term expires 2006)

Total Number of City Employees: 6,370 (2004)

City Information: Mayor's Office, 1300 Perdido Street, New Orleans, LA 70112; telephone (504)565-6400

Economy

Major Industries and Commercial Activity

The New Orleans economy is dominated by four major sectors: oil/gas and related activities, tourism, the port and ship/boat building, and aerospace manufacturing. The presence of universities, hospitals, legal/accounting and other professional services, together with key installations of the U.S. Navy and other military operations in the region adds further to its diversified economic base.

Tourism continues to be the driving force of New Orleans' economy. Boasting attractions such as its magnetic French Quarter, America's largest Mardis Gras festival, and riverboat gambling, New Orleans has a history of solid tourist trade. In a city with more than 10 million visitors annually, the hospitality business supplies more than 66,000 jobs in the service sector such as accommodations and restaurants. In 2004, tourists spent $4.9 billion in New Orleans.

At the beginning of the twenty-first century, New Orleans was heralded by several magazines as a top place for small businesses and entrepreneurs. One magazine noted that statistics from the Small Business Administration showed that small businesses in the area create more than 75 percent of new jobs.

Some of New Orleans's largest private employers are shipbuilding firms, where workers build and repair vessels for the U.S. Navy, merchant fleets and cruise ship lines. Martin Marietta, manufacturers of aerospace components for NASA space projects, uses a large work force at its New Orleans operations. In recent years the economy has diversified into such varied fields as health services, aerospace, and research and technology.

The New Orleans region is also a major transportation hub and a leader in production of crude oil and natural gas processing facilities.

Items and goods produced: ships, petrochemical products, food processing, stone, clay and glass products, printing and publishing

Incentive Programs—New and Existing Companies

Local programs—An exemption from ad valorem property taxes levied by local parishes and municipalities is offered to new and expanding manufacturing industries. In addition, the Louisiana Urban Enterprise Zone program offers tax credits and other incentives to businesses locating in specially designated areas. Manufacturers, distributors, and retailers are eligible to have ad valorem property taxes on inventories levied by municipal government credited against

the state corporate and personal income taxes and the corporation franchise tax.

Greater New Orleans, Inc.'s International Business and Trade Development Department was created to position the region as a prominent player in global marketplace. The strategy includes developing the New Orleans Region as a hub for north-south trade with the Americas, thus generating new business opportunities and accelerating job growth. Among these efforts are matchmaking meetings between local companies and international trade delegations and partnerships such as the Louisiana/Honduras Alliance, which is a broad-reaching effort with five major universities in Southeast Louisiana to rebuild Honduras in the wake of Hurricane Mitch. In partnership with other international trade organizations and public-sector officials in the region, Greater New Orleans, Inc. is helping to anchor the New Orleans Region as the Gateway to Latin America.

State programs—Louisiana has pledged itself to broaden its business base through liberal development incentives and loan programs. To that end the governor signed three tort reform bills intended to signal the state's new commitment to improving the state's business climate. In addition, the state legislature overwhelmingly passed two new incentives to attract new business. The Louisiana Quality Jobs Act offers a tax rebate of up to five percent of payroll paid each year for 10 years to new or expanding labor-intensive companies that create $1 million in gross annual payroll, conduct 75 percent of their business out of the state, and provide at least 50 percent of premium coverage for basic health insurance. The Louisiana Capital Investment Tax Credit incentive program is aimed at capital-intensive industries and will give a franchise tax credit of five percent per year over 20 years on invested capital in new or expanded facilities.

New Orleans, site of the world's first trade center, has been designated a Foreign Trade Zone. A freeport exemption law allows property tax exemptions on goods imported into the United States and held for export outside of the state or the country, as well as goods in interstate commerce that are stored while in transit through the state. The region of New Orleans has diverse business incentives sponsored by the state as well as special financing programs for companies of all sizes.

Job training programs—Greater New Orleans, Inc., whose mission is to attract new businesses to the New Orleans region, is responsible for the School-to-Career Initiative, which has organized local businesses into industry consortia in the fields of Architecture, Design, Engineering and Construction (ADEC); Culinary Arts; Financial Services; Hospitality, Travel and Tourism; Law-Related Careers; and Petrochemical. An Information Technologies Consortium and a Healthcare Consortium were recently developed. A Consortium on Out-of-School Youth (COSY) has also been established. The industry consortia provide teacher and student shadowing opportunities and internships, assisting with curriculum development and providing guidance and financial support. Speaking through the consortia, the local business community is able to voice its workforce needs and expectations of its entry-level employees. Having heard their needs, the School-to-Career Initiative focuses on creating systems that deliver the quality employees that will ensure profit and success for not only these businesses, but ultimately for the region as a whole.

Development Projects

''The Downtown Revival!,'' a multi-million dollar project that includes a long list of improvements to New Orleans' entire downtown area, is aimed at restoring the downtown and Canal Street for the millions of tourists that flock to the city each year. By 2005 $2 million had been spent on downtown-wide improvements that included new signs to help visitors find their way, extensive street landscaping, and street pole banners. Beginning in spring of the same year, developers expect to begin a $15 million project that involves major renovations and improvements to Canal Street for businesses and visitors. As part of the project, the About Face Façade Improvement Fund consists of a $156 million program to enhance the city's public transportation by way of a new Canal Street Streetcar Line program and new transit shelters.

Economic Development Information: Greater New Orleans, Inc., 601 Poydras Street, Suite 1700, New Orleans, LA 70130; telephone (504)527-6900; fax (504)527-6950

Commercial Shipping

The Port of South Louisiana (LaPlace) led the nation in cargo tonnage, and the ports of New Orleans, Baton Rouge and Plaquemines were in the Top 10. The Port of New Orleans, the largest inland port in the United States, is a hub of national and international transportation. It is connected to a network of 19,000 miles of inland waterways consisting of the Mississippi River, its tributaries, and other systems. More than 4,000 ship calls are made at the region's deepwater ports every year. French explorers were the first to identify the Mississippi rivermouth region as an important port location that was connected by waterways to a vast section of interior territory. American traders and farmers floated their goods downstream to New Orleans and, after 1812, steamboats transported upriver commodities that ocean-going vessels landed at New Orleans. The modern history of the Port of New Orleans, however, began in 1896 when the Louisiana state legislature created a state agency to serve as port authority. In 1925 the Inner Harbor Navigational Canal was built to connect the Mississippi River and Lake Pontchartrain. Also known as the Industrial Canal, it serves as the mouth of the Mississippi

River-Gulf Outlet, built in the 1960s as a route to the Gulf of Mexico that is more than forty miles shorter than the Mississippi River route.

Seventy percent of the nation's waterways drain through the Port of New Orleans, which operates a Foreign Trade Zone, where foreign and domestic goods can be stored and processed without being subject to U.S. customs and regulations. Commercial vessels and ship tonnage entering and leaving the area make the Port of New Orleans one of the world's busiest harbors, with imports and exports serving the iron and steel, manufacturing, agricultural, and petrochemical industries. Port-related activities involve shipbuilding and repair, grain elevators, coal terminals, warehouses, and distribution facilities, as well as steamship agencies, importers and exporters, international banks, transportation services, and foreign consular or trade offices. The port is also a departure point for a variety of pleasure cruises to Caribbean destinations and for upriver riverboat and paddlewheel cruises.

Labor Force and Employment Outlook

In a bold and sweeping move, regional business leaders have closed the books on their 140 year old regional chamber and its economic development arm MetroVison, to take on a new five-year plan to generate 30,000 new jobs and $1 billion in new payroll. Recognizing that the most relevant issue for the region is a stalled economy, leaders have created Greater New Orleans, Inc. to be the new, streamlined organization to implement best-practice strategies to achieve these measurable objectives. Louisiana ranked 19th in the country in high-tech job growth for 2001, with a growth rate of 3 percent.

The following is a summary of data regarding the New Orleans metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 615,500

Number of workers employed in . . .
construction and mining: 40,700
manufacturing: 31,500
trade, transportation and utilities: 122,400
information: 9,800
financial activities: 35,900
professional and business services: 71,900
educational and health services: 83,700
leisure and hospitality: 82,200
other services: 23,200
government: 104,200

Average hourly earnings of production workers employed in manufacturing: $16.91

Unemployment rate: 5.0% (December 2004)

Largest private employers	*Number of employees*
Schwegmann Bros. Giant Supermarket	4,600
Hibernia Corp. (banking)	3,100
First Commerce Corp. of Louisiana	3,026
South Central Bell	3,000
Shell Oil Company	2,700
Martin Marietta Manned Space System	2,400
Exxon Corporation	1,750
Union Carbide Corp.	1,150
Whitney National Bank	1,305
Hilton Hotels	1,300
Ruth's Chris Steak House	1,100

Cost of Living

The following is a summary of data regarding several key cost of living factors for the New Orleans area.

2004 (3rd Quarter) ACCRA Average House Price: $226,244 (Slidell–St. Tammany Parish reporting)

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.1 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 6.0%

State sales tax rate: 8.75% (food sales exempt)

Local income tax rate: None

Local sales tax rate: Varies by parish ranging from 5.0% in Orleans Parish (City) to 4.75% in Jefferson Parish

Property tax rate: 1.70% (residential property is assessed at 10% of fair market value with a $7,500 homestead exemption)

Economic Information: Greater New Orleans, Inc., 601 Poydras Street, Suite 1700, New Orleans, LA 70130; telephone (504)527-6900; fax (504)527-6950

Education and Research

Elementary and Secondary Schools

Public schools in the New Orleans area are noted for their dedication to excellence. For instance, the Ben Franklin public high school produces a high number of National Merit scholars among its college-bound graduates, while the public New Orleans Center for Creative Arts is designed to provide special instruction to artistically gifted students.

The following is a summary of data regarding New Orleans public schools as of the 2002–2003 school year.

Total enrollment: 70,246

Number of facilities
elementary schools: 78
junior high/middle schools: 35
senior high schools: 26
other: 12

Student/teacher ratio: Average 16.6:1 (2002–2003)

Teacher salaries
minimum: $25,439
maximum: $41,478

Funding per pupil: $6,501

New Orleans area public elementary and secondary schools are supplemented by 67 private schools. Catholic schools comprise the majority of the area's private schools, which also include other church-affiliated, non-denominational schools and special schools, including the nationally acclaimed Isidore Newman School.

Public Schools Information: New Orleans Public Schools, 4300 Almonaster Ave., New Orleans, LA 70126; telephone (504)942-3531

Colleges and Universities

The New Orleans region supports eight four-year colleges and universities and two 2-year community colleges. Those in New Orleans include the University of New Orleans; Tulane University, a private nonprofit institution that includes Sophie Newcomb College for Women; Louisiana State University Medical Center, offering medical and dental education; Dillard University, one of the oldest predominantly African American institutions in the country; Loyola University; Our Lady of Holy Cross College; New Orleans Baptist Theological Seminary; Xavier University of Louisiana; and a branch of Southern Louisiana University, as well as several two-year colleges and vocational-technical schools.

Libraries and Research Centers

The New Orleans Public Library, consisting of the Main Library and 12 branches, numbers nearly one million books in its collection, in addition to recordings, tapes, and films. It maintains the New Orleans City Archives as well as The Louisiana Division located on the third floor of the Main Library. The Division collects, through purchase and gift, all types of printed, manuscript, graphic, and oral resources relating to the study of Louisiana and its citizens. Other areas of interest include the Mississippi River, the Gulf of Mexico, and the South. Included are books by or about Louisianians; city, regional, and state documents; manuscripts, maps, newspapers, periodicals, microfilms, photographs, slides, motion pictures, sound recordings, video tapes, postcards, and ephemera of every sort. The Genealogy Collection contains books, periodicals, microfilms, and CD-ROMs with emphasis on the Southeast United States, Nova Scotia, France, and Spain. The library also hosts a literacy program and a new African American Resource Center.

New Orleans also boasts several special libraries and collections. For instance, the W. R. Hogan Archive of New Orleans Jazz is housed by Tulane University's library. The Louisiana State Museum Historical Center library maintains a collection of French and Spanish colonial documents, eighteenth- and nineteenth-century maps, and nineteenth-century personal manuscripts. A 20,000-volume library at the World Trade Center of New Orleans collects works on import and export trade, travel, international relations, economics, and transportation.

Louisiana State University Medical Center conducts research on a variety of medical topics, such as oncology, cystic fibrosis, human development, hearing, eye diseases, and arteriosclerosis. The Louisiana Business and Technology Center at LSU is the ''Best Of The Class,'' and is in the Top 10 Technology Incubators in the United States. It placed first in terms of average revenue growth in its client companies. Nearly 20 research centers at Tulane University conduct research on such topics as AIDS, politics, Mesoamerican ecology, and Latin America. Tulane University received a National Institutes of Health grant to build an $18 million biosafety lab specializing in the development of treatments and vaccines for emerging infectious diseases. The state-of-the-art facility is expected to have a global impact. The Amistad Research Center at Tulane University pursues research and maintains a library and archives in such subject areas as African American history and culture, ethnic minorities of the United States, civil rights, abolitionism, and Protestant denominations.

The Audubon Nature Institute's Center for Research of Endangered Species conducts research programs on reproductive physiology, endocrinology, genetics, embryo transfer, and others in hopes of ensuring survival of endangered species.

Public Library Information: New Orleans Public Library, 219 Loyola Avenue, New Orleans, LA 70112; telephone (504)529-READ; fax (504)596-2609

Health Care

Internationally known as a center for medical care and research, New Orleans is home to 25 acute care hospitals, with approximately 5,200 staffed beds and 1,800 medical and surgical specialists, serving the health care needs of a multistate area as well as Latin America and other foreign coun-

tries. One of the largest medical complexes in the United States is located in the city's central business district and consists of the U.S. Veterans Administration Hospital, the state-operated Charity Hospital, and the medical schools of both Louisiana State University and Tulane University. The Tulane Center for Abdominal Transplant specializes in the treatment of all diseases involving the liver, pancreas, and kidneys. Other New Orleans area hospitals include DePaul Hospital and Mental Health Center, United Medical Center, Eye and Ear Institute of Louisiana, Baptist Hospital, St. Charles General Hospital, and East Jefferson General Hospital. Terminally ill patients and their families are also served by the Hospice of Greater New Orleans.

Recreation

Sightseeing

Visitors can tour New Orleans by bus, boat, seaplane, streetcar, or horse-drawn carriage, whether seeking a general-interest excursion or a specialized trip. Points of interest include Cajun country; picturesque homes, plantations, and gardens; and historic sites. Self-guided driving and walking tours are also available in the city.

Part of Jean Lafitte National Historic Park, New Orleans' French Quarter is one of America's most famous neighborhoods. Park rangers offer free walking tours that begin at the park information center. A living slice of history, the French Quarter's Vieux Carre is home to people from all walks of life. Its intriguing architecture is mainly Spanish, dating from the late 1700s after two fires destroyed nearly all of the city's French buildings. Visits to the French Quarter usually begin in Jackson Square, originally a municipal drill field and parade ground known as the ''Place d'Armes.'' Painters and musicians hone their arts in the square while pigeons flock around the famed equestrian statue of General Andrew Jackson. The square is dominated by St. Louis Cathedral, built in 1794 and remodeled in 1850. Next door, the Cabildo, the one-time Spanish government building where Jefferson's Louisiana Purchase agreement was signed, houses French Emperor Napoleon Bonaparte's death mask and a collection of folk art.

A section of the Mississippi River levee adjacent to Jackson Square serves as a promenade. Renamed the Moon Walk when renovated, it offers a scenic view of the river. The Woldenburg Riverfront Park, stretching from Canal Street to the Moonwalk, gives direct access to the Mississippi River. Elsewhere in the French Quarter landmarks such as the Old Ursuline Convent—the oldest recorded building in the Mississippi Valley and now restored as Archbishop Antoine Blanc Memorial—and Preservation Hall—the city's most famous jazz club where pioneers of the idiom still perform nightly—join with antique shops, confectioneries, Bourbon Street jazz clubs, world-famous restaurants, historic homes, art galleries, sidewalk cafes, and outdoor markets to make the French Quarter New Orleans's top tourism drawing card.

The Audubon Nature Institute comprises several attractions throughout New Orleans. Its Audubon Zoo displays more than 2,000 animals in natural habitats, and the spectacular Aquarium of the Americas displays exhibits of 530 species of fish, birds and reptiles. Adjacent to the Aquarium is the Entergy IMAX Theater. The Louisiana Nature Center is an 86-acre forest and wetland, featuring trails, interpretive galleries, exhibits, and a planetarium. The Audubon Insectarium is scheduled to open in fall 2005. The ''largest free-standing museum in the country devoted to 900,000+ known species of insects and their relatives,'' the museum will encompass 23,000 square feet of exhibit space at the U.S. Customs House in New Orleans.

New Orleans's varied neighborhoods, central business district, and surrounding areas provide a wide range of other attractions as well. City Park, one of the largest municipal parks in the country, showcases an 18-foot sundial, a carousel, a children's story land, and a miniature train, as well as points of historic interest. Six Flags New Orleans theme park provides roller coasters and New Orleans-themed entertainment for families. Construction began on the fortifications at Fort Pike Commemorative Area in 1818 and the buildings were used in various capacities until after the Civil War; now a 125-acre park surrounds the fort. Six Flags New Orleans theme park provides roller coasters and New Orleans-themed entertainment for families.

In the business district, sights include the K & B Plaza at Lee Circle, featuring a 5-acre sculpture garden; the International Trade Mart, which offers spectacular views of the New Orleans area from its 31st and 33rd floors; and the Civic Center, which anchors a complex of state and city buildings around an attractive plaza. Creole cottages and shotgun houses dominate the scene in many New Orleans neighborhoods. Both have a murky ancestry. The Creole cottage, two rooms wide and two or more rooms deep under a generous pitched roof with a front overhang or gallery, is thought to have evolved from various European and Caribbean forms. The shotgun house is one room wide and two, three or four rooms deep under a continuous gable roof. As legend has it, the name was suggested by the fact that because the rooms and doors line up, one can fire a shotgun through the house without hitting anything.

Among the area's picturesque and historic sights is the Longue Vue House and Gardens, a Greek Revival mansion

The famous New Orleans French Quarter.

with eight acres of meticulously tended grounds showcasing a spectacular Spanish Court. Conveying residents and visitors past antebellum homes, the St. Charles Avenue Streetcar Line is listed on the National Register of Historic Places and represents the nation's only surviving historic streetcar system. All 35 electric cars were manufactured by the Brill & Perley Thomas Company between 1922 and 1924 and are still in use. The Riverfront Line connects the cultural and commercial developments along the riverfront. In the Garden District, a New Orleans neighborhood registered with the Historic Landmarks Commission, stately nineteenth-century homes line wide streets.

Because the high water table restricts burials in New Orleans to above-ground edifices, the city's old cemeteries (called ''cities of the dead'') are often sought out for their unusual beauty. There are 42 cemeteries in the metropolitan New Orleans area. Metairie Cemetery is thought by many to be the most beautiful as well as the most unique cemetery, not only in New Orleans, but anywhere in the world, featuring architecture styles from around the world.

Crossing 24 miles of open water between Jefferson and St. Tammany parishes, the Lake Pontchartrain Causeway is the world's longest overwater highway bridge; other drives along area waterfronts and bayou country afford scenic views as well. The Louisiana Nature Center, the Michoud NASA facility, Fairgrounds and Jefferson Downs racetracks, the Pitot House Museum, and the Chalmette National Historical Park are among the many other points of interest in and around New Orleans.

Arts and Culture

New Orleans enjoys an extensive cultural life. The New Orleans Cultural Center with its Municipal Auditorium and Theater of Performing Arts hosts ballets, operas, and concerts. Broadway productions are staged at the Saenger Performing Arts Center, while Le Petit Theatre du Vieux Carre offers community theater on two stages housed in historic architecture. University theaters, dinner theaters, the Contemporary Arts Center, and other area stages also mount various performing arts productions. With a repertoire that ranges from classical to popular music, the New Orleans Philharmonic performs in the Orpheum Theater. The New Orleans Opera Association, a resident company, features renowned guest soloists in its full productions, while concerts by chamber groups spotlight music for smaller groups. Various university and church organizations also offer musical performances in the New Orleans area, while at nightspots around the city listeners can find rhythm and blues, rock and roll, reggae, Cajun, and country music performed by national and local talent.

But music in New Orleans means just one thing to many residents and visitors: jazz. In the late nineteenth and early twentieth centuries African American musicians evolved a style of music that fused African American rhythms and improvisatory methods with European musical styles and the syncopated St. Louis-based piano music known as ragtime. This blend formed the basis for a musical idiom heard in Storyville—New Orleans's brothel district—as well as in parades and at parties, picnics, and funerals. Gradually the new style of musical expression, called jazz, began to take hold outside the city's African American community; the first jazz recording was made in 1917 by a white New Orleans group called the Original Dixieland Jazz Band. Many consider jazz to have come of age with the trumpet genius of Louis Armstrong, a New Orleans native whose music is familiar worldwide and whose statue graces New Orleans's Armstrong Park. Traditional straight-ahead jazz such as Armstrong played is the predominant style heard in present-day New Orleans nightclubs, on Bourbon Street in the French Quarter, and elsewhere across the birthplace of jazz.

The importance of jazz to New Orleans can be seen in the jazz exhibit at the Louisiana State Museum system's Old U.S. Mint facility, which also features a Mardi Gras Carnival exhibit. The state museum system, which maintains several facilities, also presents folk art and traveling exhibitions. The Confederate Museum, the oldest museum in New Orleans, preserves Civil War flags, uniforms, weapons, currency, and other mementos. Jackson Barracks houses a large number of military artifacts, Kenner Historical Museum features various Jefferson Parish items of interest, and Historic New Orleans Collection exhibits imaginative displays in the eighteenth-century home of the collection's founder.

At the Voodoo Museum in the French Quarter, occult displays and a Witchcraft Shop merge a part of old and modern New Orleans. Marie Laveau's grave in St. Louis Cemetery #1 is visited and meticulously maintained by legions of followers, who still place offerings there, including food or various symbols of Voodoo. One ritual that still lives on is the marking of her tomb with chalk in the shape of a cross or an X. The New Orleans Pharmacy Museum preserves antique remedies and apothecary equipment in an 1823 pharmacy building. The Louisiana Children's Museum presents hands-on exhibits, puppet workshops, and storytelling, and includes one of the few interactive math exhibits in a children's museum.

ARTnews magazine has noted that citizens of New Orleans are enthusiastic supporters of the arts. The prestigious New Orleans Museum of Art exhibits works ranging from Renaissance to avant-garde. The Contemporary Arts Center has three galleries and two theaters. It features art exhibits, as well as music, drama, and videotapes in its facility. The new Sydney and Walda Besthoff Sculpture Garden adjacent to the New Orleans Museum of Art in City Park features 42 extraordinary sculptures installed among 100-year-old oaks, mature pines, magnolias and camellias. The sculptures, valued in

excess of $25 million, include works by world-renowned twentieth-century artists as Henry Moore, George Rickey, Jacques Lipchitz, and George Segal. The Besthoff Sculpture Garden is open to the public without charge. There are about 150 other art galleries in the city where local, national, and international artists show their work throughout the year.

Scenes of New Orleans history are on display at the Musee Conti Wax Museum. The Cabildo, site of the signing of the Louisiana Purchase, exhibits steamboat artifacts and paintings and Louisiana historical items, as well as Napoleon's death mask. House museums, such as the Gallier House in the French Quarter, carefully restored to its mid-nineteenth-century elegance, and the Pitot House in Bayou St. John, containing Federal period antiques, are available for touring.

Festivals and Holidays

The Nokia Sugar Bowl on New Years' Day is the oldest annual sporting event in New Orleans; besides football, festivities include tennis, yachting, and other events. In spring the New Orleans Jazz and Heritage Festival is an extravaganza attracting thousands of musicians, craftsmen, and chefs to New Orleans for ten days of concerts, displays, and revelry featuring blues, gospel, ragtime, Cajun, swing, folk, and jazz performances. During the seven-day Spring Fiesta, plantations, courtyards, and private homes throughout New Orleans can be viewed on special tours. In July, the city hosts Carnaval Latino, the Gulf South's most elaborate Hispanic Festival. From April to October various food festivals in the New Orleans area highlight crawfish, catfish, crab, andouille sausage, strawberries, gumbo, and other delicacies. New Orleans Christmas is a series of special events spanning the month of December.

The most famous of all celebrations in New Orleans—and perhaps in the nation—is Mardi Gras. Rooted in the Roman Catholic liturgical calendar, Mardi Gras season begins on January 6, or Twelfth Night. Parades, private balls, and parties continue through Mardi Gras Day, the day before Ash Wednesday, which signifies the beginning of the six-week period of Lent that precedes Easter. Carnival celebrations culminate in rollicking street revelry, formal masked balls, and ritualistic torchlight parades featuring elaborate floats, dancing, lavish costumes, and merriment that infects visitors and residents alike.

Sports for the Spectator

The Louisiana Superdome is home to the National Football League's New Orleans Saints football team; the annual Sugar Bowl football classic and Tulane University's football contests are also played there. The Zephyrs, a farm team of the Houston Astros, play minor-league baseball at Zephyr Field. The New Orleans Arena is home to the Arena Football League's New Orleans VooDoo and the National Basketball Association's New Orleans Hornets.

Consecutive racing schedules at Jefferson Downs and the Fairgrounds racetracks fill the equestrian calendar. Sports spectators can also see tennis tournaments and the Compaq Golf Classic of New Orleans, as well as the annual 10K (6.2 mile) Crescent City Classic road race. In nearby Slidell, the Bayou Liberty Pirogue Races test the skill of boaters skippering dugout canoes known as pirogues. The Ted Gormely Stadium in City Park, refurbished as a state-of-the-art sports facility, hosted the 1992 Olympic Track & Field Triad. The Grand Prix du Mardi Gras is a major league road race held in June in downtown's historic riverfront area. Riverboat gambling is available on the paddleboat vessels ''America'' and ''Queen of New Orleans.''

Sports for the Participant

New Orleans's 1,500-acre City Park offers four golf courses, a two-tiered driving range, 48 tennis courts, rental canoes and paddleboats, and riding stables. Six other public parks also maintain public golf, tennis, and similar facilities.

Popular water sports such as wind surfing, sailing, and boating are possible year-round on New Orleans-area lakes and through the region's lush bayous and marshlands. The delta has always been a prime area for deep-water and freshwater fishing, crawfishing, crabbing, and shrimping, in addition to seasonal duck and deer hunting.

Shopping and Dining

Canal Street has historically been a center in New Orleans for department stores and specialty shops, and the locale continues its tradition with such retail and office developments as One Canal Place and the nearby Riverwalk, which features not only shops but restaurants, cafes, bars, and magnificent views of the Mississippi River. At once-famous Jackson Brewery, now a marketplace, shops, entertainment, and Louisiana food specialties lure visitors. In the French Quarter, handicraft, antique, and candy stores draw buyers from around the country. Accessible via the St. Charles Street streetcar, Magazine Street's clusters of small shops begin in the Garden District and extend for more than three miles of antique shops and art galleries.

For more than 160 years the long, narrow French Market across from Jackson Square in the French Quarter has furnished area cooks with exotic spices, fresh produce, and cheeses at stalls encompassing coffee houses and craft shops as well. Shops retailing health food, books, brassware, perfume, and other specialty items are also popular among visiting and resident consumers.

New Orleans, dubbed the nation's culinary capital, considers cooking and dining to be art forms. Local chefs excel in

variety while specializing in unique Cajun and Creole cuisines. Creole cooking, originally the region's urban gastronomic style, combines several elements: the French provincial talent for incorporating a wide variety of ingredients into its repertoire, the Spanish taste for zest, the Choctaw affinity for herbs and spices, the African understanding of slow cooking, the American Southern tradition, and subsequent ethnic infusions. Creole cuisine is perhaps best exemplified by its complex sauces with Mediterranean and Caribbean inflections. Cajun cuisine, on the other hand, originally the region's rural cooking style, is more robust and savory and is typified by such dishes as boudin, a smoky pork sausage; crawfish etouffe, a tomato-based stew of small lobster-like crustaceans served over rice; boiled crawfish liberally seasoned with cayenne pepper; or blackened redfish, a highly seasoned fillet of fish charred in a hot skillet.

Cajun and Creole elements are combined in the cuisine of present-day New Orleans, where diners at the more than 3,000 restaurants find numerous local specialties: jambalaya, a spicy blend of shrimp, ham, tomatoes, vegetables, and rice; andouille, a salty sausage; gumbo, from an African word meaning okra, now signifying a thick soup; red beans and rice, traditionally a washday recipe featuring kidney beans; dirty rice, pan-fried leftover rice cooked with giblets, spices, and onions; mirliton, a vegetable pear cooked like squash; plantains, large starchy bananas served as a side dish; seafood, from oysters Rockefeller and shrimp Creole to boiled crab and broiled pompano; and the po' boy, a fried sandwich on crusty French bread typically featuring oysters but possibly instead featuring roast beef, crab, or shrimp. Diners in New Orleans are likely to encounter eggplant, avocados, yams, and mangoes in the regional cuisine as well. Sweet offerings typical of the Crescent City include pecan pralines, bread or rice pudding with caramel or whiskey sauce, and beignets—square, fried doughnuts sprinkled with powdered sugar. Coffee in New Orleans is brewed strong and sometimes blended with roasted chicory root or chocolate, and it can be served as cafe au lait—half hot milk—or cafe brulot—mixed with spices, orange peel, and liqueurs and set aflame. Residents and visitors alike find dining in New Orleans to be an event in itself.

Visitor Information: The New Orleans Metropolitan Convention and Visitors Bureau, 2020 St. Charles Avenue, New Orleans, LA 70130; telephone (504)566-5011 or (800)672-6124

Convention Facilities

A central location, spacious facilities, and famous off-hour activities make New Orleans an extremely popular choice for trade show and professional conferences. More than 21,000 hotel guest rooms are available downtown, and more than 37,000 are found in the metropolitan area. New Orleans is home to one of America's most popular meeting venues, the Morial Convention Center, located on the Mississippi River in the heart of the business district and within easy walking distance of the French Quarter, which offers 1.1 million square feet of contiguous exhibit space in 12 separate/combinable exhibit halls

The enormous Louisiana Superdome seats 77,000 people at one event, and offers 166,000 square feet of unobstructed convention floor space plus smaller meeting rooms. Situated in the northwest corner of the business district, the Superdome is close to government offices and hotels.

Located near the river amid major hotels and only steps from the French Quarter, the Rivergate is another name for the Port of New Orleans Exhibition Center, where 580,000 square feet of space and numerous conference rooms are available. On the north side of the French Quarter, the Municipal Auditorium is the city's fourth largest convention center, with 52,000 square feet of show space.

Additional exhibit space and meeting rooms for large gatherings can be found at the Pontchartrain Center, which recently added the Belle Grove Plantation Ballroom, and at the Fairmont, Hyatt Regency, and Hilton Riverside hotels. Smaller groups of 200 to 300 people, however, often seek out New Orleans's unique atmosphere for gatherings in such unusual settings as the Storyville Jazz Hall and the New Orleans Paddlewheels Creole Queen—at the International Cruise Terminal—or in Terrell House, a guest home lavishly furnished in Victorian antiques.

Convention Information: The New Orleans Metropolitan Convention and Visitors Bureau, 2020 St. Charles Avenue, New Orleans, LA 70130; telephone (504)566-5011 or (800)672-6124

Transportation

Approaching the City

The Louis Armstrong New Orleans International Airport, which is located west of the city in Kenner, provides full service on 20 carriers to every part of the United States with flights to and from South and Central America and Toronto and Mexico City. Private planes and corporate and charter flights often prefer to use Lakefront Airport, on the Lake Pontchartrain coast near the central business district. Interstate Highways I-59, I-55, and U.S. 61 approach New Orleans from the north, while I-10 and US 90 carry east-west

drivers into the city. Auto ferries cross the Mississippi at various locations. Overnight Amtrak trains from and to Chicago, Washington, D.C., and western locales arrive at and depart from the Union Passenger Railroad Terminal. The Port of New Orleans facilitates the inclusion of New Orleans as a port of call for commercial pleasure cruises in the Gulf of Mexico.

Traveling in the City

The New Orleans Transit Authority in New Orleans operates an extensive bus system connecting all areas of the city. In the downtown business district, a shuttle traverses a route that connects the city's three largest convention facilities with major hotels and with the French Quarter. Visitors often include a ride on the historic electric streetcar along the St. Charles Streetcar Line as a part of their New Orleans experience, while the Riverfront Streetcar Line transports visitors to cultural and shopping destinations in that district.

Communications

Newspapers and Magazines

The Times-Picayune is the city's leading newspaper. Other periodicals originating from New Orleans are the *Clarion Herald, Gambit* (covering local politics, dining and entertainment), *Offbeat,* a free monthly music magazine, *Naval Reservist News,* and *Louisiana Weekly* and *New Orleans Data News Weekly* (both covering the African American community). Trade and university papers, scholarly journals, and quarterly publications are also published in the ''Crescent City.''

Television and Radio

Five television stations broadcast in New Orleans. Four are affiliated with the national networks, and one is a public television station. Talk shows, gospel music, news, religion, and contemporary music head the programming of the 19 AM and FM stations in the New Orleans area.

Media Information: *New Orleans Time-Picayune,* 3800 Howard Ave., New Orleans, LA 70140; telephone (504)826-3300

New Orleans Online

City of New Orleans Home Page. Available www.cityofno.com

The Greater New Orleans, Inc. Available www.norcc.org

Individual public school report cards. Available www.doe.state.la.us/DOE/asps/home.asp?I=REPORTC

Louisiana Bureau of Tourism and Travel. Available crt.g2digital.com

New Orleans Metropolitan Convention and Visitors Bureau. Available www.neworleanscvb.com

New Orleans Public Library. Available www.gnofn.org/~nopl

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Rice, Anne, *The Feast of All Saints* (New York: Ballantine Books, 1992)

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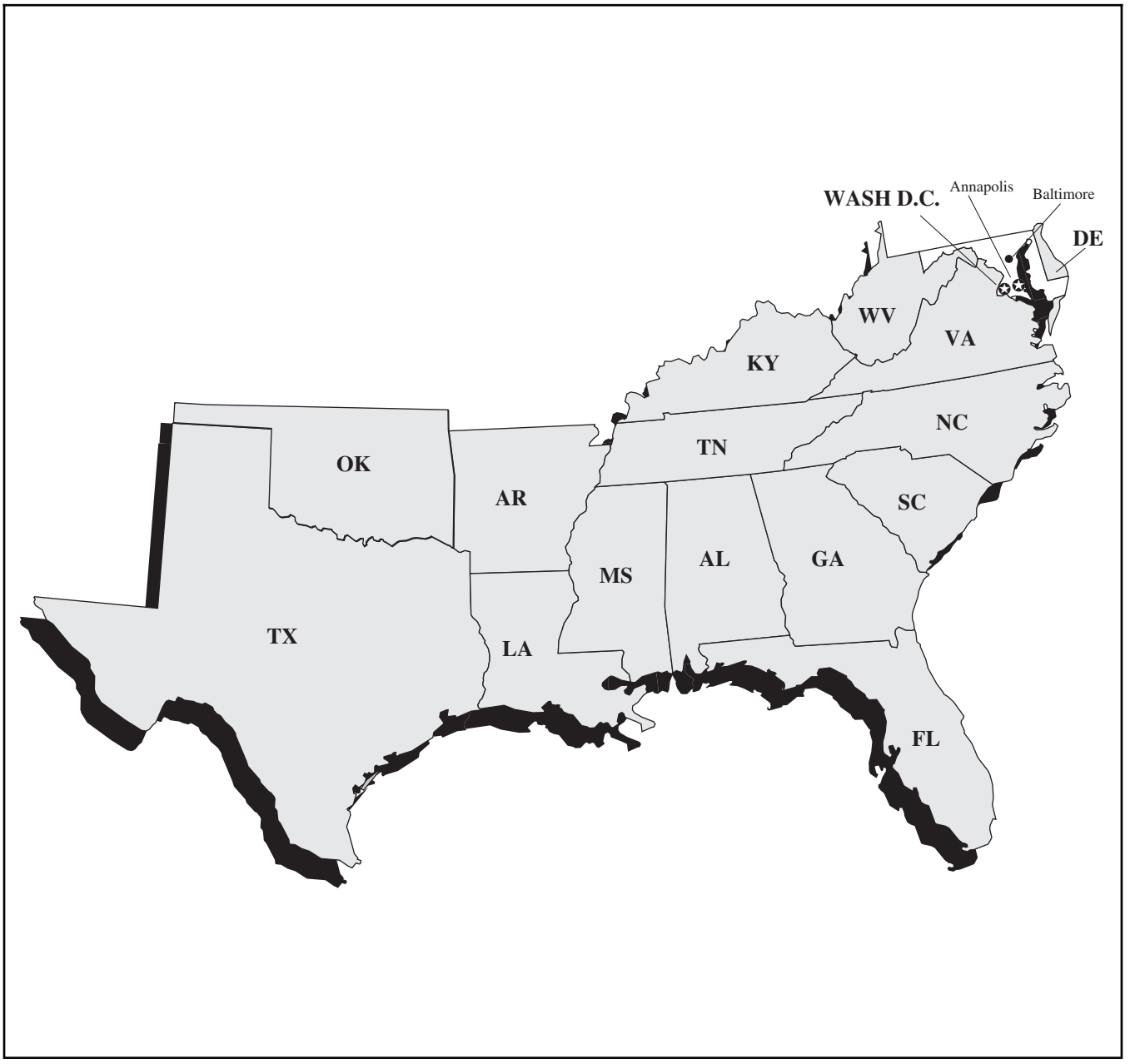
Young, Andrew, *An Easy Burden: The Civil Rights Movement and the Transformation of America* (New York: HarperCollins, 1996)

Note: This profile of the city of New Orleans was updated prior to August 2005, when Hurricane Katrina caused severe damage to the Gulf Coast region of the United States. The long-term impact of Katrina on New Orleans is unknown at the time of publication.

MARYLAND

Annapolis 307
Baltimore 319



The State in Brief

Nickname: Old Line State, Free State
Motto: *Fatti maschii, parole femine* (Manly deeds, womanly words)

Flower: Black-eyed susan
Bird: Baltimore oriole

Area: 12,407 square miles (2000; U.S. rank: 42nd)
Elevation: Ranges from sea level to 3,360 feet above sea level
Climate: Temperate, with mild winters and hot summers; cooler in mountains

Admitted to Union: April 28, 1788
Capital: Annapolis
Head Official: Governor Robert L. Ehrlich (R) (until 2007)

Population
- **1980:** 4,217,000
- **1990:** 4,781,468
- **2000:** 5,296,486
- **2004 estimate:** 5,558,058
- **Percent change, 1990–2000:** 10.8%
- **U.S. rank in 2004:** 19th
- **Percent of residents born in state:** 49.3% (2000)
- **Density:** 541.9 people per square mile (2000)
- **2002 FBI Crime Index Total:** 259,120

Racial and Ethnic Characteristics (2000)
- **White:** 3,391,308
- **Black or African American:** 1,477,411
- **American Indian and Alaska Native:** 15,423
- **Asian:** 210,929
- **Native Hawaiian and Pacific Islander:** 2,303
- **Hispanic or Latino (may be of any race):** 227,916
- **Other:** 95,525

Age Characteristics (2000)
- **Population under 5 years old:** 353,393
- **Population 5 to 19 years old:** 1,139,572
- **Percent of population 65 years and over:** 11.3%
- **Median age:** 36 years (2000)

Vital Statistics
- **Total number of births (2003):** 75,487
- **Total number of deaths (2003):** 44,629 (infant deaths, 645)
- **AIDS cases reported through 2003:** 12,911

Economy
- **Major industries:** Electrical equipment, food products, transportation equipment, metals, tourism
- **Unemployment rate:** 3.7% (December 2004)
- **Per capita income:** $37,424 (2003; U.S. rank: 5th)
- **Median household income:** $55,213 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 7.7% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.0% to 4.75%
- **Sales tax rate:** 5.0% (food and prescription drugs are exempt)

Annapolis

The City in Brief

Founded: 1649 (chartered 1708)

Head Official: Mayor Ellen O. Moyer (D) (since 2001)

City Population
- **1980:** 31,740
- **1990:** 33,195
- **2000:** 35,876
- **2003 estimate:** 36,178
- **Percent change, 1990–2000:** 10.2%
- **U.S. rank in 2000:** 878th (State rank: 15th, in 2002)

Metropolitan Area Population (CMSA)
- **1990:** 6,727,050
- **2000:** 7,608,070
- **Percent change, 1990–2000:** 13.1%
- **U.S. rank in 1980:** 4th
- **U.S. rank in 1990:** 4th
- **U.S. rank in 2000:** 4th

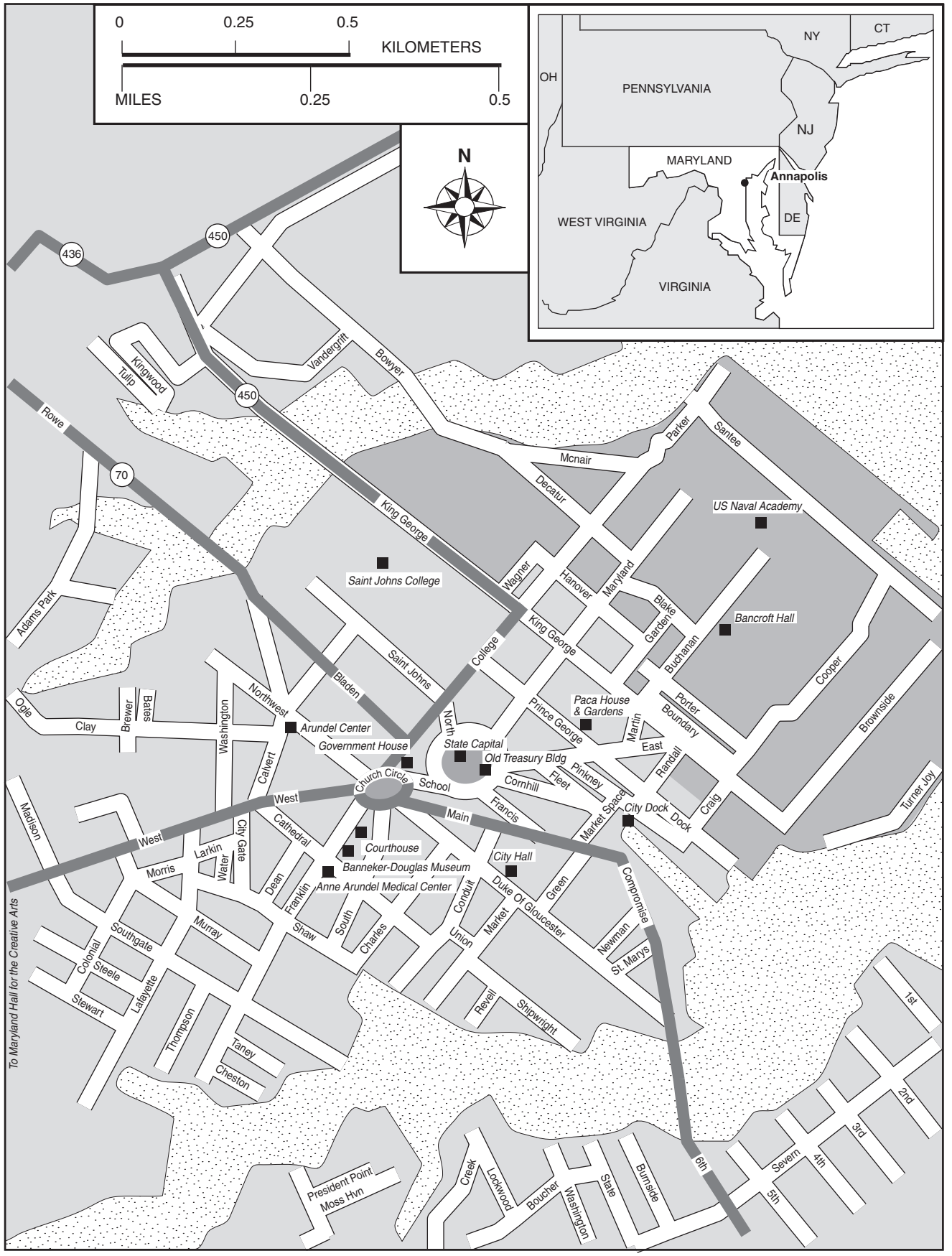
Area: 7.2 square miles (2004)
Elevation: 92 feet above sea level
Average Temperatures: January, 35.5° F; July, 85.2° F
Average Annual Precipitation: 39.03 inches of rain; 14.4 inches of snow

Major Economic Sectors: Services, trade, government, technology
Unemployment rate: 3.7% (State of Maryland, December, 2004)
Per Capita Income: $27,180 (1999)

2002 FBI Crime Index Total: 2,330

Major Colleges and Universities: U.S. Naval Academy, Saint John's College, Anne Arundel Community College

Daily Newspaper: *The Capital*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Tulip
Vandergrift
Bowyer
Mcnair
Parker
Santee
Decatur
King George
US Naval Academy
Saint Johns College
Wagner
Hanover
Maryland
Blake
Garden
Bancroft Hall
Buchanan
Cooper
Brownside
Adams Park
Saint Johns
College
Bladen
Northwest
Ogle
Clay
Brewer
Bates
Washington
Arundel Center
Government House
Paca House & Gardens
Prince George
Martin
East
Porter
Boundary
North
State Capital
Old Treasury Bldg
Pinkney
Randall
Calvert
Church Circle
School
Cornhill
Fleet
Craig
Turner Joy
Madison
West
Cathedral
Main
Francis
Market Space
City Dock
Dock
Larkin
City Gate
Water
Courthouse
City Hall
Morris
Banneker-Douglas Museum
Dean
Franklin
Anne Arundel Medical Center
Conduit
Duke Of Gloucester
Green
Compromise
Southgate
Murray
Shaw
South
Charles
Union
Market
Newman
St. Marys
Colonial
Steele
Stewart
Lafayette
Thompson
Taney
Cheston
Reveil
Shipwright
1st
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3rd
4th
5th
6th
Severn
Burnside
State
Washington
Boucher
Lockwood
Creek
President Point
Moss Hvn
To Maryland Hall for the Creative Arts

Introduction

Annapolis is a cosmopolitan American city with a small-town atmosphere. For more than 350 years it has played an integral part in national affairs. The city has long been the site of the U.S. Naval Academy, and marine activities remain a vital part of community life. Despite being home to high-tech industries and modern businesses, the city has managed to maintain its seventeenth-century charm. Visitors can enjoy the more than three centuries of American architecture on display there.

Geography and Climate

Annapolis is located in central Maryland on the south bank of the Severn River, near the mouth of the Chesapeake Bay. It is 27 miles south-southeast of Baltimore and 27 miles east of Washington, D.C. The lowest land in Annapolis is near sea level at the City Dock, and the level climbs to 92 feet between Bay Ridge Avenue and Forest Drive. Excluding the U.S. Naval Academy, the city has 17 miles of waterfront.

Annapolis has a temperate mid-latitude climate with warm, humid summers and mild winters. The weather during spring and autumn is generally pleasant. There are no pronounced wet and dry seasons, but summer often bring sudden heavy showers, damaging winds, and lightning. Breezes from the Chesapeake Bay and nearby creeks moderate the city's temperature. Regional rainfall averages slightly more than 39 inches annually, while snowfall averages below 15 inches per year.

Area: 7.2 square miles (2004))

Elevation: 92 feet above sea level

Average Temperatures: January, 35.5° F; July, 85.2° F

Average Annual Precipitation: 39.03 inches of rain; 14.4 inches of snow

History

Early settlement

Before white settlers arrived in Maryland, the Algonquin and other Native American tribes occupied the region. By the time Annapolis was settled in 1649, the Algonquins were gone from the area, forced out by raiding parties of the Susquehannock tribe.

The original white settlement of the area near Annapolis was at Greenbury Point, although the land is now mostly covered by the Severn River. In the middle of the seventeenth century, Puritans living in Virginia were threatened with severe punishments by the Anglican Royal Governor if they did not conform to the worship of the Anglican church. Then Cecil Calvert, the second Lord Baltimore, offered the Pilgrims generous land grants, freedom of worship, and trading privileges if they agreed to move to Maryland, which he wanted to have settled. In 1649 they started a community on a site at the mouth of the Severn River on the western shore of Chesapeake Bay.

The Puritans named their new settlement Providence. In 1650, Lord Baltimore, the overseer of the colony, granted a charter to the county that surrounded Providence. He named it Anne Arundel County after his beloved wife, Anne Arundel, who had died shortly before at the age of thirty-four. But the Puritans refused to sign an oath of allegiance to Lord Baltimore, in part because he was a Roman Catholic. In 1655 he sent the St. Mary's militia, headed by Governor William Stone, to force the Puritans into submission. A battle between the two groups took place on March 25, 1655. The Puritans won the conflict, which was the first battle between Englishmen on the North American continent. Eventually, Maryland became a royal colony. The capital was moved further north in 1694 to the site of present-day Annapolis. By that time, for reasons unknown, the Puritan settlement of Providence had all but disappeared.

Development of Annapolis

Over time a small community began to develop on the peninsula that is the site of present-day Annapolis. It was known as Anne Arundel Town, taking its name from the county. The settlement grew and by the late 1600s the population of the province had reached nearly 25,000 residents. People started to object that the then-capital, St. Mary's, was too far away from where the majority of the people lived.

Royal Governor Francis Nicholson decided a more centrally located capital was needed and chose the site of what is now Annapolis. He named the new capital Annapolis in honor of Princess Anne, who became queen of England in 1702. It was Nicholson who determined that the city be built on a grand baroque street plan much like the great capitals of Europe. Streets were designed to radiate from a circle that was to contain the capitol. In a second circle was built an Anglican church. Residential areas were built for the prosperous families, for artisans, and for working men and their families. In 1696, Nicholson granted a charter to King William's School, which was built in Annapolis's center.

During the second half of the seventeenth century, the people of colonial Anne Arundel County had violent en-

counters with the Algonquins and other tribes along the shores of the Magothy River. The Indians staged raids there to try to protect their tribe and their lands from colonists, who often used devious methods to take advantage of them. Eventually the colonists won out.

Annapolis Prospers

In time Annapolis became the political, social, cultural, and economic hub of Maryland. The city gained its charter in 1708. Annapolis and Anne Arundel County continued to grow into a major shipping port. By the last third of the 1700s, the only town in Maryland to rival Annapolis as a shipping center was Baltimore.

Those were prosperous times for some. With the help of the fertile soil and a slave economy, plantation owners and wealthier citizens were able to furnish their houses with luxury items from Europe. Young ladies and gentlemen wore elegant clothing and attended fancy balls at various large homes.

During the years shortly before the start of the Revolutionary War, and even during wartime, citizens of Annapolis enjoyed racing, dancing, and gambling. Luckily for Annapolitans, the Revolutionary War and the wars of the nineteenth century bypassed the area. During the war's later years, French volunteer Marquis de Lafayette helped enliven the city's social scene.

Site of Annapolis Convention

From 1783 to August 1784, Annapolis served as the United State's first peacetime national capital. There in 1783 General George Washington resigned from the Continental Army. The next year, the Treaty of Paris ending the American Revolution was ratified there. In 1786 the city served as the seat of the Annapolis Convention, at which delegates from five states met to discuss proposed changes to the Articles of Confederation by which the country was then run.

During this period slavery played a large role in the economy. Alex Haley, the late author of the world- famous account of his family entitled *Roots*, was able to trace back the arrival of his ancestors, who had been kidnapped from Africa, to the Annapolis City Dock. Although Maryland was formally a slave state, many of its citizens opposed the institution. Archaeologists have found that there was a large, free African American population in the area before the Civil War.

From Post-Revolution to Civil War Times

After the Revolutionary War, Baltimore forged ahead of Annapolis as a center of commerce. However, in 1808, Fort Severn was built on Windmill Point to prevent the British from attacking Annapolis during the War of 1812. (Soldiers inhabited the fort until 1845. Then the post was transferred to the U.S. Navy, becoming the U.S. Naval Academy in 1850.)

As early as 1800 Annapolis had developed into a city of stately residences and public buildings patterned on those in London, England. Members of local high society enjoyed such diversions as fox hunts and racing meets. During the Civil War years most Annapolitans sympathized with the South but did not engage in acts of violence. At that time, facilities at the Naval Academy and St. John's College were used to house injured soldiers.

Agriculture and Tourism

Until well into the nineteenth century, Anne Arundel County remained agrarian, with tobacco the main crop. Other important crops were wheat, corn, and fruit. Seafoods such as oysters and crab were also a mainstay of the local diet. The addition of steamboats to the local scene after the Civil War brought many visitors to the area, as vacationers fled to the shore to leave behind the heat of the larger cities. This prompted the growth of resorts, beaches, yacht clubs, and summer communities.

In the 1880s the railroad brought a period of development in the area. By 1890 the population of the city had reached 7,604 people. Crops were shipped to markets in Washington, D.C., Philadelphia, and beyond.

The City in the Twentieth Century

During the twentieth century, the area continued to develop, due to such factors as the growth of the state government, the presence of U.S. Navy and Coast Guard facilities, the completion of a bridge to the Delmarva peninsula, and the development of Baltimore-Washington International Airport. The population grew from 7,657 people in 1900 to 10,047 people by 1950.

Today, Annapolis remains a thriving naval and government center. It has enjoyed the benefits of having its own developing local high-tech firms, while also serving as a commuter community for nearby Washington, D.C. and Baltimore.

Historical Information: Maryland Historical Society, PO Box 385, 7101 Aviation Boulevard, Linthicum, MD 21090-0385; telephone (410)685-3750. Anne Arundel County Historical Society, telephone (410)768-9518; email director @MaHS.org

Population Profile

Metropolitan Area Population (CMSA)
1990: 6,727,050

2000: 7,608,070
Percent change, 1990–2000: 13.1%
U.S. rank in 1980: 4th (CMSA)
U.S. rank in 1990: 4th (CMSA)
U.S. rank in 2000: 4th (CMSA)

City Residents
1980: 31,740
1990: 33,195
2000: 35,876
2003 estimate: 36,178
Percent change, 1990–2000: 10.2%
U.S. rank in 2000: 878th (State rank: 15th, in 2002)

Density: 5,326 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 22,457
Black or African American: 11,267
American Indian and Alaska Native: 60
Asian: 650
Native Hawaiian and Pacific Islander: 11
Hispanic or Latino (may be of any race): 2301
Other: 796

Percent of residents born in state: 50.6% (2000)

Age characteristics (2000)
Population under 5 years old: 2,385
Population 5 to 9 years old: 2,160
Population 10 to 14 years old: 2,005
Population 15 to 19 years old: 2,102
Population 20 to 24 years old: 2,455
Population 25 to 34 years old: 6,352
Population 35 to 44 years old: 5,620
Population 45 to 54 years old: 5,137
Population 55 to 59 years old: 1,907
Population 60 to 64 years old: 1,439
Population 65 to 74 years old: 2,241
Population 75 to 84 years old: 1,564
Population 85 years and over: 471
Median age: 35.7 years

Births (Anne Arundel County, 2003)
Total number: 6,913

Deaths (Anne Arundel County, 2003)
Total number: 3,567 (of which, 56 were infants under the age of 1 year)

Money income (1999)
Per capita income: $27,180
Median household income: $49,243
Total households: 15,231

Number of households with income of . . .
less than $10,000: 1,405
$10,000 to $14,999: 652
$15,000 to $24,999: 1,716
$25,000 to $34,999: 1,636
$35,000 to $49,999: 2,330
$50,000 to $74,999: 3,051
$75,000 to $99,999: 1,937
$100,000 to $149,999: 1,508
$150,000 to 199,999: 518
$200,000 or more: 478

Percent of families below poverty level: 9.59% (41.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,330

Municipal Government

Annapolis is the capital of Maryland and the seat of Anne Arundel County. The Annapolis city council includes eight aldermen, who serve four-year terms and the mayor, who presides at meetings. Each alderman represents one of eight wards, or geographical areas, of the city. The mayor serves full-time as the chief executive officer of the city and may serve two consecutive four-year terms. City services are provided by 10 departments staffed by some 550 full-time employees.

Head Official: Mayor Ellen O. Moyer (D) (since 2001; current term expires December 2005)

Total Number of City Employees: 550 (2005)

City Information: Mayor's Office, City of Annapolis, Annapolis City Hall, 160 Duke of Gloucester Street, Room 105, Annapolis, MD 21401; telephone (410)263-7997; email mayor@annapolis.gov

Economy

Major Industries and Commercial Activity

Annapolis has long had its economic base in federal, state, and local government, aided by its quick access to Washington, D.C. But in more recent years Annapolis is rapidly becoming a center for high-tech industrial development as well. The city's location in the high-tech corridor between Baltimore and Washington, D.C. helps attract and retain technology companies and services. New companies concentrate primarily in the areas of fiber optics, telecommuni-

cations, computer-related technologies, Internet-based services, regional data centers, medical equipment and supplies distribution, and environmental concerns.

The main industries in the city are the production of radar electronic equipment and underwater military devices, as well as research and development, and communications. Annapolis is a port of entry and a farm produce shipping center for nearby agricultural areas.

Anne Arundel County's largest employer, the National Security Agency, is a high-technology organization responsible for the collection and processing of foreign signals intelligence and for the communications and computer security of the U.S. government. The county's second largest employer, Fort George G. Meade, has been evolving from a troop training facility into a federal business park for military and civilian tenants.

Tourism is a thriving industry in Annapolis, with many tourists drawn by the city's authentic colonial character and the U.S. Naval Academy. Tourism brings more than $1.4 billion annually into Anne Arundel County, with more than 12,000 people employed in the industry.

Items and goods produced: radar and electronics equipment, undersea warfare equipment, seafood processing, small boats, concrete products, plastic, beverages

Incentive Programs—New and Existing Companies

Local programs—The Anne Arundel Economic Development Corporation (AAEDC) provides loans of up to $300,000 to county-based or new companies seeking a county presence. Loans are made through the Arundel Business Loan Fund in the form of direct loans and Small Business Administration guaranteed loans.

State programs—The Maryland Industrial Development Financing Authority (MIDFA) provides financing assistance for capital assets and working capital to small and mid-sized businesses that demonstrate a significant economic impact. This assistance includes programs that insure loans made by financial institutions up to 80% and not exceeding $2.5 million; taxable bond financing; tax-exempt bond financing for 501(c)(3) non-profit organizations and manufacturing facilities; linked deposits that provide loans below market rates to qualified small businesses in rural areas with high unemployment rates; and trade financing for industrial or commercial businesses that are engaged in the export and import of goods through Maryland ports and airport facilities. Other programs are the Maryland Industrial Land Act, the Community Development Block Grant for Economic Development, and the Economic Development Opportunities Program Fund. The Maryland Small Business Development Financing Authority (MSBDFA) provides financing for small businesses through a variety of programs, including a contract financing program, an equity participation investment program, a long-term guaranty program, and a surety bonding program.

Major incentive programs include Job Creation Tax Credits amounting to the lesser of $1,000 or 2.5 percent of annual wages for each qualifying permanent job, Employment Opportunity Tax Credit, Neighborhood Partnership Program Tax Credit, Research and Development Tax Credit, and Employer Commuter Tax Credit. Some areas of the state are also eligible for Enterprise Zone Tax Credits. The Clean Energy Incentive Act of 2000 also provides a number of tax incentives and exemptions for businesses that purchase products that use less energy and generate less pollution, including solar energy systems, hybrid electric vehicles, and biomass energy fuel sources.

Job training programs—The Office of Business and Industry Training at Anne Arundel Community College offers business training programs in computers, management and leadership, communication, and customer service. The University of Maryland provides training specialists to review, analyze, and recommend safety training programs.

The Maryland Industrial Training Program helps with training for new employees, and Partnership for Workforce Quality targets training grants to firms to improve business competitiveness and worker productivity. The Partnership for Workforce Quality (PWQ) offers skill training grants and support services designed to improve the competitive ability of small and mid-sized manufacturing and technology companies throughout the state. The Maryland Community Colleges' Business Training Network (MCCBTN) serves as a clearinghouse for workforce training at the 16 community colleges serving the state of Maryland. Other programs help employers who wish to establish apprenticeship programs and provide customized technology training.

Development Projects

Major projects in Anne Arundel County underway in early 2005 include Annapolis Towne Centre at Parole, a 33-acre site featuring 650,000 feet of retail space, 90,000 square feet of office space, 900 residential units, and a full-service hotel; the 500,000 square foot Arundel Mills Corporate Park; the 1,622-acre Odenton Town Center; Park Place, an 11-acre development designed to offer 250,000 square feet of office space in two five-story office buildings, plus retail stores, a four-star hotel, a performing arts center, and a concierge condominium complex; and the 100,000 square foot National Business Office Park.

Economic Development Information: Annapolis Economic Development & Public Information Office, 160 Duke of Gloucester St., Annapolis, MD, 21401; telephone (410)263-

7940; email econdev@annapolis.gov. Anne Arundel Economic Development Corporation, 2660 Riva Road, Suite 200, Annapolis, MD 21401; telephone (410)222-7415; email info@aaedc.org

Commercial Shipping

Freight carriage is provided by the Chessie System and the Consolidated Rail Corporation (CONRAIL). More than 100 motor freight common carriers serve Anne Arundel County. The international Port of Baltimore is nearby, providing a 42-foot shipping channel. To take advantage of the channel by bringing its products to the port, Anne Arundel County has invested in the local transportation infrastructure by upgrading and expanding its highway, commuter, and light rail system.

Labor Force and Employment Outlook

Maryland's is among the best educated and highly skilled work forces in the nation. It is projected to grow 14 percent by 2008. More than 82 percent of the Annapolis work force has a high school diploma and 38.7 percent hold a college degree. Anne Arundel County has 223 businesses that employ 100 or more workers.

The following is a summary of annual data regarding the Annapolis/Baltimore metropolitan area labor force as of 2003.

Size of nonagricultural labor force: 1,246,400

Number of workers employed in . . .
construction and mining: 73,700
manufacturing: 80,200
trade, transportation, and utilities: 237,000
information: 20,600
financial activities: 81,800
professional and business services: 172,000
educational and health services: 199,500
leisure and hospitality: 107,100
other services: 55,700
government: 218,900

Average hourly earnings of production workers employed in manufacturing: $15.75 (state of Maryland, 2003 average)

Unemployment rate: 3.7% (December 2004, state of Maryland)

Largest employers

(Anne Arundel County)	*Number of employees*
National Security Agency	16,000
Ft. Meade	14,150
A.A. County Public Schools	10,500
State of Maryland	9,396
Northrup Grumman ES3/Oceanic	7,500

Largest employers

(Anne Arundel County)	*Number of employees*
Anne Arundel County	3,800
Anne Arundel Health System, Inc.	2,432
Southwest Airlines	2,425
U.S. Naval Academy	2,052
Computer Sciences Corporation	1,829

Cost of Living

In 2004 the average cost of a home in Annapolis was $335,746. The following is a summary of data regarding several key cost of living factors for the Annapolis area.

2004 (3rd Quarter) ACCRA Average House Price: Not reported

2004 (3rd Quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: 2–4.75% (corporate business tax rate, 7%)

State sales tax rate: 5%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $6.93 per $100 of assessed value (2005)

Economic Information: Annapolis and Anne Arundel County Chamber of Commerce, 49 Old Solomon's Island Road, Suite 204, Annapolis, MD 21401; telephone (410)266-3960; fax (410)266-8270; email info@aaaccc.org

Education and Research

Elementary and Secondary Schools

Annapolis students attend the Anne Arundel County Public Schools, ranked in 2005 as the 41st largest school system in the United States and the 5th largest school system in Maryland. In addition to basic academic subjects, the school system offers classes in computer education, music, art, health, physical education, foreign languages, library media, and technology. It also boasts a special gifted and talented program.

The following is a summary of data regarding the Annapolis public school system as of the 2004–2005 school year.

Total enrollment: 75,000

Number of facilities
elementary schools: 77
middle schools/combined: 19

senior high schools: 12
other: 12

Student/teacher ratio: 16.6:1

Teacher salaries
minimum: $34,691
maximum: $73,525

Funding per pupil: $7,793 (2002-03)

The city is also served by two private schools and one parochial school.

Public Schools Information: Anne Arundel County Public Schools, 2644 Riva Rd., Annapolis, MD 21401; telephone (410)222-5000

Colleges and Universities

Annapolis is home to St. John's College, the third oldest college in the nation. The co-educational, four-year liberal arts institution, with a 1:8 faculty-student ratio, has an enrollment of about 1,000, and offers bachelor and master of arts degrees. It has a second campus in Santa Fe, New Mexico. Rather than employing typical college classes and lectures, St. John's instructors teach primarily by way of seminars, tutorials, and laboratories. St. John's students follow a curriculum that is based on in-depth reading of the major works of European thought.

Annapolis is also served by the University of Maryland's University College, which provides undergraduate and graduate courses at its Annapolis Center. In addition, Anne Arundel Community College, a public two-year college, enrolls more than 14,400 students at its two campuses near Annapolis.

The United States Naval Academy in downtown Annapolis, founded in 1845, provides undergraduate education for the members of the U.S. Navy. On its more than 338-acre campus, the institution enrolls more than 4,000 students from every state and several foreign countries. The academy offers a core curriculum of required courses as well as a choice of 18 major fields of study. The Brigade of Midshipmen, as the student body is known, undergoes a rigorous academic program and intense physical training to prepare them for being commissioned as ensigns in the Navy or second lieutenants in the Marine Corps.

Libraries and Research Centers

The Anne Arundel County Public Library, founded in 1921, has its headquarters in Annapolis. Its 15 countywide library branches contain more than one million items, and the staff responds to more than 300,000 inquiries annually. In addition to popular materials and information services, the library provides storytime programs, special business and health collections, a bookmobile, and services for disabled persons and adult new readers. Public Internet access is available at all branches.

The U.S. Naval Academy's Nimitz Library houses more than 413,000 books in its general collections and some 27,000 books in special collections that focus on naval history, naval and military science, and science and technology. The U.S. Navy Library, with 12,000 volumes, focuses on energy research and materials and environmental control.

Other libraries in the city include the Maryland State Archives Library, the Maryland State Law Library, the Maryland Department of Legislative Services Library, St. John's College Library, the Anne Arundel Medical Center Library, the Environmental Protection Agency Office of Analytical Services Library, and *The Capital* Newspaper Library.

A number of research institutes make their home in Annapolis. The Historic Annapolis Foundation Research Center has special subject interests in architecture, city planning, urban design, and local and state history. The ITT Research Institute Technical Information Services concentrates on communications and electronics equipment areas. The Center for Public Justice offers public policy research from a Christian perspective, while the Environmental Research Foundation examines toxic, hazardous, and solid waste problems.

Public Library Information: Anne Arundel County Public Library, 5 Harry S Truman Pkwy., Annapolis, MD 21401; telephone (410)222-7371

Health Care

Annapolis is served by the city's Anne Arundel Medical Center, which treats patients at its location at the Carl A. Brunetto Medical Park. The Medical Center, which provides 303 beds, served more than 22,100 patients in the year ending June 30, 2004. The Clatanoff Pavilion offers a variety of women's health care services, including obstetrics and gynecology services, maternity suites, and a critical care nursery; more than 4,600 babies are delivered there each year. The Donner Pavilion houses the DeCesaris Cancer Institute, a state-of-the-art cancer treatment center. Patients needing same-day surgery are treated at the Edwards Surgical Pavilion, where more than 600 surgeries are performed every month. The Sajak Pavilion includes the hospital's Breast Center, focusing on the needs of breast cancer patients, as well as other medical and administrative offices such as Anne Arundel Diagnostics, the Diabetes Center, and the AAMC Foundation. The Medical Park also makes available critical care treatment, outpatient surgery, and health education.

The U.S. Naval Academy, established in 1845, is an undergraduate college that prepares men and women for careers as officers in the U.S. Navy and Marine Corps.

Health Care Information: Anne Arundel Medical Center, 2001 Medical Parkway, Annapolis, MD 21404; telephone (443)481-4700; email aamcpr@aahs.org

Recreation

Sightseeing

Charming Annapolis boasts more surviving colonial buildings than any city in the country, and the entire downtown is a registered National Historic Landmark. More than 60 eighteenth-century structures survive in the Annapolis downtown area. Annapolis is a great city to tour on foot with its unusual street layout in the center city—there are two major circles with streets spoking around them. Sightseers can observe an attractive mix of Colonial, Federal, and Victorian architecture, especially in the National Historic Landmark District. Visitors can also observe the comings and going of yachts at the waterfront.

The focal point of sightseeing in Annapolis is the Maryland State House with its unique narrow dome, which is topped by an unusual tower and observation deck. Built in 1779, it is the oldest capital building in the United States that has been in continuous use. The old Senate Chamber was the site of the meetings of the Continental Congress during 1783–84 and also functioned as the U.S. capitol. It was here that George Washington resigned his position as commander-in-chief of the Continental Army in 1784. Just a few weeks later, the building was the site of the signing of the Treaty of Paris that ended the Revolutionary War. Tours of the building are offered daily.

From the State House visitors can see the colorful streets featuring houses and shops from different periods and in various styles as they wander down to the riverfront and Market Square, a popular tourist spot. City Dock is the only remaining pre- Revolutionary seaport in the country.

Annapolis provides tours of a number of interesting private residences. The Banneker-Douglass Museum, set in the first African Methodist Episcopal Church of Annapolis, dates from 1803. It houses the Douglass Museum of African American Life and History. The Charles Carroll House, with its terraced gardens, is also open for visitors. It was the home of the only Roman Catholic to sign the Declaration of Independence.

Tours of the Chase-Lloyd House, with its large and magnificent facade, allow visitors to view its prized interior woodwork, furniture from three centuries, and a dramatic arched triple window. The brick Hammond-Harwood House, the Georgian masterpiece work of famed architect William Buckland, contains unique wood- carved trim and an authentic period garden. The William Paca House and Garden was the home of a three-term Maryland Governor and signer of the Declaration of Independence. The Georgian mansion, built in the 1760s, has a carved entrance and formal rooms and stands as another fine example of William Buckland's design skills. Another residence, called The Barracks, is a typical dwelling of a colonial tradesman and is furnished to depict the life of a Revolutionary War soldier.

Tours are available of the magnificent grounds of the U.S. Naval Academy, often referred to as ''the Yard,'' where highlights of the history of the American Navy are represented by statues, artifacts, paintings, and ships. Memorial Hall honors Academy graduates who were killed in action. The Lejeune Physical Education Center contains the Athletic Hall of Fame. Among other highlights of a visit to the academy grounds are the U.S. Naval Academy Museum, the crypt of naval hero John Paul Jones, and the 600-year-old Liberty Tree, the site where in 1652 the early settlers made peace with the local Susquehannock Indians.

Arts and Culture

Annapolis is home to excellent museums and performing arts groups. The Maryland Federation of Art Gallery on the Circle provides juried exhibitions by regional artists. The Mitchell Art Gallery at St. John's College features art shows, gallery talks, and tours.

Local residents and visitors enjoy performances by the Annapolis Chorale, a 150-member chorus; the Annapolis Opera, which presents one full opera each year plus special events such as vocal competitions and children's operas; the Annapolis Symphony Orchestra, which features a family series, a classic series, and a pops series, plus an annual gala event, the Black and White Ball; and the Annapolis Brass Quintet. The Ballet Theatre of Maryland, the state's largest professional ballet company, offers a mix of classical and modern ballet. Patrons can take a variety of classes from pottery to puppetry at the Maryland Hall for Creative Arts. Other local arts groups include the Annapolis Summer Garden Theatre, featuring Broadway and Shakespearean productions; the Chesapeake Music Hall, a dinner theater; the Colonial Players of Annapolis theater group; the Talent Machine Company, a children's theater group; and Them Eastport Oyster Boys, who provide a comical musical history of the area.

Festivals and Holidays

September brings The Anne Arundel County Fair and the Maryland Seafood Festival, both of which provide many opportunities for food and fun. October's highlights are the U.S. Sailboat Show and Powerboat Show and the Scottish Highland Games, which feature piping, fiddling, and physical fitness competitions. Candlelight tours through historic

homes and public buildings and the Lights on the Bay holiday displays herald the arrival of the holiday season. December features include the Lights Parade of decorated sailboats and First Night Annapolis, a New Year's Eve celebration of jugglers, dancers, and choirs. January is enlivened by the Annapolis Heritage Antique Show. The City Dock is the site of April's Spring Boat Show, while May offers the Waterfront Arts Festival and the Children's Fair.

Summer activities include June's Annapolis JazzFest and the Star-Spangled Celebration and Fourth of July fireworks. August's Kunta Kinte Heritage Festival at St. John's College commemorates the landing of the ancestors of Alex Haley, the author of *Roots,* the book and television series that tell the story of Haley's family who were slaves in America. Also in August, the Annapolis Rotary Club Crab Feast is the world's largest event of its kind. The Maryland Renaissance Festival takes place in an English village setting with ten stages and a jousting arena and continues through October.

Sports for the Spectator

Annapolis calls itself the Sailing Capital of the World. Sailboat racing is a popular sport and enthusiastic fans can watch water events such as regattas, boat festivals, and races. The Chesapeake Bay Yacht Racing Association provides information on the racing scene. March brings the Marlborough Hunt Races in which horses race around a three-mile track. Sports fans also enjoy athletic events at the U.S. Naval Academy including football, basketball, and lacrosse contests as well as women's basketball.

Sports for the Participant

Annapolis provides endless opportunities for yachting and water sports. The Annapolis Department of Recreation and Parks maintains more than 15 neighborhood parks on 96 acres, including street-end or ''pocket'' parks; they have basketball courts, ball fields, tennis courts, playgrounds, and boating facilities. The department offers a variety of programs including athletic tournaments, arts and crafts, and fun runs. Truxton park offers outdoor activities on 70 acres, including 12 tennis courts, 5 basketball courts, 3 outdoor playing fields, and 1 multi-purpose facility. The public may also use recreational facilities at public schools in Anne Arundel County for sports and leisure activities. The Arundel Olympic Swim Center has a 50-meter pool, wading pool, poolside spa, and diving boards. Residents can also enjoy the county's parks, sports leagues, fitness and self-defense classes, and other activities.

Shopping and Dining

The city is served by Annapolis Mall, also known as Westfield Shoppingtown, which features more than 175 specialty stores and restaurants, including Nordstrom, JC Penney, Lord and Taylor, and Hecht's. Other malls include the Annapolis Harbour Shopping Center, boasting more than 290,000 square feet of retail space, and Harbor Square Mall. The city's downtown has a variety of exclusive gift and specialty shops, galleries, antique shops, and jewelry stores. The city is also served by the Colonial Parole, Eastport, and Forest Plaza shopping areas.

Annapolis has a fine array of restaurants. Although many of them specialize in seafood, there are also Mexican, French, Mediterranean, Chinese, Italian, Irish, and Japanese dining spots to enjoy. The Treaty of Paris Restaurant offers fine dining in a lovely eighteenth-century dining room. The 49 West Cafe is a European-style café providing light gourmet fare in a relaxed atmosphere filled with art, music, books, and newspapers.

Visitor Information: Annapolis & Anne Arundel County Conference & Visitors Bureau, 26 West St., Annapolis, MD 21401; telephone (410)280-0445; email info@visit-annapolis.org

Convention Facilities

The Historic Inns of Annapolis's Governor Calvert Center provides meeting rooms for groups from 10 to 250 people. Governor's Hall can handle a banquet for 210 people or a reception for 300 people, as well as offering theater-style seating for 250 people. The Loews Annapolis Hotel offers more than 17,000 square feet of flexible meeting space and can accommodate groups of up to 450 people. The Annapolis Marriott Waterfront Hotel offers eight meeting rooms. The Chesapeake Ballroom has 3,850 square feet of space and can accommodate 600 people for a reception and 400 people theater-style. The Wyndham Garden Hotel has eleven meeting rooms with a total of 12,108 square feet of meeting space. It can accommodate receptions for up to 800 people, and banquets of up to 400 people.

Convention Information: Annapolis & Anne Arundel County Conference & Visitors Bureau, 26 West St., Annapolis, MD 21401; telephone (410)280-0445; email info @visit-annapolis.org

Transportation

Approaching the City

Major highways to Annapolis include U.S. 50/301 (I-595) and Maryland Route 2/170/450. U.S. 50/301 passes on the

city's west side and continues eastward over the Bay Bridge. Coming from the north, I-97 exits onto Route 50/301 just west of the city. Coming from the South, Maryland Route 2 enters the city in the Parole area, and U.S. Route 301 comes northward and joins U.S. Route 50 west of the city.

The closest major airport to Annapolis is Baltimore-Washington International, about 20 miles northwest of downtown, which has 18 scheduled carriers. Air travelers can proceed from the airport to Annapolis via Light Rail, passenger trains, limo, van, or taxi service.

The Maryland Mass Transit Administration (MTA) operates several bus routes and light rail to Washington and nearby suburbs. Carolina Trailways operates limited bus service through nearby Baltimore and Glen Burnie, and Greyhound also provides bus service. Amtrak offers rail service to Baltimore's Penn Station, and Union Station in Washington, D.C.

Traveling in the City

Annapolis's main east-west thoroughfare is West Street, also known as Route 50. Radiating northwest and southeast from downtown's Church Circle is Duke of Gloucester Street. College Avenue runs northeast from the circle.

Annapolis Transit has five bus routes that serve more than 180 stops throughout the city and the Eastern Shore area, including stops at Annapolis Mall, Anne Arundel Medical Center, and many area hotels. There are also commuter shuttles from downtown to nearby Kent Island and to the Navy-Marine Corps Memorial Stadium. Gasoline-powered trolleys run within the central business district. Several taxi and limousine companies also serve the city. Local waterways are served by the Jiffy Water Taxi, which can be picked up at the waterfront. Bicycles are a welcomed form of transportation in Annapolis. The city offers several designated bike routes that use a combination of grade-separated trails and city streets. Most city buses have bike racks. Helmet use is encouraged for bicycle riders in the city, and visitors to the U.S. Naval Academy are required to wear helmets there.

Communications

Newspapers and Magazines

The Capital is Annapolis's daily paper. *Publick Enterprise* is the local twice-monthly community newspaper, and the *Maryland Farmer* is an area agricultural newspaper. The city's local magazine is called *Inside Annapolis.*

Other locally published magazines include *Chesapeake Bay Magazine,*a boating publication; *Chesapeake Family,* a consumer parenting magazine; the *Maryland Register,* which focuses on public administration and law; *Municipal Maryland,* a publication of the Maryland Municipal League aimed at elected and appointed Maryland city officials; the Naval Institute's *Proceedings,*a magazine on naval and maritime news; and alumni magazines of the local colleges.

Television and Radio

The city is served by seven commercial television stations and one public station from metropolitan Washington, D.C. and Baltimore. Annapolis area radio stations include FM stations WHFS, an alternative/modern rock station and WFSI, a religious station, and AM stations WNAV, an adult contemporary station and WBIS, a business news station. The U.S. Naval Academy broadcasts on station WRNV, while Anne Arundel Community College is served by station WACC.

Media Information: *Capital Gazette Newspapers*, 2000 Capital Drive, Annapolis, MD 21401; telephone (410)268-5000

Annapolis Online

Annapolis and Anne Arundel County Chamber of Commerce. Available www.annapolischamber.com

Annapolis and Anne Arundel County Conference & Visitors Bureau. Available www.visitannapolis.org

Anne Arundel County Public Library. Available www.aacpl.lib.md.us

Anne Arundel Economic Development Corporation. Available www.aaedc.org

Anne Arundel Medical Center. Available www.aahealthsystem.org

The Capital newspaper. Available www.capitalonline.com

City of Annapolis. Available www.ci.annapolis.md.us

Selected Bibliography

Martin, William, *Annapolis* (New York, NY: Warner Books, 1997)

Risjord, Norman K., *Builders of Annapolis: Character and Enterprise in a Colonial Capital* (Baltimore: Maryland Historical Society, 1997)

Baltimore

The City in Brief

Founded: 1696 (incorporated 1797)

Head Official: Mayor Martin O'Malley (D) (since 1999)

City Population
1980: 786,741
1990: 736,014
2000: 651,154
2003 estimate: 628,670
Percent change, 1990–2000: −11.5%
U.S. rank in 1980: 10th (MSA)
U.S. rank in 1990: 12th (MSA)
U.S. rank in 2000: 23rd (State rank: 1st)

Metropolitan Area Population (CMSA)
1990: 6,727,050
2000: 7,608,070
Percent change, 1990–2000: 13.1%
U.S. rank in 1980: 15th
U.S. rank in 1990: 18th
U.S. rank in 2000: 4th

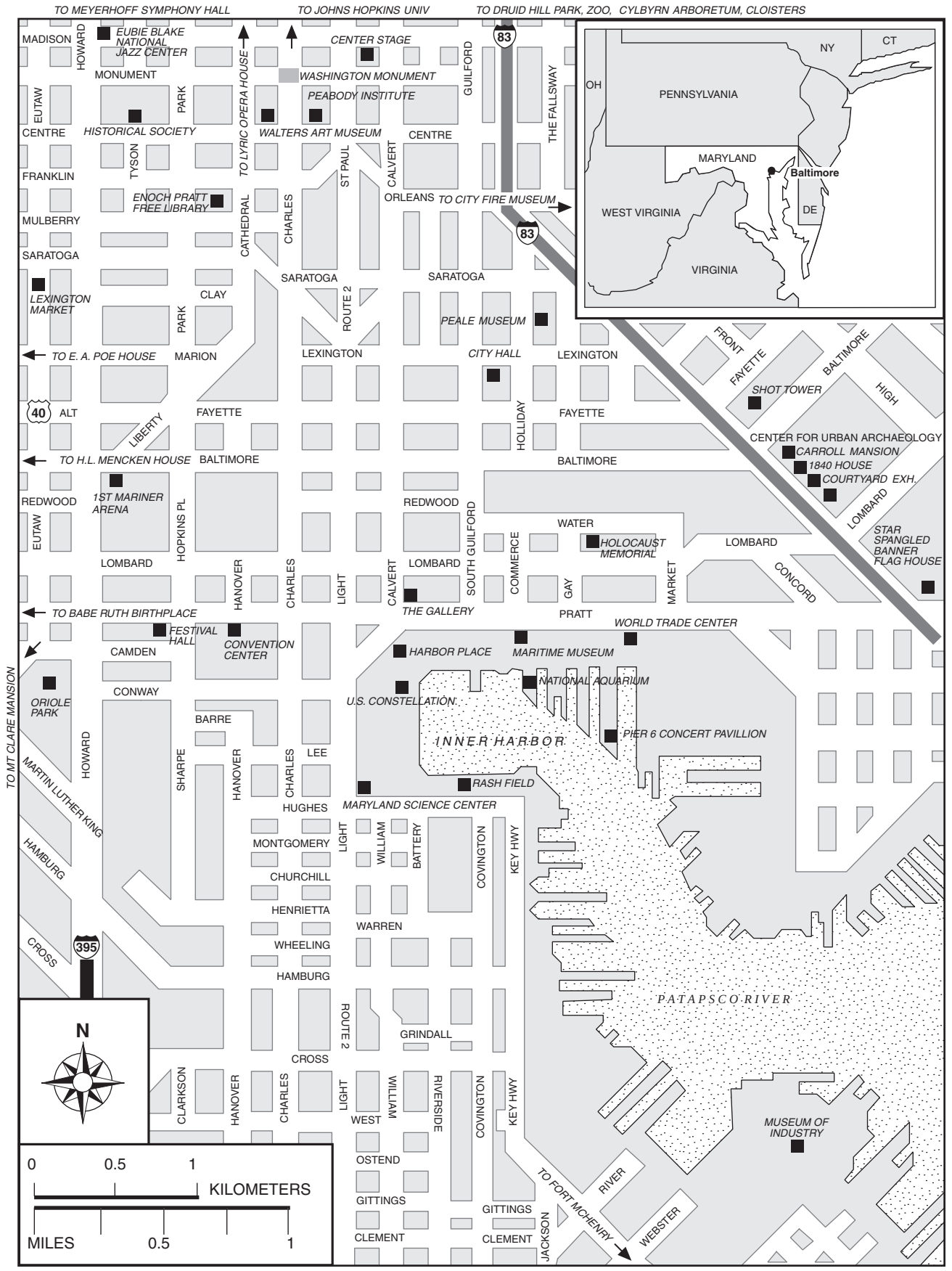
Area: 80.8 square miles (2000)
Elevation: 148 feet above sea level
Average Annual Temperature: 55.1° F
Average Annual Precipitation: 41.94 inches (22.7 inches of snow)

Major Economic Sectors: services, government, wholesale and retail trade
Unemployment rate: 4.2% (December 2004)
Per Capita Income: $16,978 (1999)

2002 FBI Crime Index Total: 55,820

Major Colleges and Universities: Johns Hopkins University, Towson State University, University of Baltimore, University of Maryland, Baltimore County Morgan State University Loyola College

Daily Newspaper: *The Baltimore Sun*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TO JOHNS HOPKINS UNIV
TO DRUID HILL PARK, ZOO, CYLBYRN ARBORETUM, CLOISTERS
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MONUMENT
CENTER STAGE
WASHINGTON MONUMENT
PEABODY INSTITUTE
GUILFORD
THE FALLSWAY
EUTAW
PARK
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HISTORICAL SOCIETY
WALTERS ART MUSEUM
TO LYRIC OPERA HOUSE
TYSON
FRANKLIN
ST PAUL
CALVERT
ORLEANS
TO CITY FIRE MUSEUM
ENOCH PRATT FREE LIBRARY
MULBERRY
CATHEDRAL
CHARLES
SARATOGA
LEXINGTON MARKET
CLAY
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PEALE MUSEUM
TO E. A. POE HOUSE
MARION
LEXINGTON
CITY HALL
FRONT
FAYETTE
BALTIMORE
SHOT TOWER
HIGH
ALT
LIBERTY
HOLLIDAY
CENTER FOR URBAN ARCHAEOLOGY
CARROLL MANSION
1840 HOUSE
COURTYARD EXH.
TO H.L. MENCKEN HOUSE
REDWOOD
1ST MARINER ARENA
HOPKINS PL
WATER
HOLOCAUST MEMORIAL
LOMBARD
STAR SPANGLED BANNER FLAG HOUSE
HANOVER
LIGHT
SOUTH GUILFORD
COMMERCE
GAY
MARKET
CONCORD
TO BABE RUTH BIRTHPLACE
THE GALLERY
PRATT
WORLD TRADE CENTER
FESTIVAL HALL
CONVENTION CENTER
CAMDEN
HARBOR PLACE
MARITIME MUSEUM
TO MT CLARE MANSION
CONWAY
ORIOLE PARK
U.S. CONSTELLATION
NATIONAL AQUARIUM
BARRE
INNER HARBOR
PIER 6 CONCERT PAVILLION
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SHARPE
MARTIN LUTHER KING
HAMBURG
RASH FIELD
MARYLAND SCIENCE CENTER
HUGHES
MONTGOMERY
WILLIAM
BATTERY
COVINGTON
KEY HWY
CHURCHILL
HENRIETTA
WARREN
WHEELING
CROSS
HAMBURG
PATAPSCO RIVER
GRINDALL
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RIVERSIDE
OSTEND
GITTINGS
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Introduction

Baltimore's fortuitous location on the northern Chesapeake Bay has been at the heart of its social and economic development. Farther inland than other eastern seaport, the city is convenient to landlocked areas. Water-related industry quickly developed around Baltimore harbor, and when tracks for the nation's first railroad were laid there in 1829, the thriving port city increased both its accessibility to other cities and its attractiveness to immigrants and investors.

Through careful city planning and cooperation between public and private investors, Baltimore has entered the ranks of America's ''comeback cities'' in recent years. Its downtown business district has been transformed into a mecca of sparkling new hotels, retail centers, and office buildings. But Baltimore has not wholly exchanged its traditional working-class image for high-technology polish. Many of its urban renewal programs focus on the preservation or renovation of historical buildings and neighborhoods amidst new construction. For example, its wildly popular Oriole Park at Camden Yards offers state-of-the-art amenities in a turn-of-the-century style baseball stadium. Nicknamed the ''charmed city,'' Baltimore has become a top tourist destination.

Geography and Climate

Located on the Mid-Atlantic coast, Baltimore was built at the mouth of the Patapsco River, which empties directly into the Chesapeake Bay. The city is protected from harsh weather variations year-round by the Chesapeake Bay and Atlantic Ocean to the east and the Appalachian Mountains due west. Freezing temperatures generally do not occur after mid-April or before the end of October, allowing the area approximately 194 frost-free days. Precipitation, averaging 41 inches annually, tends to be equally distributed throughout the year, but the greatest amounts accrue during summer and early fall—the thunderstorm and hurricane seasons, respectively. Since snow is often mixed with rain and sleet due to Baltimore's relatively mild winter temperatures, freezing rain is considered a greater hazard to motorists and pedestrians than the infrequent snowfall that remains on the ground more than several days.

Area: 80.8 square miles (2000)

Elevation: 148 feet above sea level

Average Temperatures: January, 31.8° F; July, 77° F; annual average, 55.1° F

Average Annual Precipitation: 41.94 inches (22.7 inches of snow)

History

City Founded on Tobacco-Centered Economy

The geology at the mouth of the Patapsco River determined the location of Baltimore. The area lies on a fall line where hard rocks of the piedmont meet the coastal plains of the tidewater region. A large, natural harbor had formed, and streams coursing from the north and west toward the Patapsco fall line had tremendous velocity. This made them ideal sites for water-driven mills. Additionally attractive to early settlers were the plentiful forests, fertile countryside, and moderate climate that was ideal for agriculture.

In 1632, England's King Charles I gave George Calvert (Lord Baltimore) a vast area in colonial America that became Baltimore County in 1659. During the 1660s the Maryland General Assembly appointed commissioners who granted land patents and development privileges to enterprising colonists. Although the Piscataway and Susquehannock tribes originally lived in neighboring regions, tribal competition and the onslaught of colonial diseases dissipated all but a few hundred of the Native Americans in Maryland by 1700.

The sandy plains bordering the Chesapeake Bay were ideal for growing tobacco, and a tobacco-based economy quickly developed in pre-Revolutionary Maryland. An area of 550 acres, formerly known as ''Cole's Harbor,'' was sold to Baltimore landowners Daniel and Charles Carroll in 1696; they sold a parcel of this land in one-acre lots for development. These lots became Baltimore Town, which grew quickly in both size and trade. By 1742 regular tobacco shipments were leaving Baltimore harbor for Europe.

Radical Politics Gain Popularity

Productive mills had also sprung up along the northwestern tributaries of the Patapsco; the market for locally-milled flour and grain was primarily directed toward the British slave and sugar colonies in the West Indies. This trade was cut off at the outset of the American Revolution, a loss that cost Baltimore. The loss was partly mitigated when Congress authorized private citizens to arm and equip their own vessels for war in 1776; privateering became a growth industry in Baltimore, since the city had become an important center for shipbuilding. Anti-British activities in the city during this era earned Baltimore a reputation for radical politicking that lasted through the nineteenth century. Balti-

more was the meeting place of the Continental Congress after the British occupied Philadelphia in 1777.

City Prospers During Reconstruction

After the Revolutionary War, Baltimore, incorporated in 1797, resumed its commercial success by exporting grain, particularly to South America. A slump in maritime trade prompted the building of America's first public railroad in Baltimore in 1828, thus linking the city to other parts of the country and expanding commercial possibilities. During the Civil War, Maryland remained Unionist but Baltimore was split. Trade was cut off with the South and badly hurt with the North, but Baltimore managed to profit as a military depot. The city recovered rapidly from the physical and economic damages of the war, embarking during the reconstruction era on the period of its greatest prosperity.

Renewal Follows Destruction

In 1904 Baltimore was struck by a fire that had started in a cotton warehouse and soon spread to destroy more than 2,000 buildings. This calamity initiated improvements in the streets and the harbor and the construction of a sewer system that was considered one of the most modern of its time. The city again prospered during World War I, its economy remained relatively untouched by the 1930s Depression, and Baltimore continued to flourish as a military supply center during World War II.

Baltimore's urban renewal began in 1947, when inner city decay was so extensive that more than 45,000 homes were considered substandard. A rigorous construction and rehabilitation program reduced this number to 25,000 by 1954. In 1955 public and private cooperation resulted in the formation of the Greater Baltimore Committee, a group of influential businessmen who worked with municipal agencies to develop civic programs. Extensive neighborhood revitalization and development were undertaken in the 1970s and 1980s. Projects included the construction of shops and restaurants in Harbor Place, the Maryland Science Center, the National Aquarium, the American Visionary Art Museum and the construction of a rapid transit line to the suburbs. Waterfront development carried in the 1990s and into the new millennium, with many old neighborhoods experiencing a growth in popularity. Development continues along with historical preservation and the careful blending of the past and the present. More than $1 billion in new development is in the works, including hotels, retail space, increased arts offerings and technology improvements to Baltimore's harbor.

The 1990s were also a time of sharp population declines. Like many of the older, urban areas of the northeast, Baltimore faced an exodus to the suburbs and lost 11.5 percent of its population. Today, Baltimore is beginning to buck the trend. From 2000 to 2003, it lost only 3.2 percent.

In 1999, white city councilman Martin O'Malley won the Baltimore Democratic mayoral primary, defeating 16 candidates, 8 of whom were African American, in this predominantly African American city. Mr. O'Malley went on to win the mayoral election after a campaign in which he promised to clean the streets of open-air drug markets and have zero tolerance for crime. By 2004, Baltimore led the nation's 25 largest cities in a five-year reduction in violent crime, with the city experiencing a drop of 40 percent in violent crimes from 1999 to 2004.

Historical Information: City Life Museums, 33 South Front Street, Baltimore, MD 21202; telephone (410)545-3000 or (410)396-3279; (open to the public with permission and payment of a fee). Maryland Historical Society, 201 W. Monument Street, Baltimore, MD 21201-4674; telephone (410)685-3750. Jewish Historical Society of Maryland, 15 Lloyd Street, telephone (410)732-6400

Population Profile

Metropolitan Area Residents (CMSA)
1990: 6,727,050
2000: 7,608,070
Percent change, 1990–2000: 13.1%
U.S. rank in 1980: 4th
U.S. rank in 1990: 4th
U.S. rank in 2000: 4th

City Residents
1980: 786,741
1990: 736,014
2000: 651,154
2003 estimate: 628,670
Percent change, 1990–2000: −11.5%
U.S. rank in 1980: 10th (MSA)
U.S. rank in 1990: 12th
U.S. rank in 2000: 23rd (State rank: 1st)

Density: 7,986 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 205,982
Black or African American: 418,951
American Indian and Alaska Native: 2,097
Asian: 9,985
Native Hawaiian and other Pacific Islander: 222
Hispanic or Latino (of any race): 11,061
Other: 4,363

Percent of residents born in state: 71.2% (2000)

Age characteristics (2000)
Population under 5 years old: 41,694
Population 5 to 9 years old: 46,968
Population 10 to 14 years old: 46,835
Population 15 to 19 years old: 47,710
Population 20 to 24 years old: 49,287
Population 25 to 34 years old: 93,248
Population 35 to 44 years old: 101,544
Population 45 to 54 years old: 83,408
Population 55 to 59 years old: 29,499
Population 60 to 64 years old: 35,040
Population 65 to 74 years old: 44,716
Population 85 years and older: 9,956
Median age: 35 years

Births in Baltimore County (2001)
Total number: 9,056

Deaths in Baltimore County (2001)
Total number: 7,663

Money income (1999)
Per capita income: $21,240
Median household income: $32,400
Total households: 257,788

Number of households with income of . . .
less than $10,000: 48,249
$10,000 to $14,999: 21,649
$15,000 to $24,999: 40,516
$25,000 to $34,999: 35,520
$35,000 to $49,999: 39,873
$50,000 to $74,999: 38,724
$75,000 to $99,999: 16,903
$100,000 to $149,999: 10,053
$150,000 to $199,999: 2,689
$200,000 or more: 3,612

Percent of families below poverty level: 18.8% (of which, 48.5% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 55,820

Municipal Government

Baltimore is the only city in the state of Maryland not located within a county. It is governed by a mayor and a sixteen-member city council who are elected to four-year terms.

Head Official: Mayor Martin O'Malley (D) (since 1999, current term expires 2007)

Total Number of City Employees: 15,099 (2005)

City Information: City Hall, 100 N. Holliday St., Baltimore, MD 21202; telephone (410)396-4941; City Hall tourist information, telephone (410)837-5424

Economy

Major Industries and Commercial Activity

Baltimore's heritage as a strategically-located East Coast port is drawn upon by its developers today. The city's revived downtown and central location among major East Coast cities has made it increasingly attractive to new or expanding businesses. The blue-collar tradition exemplified by Bethlehem Steel's ranking as top employer in the 1980s is being replaced by jobs in the service sector in fields such as law, finance, medicine, hospitality, entertainment, maritime commerce and health. Growth in the high-technology market in areas such as electronics, information technology, telecommunications and aerospace research has also created new jobs.

Baltimore is an established center of medicine and biosciences. It is a national headquarters for advanced medical treatment and research with two pioneering teaching hospitals, Johns Hopkins Hospital and University Hospital at the University of Maryland. The Baltimore area is the research center for the mapping of the human genome and its resulting commercial applications.

Year after year, Greater Baltimore ranks among the nation's top twenty markets in key retail categories. Tourism, spurred on by the opening or expansion of downtown attractions, has boosted construction and the success of the Inner Harbor renovation has lured city residents back downtown. Tourism in Baltimore brought increased revenues from 2003 to 2004, with increased hotel occupancy rates, convention–related spending, overall air travel to the city, increased tax revenues and growth in the number of leisure and hospitality jobs.

Among the city's major exports are coal, grain, iron, steel, and copper products. Baltimore also remains a center for shipbuilding.

The Baltimore metropolitan area is home to three companies on the *Fortune* 500 list of the largest companies in the country: food distributor U.S. Foodservice Inc., power tool giant Black & Decker Corp., and Constellation Energy, the utility holding company that owns Baltimore Gas & Electric Co.

Items and goods produced: steel pipe; plate, sheet, and tin mill products; ships and ship-related products; aerospace equipment; sugar and processed foods; copper and oil refining; chemicals; clothing

Incentive Programs—New and Existing Companies

Local programs—The Economic Alliance of Greater Baltimore helps businesses to access the broad range of competitive incentives offered by the State of Maryland and local jurisdictions, as well as Baltimore Gas and Electric. Municipalities and the State of Maryland offer attractive financing programs including industrial revenue bonds, small business and high technology loans, and community development block grants. Many of these loans offer interest rates that are below market. Payment-in-lieu-of Taxes (PILOT) agreements with the City of Baltimore exempt businesses from property taxes on certain real estate within the city for a specified length of time and substitute a negotiated payment.

State programs—The One Maryland Tax Credit Program for development in a ''qualified distressed county'' allows up to $5 million in project tax credits and an additional $500,000 in start-up tax credits. In addition to the One Maryland program, four other business finance programs are offered through the state, consisting of loans and grants. Enterprise zone property and income tax credits are available. Foreign Trade Zone #74 houses port-related activities and includes facilities for assembly, distribution, packaging, manufacturing and warehousing.The zone, which saw a reorganization and major expansion of more than 1,000 acres in 2001, now encompasses 1,464 acres.

Job training and recruitment programs— The Economic Alliance also partners with area colleges and universities to provide customized training to ensure a quality workforce. The Maryland Industrial Training Program (MITP), as well as some local programs, provides reimbursement grants for the development and training of new employees in firms that are locating or expanding their workforce in Maryland. The level of funding provided is negotiated between the company and the State of Maryland, with specific cost sharing items spelled out in a training grant agreement. The Partnership for Workforce Quality (PWQ) provides matching skill training grants. The Business Training Network (BTN) is a network of regional community colleges providing training and recruitment programs. Maryland Apprenticeship and Training Program (MATP) offers free technical assistance to companies who want to set up apprenticeship programs. Additional workforce resources include the Greater Baltimore Regional Transitional Assistance Program (TAP) Initiative, providing employers the opportunity for recruitment directly from the regional and national military population. Career Net is a workforce database linking employers and job seekers.

Development Projects

Baltimore is continuing its redevelopment program for its Inner Harbor and downtown areas. The $71 million Calvert Mercier Lombard Grant Street redevelopment project is designed to include 300 apartments, retail space and a 542-car parking garage in the heart of the central business district. Improved water taxi/commuter service at Inner Harbor provides tourists and commuters with easy access to the city's cultural, business, entertainment, historic and recreational venues. The city also plans to redevelop Oldtown Mall, a once thriving pedestrian mall in East Baltimore. The west side of the city is also seeing revitalization in the Westside Initiative which incorporates the redevelopment of 100 square blocks and links the finance district to the University of Maryland's graduate and medical schools.

Ten of Baltimore's neighborhood commercial districts received a financial boost over three years under a national Main Street program. The revitalization initiative followed the National Trust for Historic Preservation model, using more than $1.5 million in city, state, and private funds. The program has been successful in creating 210 new businesses, more than 700 new full– and part–time jobs, and 291 facáde improvement projects.

Economic Development Information: Economic Alliance of Greater Baltimore, 111 South Calvert Street, Suite 2220, Baltimore, MD 21202-6180; telephone (888)298-4322. Baltimore Development Corporation, 36 South Charles Street, Baltimore, MD 21201-3015; telephone (410) 837-9305; fax 410-837-6363

Commercial Shipping

Baltimore-Washington International Airport is a major cargo carrier for the mid-Atlantic region. CSX and Norfolk Southern railroad systems service industry throughout the Baltimore area. Several major interstate highways run through Baltimore; I-95 links Baltimore with major cities from New England to Florida, and I-70 connects it with the Midwest. More than 100 trucking lines also accommodate the Baltimore area.

The most significant mover of goods in the area is the port of Baltimore, the fifth largest and one of the busiest deep-water ports in the nation. One hundred fifty miles closer to key midwestern markets than any other Atlantic Coast port, the port of Baltimore has lower transportation costs between its marine terminals and inland points of cargo origin or destination. Baltimore also benefits by having two access routes to its port: from the north through the Chesapeake & Delaware Canal, and from the south up the Chesapeake Bay. Since 1980, more than one-half billion dollars has been invested in maritime-related improvements to the Port.

Labor Force and Employment Outlook

Sixty-eight percent of population over 25 in the City of Baltimore has a high school diploma and 19.1 percent has a bachelor's degree or more. Baltimore's job growth rate was up in 2004 and ranked in the top quarter of the nation's

metro areas. Education and health services, financial activities, and leisure and hospitality were the major industries facing job gains. The largest job losses were in the information and manufacturing sectors.

The following is a summary of data regarding the Baltimore Metropolitan area (PMSA) labor force, 2003 annual averages.

Size of civilian labor force: 1,344,649

Number of workers employed in . . .
construction and mining: 73,700
manufacturing: 80,200
trade, transportation and utilities: 237,000
information: 20,600
financial activities: 81,800
professional and business services: 172,000
educational and health services: 199,500
leisure and hospitality: 107,100
other services: 55,700
government: 218,900

Average hourly earnings of production workers employed in manufacturing: $15.36 (MSA)

Unemployment rate: 4.2% (December 2004)

Largest Baltimore employers	*Number of employees*
Northrop Grumman Corp. (Electronic Sensors & Systems incl. Oceanic Sys. Div.)	9,500
Johns Hopkins Medicine	7,000
University of Maryland Cancer Center	5,000
University of Maryland Medical System	5,000
U.S. Department of Health and Human Services	4,282

Cost of Living

When it comes to buying groceries, paying a mortgage or hopping on a subway, Baltimore is one of the most affordable of all East Coast cities. The following is a summary of data regarding several key cost of living factors for the Baltimore area.

2004 (3rd Quarter) Average House Price: $301,143

2004 (3rd Quarter) Cost of Living Index: 108.7 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 4.75%

State sales tax rate: 5.0% (food and prescription drugs are exempt)

Local income tax rate: 3.05% (City of Baltimore)

Local sales tax rate: None

Property tax rate: $2.328 per $100.00 assessed value (2005 Fiscal year)

Economic Information: Economic Alliance of Greater Baltimore, 111 South Calvert Street, Suite 2220, Baltimore, MD 21202-6180; toll-free (888)298-4322; telephone (410) 468-0100

Education and Research

Elementary and Secondary Schools

The Baltimore City Public School System (BCPSS) serves the largest number of low income and special needs students in the state of Maryland. It is struggling to create an effective educational environment for its children despite disastrous financial problems. The system's Master Plan is part of a city-state partnership aimed at reforming the troubled system by focusing on student assessment, program evaluation, institutional research, and shared planning and accountability. Master Plan II directs reform efforts through the 2007-2008 school year. These efforts are paying off with improvements in math and reading scores and reductions in class size.

The following is a summary of data regarding Baltimore's public schools as of fall 2003.

Total enrollment: 91,738

Number of facilities
elementary schools: 80
middle/combined schools: 57
high schools: 16
other: 6 alternative schools; 8 special centers; 3 pre-K schools; 2 non-technical schools

Student/teacher ratio: 14.6:1 (all grades, 2003)

Teacher salaries
average: $48,205

Funding per pupil: $8,315

About 124 private and parochial schools operate in the Baltimore area.

Public Schools Information: Baltimore City Public School System, 200 East North Avenue, Room 319, Baltimore, MD 21202; telephone (410)396-8577

Colleges and Universities

Of the approximately 30 colleges and universities located in the Baltimore metropolitan area, nearly half lie within the city limits. Towson State University, the oldest four-year college in Maryland and the largest in the Baltimore area,

offers bachelor's degrees in 57 fields and master's degrees in 29. Considered one of Baltimore's outstanding assets, Johns Hopkins University boasts a world-renowned medical school and an affiliation with a prestigious music conservatory, the Peabody Institute. Loyola College offers a joint program in medical technology with Baltimore's Mercy Medical Center. The University of Baltimore, a state-supported institution, awards upper-division, graduate, and law degrees. One of five campus units of the University of Maryland, the University of Maryland at Baltimore offers professional programs in health and medical fields, social work, and law, as well as undergraduate degrees in a variety of fields. At Morgan State University students can earn advanced degrees in architecture, city and regional planning, and urban education. Coppin State University benefits from a cooperative program with local industries and offers both bachelor's and master's degree programs.

The Baltimore area's other large academic institutions include University of Maryland, Baltimore County, the U.S. Naval Academy, the Maryland Center for Career and Technology Education Studies, the Ner Israel Rabbinical College, College of Notre Dame of Maryland, the Maryland Institute College of Art, Anne Arundel Community College in Arnold, Harford Community College in Bel Air, Western Maryland College in Westminster, Howard Community College, and Carroll Community College.

Libraries and Research Centers

Baltimore's public library system, The Enoch Pratt Free Library, has 24 branches, a bookmobile, and a Central Library that also serves as the state Library Resource Center. Holdings consist of more than two million books, 4,000 current magazines, thousands of films and federal government documents, and more than 600,000 magazines, newspapers, and monographs on microform, videotapes, filmstrips, and other media. Special collections include African-American materials, the works of Baltimore authors H. L. Mencken and Edgar Allan Poe, the Howard Beck Memorial Philatelic Collection, and the Maryland Department, which holds extensive books, periodicals, and other documents on all aspects of life in the state of Maryland and its cities.

Research activities at centers affiliated with Johns Hopkins University focus on such subject areas as biophysics, Alzheimer's Disease, STDs, inherited diseases and other maladies, alternatives to animal testing, communications, and mass spectrometry. The University of Maryland at Baltimore also supports medical research work through its Center of Marine Biology. The Space Telescope Science Institute, the principal scientific element of the NASA Hubble Space Telescope Project, is based in Baltimore.

Public information: Enoch Pratt Free Library, 400 Cathedral St., Baltimore, MD 21201-4484; telephone (410)396-5430; fax (410)396-1441; email GenInfo@mail.pratt.lib.md.us

Health Care

Thirty accredited hospitals offering a wide range of general and specialized services are located within the Baltimore city limits. Cardiac rehabilitation units, hospice programs, extensive psychiatric and drug rehabilitation programs, and neonatal intensive care are among the special services available in various Baltimore hospitals. In addition to the many fine teaching hospitals throughout the city, Baltimore's institutions include two world-class medical schools: the Johns Hopkins University School of Medicine and the University of Maryland School of Medicine.

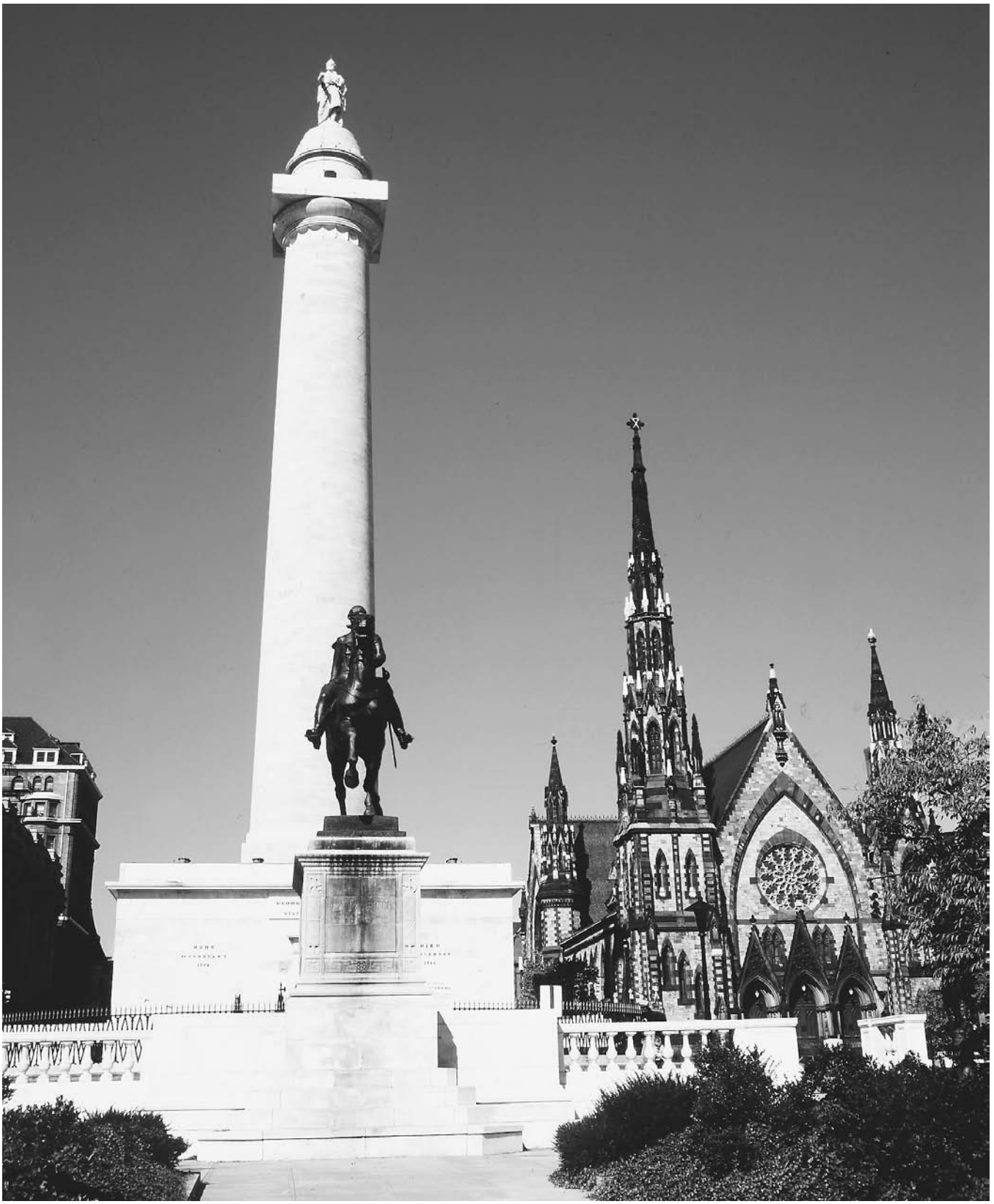
Johns Hopkins Hospital, affiliated with the university, is one of the largest, most advanced, most prestigious hospitals in the South; its oncology center and eye clinic are world famous. The Johns Hopkins $125 million Comprehensive Cancer Center, opened in 2000, provides the most advanced cancer care in the country. The Johns Hopkins Bayview Medical Center and the Baltimore Regional Burn Center are recognized programs for the treatment of burn injuries. Another of Baltimore's teaching hospitals, the University of Maryland Medical System, boasts a shock trauma center that was one of the first of its kind. Sinai Hospital of Baltimore is one of the city's largest and most completely equipped hospitals. Another teaching facility, Union Memorial Hospital, is known for its work in sports medicine; Maryland General Hospital is also a teaching hospital. Other Baltimore hospitals are Bon Secours Hospital serving West Baltimore, Mercy Medical Center, and Children's Hospital.

Recreation

Sightseeing

With its extensively developed waterfront, overhead skywalks, and numerous plazas and promenades, downtown Baltimore is ideally geared to the pedestrian tourist. Many visitors begin their tour of the city at Baltimore's Inner Harbor, easily the city's most picturesque area. A one-half-mile brick promenade along the water enables visitors to walk to the many attractions at water's edge.

The Maryland Science Center, set directly on the water, is especially popular with children. Three block-length floors of science exhibits, hands-on displays, and live science



The Baltimore Washington Monument, designed by Robert Mills, was the first major memorial built in honor of George Washington.

demonstrations are featured. The Davis Planetarium boasts 350 projectors and presents multimedia and topical shows. Nearby is the world's tallest five-sided building, the thirty-story World Trade Center, designed by I. M. Pei. The ''Top of the World'' observation deck on the building's 27th floor offers a panoramic view of the harbor.

One of the most spectacular sights at the Inner Harbor is the seven-level National Aquarium, whose unique glass pyramid roofs create dramatic reflections in the water. It is the city's top attraction and was rated one of the country's best family attractions in 2004, according to *USA Today*. More than 10,500 aquatic specimens and 560 species of animals are housed in the exhibits and the Aquarium is crowned by a 64-foot-high model of an Amazon rain forest that looks out over the harbor.

Port Discovery is Baltimore's children's museum and offers interactive exhibits and features a three-story urban tree house. *Child* magazine ranked it among the country's five top children's museums in 2002.

Visitors to Baltimore's Inner Harbor may take advantage of the Water Taxi, which from mid-April to mid-October shuttles between major points of interest around the harbor. For longer excursions, public and charter cruises, as well as brunch and dinner cruises, are available through Harbor Cruises.

Among Baltimore's many historical landmarks is the National Park at Fort McHenry, the unusual star-shaped fort that was the site of Baltimore's victory over the British bombardment during the War of 1812, and the inspiration for the U.S. national anthem. The fort's battlements have been carefully preserved. The Star-Spangled Banner Flag House, built in 1793, preserves the site where Mary Pickersgill sewed the 30-inch by 42-inch flag that flew at Fort McHenry during the War of 1812. A collection of early American art, Federal period furniture, and a unique map of the United States composed of stones from each state are presented.

Homes of several famous Baltimore residents are open to the public. The Babe Ruth Birthplace and Museum offers exhibits commemorating baseball legend Babe Ruth and Maryland baseball history, with numerous photos and memorabilia of Baltimore's major-league teams, the Orioles. The childhood home of Babe Ruth is preserved as it was at the time of his birth in 1895. Continuing the baseball theme, the Baseball Center located in the Camden Station Passenger Terminal building at Oriole Park at Camden Yards. About four times the size of Babe Ruth's birthplace, the facility houses archives, classrooms, a baseball theater, a baseball-themed restaurant, and a main corridor that resembles a 1920s railroad car. The Benjamin Banneker Historical Park and Museum on Banneker's 142-acre homesite commemorates this son of a freed slave and grandson of an African prince.

Edgar Allan Poe lived and wrote in Baltimore from 1832 to 1835. His home on North Amity Street is open to the public. Writer and journalist H. L. Mencken, locally known as the ''Sage of Baltimore,'' lived in Baltimore for more than 68 years until his death in 1956. His nineteenth-century row-house overlooking scenic Union Square has been carefully restored with its original furniture and much of Mencken's personal memorabilia. The H. L. Mencken House is part of a seven-museum and park complex collectively known as Baltimore City Life Museums. Other historical buildings around Baltimore include the Baltimore City Hall, Shot Tower, The Washington Monument, and the George Peabody Library of Johns Hopkins University.

Baltimore has many public gardens and parks. The largest is Druid Hill Park, at 674 acres one of the country's largest natural city parks. One hundred fifty acres are devoted to the popular Baltimore Zoo, which features the largest captive colony of African black-footed penguins. Also in Druid Hill Park is the Conservatory, a remarkable glass pavilion similar in construction to the Victorian-era ''Crystal Palace'' built in 1888. Known as ''The Palm House,'' the building contains an extensive collection of tropical and desert plants. Other gardens include Cylbyrn Arboretum, on the grounds of Cylbyrn Mansion, and Sherwood Gardens, located in the beautifully-landscaped neighborhood of Guildford.

Arts and Culture

Those seeking fine music, theater, and dance performances will not be disappointed in Baltimore, which has seen a recent renewal of interest in the arts, including new construction or major renovation of existing performing centers. The acoustically impressive Joseph Meyerhoff Symphony Hall is home to the Baltimore Symphony Orchestra. In addition to its classical programs, which include a number of celebrity performers each year, the orchestra presents a Pops series. The Baltimore Opera Company performs full-scale grand opera at the restored Lyric Opera House, a replica of Germany's Leipzig Music Hall. Summer concert series are held at the Pier Six Concert Pavilion, a unique fabric-covered structure where jazz, country, and classical music, and musical comedy programs are presented by top-name performers. The Eubie Blake National Museum and Cultural Center, dedicated to the famous Baltimore-born pianist, fosters the development and sponsors performances of community artists. Classes are held at the center in music, dance, and drama. The Creative Alliance at the Patterson showcases a variety of entertainment in a 1930s movie theatre.

Baltimore theater-goers will find dramatic productions to suit every taste. The Morris A. Mechanic Theatre offers a wide range of pre- and post-Broadway productions. Center Stage is among the nation's top ten regional theaters and produces six classic and modern plays each year. Cockpit in

Court Summer Theatre offers musicals, comedies, dramas and a children's each summer on the CCBC Essex campus. The Arena Players is one of the foremost black theater companies on the East Coast and the Theatre Project is known internationally for its experimental music, drama, and dance.

Baltimore's museums and galleries offer a variety of art and artifacts for viewing. The lifetime collections of Baltimore residents William and Henry Walters are gathered at the Walters Art Museum. Its treasures include more than 30,000 objects from 5,500 years of history—from pre-Dynastic Egypt to twentieth century Art Nouveau. Particularly resplendent collections are held in ivories, jewelry, enamels, bronzes, illuminated manuscripts and rare books. Baltimore's other major art museum is the Baltimore Museum of Art, designed by John Russell Pope, architect of Washington's National Gallery. The museum's prize holding is the ''Cone Collection,'' a large and valuable collection of paintings and sculpture by such European Post-Impressionist masters as Matisse, Cezanne, Picasso, and Van Gogh. The museum also has important collections of eighteenth- and nineteenth-century American paintings, sculpture, and furniture, art from Africa and Oceania, and the works of Andy Warhol. One of Baltimore's newest museums, the American Visionary Art Museum, combines two historic buildings with modern museum architecture. Said to be the only such institution in the country, the museum was officially designated by the U.S. Congress as ''the national museum, education and repository center, the best in self-taught, outsider or visionary artistry.'' The Contemporary Museum is part of an emerging ''arts row'' on Centre Street.

In the historical former residence of nineteenth-century Baltimore philanthropist Enoch Pratt is the Maryland Historical Society. The Society's Museum and Library of Maryland History are of particular interest to researchers; of general interest are collections of portraits by famous American artists, valuable nineteenth-century silver, furniture from 1720 to 1950, and Francis Scott Key's original manuscript of ''The Star-Spangled Banner.'' Near the heart of industrial South Baltimore, the Baltimore Museum of Industry, housed in the former Platt Oyster Cannery, features recreations of turn-of-the-century machinery, printing, and metalworking workshops, as well as a garment loft.

The B & O Railroad Museum is designed around Mount Clare Station, which was built in 1830 for the Baltimore & Ohio Railroad as the nation's first passenger and freight station. The original 1884 roundhouse, tracks, and turntable have been preserved. Among the more than 130 railroad cars on display here, both originals and replicas, is ''Tom Thumb,'' the first steam locomotive. The Museum has renovated the roundhouse, added exhibits, train rides, visitor facilities and a museum store and had scheduled a grand reopening for spring 2005. The Baltimore Public Works Museum preserves the history of the city's public works with a collection of more than 2,000 items including early wooden water pipes, water meters, numerous photographs, and an early twentieth-century water-pumping truck. The museum itself was once a sewage pumping station, built in 1912. Much of the art collection of Baltimore's artistic Peale family can be seen at the Peale Museum, which has three floors of exhibits, including a floor dedicated to a history of the Baltimore rowhouse.

The National Great Blacks in Wax Museum is the first of its kind and represents black history and heritage through more than 100 historical wax figures as well as paintings, sculpture, and carvings. The Reginald F. Lewis Museum of Maryland African American History and Culture, located at Inner Harbor, was scheduled to open June 2005. Its focus is on the lives, history and culture of African Americans in Maryland. It has partnered with the State Board of Education which has adopted a curriculum linked to the museum's programs. The Frederick Douglass-Isaac Myers Maritime Park on the Fells Point Riverfront is also scheduled to open in the summer 2005. The $12 million park is sponsored by the Living Classrooms Foundation and features exhibits and monuments dedicated to the two entrepreneurs, a shipbuilding workshop, a working marine railway, outdoor amphitheater, dockage for historic ships, and other multicultural displays.

Festivals and Holidays

Most of Baltimore's festivals begin in late spring and continue on weekends throughout the fall. The colorful Maryland Kite Festival, held on the last Saturday in April, is a competition with homemade kites, judged for their beauty, flight performance, and design. Also in April is the highly acclaimed Baltimore International Film Festival, held for one month and presenting numerous entries in such categories as documentaries, movies by women or children, and animation. The Blues Fest is usually held in June. The African American Heritage Festival is held for three days in June at Oriole Park in Camden Yards.

Artscape is a lively outdoor festival held in July showcasing local artistic and musical talent. Baltimore's famous and very popular Showcase of Nations—a series of weekly ethnic festivals held from June through September—celebrates the heritage of many cultures through music, dance, crafts, and international cuisine.

September is the month of the Maryland State Fair, held at the Fairgrounds in nearby Timonium. The week-long state fair features livestock, produce, and equestrian competition from Maryland 4-H groups, as well as an amusement midway and horse racing. September also brings the Baltimore Book Festival, a celebration of the literary arts.

In October the Fells Point Fun Festival celebrates the historical waterfront neighborhood with two days of arts and crafts, entertainment, maritime exhibits, neighborhood tours, and music ranging from jazz and blues to Polish polkas. December's parade of lighted boats adds to the festive season and New Year's Eve Extravaganza offerings include parties at the convention center, ice skating demonstrations, live music and fireworks at the harbor (on January 1st).

Sports for the Spectator

Baltimore's American Conference East Division indoor soccer team, the Baltimore Blast, plays at Baltimore Arena; the team's season runs from October to March, with post-season play in April.

Professional football returned to the city with great fanfare after a 12-year absence when the newly christened Baltimore Ravens (formerly the Cleveland Browns and renamed in honor of the Edgar Allan Poe poem) played their first official National Football League game in 1996. The team now plays in the state-of-the-art M & T Bank Stadium. College football and basketball are represented by the University of Maryland Terrapins, Towson State Tigers, Johns Hopkins Blue Jays, and the Naval Academy Midshipmen at nearby stadiums.

Baseball fans come out to watch the American League Baltimore Orioles at Oriole Park at Camden Yards. Architects have praised its distinctive turn-of-the-century style, which is in keeping with its old urban neighborhood. The 48,000-seat stadium incorporates a landmark B & O Railroad warehouse that has been converted to office space for the ball club and the Maryland Stadium Authority. Another popular warm-weather sport is lacrosse, played by the champion Johns Hopkins University Blue Jays at Homewood Field; the Lacrosse Museum and National Hall of Fame is located adjacent to Homewood Field.

Thoroughbred racing, always popular with Maryland horse breeders and followers, can be seen at Pimlico Racecourse, Maryland's oldest racetrack. The famous Preakness Stakes, second jewel in the Triple Crown, is run here in May. In October on Maryland Million Day, thoroughbreds race at Pimlico Racecourse and purses total more than $1 million. Maryland's most famous steeplechase is the annual Maryland Hunt Cup, held in Baltimore County.

Sports for the Participant

Baltimore's proximity to the Chesapeake Bay makes all sorts of water-related activities are favorite pastimes of many area residents. Sail- and powerboat regattas are held at the Inner Harbor, nearby Annapolis, and Havre de Grace throughout the summer months. Numerous marinas and yacht clubs dot the bay and river inlets near Baltimore, and local pleasure boats can be seen all along the Chesapeake on a clear day. Fishing, crabbing, and clamdigging are also very popular, even within city limits.

Numerous public and private golf clubs dot the Baltimore area. Art Links Baltimore is a miniature course designed by regional artists and architects. Art Links' 18 holes celebrate the culture of the Baltimore region, incorporating tracks of the B & O Railroad or depicting a crab feast, for example. Tennis courts are available in many of the city's parks, as are bike paths and swimming pools.

Shopping and Dining

Most of the malls in the Baltimore area are located in Baltimore and Anne Arundel counties, close to the city, but many specialized shopping centers can be found within city limits, at Lexington Mall and along Antique Row, for instance. The twin pavilions of Harborplace and The Gallery offer shops and restaurants at the water's edge. Lexington Market, which underwent a revitalization in 2002, features more than 140 merchants selling fresh seafood, produce, and international delights. Lexington Market is part of Market Center, a bustling and colorful collection of more than 400 diverse shops. One of the oldest and most luxurious shopping districts in Baltimore is the Charles Street Corridor, where shoppers can find numerous art galleries, jewelers, stationers, furriers, and specialty boutiques; new stores are interspersed with enduring older ones.

As with many other aspects of Baltimore living, restaurant dining is greatly influenced by the city's proximity to the Chesapeake Bay. A wide range of Baltimore restaurants specialize in preparation of crabs, oysters, clams, mussels, and fish from the Bay. Many Baltimore restaurants also reflect the port city's rich ethnic heritage, and diverse international cuisines can be enjoyed throughout the downtown area.

Visitor Information: Baltimore Area Visitors Center, Constellation Pier, 301 East Pratt Street, Baltimore, MD; telephone (410)837-4636 or (800)282-6632. For information on group visits, Baltimore Area Convention and Visitors Association, 100 Light Street, 12th Floor, Baltimore, MD 21202; telephone (410)659-7300 or (800)343-3468; fax (410)727-2308

Convention Facilities

With its mid-Atlantic coast location and easy access by air, rail, or automobile, Baltimore has long been a strategic choice for convention-holders. The recent redevelopment of the city's downtown Inner Harbor area has made Baltimore even more attractive to conventioneers, who enjoy the many

fine restaurants, retail centers, and cultural attractions on or near the water.

Baltimore's largest meeting facility is the Baltimore Convention Center located at the Inner Harbor. An expansion of the facility completed in 1996 tripled its size to more than 1.2 million square feet. A 36,672-square-foot ballroom, 50 meeting rooms, and 300,000 square feet of exhibition space on one level make for an extremely flexible facility.

The Baltimore Arena is used primarily for sporting events and travelling circuses, but it also has 25 meeting rooms for 20 to 300 people. The facility has an auditorium with a capacity for 13,000 people, and parking accommodations for 5,000 cars. Oriole Park at Camden Yards is available for trade shows. Many of Baltimore's downtown hotels also provide meeting facilities. There are more than 8,000 hotel rooms within a mile radius of the Baltimore Convention Center. The Baltimore Marriott-Waterfront, which opened in 2000, is a 31-story hotel with 750 guestrooms, 80,000 square feet of total meeting space, exhibition space and 38 meeting rooms.

Convention Information: Baltimore Area Convention and Visitors Association, 100 Light Street, 12th Floor, Baltimore, MD 21202; telephone (410)659-7300 or (800)343-3468; fax (410)727-2308

Transportation

Approaching the City

The recently expanded Baltimore-Washington International (BWI) Airport, located just 10 miles from downtown Baltimore, is one of the fastest-growing major airports in the country. BWI has 18 carriers that provide more than 600 daily flights, including nonstop flights to 72 cities in the United States, Canada, Europe and the Caribbean.

Major highway links between Baltimore and other cities are Interstate-95, which runs all along the East Coast, and I-70, which crosses through western Maryland to the Midwest. Interstate 395 runs south from Baltimore to Washington and Virginia; I-83 runs north through the city toward central Pennsylvania. All these interstates intersect with I-695, the Baltimore Beltway, which circles the city. Those approaching the central city by car should be aware that most of the streets are one way.

Just north of downtown is the historical, restored Pennsylvania Station, where Amtrak trains pull in and out. For commuters, the Maryland Rail Commuter Service (MARC) provides weekday service on the most extensive track commuter rail system in the Greater Baltimore region, including 43 stations over three lines (Brunswick, Camden and Penn) covering a total of 187 miles. Twenty trains run from the Maryland/Delaware border, south to Montgomery County, MD. MARC also provides convenient access to both downtown Baltimore and Washington, D.C.

Traveling in the City

Baltimore's highly regarded mass transit system consists of 850 buses, the Metro (subway), light rail, and the Maryland Area Rail Commuter system (MARC). The Metro's 15.5 mile system extends from the Owings Mills corporate and shopping complex in Baltimore County, through the heart of the downtown business, shopping and sightseeing districts to Johns Hopkins Hospital.

Communications

Newspapers and Magazines

Baltimore is served by one major daily newspaper, *The Baltimore Sun.* The *Daily Record* provides daily business and legal news, and *The Baltimore Business Journal* and *The Jeffersonian* (Baltimore County) are business weeklies. Weekly newspapers published in Baltimore include *The Baltimore Times,* (part of the BlackPressUSA Network) *Baltimore City Paper; Baltimore Guide;* and *Baltimore Messenger. The Baltimore Chronicle & Sentinel* is published monthly.

More than 200 newspapers, periodicals, and directories are published in Baltimore, including numerous medical journals such as *The Lancet (North American Edition).* Quarterly publications include *Maryland Historical Magazine.*

Television and Radio

Seven television stations broadcast from Baltimore: affiliates of ABC, CBS, NBC, Fox, public television, and the Home Shopping Network. Stations originating in nearby communities are also accessible to Baltimore-area residents, as is cable service.

The 17 Baltimore and nine area AM and FM radio stations broadcast programming that ranges from news, religious material, and public broadcasting to music that includes classical, jazz, country, gospel, easy listening, top-40, and contemporary styles.

Media Information: *The Sun,* 501 N. Calvert St., Baltimore, MD 21278; telephone (410) 332-6300

Baltimore Online

Baltimore Area Convention & Visitor's Bureau. Available www.baltimore.org

Baltimore City Public School System. Available www.bcps.k12.md.us

Baltimore County Public Library. Available www.bcplonline.org/libpg/aboutyourlibrary.html

Baltimore Development Corporation. Available www.baltimoredevelopment.com

Baltimore Washington Corridor Chamber of Commerce. Available www.baltwashchamber.org/home.cfm

Baltimore Sun. Available www.sunspot.net

City of Baltimore home page. Available www.ci.baltimore.md.us

Economic Alliance of Greater Baltimore. Available www.greaterbaltimore.org

Enoch Pratt Free Library. Available www.pratt.lib.md.us

Maryland Department of Business & Economic Development. Available www.mdbusiness.state.md.us

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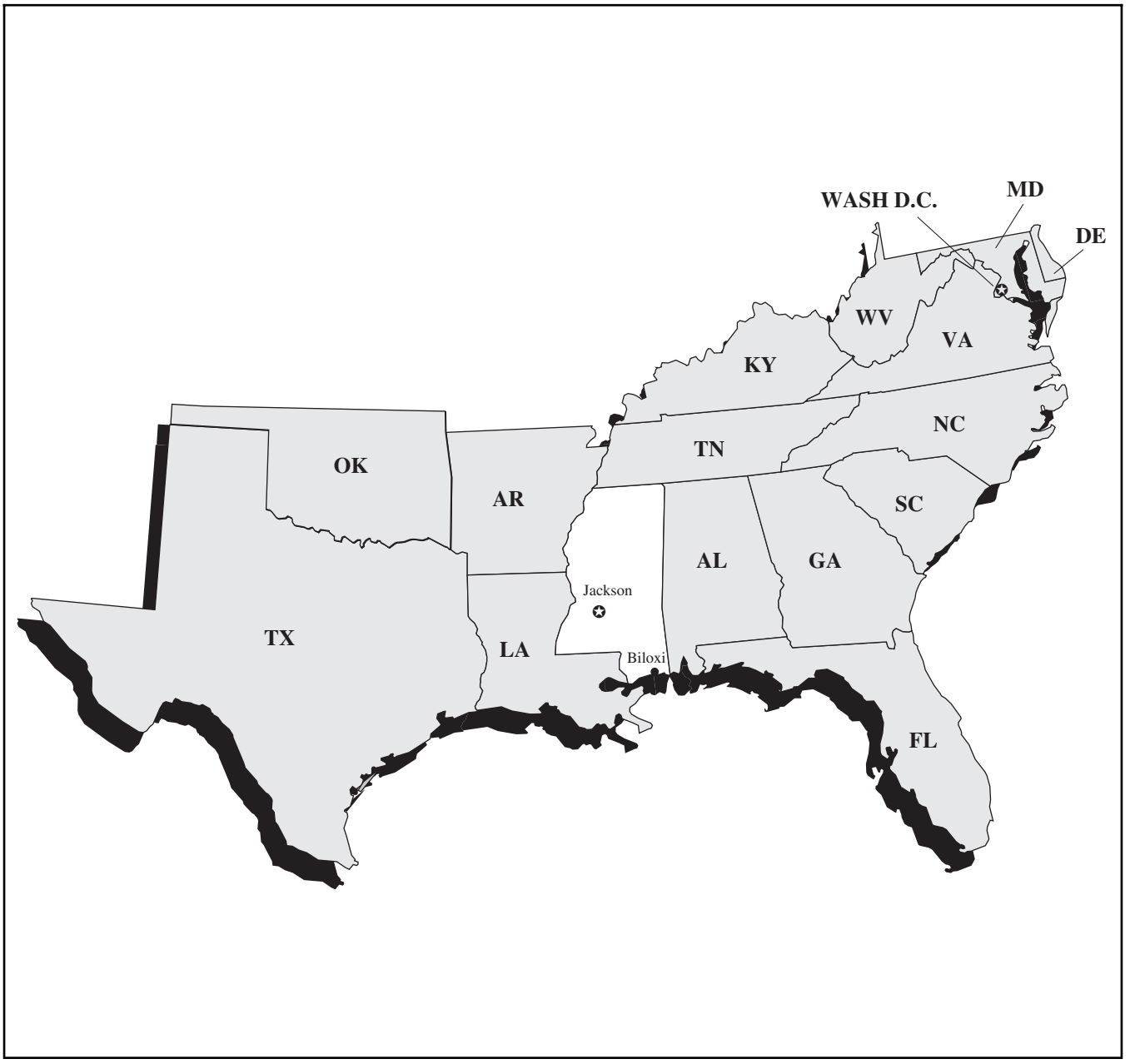
MISSISSIPPI

Biloxi 337
Jackson 349



The State in Brief

Nickname: Magnolia State
Motto: *Virtute et armis* (By valor and arms)

Flower: Magnolia
Bird: Mockingbird

Area: 48,430 square miles (2000; U.S. rank: 32nd)
Elevation: Ranges from sea level to 806 feet above sea level
Climate: Temperate in north and subtropical in south, with long, hot summers and mild winters

Admitted to Union: December 10, 1817
Capital: Jackson
Head Official: Governor Haley Barbour (R) (until 2008)

Population
- **1980:** 2,521,000
- **1990:** 2,573,216
- **2000:** 2,844,658
- **2004 estimate:** 2,902,966
- **Percent change, 1990–2000:** 10.5%
- **U.S. rank in 2004:** 31st
- **Percent of residents born in state:** 74.3% (2000)
- **Density:** 60.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 119,442

Racial and Ethnic Characteristics (2000)
- **White:** 1,746,099
- **Black or African American:** 1,033,809
- **American Indian and Alaska Native:** 11,652
- **Asian:** 18,626
- **Native Hawaiian and Pacific Islander:** 667
- **Hispanic or Latino (may be of any race):** 39,569
- **Other:** 13,784

Age Characteristics (2000)
- **Population under 5 years old:** 204,364
- **Population 5 to 19 years old:** 668,850
- **Percent of population 65 years and over:** 12.9%
- **Median age:** 33.8 years (2000)

Vital Statistics
- **Total number of births (2003):** 42,150
- **Total number of deaths (2003):** 28,882 (infant deaths, 425)
- **AIDS cases reported through 2003:** 2,875

Economy
- **Major industries:** Transportation equipment, food products, government, trade, agriculture, manufacturing
- **Unemployment rate:** 6.4% (December 2004)
- **Per capita income:** $15,853 (2003; U.S. rank: 51st)
- **Median household income:** $31,887 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 17.9% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 3.0% to 5.0%
- **Sales tax rate:** 7.0%

Biloxi

The City in Brief

Note: This profile of the city of Biloxi was updated prior to August 2005, when Hurricane Katrina caused severe damage to the Gulf Coast region of the United States. The long-term impact of Katrina on Biloxi is unknown at the time of publication.

Founded: 1719, incorporated 1981

Head Official: Mayor A. J. Holloway, Jr. (R) (since 1993)

City Population
1990: 46,319
2000: 50,644
2003 estimate: 48,972
Percent change, 1990–2000: 9.3%
U.S. rank in 1990: 535th (State rank: 2nd)
U.S. rank in 2000: 707th (State rank: 3rd)

Metropolitan Area Population
1990: 312,368
2000: 363,988
Percent change, 1990–2000: 16.5%
U.S. rank in 1990: 157th
U.S. rank in 2000: 113th

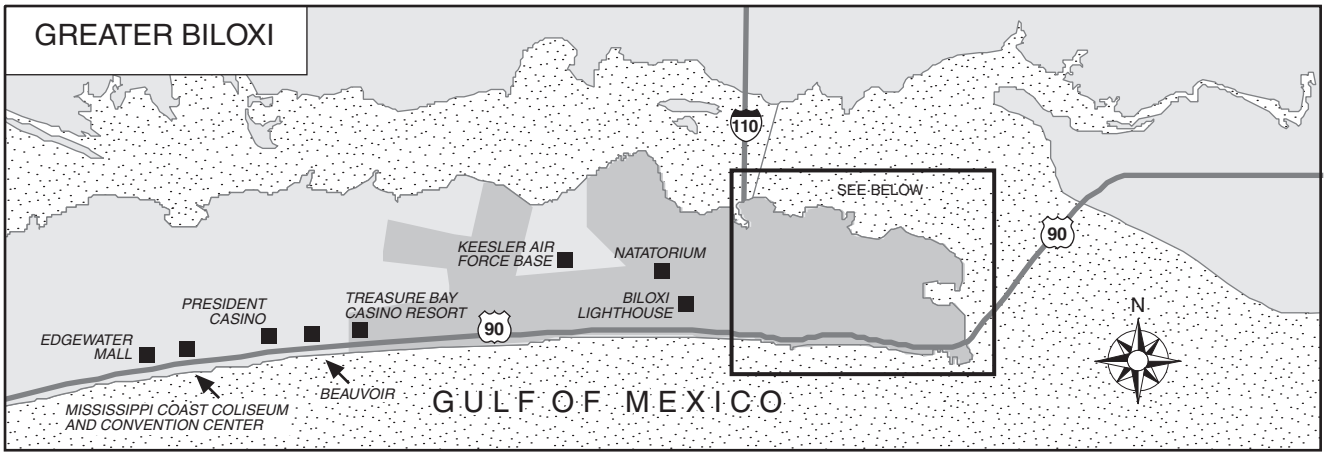
Area: 46.53 square miles (2000)
Elevation: 20 feet above sea level
Average Annual Temperature: 68° F
Average Annual Precipitation: 61 inches

Major Economic Sectors: services, casinos, government, and trade
Unemployment rate: 4.0% (December 2004)
Per Capita Income: $17,809 (1999)

2002 FBI Crime Index Total: 3,852

Major Colleges and Universities: Mississippi Gulf Coast Community College, The University of Southern Mississippi-Gulf Coast

Daily Newspaper: *Sun Herald*


GREATER BILOXI
110
SEE BELOW
90
KEESLER AIR FORCE BASE
NATATORIUM
PRESIDENT CASINO
TREASURE BAY CASINO RESORT
BILOXI LIGHTHOUSE
EDGEWATER MALL
BEAUVOIR
MISSISSIPPI COAST COLISEUM AND CONVENTION CENTER
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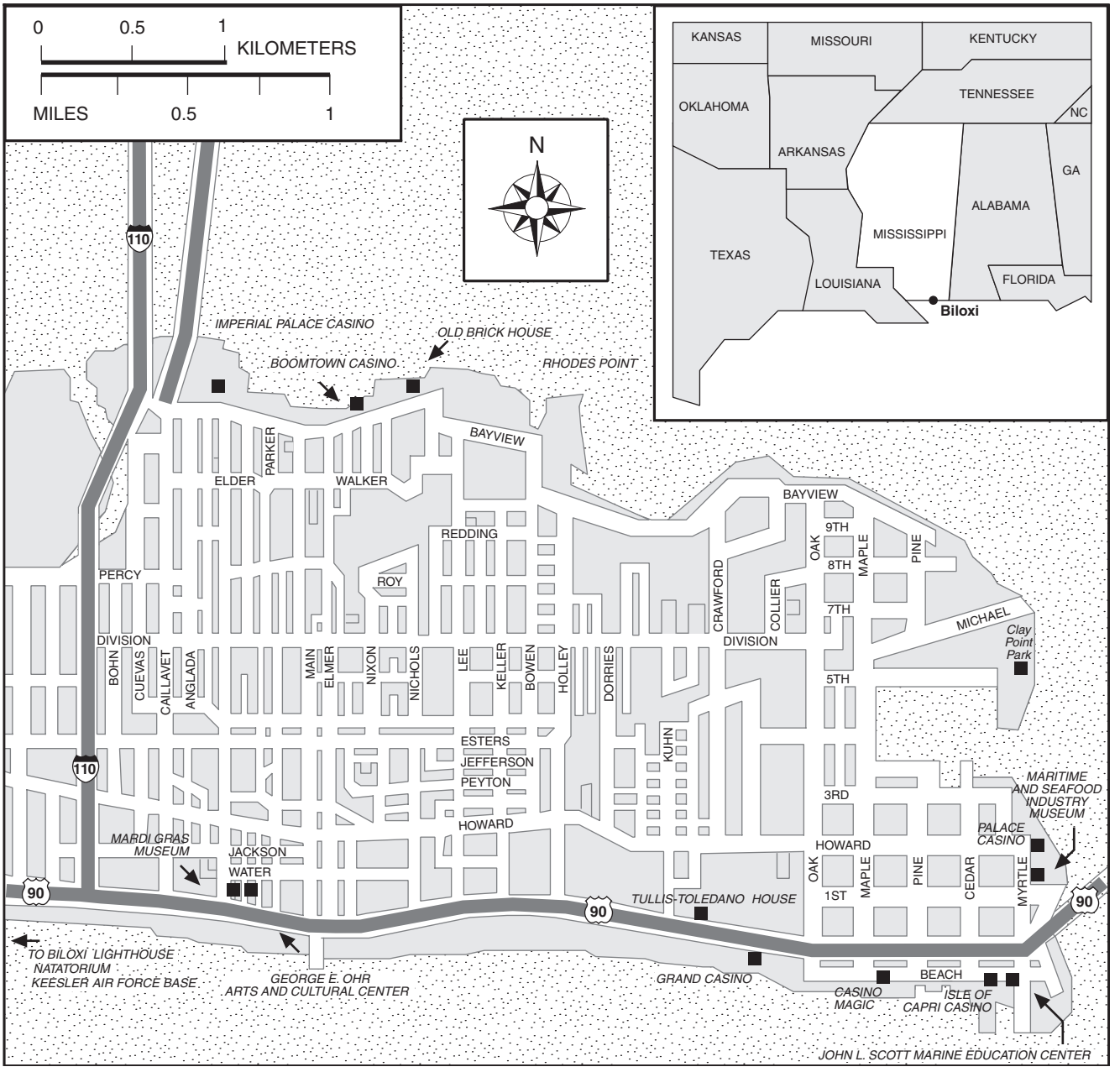
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OLD BRICK HOUSE
BOOMTOWN CASINO
RHODES POINT
BAYVIEW
PARKER
ELDER
WALKER
REDDING
PERCY
ROY
DIVISION
BOHN
CUEVAS
CAILLAVET
ANGLADA
MAIN
ELMER
NIXON
NICHOLS
LEE
KELLER
BOWEN
HOLLEY
DORRIES
CRAWFORD
COLLIER
OAK
MAPLE
PINE
9TH
8TH
7TH
5TH
MICHAEL
Clay Point Park
ESTERS
JEFFERSON
PEYTON
HOWARD
KUHN
3RD
1ST
MARITIME AND SEAFOOD INDUSTRY MUSEUM
PALACE CASINO
MARDI GRAS MUSEUM
JACKSON
WATER
CEDAR
MYRTLE
TULLIS-TOLEDANO HOUSE
TO BILOXI LIGHTHOUSE
NATATORIUM
KEESLER AIR FORCE BASE
GEORGE E. OHR ARTS AND CULTURAL CENTER
GRAND CASINO
BEACH
CASINO MAGIC
ISLE OF CAPRI CASINO
JOHN L. SCOTT MARINE EDUCATION CENTER

Introduction

Biloxi, with its 25 miles of white Gulf Coast beaches, is one of the oldest cities in the United States. Historically a sleepy resort town, originally serving vacationers from Mobile and New Orleans, it is noted for its oyster and shrimp fisheries. The introduction of legalized gambling at offshore casinos has led to the city's renaissance and a booming economy. Biloxi's rich history and cultural attractions have also contributed to its becoming one of the new ''hot spots'' for Southern tourism.

Geography and Climate

Biloxi is located on a little peninsula between Biloxi Bay and the Mississippi Sound on the Gulf of Mexico. It is 70 miles northeast of New Orleans, 70 miles southwest of Mobile, and 150 miles west of Jacksonville. The city has a moist semitropical climate, and sunny days with frequent cool breezes predominate. From May through September the hot, humid weather can be uncomfortable at times, and afternoon thundershowers are not uncommon. Winter brings primarily warm, clear weather and occasional cold spells lasting no longer than three or four days. Cyclones occur most often during June through November.

Area: 46.53 square miles (2000)

Elevation: 20 feet above sea level

Average Temperatures: January 50.8° F, July, 81.7° F, average 68° F

Average Annual Precipitation: 61 inches

History

Many Flags Have Flown over Biloxi

An area across Biloxi Bay from the city, called Old Biloxi, was first visited by French explorer Pierre LeMoyne d'Iberville in 1699. The explorer, who was looking for the mouth of the Mississippi River, was instructed by the King of France to claim the coastal region. D'Iberville sailed into Biloxi Bay with a small group of men and established Fort Maurepas and a similar colony on the east shore, now the site of Ocean Springs. The word Biloxi means ''First People'' and was the name of a local Native American tribe met by d'Iberville and his men when they explored the land. Since its discovery, eight flags have flown over the city including the French, English, Spanish, West Florida Republic, Mississippi Magnolia, Confederate State, Mississippi State, and that of the United States.

In 1719 Fort Louis was founded on the site of the present-day city, which served as the capital of French colonial Louisiana from 1720 to 1722. In 1783 Biloxi was taken over by the Spanish, who merely collected tariffs, while the area retained its strong French influence. The Spanish maintained their rule until 1810, when a rebellion occurred and the area was seized by American insurgents. At that time, Biloxi became part of the Republic of West Florida. Although petitions for statehood were denied, the Biloxi region became part of the Territory of Orleans (which had been part of the Louisiana Purchase). Two years later, in 1812, Biloxi became part of the Mississippi Territory. In 1814 a British attempt to capture New Orleans failed, but the British remained on nearby Ship Island until 1815. Finally, on December 10, 1817, Mississippi became the twentieth state of the United States.

Biloxi Established as a Resort

During the 1820s Biloxi became a popular summer resort for New Orleanians wishing to escape their city's heat and yellow fever epidemics. Biloxi was incorporated officially in 1838. The city grew as families and their servants flocked to the area, which by 1847 had become the most important of the Gulf Coast's resort towns. By the middle of the nineteenth century even more people came for the ostensible healing powers of the waters, and for the balls, outings, and hunting events that enlivened the social scene.

At the time of the Civil War, Union troops took over nearby Ship Island and carried out a blockade of the gulf. Citizens protected the city from invasion by the Yankees through the threatening appearance of fake cannons, which were really only logs planted in the sand. Mullet fish, called ''Biloxi bacon,'' saved the local populace from starvation in the war years. The first fish cannery opened in 1881, and the city's seafood industry quickly developed. By 1900 Biloxi was termed the ''seafood capital of the world.'' Polish, Austrian, and Acadian French soon came to the city to work in the industry, adding their own cultural influences. Tourism flourished and more hotels were built to accommodate the visitors, many of them from the Midwest, who came to escape the harsh northern winters.

During the early twentieth century, the city grew and new developments included electricity, a street railway system, and telephone service. During the 1920s a paved highway was built along the beach, and more hotels were constructed as tourism increased. In 1928 the world's longest seawall, which spanned 25 miles of Biloxi's coastline, was dedicated. The 1930s saw the decline of the area's seafood industry, but

a new boom took place during World War II when Biloxi was chosen to be the site of a new air force base.

Legalized Gambling Revitalizes City

Mid-century saw the construction of a four-lane superhighway and the production of a sand beach, thanks to the use of hydraulic dredges. The development of Edgewater Plaza Shopping Center took place in the early 1960s, and the mall has served to draw people from all over the region ever since. In 1969 Biloxi suffered considerable damage when Hurricane Camille ravaged the entire Gulf Coast area, but the citizens soon rallied and rebuilt their town. A new era began in the city in 1992 with the opening of the first Las Vegas-style gambling casino. The resort casinos with their 24-hour entertainment availability spurred a tremendous growth in both local and tourist populations, and restaurants and other businesses grew accordingly.

Biloxi suffered some damage from Hurricane Georges in 1998 but rallied a year later to celebrate its tricentennial with music fests, sporting events, exhibits, and tours. The city's ninth casino, the Beau Rivage, opened in 1999, further stimulating Biloxi's economy through tourism and gaming revenues.

Historical Information: Harrison County Library System, 1300 21st Ave., Gulfport, MS 39501; telephone (228)868-1383; fax (228)863-7433

Population Profile

Metropolitan Area Residents
1980: 300,000
1990: 312,368
2000: 363,988
Percent change, 1990–2000: 16.5%
U.S. rank in 1980: 174th
U.S. rank in 1990: 157th
U.S. rank in 2000: 113th

City Residents
1980: 49,311
1990: 46,319
2000: 50,644
2003 estimate: 48,972
Percent change, 1990–2000: 9.3%
U.S. rank in 1980: 428th
U.S. rank in 1990: 535th (State rank: 2nd)
U.S. rank in 2000: 707th (State rank: 3rd)

Density: 1,331.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 36,177
Black or African American: 9,643
American Indian and Alaska Native: 248
Asian: 2,590
Native Hawaiian and Pacific Islander: 58
Hispanic or Latino (may be of any race): 1,848
Other: 725

Percent of residents born in state: 46.2% (2000)

Age characteristics (2000)
Population under 5 years old: 3,721
Population 5 to 9 years old: 3,634
Population 10 to 14 years old: 3,078
Population 15 to 19 years old: 4,290
Population 20 to 24 years old: 4,779
Population 25 to 34 years old: 7,645
Population 35 to 44 years old: 7,695
Population 45 to 54 years old: 5,822
Population 55 to 59 years old: 2,044
Population 60 to 64 years old: 1,861
Population 65 to 74 years old: 3,390
Population 75 to 84 years old: 2,076
Population 85 years and older: 609
Median age: 32.5 years

Births (2002)
Total number: 864

Deaths (2002)
Total number: 478 (of which, 6 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,809
Median household income: $34,106
Total number of households: 19,606

Number of households with income of . . .
less than $10,000: 2,348
$10,000 to $14,999: 1,368
$15,000 to $24,999: 3,137
$25,000 to $34,999: 3,196
$35,000 to $49,999: 3,616
$50,000 to $74,999: 3,321
$75,000 to $99,999: 1,473
$100,000 to $149,999: 730
$150,000 to $199,999: 177
$200,000 or more: 240

Percent of families below poverty level: 11.2% (50.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,852

Municipal Government

Biloxi has a strong Mayor-Council form of government, with council members elected by each of seven local districts. The mayor and council members serve four-year terms.

Head Official: Mayor A.J. Holloway, Jr. (R) (since 1993; current term expires 2005)

Total Number of City Employees: 674 (2005)

City Information: City of Biloxi, PO Box 429, Biloxi, MS 39533; telephone (228)435-6254; fax (228)435-6129; email mayor@biloxi.ms.us

Economy

Major Industries and Commercial Activity

Gaming and tourism is Biloxi's most important industry. By the end of the twentieth century, there were 12 Las Vegas-style casinos in the region, nine of which were in the city of Biloxi. The casinos feature restaurants, floor shows, and round-the-clock gambling. According to a formula devised when gambling was legalized, 8 percent of gross gaming revenue goes to the state and 3.2 percent of gross gaming revenue is distributed among city institutions, including the general fund, the city public safety department, the city school system, the county school system, and the county public safety department. The revenue of Biloxi's casinos exceeded $879 million in 2003, representing the city's greatest single source of revenue. This economic impact is only expected to increase with the opening of the Hard Rock Hotel & Casino Biloxi in the summer of 2005. The lure of gaming has also bolstered the region's tourism industry in general, as many gamblers also visit other area attractions outside of the casinos. In fact, most visitors are no longer merely overnight guests; now the average tourist stays 2.5 days.

The seafood industry contributes $450 million dollars to the Mississippi Gulf Coast economy, supporting an estimated 1,600 shrimp workers and 1,200 employees in seafood processing. Shrimp accounts for about half of the seafood market, contributing $250 million to the economy, followed by oysters, menhaden, and crabs. Thirty-eight seafood processing plants are situated along the Gulf Coast, with 11 in Biloxi. Building boats and producing boat paraphernalia are also big businesses in the area. Ingalls Shipbuilding, based 20 miles east of Biloxi in Pascagoula, employs approximately 10,000 workers, more than any other private employer in Mississippi.

Military and federal government installations are another key sector of the area's economy. The presence in the city of Keesler Air Force Base is responsible for a great part of the employment in the government sector of the economy, which represents nearly a quarter of all employment in the city. Keesler's economic impact on the Mississippi Coast equaled $1.4 billion dollars in 2002. In addition to the 12,600 active-duty personnel, Keesler employs 3,600 civilians and pays $179 million to military retirees. Local contracts initiated through Keesler in 2002 include $120 million in construction and $46.7 million in other local services and supply contracts. The John C. Stennis Space Center, located 45 miles west of Biloxi, impacts the local economy by employing approximately 30,000 military and personnel in more than 20 federal and state agencies. Other federal installations in the region are the Naval Construction Battalion Center, Naval Station Pascagoula, the National Guard facilities in Gulfport, and the Office of Supervisor of Shipbuilding, Conversion & Repair, located about 30 miles east of Biloxi.

Items and goods produced: seafood products, canning, boat building and repair, fishing nets

Incentive Programs—New and Existing Companies

Local programs—The Harrison County Development Commission works with companies interested in developing or expanding their business in the county. Its services include the coordination of financial incentives, including tax abatements, as well as assisting in industrial park and Foreign Trade Zone activities. The Biloxi Department of Economic & Community Development offers a renovated building tax exemption to businesses that renovate existing structures in the city's central business district.

State programs—A tax credit program is offered through the Mississippi Department of Archives & History for the restoration of buildings listed on the National Register of Historic Places or designated as Mississippi Landmarks. The Mississippi Development Authority (MDA), through the Financial Resources Division, administers a variety of incentive programs to assist businesses in development and expansion. For large projects, a primary financial incentive is the Major Economic Impact Authority, which allows the state to issue general obligation bonds to secure up to $300 million for development. Other financial incentive programs administered by the MDA are the Rural Economic Development Assistance Program, Industrial Development Revenue Bond Program, Agribusiness Enterprise Loan, Business Investment Act Program, Energy Investment Program, Guaranty Loan Program, Minority Business Enterprise Loan, Minority Surety Bond Guaranty Program, Small Business Assistance Program, and Small Enterprise Development Finance Program. Additionally, in an effort to attract national and regional headquarters to Mississippi, the state offers income

tax credits for each new job created and sales tax exemptions on construction materials and equipment used to build the new facility.

Job training programs—The state of Mississippi provides custom-designed pre-employment training, post-employment training, and upgrade/retraining services for new, expanding, or existing industries. The Employment Training Division of the Mississippi Development Authority administers the Workforce Investment Network (WIN). This network, the state's response to the federal Workforce Investment Act, combines federal, state, and community workforce resources to provide employment and training services to Mississippi employers and job seekers. WIN Job Centers, located throughout the state, provide access to employment, education, training, and economic development services. Other WIN services for employers include a database of qualified job candidates, assistance in writing job descriptions, proficiency testing, labor market data, and information on work opportunity tax credits. The Mississippi Contract Procurement Center, located in Biloxi, provides information about bid opportunities from federal, state, and local government agencies; it also offers training, marketing assistance, technical support, and counseling. The Gulf Coast Business Services Training Program assists local business with employee training.

Development Projects

Construction in Biloxi nearly doubled between 2000 and 2003, rising from an estimated value of $70.7 million to $120.1 million. By early 2005, more than $800 million in construction was in varying stages of development on the Gulf Coast. It is, perhaps, no surprise that some of the largest projects are casinos. The Isle of Capri Casino Resort's $170 million expansion of its Biloxi facility will be completed in the spring of 2005. The Hard Rock Hotel & Casino Biloxi broke ground on a $235 million facility that is expected to open in the summer of 2005. Scheduled to open later in 2005 is the Silver Slipper, an $80 million project that will feature the only riverboat casino on the Gulf Coast.

A number of large-scale construction projects outside the realm of the gaming industry were underway in Biloxi in the mid-2000s. Voters in 2004 approved a $68 million expansion of the Mississippi Coast Coliseum & Convention Center that will be completed in 2007. The Gulfport-Biloxi International Airport was undergoing a series of expansion projects to increase its physical size, thereby increasing the number of airlines and passengers it can handle. Among projects in the amusement industry were a new $29 million Ohr-O'Keefe Museum of Art, expected to open in phases until its completion in 2007; the Gulf Islands Water Park, which will open in Gulfport in spring 2005; and a $35 million NASA space attraction that is scheduled to open in 2007.

Economic Development Information: Mississippi Development Authority, 501 N. West St., PO Box 849, Jackson, MS 39205; telephone (601)359-3449; fax (601)359-2832. Mississippi Gulf Coast Convention & Visitors Bureau, PO Box 6128, Gulfport, MS 39506-6128, telephone (228)896-6699; toll-free (800)237-9493; email tourism @gulfcoast.org.

Commercial Shipping

Biloxi is located within one day's drive of more than half of the country's population and is within an hour from the major cities of New Orleans, Louisiana, and Mobile, Alabama. The Gulfport-Biloxi International Airport is the site of Foreign Trade Zone #92, a 1,000-acre area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. Cargo railroads serving Biloxi include CSX Corp. and Kansas City Southern Rail Line. The Mississippi State Port, located at nearby Gulfport, is the second largest handler of tropical fruit in North America and the nation's top exporter of frozen poultry to Russia and other former Soviet countries. In 2002 this port handled more than 2.1 million tons of cargo, including bananas and other fresh fruits, ores and other bulk cargo, frozen cargo, lumber and wood products, and containerized general cargo. Nine industrial parks on the Gulf Coast offer prime waterfront industrial sites on navigable water. Worldwide overnight and local shipping capability is provided by express, courier, and parcel companies that serve the coast region.

Labor Force and Employment Outlook

The success of gaming in Biloxi is responsible for the creation of many new jobs in the area. Some, like those in the hospitality and tourism industries, are directly linked to gaming; others, like those in the construction, medical services, and general retail industries are indirect offshoots of an economy driven by casinos. In 2003 the Biloxi-Gulfport-Pascagoula metropolitan area ranked 127th among the ''Best Places for Business and Careers'' by *Forbes* magazine.

The following is a summary of data regarding the Biloxi metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 113,500

Number of workers employed in . . .
construction and mining: 5,200
manufacturing: 6,000
trade, transportation and utilities: 20,400
leisure and hospitality: 29,600
government: 24,000

Average hourly wage of production workers employed in manufacturing: $12.88 (2003 statewide annual average)

Unemployment rate: 4.0% (December 2004)

Largest employers	*Number of employees*
Keesler Air Force Base	15,674
Grand Casino/Park Place Entertainment	5,460
Beau Rivage	4,150
President Casino	1,991
VA Gulf Coast Veterans Health Care System	1,500
Imperial Palace	1,500
Casino Magic Corp.	1,360
Treasure Bay Casino	1,200
Isle of Capri Casino	1,077
Boomtown Casino	1,000

Cost of Living

According to the City of Biloxi, the Gulf Coast's cost of living was 5.6 percent below the national average in 2003.

The following is a summary of data regarding several key cost of living factors for the Biloxi area.

2004 (3rd Quarter) ACCRA Average House Price:$188,335

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.2 (U.S. average = 100.0)

State income tax rate: Ranges from 3.0% to 5.0%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 30 mills (2002)

Economic Information: Mississippi Development Authority, 501 N. West St., PO Box 849, Jackson, MS 39205; telephone (601)359-3449; fax (601) 359-2832

Education and Research

Elementary and Secondary Schools

The Biloxi Public School District reorganized its schools in 2002. Upon completion of the new Biloxi High School, the three junior high schools were consolidated. As a result, all seventh grade students attend Michel 7th Grade School and all students in grades eight and nine attend Biloxi Junior High School. The district offers a curriculum ranging from remedial education to college level advanced placement courses, as well as specialized programs in technology or vocational studies. There are four private schools in Biloxi: one high school and three elementary/junior high schools.

The following is a summary of data regarding Biloxi's public schools as of the 2002–2003 school year.

Total enrollment: 6,200

Number of facilities
elementary schools: 7
junior high/middle schools: 2
senior high schools: 1

Student/teacher ratio: 15:1

Teacher salaries (2004–2005)
minimum: $33,650
maximum: $62,965

Funding per pupil: $6,415

Public Schools Information: Biloxi Public School District; 160 St. Peters Ave., PO Box 168, Biloxi, MS 39533; telephone (228)374-1810; fax (228)436-5171

Colleges and Universities

Mississippi Gulf Coast Community College has two campuses in Gulfport, and also offers classes in Biloxi through the Keesler Center of the Keesler Air Force Base. Also operating out of Keesler Air Force Base is the University of Southern Mississippi-Gulf Coast, which offers a variety of classes for civilians and military personnel. University College, one of 11 colleges of New Orleans-based Tulane University, has a campus in Biloxi that offers associate's and bachelor's degrees. Located in nearby Gulfport are William Carey College and Madison University, both within comfortable commuting range of students from Biloxi.

Libraries and Research Centers

The Biloxi Public Library, part of the Harrison County Library System, consists of a main building and three branches. Its collection exceeded 300,000 items in 2003, an increase of approximately 5,000 items over the prior year. Special collections include genealogy, local history, and Mississippiana. The Gulf Coast Research Laboratory, located in Ocean Springs, is a state-funded institution administered by the University of Southern Mississippi. It offers a broad marine science curriculum and collaborates with the local commercial seafood industry to devise efficient methods of harvesting the waters and to develop future ventures, such as aquaculture.

Public Library Information: Harrison County Library System, 1300 21st Ave., Gulfport, MS 39501; telephone (228)868-1383; fax (228)863-7433

Health Care

Biloxi has two hospitals, while the entire Gulf Coast region has seven general hospitals with more than 2,450 beds. Services at the Biloxi Regional Medical Center, which has 153 beds, include a cardiac intensive care unit, an emergency department, an outpatient care center, HIV services, a medical surgical intensive care unit, a neonatal intensive care unit, oncology services, pediatric intensive care, physical rehabilitation, psychiatric care, and a radiation department. The Gulf Coast Medical Center, with 144 beds, offers a variety of services including outpatient care, geriatric services, a medical-surgical intensive care unit, outpatient surgery, and psychiatric care. The Veterans Affairs Gulf Coast Veterans Health Care System consists of two hospital divisions—one of which is located in Biloxi—and three outpatient clinics to serve veterans in seven counties in Mississippi, four counties in Alabama, and seven counties in Florida. Keesler Medical Center, the second largest medical treatment facility in the Air Force, treats more than 52,000 active duty and retirees in the area and houses the only genetics laboratory in the U.S. Department of Defense. Cedar Lake Medical Park is privately owned by physicians and offers a variety of medical services.

Recreation

Sightseeing

Biloxi's bygone eras are captured in a number of historical structures. Visitors to Beauvoir, the last home of Jefferson Davis, only president of the Confederacy, can see where he lived, worked, and entertained the notables of his day. The house is set on a 52-acre estate containing museums with Confederate artifacts, two pavilions, and a cemetery with the Tomb of the Unknown Soldier. French and American architectural styles of the nineteenth century are exhibited in the Old Brick House, overlooking Back Bay. The restored Tullis-Toledano Manor, built in 1856, is one of the area's finest examples of the antebellum style. The Pleasant Reed House was named for its builder, who was born into slavery in 1854 and moved to Biloxi after the Civil War. The Redding House is a Colonial Revival home that is listed on the National Register of Historic Places. The Biloxi Lighthouse, erected in 1848, has been welcoming sailors since the days of the sailing schooners, and provides a wonderful view of the Gulf Coast area. The Spanish Captains Quarters and the Old French House, reflecting two distinct architectural styles and cultures that were once powerful in the area, date to the early 1700s; the Old French House is now a restaurant. Visitors to the Old Biloxi Cemetery can read the gravestones of the first French settlers. Fort Massachusetts, on the western tip of Ship Island, was inhabited by the Confederate Army and later recaptured by Union Troops who used it for a prison. On the grounds are a library, a summer cottage, and a Confederate cemetery; tours are offered during the spring, summer, and fall.

Nine casinos are located in Biloxi, with three others elsewhere along the Mississippi Gulf. They are open 24 hours a day, seven days a week, and offer Las Vegas-style gaming, entertainment, hotel rooms, and retail shops, as well as other amenities. The Biloxi casinos are Beau Rivage Resort & Casino, Boomtown Casino, Casino Magic–Biloxi, Grand Casino–Biloxi, Imperial Palace Hotel & Casino, Isle of Capri Casino Resort, Palace Casino Resort, President Casino Broadwater Resort, and Treasure Bay Casino Resort. Casino Magic–Bay St. Louis is located in Bay St. Louis, and Copa Casino and Grand Casino–Gulfport are both situated in Gulfport.

Biloxi also provides family entertainment. The J.L. Scott Marine Education Center and Aquarium features 47 aquariums, a 44,000-gallon Gulf of Mexico tank, hands-on exhibits, and a touch tank. Time In Family Fun Center is the largest indoor playground on the Mississippi Gulf, and features putt putt, a two-story soft playground, video games, and food. Public swimming pools and miniature golf courses are also present in the city.

Arts and Culture

Biloxi is home to a diverse collection of museums. The Maritime and Seafood Industry Museum traces Biloxi's 300-year history as the seafood capital of the world. The George E. Ohr Arts and Cultural Center exhibits work by ''the Mad Potter of Biloxi,'' whose pottery was so unique that it is housed in the Smithsonian. The Mardi Gras Museum showcases the splendor of that celebration at the restored antebellum Magnolia Hotel, the oldest hotel structure on the Gulf Coast. Moran's Art Studio displays original works of Joe Moran, George E. Ohr, and Mary and Tommy Moran.

The Saenger Theatre for the Performing Arts is home to the Gulf Coast Opera Theatre, Gulf Coast Symphony Orchestra, Gulf Coast Symphony Youth Orchestra, and KNS Theatre, a non-profit community theater. Biloxi Little Theatre, an all-volunteer community theatre, presents four major productions each year, and Center Stage presents a variety of regular performances, children's theater, and workshops.

Festivals and Holidays

The Gulf Coast's variety of festivals, many of them centering on water events, delight both hometown crowds and visitors. Country Cajun Crawfish Festival in April draws thousands who want to share in the delicious Southern fare. May brings

Visitors may enjoy a shrimp boat or a sail along the city's beachfront.

the Great Biloxi Schooner Races & Blessing of the Fleet, a celebration of the onset of shrimping season that features a street festival, coronation of the Shrimp King and Queen, and a parade of boats. The Mississippi Arts Fair for the Handicapped is held in June, as is the 11-day Mississippi Coast Coliseum Summer Fair & Music Festival. A variety of Independence Day celebrations enliven the area in July. September is the time for the Biloxi Seafood Festival and the Scottish Games & Celtic Festival, held in Gulfport. The Arts are celebrated at the G. E. Ohr Fall Festival, and spectators line the beaches in autumn to enjoy the Mayor's Regatta. Christmas on the Gulf Coast features Biloxi's Christmas on the Water boat parade, the Lighting of the Fish Net Christmas Tree and parade, and Tullis Manor's Ethnic Christmas Trees.

Vietnamese New Year and the Black Heritage Festival salute local ethnic groups in January, and the area's French heritage is celebrated at Coast History Week with its French Encampment. Queen Ixolib (Biloxi spelled backwards) presides over the festivities at Mardi Gras, which has been celebrated longer in Biloxi than in New Orleans. March brings the St. Patrick's Day Parade, the Irish Heritage Festival, and the Oyster Festival.

Sports for the Spectator

Biloxi has one professional sports team, the Mississippi Sea Wolves, one of 28 teams in the East Coast Hockey League. Up to 9,150 fans can watch their home games at the Mississippi Coast Coliseum & Convention Center, located in Biloxi. The coliseum is also the arena for the Professional Cowboys Championship Finals, held over four days each January.

Sports for the Participant

The city of Biloxi maintains 26 parks encompassing 170 acres, as well as five community centers, 13 baseball and softball fields, four soccer fields, and 13 tennis courts. The Natatorium offers an Olympic-sized indoor-outdoor pool with a retractable top. Biloxi boasts three of the area's 23 public golf courses that attract golfers from all over the country.

The Mississippi Deep Sea Fishing Rodeo is the world's largest event of its kind. Held on the Fourth of July weekend, the event features a fishing competition open to all ages, as well as carnival rides, live entertainment, and fireworks. The Kingmaster 100 finishing tournament is held each May at the Isle of Capri Crowne Plaza Resort in Biloxi. The Great Biloxi Schooner Races are held in May, and the Race for the Case sailing regatta is held in July. In addition to organized events, boating and fishing enthusiasts can participate in the sports whenever they please. The Mississippi Gulf Coast houses more than 200 varieties of saltwater fish. Fishing and boating trips are available by charter, and the Biloxi Schooners take groups on a sail along the beachfront on two-masted replicas of nineteenth-century oyster schooners.

Shopping and Dining

Edgewater Mall is the largest enclosed mall on the Gulf Coast. Totaling more than one million square feet, the mall is anchored by four major retailers, including Dillard's and J.C. Penney, and is occupied by more than 100 specialty stores. Edgewater Village Shopping Center features more than 40 stores occupying 200,000 square feet of retail space. Nearby, more than 60 retailers offer discounted wares at the Prime Outlets of Gulfport. In all, more than 1,300 retail establishments were operating in Biloxi in 2002, generating $924 million in revenue.

Biloxi's cuisine is an enticing blend of Spanish, French, Cajun, and traditional Southern cuisine. Gumbo, a succulent blend of seafood, okra, celery, scallions, and chopped bell peppers, is the featured item on the menu of Mary Mahoney's Old French House Restaurant. The restaurant, which was built in 1737, was once the site of the headquarters of the Louisiana Territory.

Visitor Information: Biloxi Chamber of Commerce, 1048 Beach Blvd., Biloxi, MS 39530; telephone (228)374-2717; fax (228)374-2764. Mississippi Gulf Coast Convention & Visitors Bureau, PO Box 6128, Gulfport, MS 39506-6128; telephone (228)896-6699; toll-free (800)237-9493; email tourism@gulfcoast.org

Convention Facilities

The Mississippi Gulf Coast offers total convention space in excess of 500,000 square feet and more than 18,000 hotel rooms. The largest beachfront meeting and convention center in the South is the Mississippi Coast Coliseum & Convention Center, which has 180,000 square feet of convention space, up to 32 meeting rooms, and a 15,000-seat arena. The majority of Biloxi's nine casinos also provide meeting space, the largest of which is the 54,000 square feet of the Imperial Palace Hotel & Casino.

Convention Information: Mississippi Gulf Coast Convention & Visitors Bureau, PO Box 6128, Gulfport, MS 39506-6128; telephone (228)896-6699; toll-free 800-237-9493; email tourism@gulfcoast.org

Transportation

Approaching the City

More than 816,000 passengers moved through Gulfport-Biloxi International Airport in 2002. By 2006, upon comple-

tion of a $25.4 million expansion that will allow more airlines to operate at it, the airport is expected to serve 2.2 million passengers. The airlines serving the facility are AirTran Airways, ASA/Delta, Continental/Continental Express, and Northwest. For those who choose to approach the city by rail, Amtrak's Sunset Limited line provides service to Biloxi and Gulfport, among other cities along the Gulf Coast. Biloxi also has private and public marinas for those who choose to arrive by boat.

Traveling in the City

Seven interstate highways provide access to the Alabama-Mississippi-Louisiana region via Interstate 10, which runs east and west across the northern part of Biloxi. U.S. Highway 90 also runs east and west, but along the beaches of the Gulf. Interstate 110 extends north and south through the city, and Highways 67 and 15 run north toward central Mississippi. Local bus service is provided by the Coast Transit Authority.

Communications

Newspapers and Magazines

The *Sun Herald,* Biloxi's daily paper, is published every morning. Weeklies include the *Biloxi-D'Iberville Press, Gulf Pines Catholic,* and the *Keesler News,* which is produced at Keesler Air Force Base.

Television and Radio

Biloxi has one network affiliate, one cable station, and one public television station. Two FM stations—one commercial and one religious—and three AM stations broadcast from the city.

Media Information: The *Sun Herald,* Gulf Publishing Company, Inc., PO Box 4567, Biloxi, MS 39535-4567; telephone (800)222-9502.

Biloxi Online

Biloxi Chamber of Commerce. Available www.biloxi.org

Biloxi Public School District. Available www.biloxischools.net

City of Biloxi Home Page. Available www.biloxi.ms.us

Harrison County Development Commission. Available www.mscoast.org

Harrison County Library System. Available www.harrison.lib.ms.us

Mississippi Development Authority. Available www.mississippi.org

Mississippi Gulf Coast Convention & Visitors Bureau. Available www.gulfcoast.org

Sun Herald. Available www.sunherald.com

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Note: This profile of the city of Biloxi was updated prior to August 2005, when Hurricane Katrina caused severe damage to the Gulf Coast region of the United States. The long-term impact of Katrina on Biloxi is unknown at the time of publication.

Jackson

The City in Brief

Founded: 1821 (incorporated 1833)

Head Official: Mayor Harvey Johnson, Jr. (since 1997)

City Population
1980: 202,895
1990: 202,062
2000: 184,256
2003 estimate: 179,599
Percent change, 1990–2000: −8.8%
U.S. rank in 1980: 71st
U.S. rank in 1990: 78th (State rank: 1st)
U.S. rank in 2000: 127th (State rank: 1st)

Metropolitan Area Population
1980: 362,000
1990: 395,396
2000: 440,801
Percent change, 1990–2000: 11.5%
U.S. rank in 1980: 92nd
U.S. rank in 1990: 92nd
U.S. rank in 2000: 95th

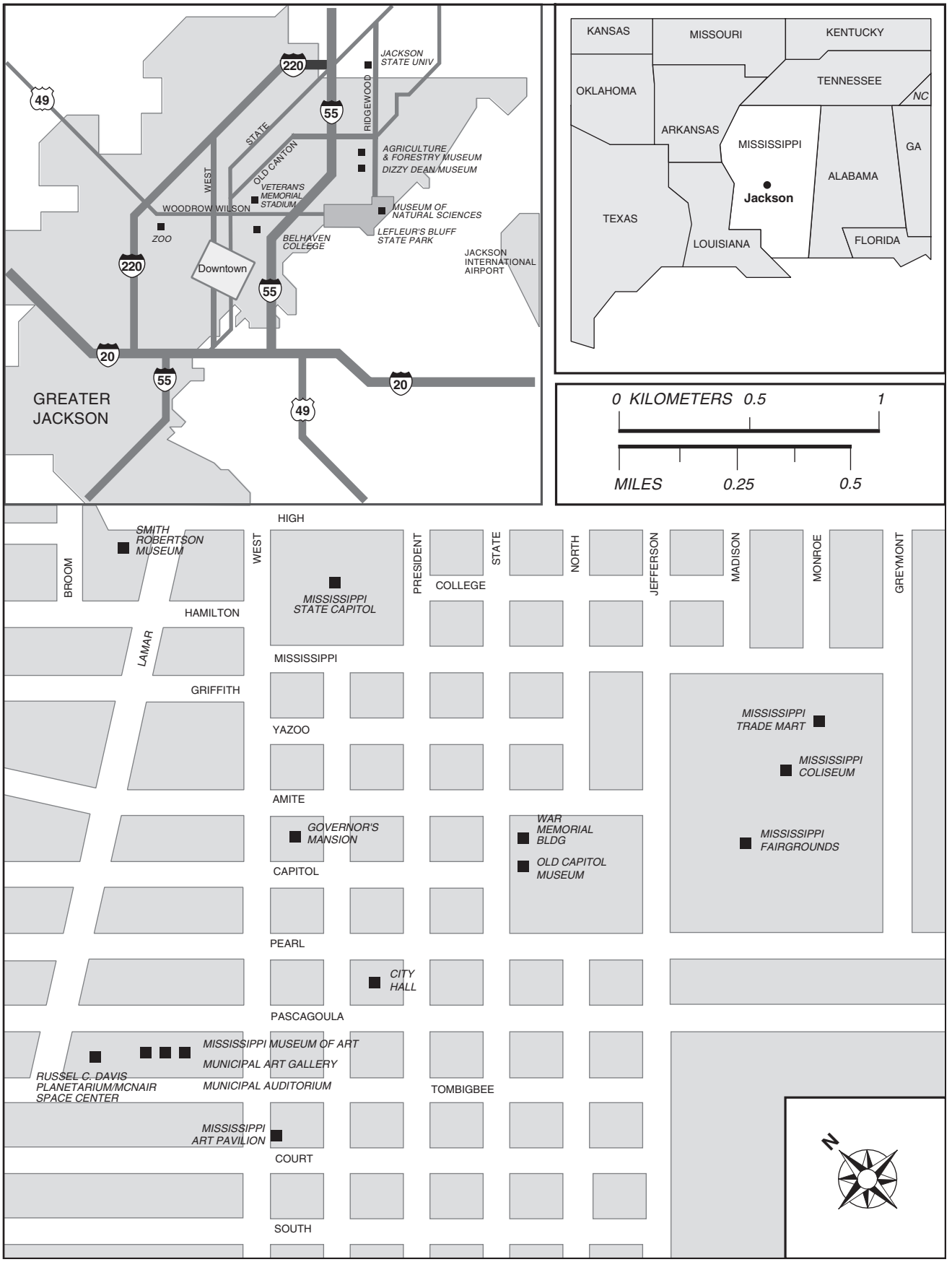
Area: 106.82 square miles (2000)
Elevation: 291 feet above sea level
Average Annual Temperature: 64.1° F
Average Annual Precipitation: 55.95 inches

Major Economic Sectors: services, government, manufacturing
Unemployment rate: 4.2% (December 2004)
Per Capita Income: $17,116 (1999)

2002 FBI Crime Index Total: 17,648

Major Colleges and Universities: Jackson State University, Belhaven College, Millsaps College, University of Mississippi Medical Center

Daily Newspaper: *The Clarion Ledger*


GREATER JACKSON
Downtown
220
55
49
20
JACKSON STATE UNIV
RIDGEWOOD
STATE
WEST
OLD CANTON
AGRICULTURE & FORESTRY MUSEUM
DIZZY DEAN MUSEUM
VETERAN'S MEMORIAL STADIUM
WOODROW WILSON
MUSEUM OF NATURAL SCIENCES
ZOO
BELHAVEN COLLEGE
LEFLEUR'S BLUFF STATE PARK
JACKSON INTERNATIONAL AIRPORT
KANSAS
MISSOURI
KENTUCKY
TENNESSEE
NC
OKLAHOMA
ARKANSAS
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Jackson
TEXAS
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0 KILOMETERS 0.5 1
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HIGH
SMITH ROBERTSON MUSEUM
BROOM
WEST
PRESIDENT
STATE
NORTH
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MADISON
MONROE
GREYMONT
COLLEGE
MISSISSIPPI STATE CAPITOL
HAMILTON
LAMAR
MISSISSIPPI
GRIFFITH
YAZOO
AMITE
MISSISSIPPI TRADE MART
MISSISSIPPI COLISEUM
MISSISSIPPI FAIRGROUNDS
GOVERNOR'S MANSION
WAR MEMORIAL BLDG
OLD CAPITOL MUSEUM
CAPITOL
PEARL
CITY HALL
PASCAGOULA
MISSISSIPPI MUSEUM OF ART
MUNICIPAL ART GALLERY
MUNICIPAL AUDITORIUM
RUSSEL C. DAVIS PLANETARIUM/MCNAIR SPACE CENTER
TOMBIGBEE
MISSISSIPPI ART PAVILION
COURT
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N

Introduction

Jackson, Mississippi's capital and largest city, is still essentially a proud Southern city where the living is gracious and activities move at a relaxed pace. But Jackson is also a financial center and a rapidly growing major distribution center, with interstate highways and railroads affording access to all parts of the Sun Belt. Jackson is a forward-looking community with many cultural attractions.

Geography and Climate

Standing on the west bank of the Pearl River about 150 miles north of the Gulf of Mexico, Jackson is about 45 miles east of the Mississippi River. The city is the seat of Hinds County, though parts of Jackson are also located in Rankin and Madison counties. The terrain surrounding Jackson is gently rolling; alluvial plains up to 3 miles wide extend along the river near Jackson, where some levees have been built on both sides of the river. Jackson receives approximately 55 inches of rainfall per year, but only trace amounts of snow, making it rather wet and significantly humid most of the year. The vicinity enjoys a fairly long warm season with light winds late in the day during summer.

Area: 106.82 square miles (2000)

Elevation: 291 feet above sea level

Average Temperatures: January, 45.0° F; August, 80.9° F; annual average, 64.1° F

Average Annual Precipitation: 55.95 inches

History

City Named for ''Old Hickory''

The earliest inhabitants of the Jackson area were of the Choctaw and Chickasaw Native American tribes. During the late eighteenth century, a French-Canadian named Louis LeFleur began operating a trading post on a high bluff along the west bank of the Pearl River. The subsequent settlement became known as LeFleur's Bluff. In October 1821 when the Choctaws ceded their land to the federal government as part of the Treaty of Doak's Stand, LeFleur's Bluff was recommended as the most suitable location for a seat of government. A November 1821 act of the U.S. Congress established Mississippi's state government at this site, renamed Jackson in honor of General Andrew ''Old Hickory'' Jackson. The city's development cannot be separated from its role as Mississippi's capital.

In little more than a year, a two-story brick statehouse was ready for the historic opening session of the Mississippi state legislature in December 1822. A second capitol, now known as the ''Old Capitol,'' opened in 1840; that edifice, now a historical museum, was in turn replaced. Based on the design of the nation's capitol in Washington, Jackson's architecturally splendid New Capitol has, since its dedication in 1903, been the focus of Mississippi's government activities.

Jackson Rebuilds After Fires

The cotton industry had made Jackson the capital of a wealthy state, but during the Civil War, when Union forces occupied Jackson under the command of General George Sherman, the city suffered three major fires. Because brick chimneys were the most visible structures left standing, Jackson earned the nickname ''Chimneyville.'' The City Hall was spared from burning, probably because it was used as a hospital. Jackson residents had to begin slowly rebuilding after 1865. Railroads radiating out from the city contributed to the growth of transportation and trade in Jackson.

While Jackson's population was less than 8,000 people at the close of the century, by 1905 it had nearly doubled. Natural gas fields near the city were opened in the 1930s, providing inexpensive fuel for factories. Abundant energy coupled with existing transportation systems began to attract industries to the Jackson area. Since the 1960s an active program for economic development has stimulated building of many kinds, spurred industrial expansion, and attracted new residents to Jackson.

Jackson's lingering reputation as a racially divided city changed in 1997, when Harvey Johnson was elected the city's first African American mayor. He won 70 percent of the vote with a campaign that transcended race. Continuing to reinvent itself as a diverse and progressive city, Jackson made a major foray into the automobile industry by enticing Nissan Motor Co. to construct a $930 million automotive plant in 2003.

Historical Information: Mississippi Department of Archives and History, 200 North St., PO Box 571, Jackson, MS 39205-0571; telephone (601)576-6850; email pubinfo @mdah.state.ms.us

Population Profile

Metropolitan Area Residents
1980: 362,000

1990: 395,396
2000: 440,801
Percent change, 1990–2000: 11.5%
U.S. rank in 1980: 92nd
U.S. rank in 1990: 92nd
U.S. rank in 2000: 95th

City Residents
1980: 202,895
1990: 202,062
2000: 184,256
2003 estimate: 179,599
Percent change, 1990–2000: −8.8%
U.S. rank in 1980: 71st
U.S. rank in 1990: 78th (State rank: 1st)
U.S. rank in 2000 127th (State rank: 1st)

Density: 1,756.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 51,208
Black or African American: 130,151
American Indian and Alaska Native: 236
Asian: 1,056
Native Hawaiian and Pacific Islander: 24
Hispanic or Latino (may be of any race): 1,451
Other: 344

Percent of residents born in state: 82.9% (2000)

Age characteristics (2000)
Population under 5 years old: 14,438
Population 5 to 9 years old: 15,053
Population 10 to 14 years old: 14,388
Population 15 to 19 years old: 15,418
Population 20 to 24 years old: 16,015
Population 25 to 34 years old: 26,751
Population 35 to 44 years old: 26,944
Population 45 to 54 years old: 22,215
Population 55 to 59 years old: 7,086
Population 60 to 64 years old: 5,887
Population 65 to 74 years old: 10,105
Population 75 to 84 years old: 7,161
Population 85 years and older: 2,795
Median age: 31 years

Births (2002)
Total number: 2,929

Deaths (2002)
Total number: 1,615 (of which, 36 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,116
Median household income: $30,414
Total households: 67,782

Number of households with income of . . .
less than $10,000: 11,415
$10,000 to $14,999: 5,901
$15,000 to $24,999: 10,934
$25,000 to $34,999: 9,617
$35,000 to $49,999: 10,756
$50,000 to $74,999: 10,081
$75,000 to $99,999: 4,158
$100,000 to $149,999: 2,561
$150,000 to $199,999: 808
$200,000 or more: 1,551

Percent of families below poverty level: 16.6% (of which, 53.5% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 17,648

Municipal Government

Jackson has operated through a mayor-council form of government since 1985. Its seven councilmen are elected by districts while the mayor is elected at-large for a four-year term.

Head Official: Mayor Harvey Johnson, Jr. (since 1997; current term expires 2005)

Total Number of City Employees: 2,400 (2002)

City Information: City of Jackson, PO Box 17, Jackson, MS 39205; telephone (601)960-1084; fax (601)960-2193

Economy

Major Industries and Commercial Activity

Known as the ''Best of the New South,'' Jackson is a major business force in Mississippi. Its diversity of business and industry and its position as the state capital help insulate the metropolitan area from the economic downturns experienced by other cities. Jackson's success in drawing high-paying industrial operations is attributed to the city's combination of an attractive labor pool and a good quality of life.

The Jackson metropolitan area is home to 16 banks, 4 of which are headquartered in the city of Jackson: Consumer National Bank, First American Bank, First Commercial Bank, and Trustmark National Bank. Agriculture commodities represent a $180 million business in the tri-county area. Cattle is the primary commodity in Hinds County, though

other commodities important to the region are cotton, grains, poultry, and timber. Government jobs, ranging from municipal to federal, employ approximately 40,000 residents of metropolitan Jackson. Manufacturing remains an important economic sector, with nearly 500 manufacturers present in the area. Construction, distribution and trade, health care, retail, telecommunications, and travel and tourism are also vital to the local economy.

One of the most promising sectors for Jackson is the automobile industry. For years, city officials had worked to lure automotive manufacturers to the area by highlighting its assets, namely the availability of large parcels of land, a well-developed energy and utility infrastructure, and low industrial expenses. Nissan Motor Co. responded to their efforts, and in 2003 produced the first truck in Jackson's new, $930 million automobile plant. This investment by Nissan helped offset the downturn the Jackson area had incurred with the bankruptcy of WorldCom Inc., whose headquarters were in nearby Clinton, Mississippi, as well as the losses it faced in 2004 when Tyson Foods Inc. announced the closing of its Jackson processing plant, which cut about 900 jobs.

Items and goods produced: automobiles and related automotive components, fabricated metals, electrical and electronic equipment, food products, apparel, wood products, furniture, transportation equipment, rubber and plastic products, portable electric tools, welded steel tubing, aircraft parts

Incentive Programs—New and Existing Companies

Local programs—MetroJackson Economic Development Alliance (MEDA), an alliance consisting of the City of Jackson, Entergy Mississippi Inc., Jackson Municipal Airport Authority, MetroJackson Chamber of Commerce, and Hinds and Rankin county economic development organizations, markets and promotes the metropolitan Jackson area and encourages economic development through the expansions of existing businesses and industries and locations. Incentives for new businesses locating in the metropolitan Jackson area include low taxes, high quality labor, training programs, and tax credits for companies who create new jobs and provide basic skills for training and/or childcare. The City of Jackson Storefront Improvement Program offers grants for exterior structural improvements to businesses located in designated areas of the city.

State programs—The Advantage Mississippi Program was created by lawmakers in 2000 to attract businesses by improving the state's infrastructure and upgrading incentive packages. The Mississippi Development Authority (MDA), through the Financial Resources Division, administers a variety of incentive programs to assist businesses in development and expansion. For large projects, a primary financial incentive is the Major Economic Impact Authority, which allows the state to issue general obligation bonds to secure up to $300 million for development. Other financial incentive programs administered by the MDA are the Rural Economic Development Assistance Program, Industrial Development Revenue Bond Program, Agribusiness Enterprise Loan, Business Investment Act Program, Energy Investment Program, Guaranty Loan Program, Minority Business Enterprise Loan, Minority Surety Bond Guaranty Program, Small Business Assistance Program, and Small Enterprise Development Finance Program. Additionally, in an effort to attract national and regional headquarters to Mississippi, the state offers income tax credits for each new job created and sales tax exemptions on construction materials and equipment used to build the new facility. A tax credit program is offered through the Mississippi Department of Archives & History for the restoration of buildings listed on the National Register of Historic Places or designated as Mississippi Landmarks.

Job training programs—The state of Mississippi provides custom-designed pre-employment training, post-employment training, and upgrade/retraining services for new, expanding, or existing industries. The Employment Training Division of the Mississippi Development Authority administers the Workforce Investment Network (WIN). This network, the state's response to the federal Workforce Investment Act, combines federal, state, and community workforce resources to provide employment and training services to Mississippi employers and job seekers. WIN Job Centers, located throughout the state, provide access to employment, education, training, and economic development services. Other WIN services for employers include a database of qualified job candidates, assistance in writing job descriptions, proficiency testing, labor market data, and information on work opportunity tax credits. The Mississippi Contract Procurement Center provides information about bid opportunities from federal, state, and local government agencies; it also offers training, marketing assistance, technical support, and counseling. The Workforce Development Center of Hinds Community College provides industry-specific training, as well as additional educational courses and career exploration services.

Development Projects

By far, the largest development project of the early 2000s was the new Nissan Motor Co. truck plant. The $930 million facility created 3,300 new jobs and has the capacity of producing 250,000 vehicles each year, the first of which rolled off the line in the spring of 2003. This factory, in turn, attracted suppliers and other support services to the area. In 2003 just over 100 new facilities were announced in the metropolitan Jackson area, with a total capital investment of $435.6 million and the creation of 2,065 jobs. The city is

actively pursuing the restoration of Farish Street, a formerly vibrant business district, into an entertainment center. The historic King Edward Hotel, vacant since 1967, has been entertaining bids from potential redevelopers who are considering turning it into apartments and office space.

The new TelCom Center and the Capital City Convention Center were under construction and in the final planning stages, respectively, in early 2005. The Capital City Convention Center will sit adjacent to, and connect with, the new Mississippi TelCom Center, a 74,000 square foot conference center that is scheduled to open in 2005. Together, the two centers will act as a complex offering a variety of options for meetings and events. The Capital City Convention Center, with more than 240,000 square feet, is expected to be completed by 2009 at an estimated total cost of $61 million.

Economic Development Information: Hinds County Economic Development District, 909 N. President St., PO Box 248, Jackson, MS 39205; telephone (601)353-6056; email exedir@hcedd.com. MetroJackson Economic Development Alliance, PO Box 3318, Jackson, MS 39207-3318; toll-free 800-566-5267; fax (601)352-5539; email info@metrojacksoneda.com.

Commercial Shipping

Equidistant from Memphis to the North, New Orleans to the south, Atlanta to the east, and Dallas to the west, Jackson is advantageously positioned to serve the South's distribution needs. A transportation network of major carriers, regional airlines, major trucking lines, and rail lines operated by the Canadian National Railway and the Kansas City Southern Railway Co. assures Jackson's position as a vital provider of the nation's freight service. The Jackson Municipal Airport Authority operates Jackson-Evers International Airport (JIA) and Hawkins Field, both of which handle considerable freight activity. JIA is the site of Foreign Trade Zone #158, where foreign goods bound for international destinations can be temporarily stored without incurring an import duty, as well as the Mississippi Air Cargo Logistics Center. The nearest full-service port is the Port of Vicksburg, located on the Mississippi River 45 miles west of Jackson.

Labor Force and Employment Outlook

Industrial leaders credit the metropolitan Jackson work force with a demonstrated willingness to adapt to rapidly changing technologies. High profit margins result from hourly manufacturing wages that are lower than the national average. Office space is inexpensive and abundant, and business operating expenses in Jackson are among the lowest in the nation.

The following is a summary of data regarding the Jackson metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 232.6

Number of workers employed in . . .
natural resources and mining: 700
construction: 11,400
manufacturing: 17,900
trade, transportation and utilities: 48,500
information: 5,700
financial activities: 15,900
professional and business services: 25,800
educational and health services: 28,300
leisure and hospitality: 19,600
other services: 8,600
government: 50,300

Average hourly earnings of production workers employed in manufacturing: $14.07

Unemployment rate: 4.2% (December 2004)

Largest employers	*Number of employees*
State of Mississippi	31,556
University of Mississippi Medical Center	7,200
United States Government	5,500
Jackson Public School District	4,500
Nissan North America Inc.	4,000
Baptist Health Systems	2,700
St. Dominic Health Services	2,600
Mississippi State Hospital	2,500
City of Jackson	2,400
Rankin County School District	2,000

Cost of Living

According to the December 2003 issue of *SmartMoney* magazine, Jackson was the nation's most underpriced housing market, with an undervalue of approximately 10 percent.

The following is a summary of data regarding several key cost of living factors for the Jackson area.

2004 (3rd Quarter) ACCRA Average House Price: $215,368

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.8 (U.S. average = 100.0)

State income tax rate: Ranges from 3.0% to 5.0%

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 1% on hotels and restaurants

Property tax rate: 169.14 mills

Economic Information: MetroJackson Chamber of Commerce, PO Box 22548, Jackson, MS 39225-2548; telephone (601)948-7575; fax (601)352-5539; email contact @metrochamber.com

Education and Research

Elementary and Secondary Schools

Public education in Jackson is provided by Jackson Public Schools, the largest school district in Mississippi. Jackson is notable for being the city where Parents for Public Schools was founded in 1989. The group began a national movement to make public schools truly integrated.

The following is a summary of data regarding Jackson public schools as of the 2003–2004 school year.

Total enrollment: 31,580

Number of facilities
elementary schools: 38
junior high/middle schools: 10
senior high schools: 8
other: 1 alternative learning center, 1 career development center, 1 academic advancement center, 1 academy of academics and performing arts

Student/teacher ratio: 15:1

Teacher salaries
average: $36,030

Funding per pupil: $7,429.73

Public facilities are supplemented by several private and parochial schools that serve the area.

Public Schools Information: Jackson Public Schools, PO Box 2338, Jackson, MS 39225-2338; telephone (601)960-8700

Colleges and Universities

Jackson State University is a public institution that has a total of 7,785 students enrolled in undergraduate and graduate programs. The University of Mississippi Medical Center has schools of medicine, dentistry, nursing, and health-related professions, and a graduate school of medical sciences. Hinds Community College, a two-year public institution enrolling 9,798 students, has a campus in Jackson. Belhaven College, affiliated with the Presbyterian Church, awards bachelor's, master's, and associate's degrees. Millsaps College, a private college affiliated with the United Methodist Church, awards bachelor's and master's degrees. Antonelli College is a private, two-year college based in Ohio with a campus in Jackson. Other Jackson-area colleges include Tougaloo College and the Mississippi College School of Law.

Libraries and Research Centers

The Jackson-Hinds Library System supports 15 branches, 8 of which are located in the city of Jackson. Its collection numbers more than 535,000 books, videos, audio cassettes, compact discs, and multimedia kits, in addition to periodicals, microfiche, magazine and newspapers on microfilm, and CD-ROMs. The main library, the Eudora Welty Library, houses a special collection on Mississippi writers and serves as the Hinds County Bar Association's public law library.

Jackson State University maintains a large library holding 400,000 book titles, government documents, and a special Black Studies collection. The University's Center for Business Development and Economic Research conducts small business research. The Institute for Technology Development, a public/private interdisciplinary research corporation located at the Stennis Space Center, also contributes to the development of the area's business economy. The University of Mississippi Medical Center is a leader in innovative medical research.

Public Library Information: Jackson-Hinds Library System, c/o Eudora Welty Library, 300 N. State St., Jackson, MS 39201; telephone (601)968-5811; fax (601)968-5817; email cmccallum@jhlibrary.com

Health Care

With 11 hospitals and nearly 3,200 beds available for patient care, Jackson is a fully equipped regional health care center. Two of the largest facilities are the Mississippi Baptist Health System and the Central Mississippi Medical Center, with 642 and 429 beds, respectively. A major asset is the University of Mississippi Medical Center. Besides providing instruction in medicine, dentistry, nursing, and health-related professions, the University Medical Center operates the renowned University Hospitals and Clinics, which serve as Jackson's major teaching institutions. The Montgomery Veterans Affairs Medical Center, also a teaching facility, has 443 beds for long-term care. Other health care institutions in Jackson include Brentwood Behavioral HealthCare of Mississippi, Jackson State College Health Center, Methodist Rehabilitation Center, Mississippi Hospital for Restorative Care, River Oaks Hospital, St. Dominic-Jackson Memorial Hospital, and Woman's Hospital at River Oaks.

Recreation

Sightseeing

As the capital of the Magnolia State, Jackson offers visitors several buildings of historical interest. The New Capitol, built in 1903 in the Beaux Arts style of architecture and patterned

Construction on the Mississippi State Capitol building was completed in 1903.

after the nation's capitol in Washington, is the working seat of Mississippi's government. The restored Old Capitol, which was built in 1833 and served as the government seat for 70 years, is the home of the State Historical Museum. The Governor's Mansion was headquarters for Union Generals Grant and Sherman during the Civil War and has been home to 35 governors since 1842; it is one of only two executive residences designated a National Historic Landmark. City Hall is one of the few buildings left standing after Union troops set fire to the city. At the Gothic Revival Manship House, the 1857 home of Jackson's Civil War-era mayor, the daily life of a nineteenth-century Mississippi family is recreated.

On 100 acres in the heart of the city, the Jackson Zoological Park houses more than 300 birds, reptiles, and mammals representing 130 species from all over the world, as well as a children's petting zoo. At Mynelle Gardens, also known as Jackson's Botanical Gardens, more than a thousand varieties of plants are tended among several distinct gardens situated on seven acres. Battlefield Park is a memorial to Civil War battles fought there, with areas available for tennis and baseball. About 10 miles north of Jackson is the historic Natchez Trace Parkway, where a series of Indian paths became a post road. Mississippi Crafts Center, a showcase for folk arts, and pleasant picnic areas are located along the historic drive.

Arts and Culture

With pride in their southern hospitality and culture, Jacksonians have created facilities and assured an atmosphere where the arts flourish. Mississippi Arts Center includes Thalia Mara Hall, home of the Mississippi Symphony Orchestra and the Mississippi Museum of Art, with its vast permanent collections, regular monthly exhibits, and visiting shows. Next door, the Russell C. Davis Planetarium offers a variety of public shows and educational programs, including Sky Shows and Laser Light Concerts, designed to give students of all ages a better understanding of the universe and space exploration. In one of the largest theaters in the country, Cinema-360 completely surrounds the viewer.

The performing arts offer variety to Jackson residents and visitors. New Stage Theatre and the Community Children's Theatre stage live dramatic performances, as do local colleges and national touring companies. Ballet is hugely popular in Jackson. It is presented locally by Ballet Mississippi, which is affiliated with the Ballet Mississippi Youth Ballet and the Ballet Mississippi School. Every four years Jackson is proud to host the two-week USA International Ballet Competition. The Mississippi Opera, Mississippi Symphony Orchestra, Mississippi Academy of Ancient Music, Jackson Choral Society, and Metropolitan Chamber Orchestra Society offer a full calendar of live music to the region's audiences. Jackson-area nightspots feature music for every taste, including reggae, blues, Dixieland, country, jazz, and rock.

The region's museums provide a wide range of arts and artifacts for viewing. The Mississippi Museum of Art is the oldest and largest professional arts organization in the state, and holds a collection of more than 3,000 works. Old Capitol Museum, formerly the seat of state government, now exhibits Mississippi's state historical collections. Wildlife specimens, aquariums, and ecological exhibits are on display at the Mississippi Museum of Natural Science. The Municipal Art Gallery displays month-long exhibitions of works that are available for sale.

The Mississippi Agriculture and Forestry Museum, spanning 40 acres, depicts the stories of men and women who made their living as farmers and woodsmen. African American culture and African American Mississippi history are featured in the Smith Robertson Museum and Cultural Center. The International Museum of Muslim Cultures is devoted to contributions Muslims have made to the city of Jackson, the state, the nation, and the world. Other Jackson museums of note are the Oaks House Museum, which is the oldest house in the city; the Manship House Museum, a rare example of Gothic Revival architecture in Mississippi; and the Mississippi Sports Hall of Fame and Museum, which features interactive exhibits and more than 500 televised interviews with famous Mississippi athletes.

Festivals and Holidays

Jackson hosts the nation's second largest parade in honor of Dr. Martin Luther King, Jr. This two-week celebration in January also features gospel music, a talent show, and live entertainment. Right on its heels is the Dixie National Livestock Show, Parade, and Rodeo; held over three weeks at the Mississippi Fairgrounds, the event also includes a three-day Western Festival, a rodeo dance, and two trade shows. March brings Mal's St. Paddy's Parade & Festival, featuring the local favorite and world-famous Sweet Potato Queens. Spring ushers in the Crossroads Film Festival, McB's Crawfish Festival, the Returning Powwow & Frontier Rodeo, and the Mississippi Cultural Festival, which celebrates the diversity of cultures in the state.

Jubilee! JAM, held in downtown Jackson each June, is a celebration of music, arts and crafts, and food. Several events celebrate our nation's independence each July, such as the Old Fashioned 4th of July Celebration at the Mississippi Agriculture & Forestry Museum. September is the month for several cultural festivals, including Celtic Fest, the Farish Street Heritage Festival, and Festival Latino. Each October brings the huge Mississippi State Fair, a 12-day event that attracts nearly 550,000 visitors. Trustmark's Red Beans & Rice Celebration, featuring Southern-style food, music, and activities, is also held in the autumn, as are the Halloween Carnival and the Harvest Festival. Numerous musical and theatrical performances, a parade, and tours of

architecturally significant buildings contribute to festive Christmas and Kwanzaa seasons.

Sports for the Spectator

Mississippi's only professional baseball team is the Jackson Senators, who play at Smith-Wills Stadium from May through August. College football is a local favorite; thousands of spectators turn out for the annual Capital City Classic between the Jackson State University Tigers and the Alcorn State University Braves, along with other contests, pageants, and events at Memorial Stadium. The National Cutting Horse Association event is held each March at the Mississippi State Fairgrounds, with competition from amateur and professional riders. The Tour LeFleur Bike Race, a regional cycling event with multiple races throughout downtown Jackson, takes place the following month. The Southern Farm Bureau Golf Classic, Mississippi's only regular PGA tour event, is held over a week in late September.

Sports for the Participant

Taking advantage of its warm climate, many of Jackson's sports facilities emphasize outdoor life. With 54 lovely parks in the city park system, residents and visitors can enjoy facilities ranging from playground to primitive camping. Public and private golf courses, tennis and basketball courts, baseball and soccer fields, jogging and biking routes, nature trails, swimming pools, bowling and roller skating facilities, a go-cart track, and a model airplane field are all available in the area. Sports leagues suited to children include T-ball, baseball, football, and soccer.

An outdoor asset to Jackson, only 10 miles northeast of the city center, is the 33,000-acre Ross Barnett Reservoir, where water sports—boating, sailing, water skiing, swimming, and fishing—abound, with additional areas designated for camping and picnicking. LeFleur's Bluff State Park offers camping, fishing, picnic spots, hiking trails, and a 9-hole golf course situated on 305 acres.

Shopping and Dining

The central business district offers a variety of stores for shopping pleasure. Three major shopping malls are located in the city of Jackson. One of the largest is MetroCenter Mall, which houses more than 120 specialty stores in addition to its anchors of Dillard's, McRae's, and Sears. Numerous specialty shopping centers located outside of the major malls offer unique merchandise. Among these are the Chimneyville Crafts Gallery, specializing in crafts made by local artists, and two local outlets featuring the work of members of the Craftsmen's Guild of Mississippi. More than 40 antique dealers operate in the Jackson area.

Dining opportunities in Jackson's 400 restaurants can suit every taste, from fast food or southern style cuisine, such as southern fried chicken, biscuits, and pecan pie, to fresh Gulf Coast seafood, including shrimp, oysters, and crab. International establishments in the Jackson area feature French, Continental, Greek, Oriental, and Mexican menus.

Visitor Information: Jackson Convention & Visitors Bureau, 921 N. President St., Jackson, MS 39202; telephone (601)960-1891; toll-free 800-354-7695; fax (601)960-1827; email info@visitjackson.com

Convention Facilities

In November 2004, voters decided that Jackson would no longer be one of the only capital cities without a convention center. The Capital City Convention Center will have a $40 million economic impact on the city by creating 700 new jobs and attracting convention delegates, thereby boosting tourism and hospitality revenue. This center will sit adjacent to, and connect with, the new Mississippi TelCom Center, a 74,000 square foot conference center that is scheduled to open in 2005. Existing facilities include the Mississippi Fair Grounds Complex, which is comprised of the Mississippi Coliseum, an all-season arena with 6,500 permanent seats and up to 3,500 additional temporary seats, and the Mississippi Trade Mart, which offers 66,000 square feet of exhibit space and is ideal for professional conventions and exhibits of automobiles and other types of equipment. Thalia Mara Hall, adjacent to the Mississippi Arts Center downtown, offers 8,000 square feet of exhibit space and seating space for 2,500 people. Mississippi Veterans Memorial Stadium has 60,000 seats, while Smith-Wills Stadium, near the Agriculture and Forestry Museum, can seat 5,200 people. A number of area hotels offer meeting facilities, including the Hilton Jackson & Convention Center with seating up to 1,200 and meeting space of 8,100 square feet, and the Marriott of Jackson with 19 meeting rooms totaling 35,000 square feet.

Convention Information: Jackson Convention & Visitors Bureau, 921 N. President St., Jackson, MS 39202; telephone (601)960-1891; toll-free 800-354-7695; fax (601)960-1827; email info@visitjackson.com

Transportation

Approaching the City

Most air passengers arrive in Jackson through Jackson-Evers International Airport. American Eagle, Continental Express, Delta/ASA/Comair/SkyWest, Northwest/Airlink,

Southwest, and US Airways Express serve the airport, transporting a total of nearly 1.2 million passengers in 2004. Hawkins Field, located in northwest Jackson and serving Hawkins Industrial Park, accommodates private and company planes. Motor traffic is handled by two primary interstate highways, I-55 running north and south, and I-20 going east and west; a third interstate, I-220, connects I-20 with I-55. Additional approaches to the city are U.S. highways 49, 51, and 80, and state highways 18, 25, and 468. Amtrak and Greyhound-Trailways Bus Lines accommodate rail and bus passengers traveling to Jackson.

Traveling in the City

Jackson's urban mass transit is furnished by 45 city buses operated by JATRAN. The system's fixed route service carried 782,610 passengers for more than one million miles in 2003. More than 37,000 passengers with disabilities utilized the system's handlift service transportation that year.

Communications

Newspapers and Magazines

The Clarion-Ledger publishes an evening paper seven days a week. Weekly newspapers include the *Jackson Advocate,* Mississippi's oldest African American newspaper; *Mississippi Business Journal,* Mississippi's only statewide business publication; and *Northside Sun,* serving 9,500 paid subscribers. *The New Southern View* is a quarterly magazine featuring articles, local information, and a community calendar for residents of the Greater Jackson metropolitan area. Several other publications available in Jackson feature regional, religious, professional, and educational material.

Television and Radio

Jackson has 13 television stations, with additional coverage available through cable television service and stations based in surrounding communities. Eleven AM and 18 FM radio stations broadcast from Jackson.

Media Information: *The Clarion-Ledger,* 201 S. Congress St., Jackson, MS 39201; telephone (601)961-7000

Jackson Online

City of Jackson Home Page. Available www.city.jackson.ms.us

The Clarion-Ledger. Available www.clarionledger.com

Hinds County Economic Development District. Available www.hcedd.com

Jackson Convention & Visitors Bureau. Available www.visitjackson.com

Jackson-Hinds Library System. Available www.jhlibrary.com

Jackson Public Schools. Available www.jackson.k12.ms.us

MetroJackson Chamber of Commerce. Available www.metrochamber.com

MetroJackson Economic Development Alliance. Available www.metroeda.com

Mississippi Department of Archives and History. Available www.mdah.state.ms.us

Selected Bibliography

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Brown, Rosellen, *Civil Wars* (New York: Knopf, 1984)

Kimbrough, Julie L., *Jackson, MS: Images of America Series* (Mount Pleasant, South Carolina: Arcadia Publishing, 1998)

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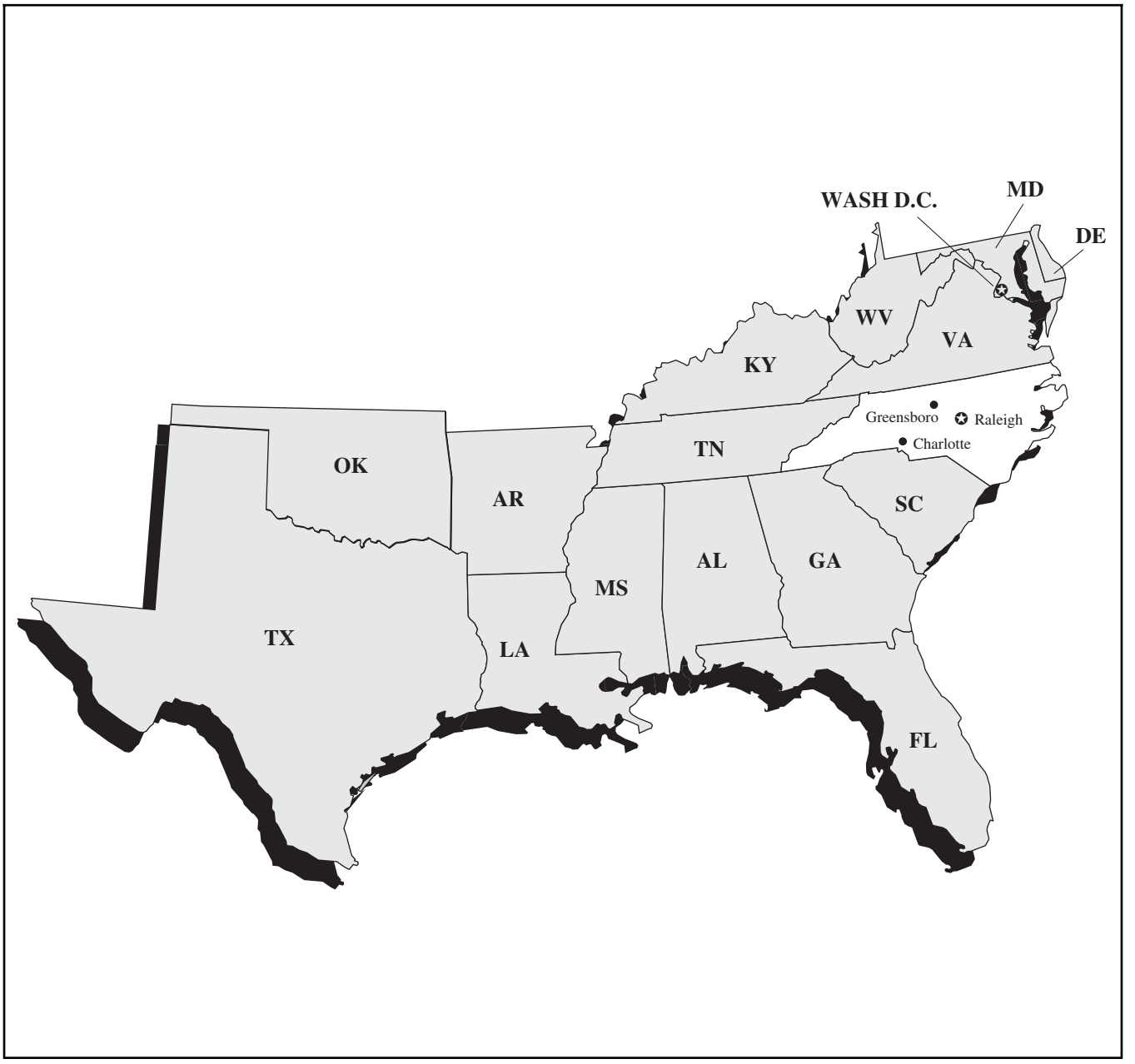
NORTH CAROLINA

Charlotte 363
Greensboro 375
Raleigh 389



The State in Brief

Nickname: Tar Heel State; Old North State
Motto: *Esse quam videri* (To be rather than to seem)

Flower: Dogwood
Bird: Cardinal

Area: 53,818 square miles (2000, U.S. rank: 28th)
Elevation: Ranges from sea level to 6,684 feet above sea level
Climate: Warm and mild with abundant rainfall; subtropical in southeast, cooler in the mountains

Admitted to Union: November 21, 1789
Capital: Raleigh
Head Official: Governor Mike F. Easley (D) (until 2009)

Population
- **1980:** 5,882,000
- **1990:** 6,628,637
- **2000:** 8,049,313
- **2004 estimate:** 8,541,221
- **Percent change, 1990–2000:** 21.4%
- **U.S. rank in 2004:** 11th
- **Percent of residents born in state:** 63.0% (2000)
- **Density:** 165.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 392,826

Racial and Ethnic Characteristics (2000)
- **White:** 5,804,656
- **Black or African American:** 1,737,545
- **American Indian and Alaska Native:** 99,551
- **Asian:** 113,689
- **Native Hawaiian and Pacific Islander:** 3,983
- **Hispanic or Latino (may be of any race):** 378,963
- **Other:** 186,629

Age Characteristics (2000)
- **Population under 5 years old:** 539,509
- **Population 5 to 19 years old:** 1,653,851
- **Percent 65 years and older:** 12.0%
- **Median age:** 35.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 117,981
- **Total number of deaths (2003):** 73,443 (infant deaths, 931)
- **AIDS cases reported through 2003:** 6,545

Economy
- **Major industries:** Textiles, agriculture, tobacco, furniture, bricks, metalworking, chemicals, paper, tourism, manufacturing
- **Unemployment rate:** 5.2% (December 2004)
- **Per capita income:** $28,301 (2003; U.S. rank: 37th)
- **Median household income:** $38,096 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.2% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 6.0% to 8.25%
- **Sales tax rate:** 4.5% (food and prescription drugs are exempt; food sales are subject to local sales taxes)

Charlotte

The City in Brief

Founded: circa 1750 (incorporated 1768)

Head Official: Mayor Patrick McCrory (R) (since 1995)

City Population
1980: 315,474
1990: 419,558
2000: 540,828
2003 estimate: 584,658
Percent change, 1990–2000: 28.9%
U.S. rank in 1980: 47th
U.S. rank in 1990: 35th (State rank: 1st)
U.S. rank in 2000: 33rd (State rank: 1st)

Metropolitan Area Population
1980: 971,000
1990: 1,162,000
2000: 1,499,293
Percent change, 1990–2000: 29.0%
U.S. rank in 1980: 36th
U.S. rank in 1990: 34th
U.S. rank in 2000: 34th

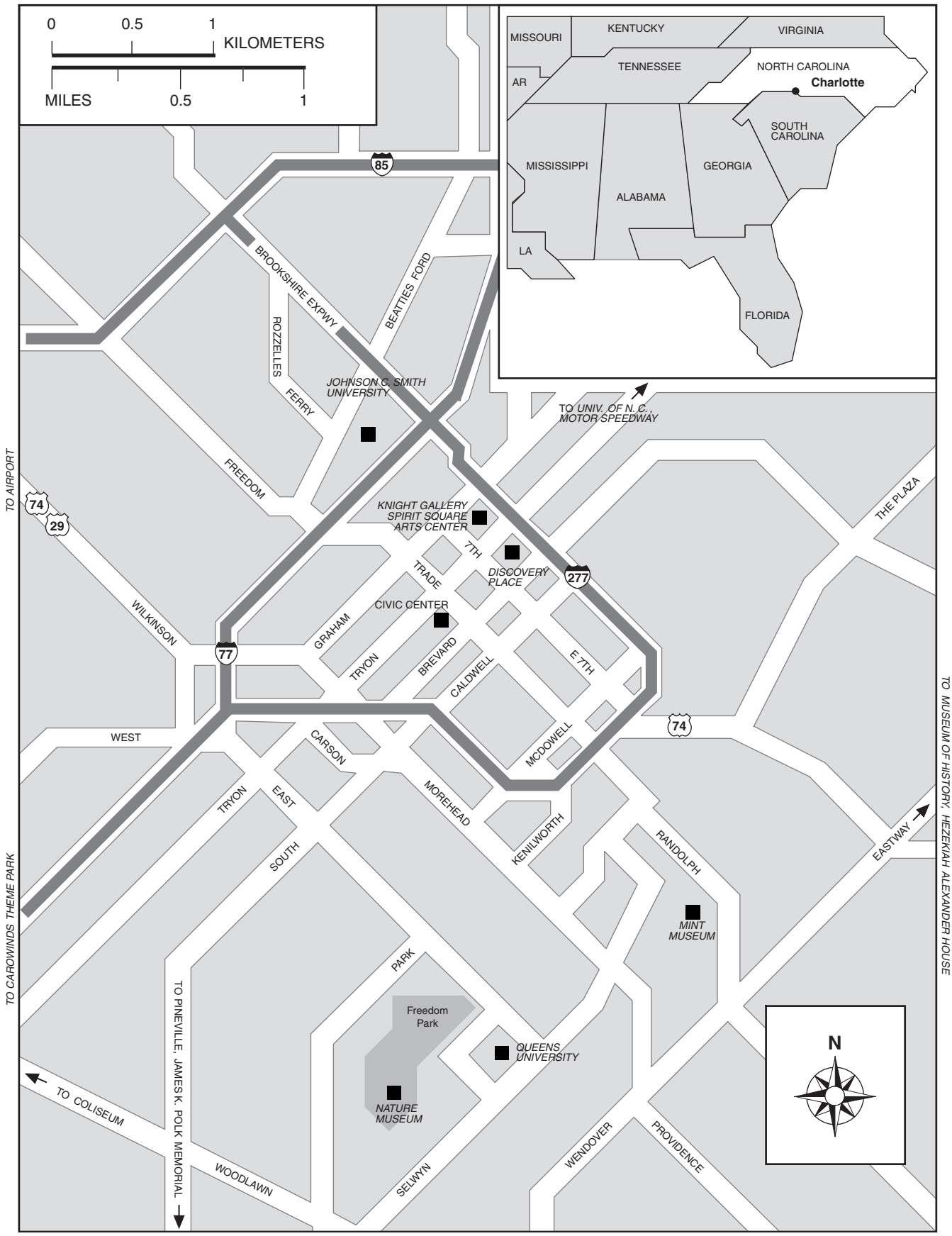
Area: 242.87 square miles (2000)
Elevation: Ranges from 730 to 765 feet above sea level
Average Annual Temperature: 60.1° F
Average Annual Precipitation: 43.1 inches

Major Economic Sectors: wholesale and retail trade, services, manufacturing
Unemployment rate: 5.2% (December 2004)
Per Capita Income: $26,823 (1999)

2002 FBI Crime Index Total: 49,052

Major Colleges and Universities: University of North Carolina at Charlotte, Queens University of Charlotte, Johnson C. Smith University, Davidson College

Daily Newspaper: *The Charlotte Observer*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BEATTIES FORD
ROZZELLES FERRY
JOHNSON C. SMITH UNIVERSITY
TO UNIV. OF N. C., MOTOR SPEEDWAY
FREEDOM
TO AIRPORT
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KNIGHT GALLERY SPIRIT SQUARE ARTS CENTER
7TH
TRADE
DISCOVERY PLACE
277
THE PLAZA
WILKINSON
CIVIC CENTER
GRAHAM
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TRYON
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MCDOWELL
TRYON
EAST
SOUTH
MOREHEAD
KENILWORTH
RANDOLPH
EASTWAY
TO MUSEUM OF HISTORY, HEZEKIAH ALEXANDER HOUSE
MINT MUSEUM
TO CAROWINDS THEME PARK
PARK
Freedom Park
QUEENS UNIVERSITY
NATURE MUSEUM
TO COLISEUM
TO PINEVILLE, JAMES K. POLK MEMORIAL
WOODLAWN
SELWYN
WENDOVER
PROVIDENCE
N

Introduction

Charlotte, known as the ''Queen City,'' offers a fascinating mix of southern culture and growing business mecca. A major economic center with growing finance and defense industries, the city's economic base continues to develop at a rate more than twice that of the rest of the country. An excellent interstate highway system, good railroad access, and an inland port facility are other factors that have made Charlotte the major distribution center of the Southeast and one growing in both national and international importance.

Even as Charlotte has emerged as a major city of the new South—and of the nation—its people continue to keep a clear vision of what makes a good life. Neighborhood streets are filled with majestic 90-foot water and willow oaks. Uptown's major thoroughfare is lined with trees. Each spring, the entire county is filled with delirious color as dogwoods and azaleas bloom. Just two hours east of the Appalachian Mountains and three hours west of the Atlantic Ocean, life in this comfortable, mid-sized city provides the best of all worlds.

Geography and Climate

Charlotte is located in southwestern North Carolina's Piedmont region of rolling hills. The city is about 85 miles south and east of the Appalachian Mountains, and about 180 miles northwest of the Atlantic Ocean. Situated near the South Carolina state line, Charlotte is the Mecklenburg county seat.

Charlotte's moderate climate enjoys a sheltering effect from the mountains; its cool winters seldom bring extreme cold temperatures or heavy snowfall, while the city's long, quite warm summer days are mitigated by considerably cooler nights. Summer precipitation falls principally in the form of thundershowers, followed by comparatively drier fall weather.

Area: 242.87 square miles (2000)

Elevation: 730 to 765 feet above sea level

Average temperatures: January, 39.3° F; July, 79.3° F; average annual temperature, 60.1° F

Average Annual Precipitation: 43.1 inches

History

Colonists Curry King's Favor

The first colonial settlers—German, Scotch-Irish, English, and French Huguenot—in the region that is now Charlotte encountered a friendly, peaceful native tribe, the Catawba. The area's fertile soil brought more settlers, and by 1761 the Catawba were restricted to assigned territory in South Carolina. The colonists were aggressive in seeking political advantages. In the mid-1750s, for example, to curry favor with England's King George III, the first settlers to the area named their town Charlotte, after the king's wife, Charlotte Sophia of Mecklenburg-Strelitz (Germany). The town was incorporated in 1768. Their next step was to convince the royal government that they deserved to be a separate county. They diplomatically named their new county Mecklenburg, in honor of the queen.

But their ambitions did not stop there. Thomas Polk, one of the town's first settlers, and his neighbors wanted Charlotte as the county seat. Although there really was not much in Charlotte to justify such a designation, that did not stop these enterprising individuals. They built a log cabin where two Indian trails converged and called it a courthouse, and the existence of that courthouse led to the royal government's appointing Charlotte as the county seat in 1774.

Gold Fever Spurs Boom

Charlotteans' ''can-do'' attitude also included a strong streak of stubbornness and independence. It was in Charlotte that the Mecklenburg Declaration of Independence was signed on May 20, 1775, predating the colonies' joint declaration by more than a year. During the Revolutionary War, British General Lord Cornwallis referred to Charlotte as ''a damned hornet's nest of rebellion.''

From 1781 to 1800 Charlotte added a flour mill and a saw mill to its growing settlement. In 1799, a young boy came upon a 17-pound gold nugget at the Reed Gold Mine, 30 miles east of the city. Soon, mines dotted the area and business in Charlotte boomed. Gold fever lasted until starry-eyed prospectors were lured west by the California Gold Rush of 1849.

City Becomes A Financial and Textile Center

As the importance of the mines diminished, cotton took hold as the town's money producer. The invention of the cotton gin helped to establish Charlotte as a ginning and exchange center, and the town evolved into a textile power. The beginning of the city's development as a major distribution center began in the mid-1880s with the convergence of several railroad lines in Charlotte. After the Civil War,

hydroelectric power was developed on the Catawba River near Charlotte. The city began to serve as a textile center in the late nineteenth century, and by 1903, more than half of the nation's textile production was located within a 100-mile radius of Charlotte. The evolution of North Carolina's interstate highway system in the 1900s further paved the way for Charlotte to become the major distribution center that it is today. Charlotte enjoyed great expansion after World War I. The location of a branch of the Federal Reserve Bank in the 1920s also had a major impact, and Charlotte subsequently evolved into a top banking center. In the 1940s Charlotte contributed to military efforts and in the 1950s underwent another period of growth. Charlotte became a banking and distribution center that grew more than 30 percent in the 1970s, profiting from a historic desegregation ruling and a dedication to metropolitan renewal and development.

In the 1990s, large-scale business expansions and relocations created many new jobs and an economy that continued to thrive despite the recession in the early 2000s. In 2005 the *Charlotte Business Journal* reported on a study that indicated Charlotte was the second-most popular destination for relocating families. Several factors contribute to the success of the area, including a cost of living below the national average and a graceful blend of historical homes alongside new development. The city's population is projected to grow nearly four percent annually, resulting in an expanding job market accompanied by a diverse business community that allows for prosperity even during difficult economic times.

Historical Information: Public Library of Charlotte & Mecklenburg County, 310 N. Tryon St., Charlotte, NC 28202-2176; telephone (704)336-2725. Hezekiah Alexander Foundation, 3500 Shamrock Dr., Charlotte, NC 28215; telephone (704)568-1774

Population Profile

Metropolitan Area Residents
1980: 971,000
1990: 1,162,140
2000: 1,499,293
Percent change, 1990–2000: 29.0%
U.S. rank in 1980: 36th
U.S. rank in 1990: 34th
U.S. rank in 2000: 34th

City Residents
1980: 315,474
1990: 419,558
2000: 540,828
2003 estimate: 584,658
Percent change, 1990–2000: 28.9%
U.S. rank in 1980: 47th
U.S. rank in 1990: 35th
U.S. rank in 2000: 33rd (State rank: 1st)

Density: 2,232.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 315,061
Black or African American: 176,964
American Indian and Alaska Native: 1,863
Asian: 18,418
Native Hawaiian and Pacific Islander: 283
Hispanic or Latino (may be of any race): 39,800
Other: 23,743

Percent of residents born in state: 46.3% (2000)

Age characteristics (2000)
Population under 5 years old: 38,529
Population 5 to 9 years old: 38,895
Population 10 to 14 years old: 36,269
Population 15 to 19 years old: 34,442
Population 20 to 24 years old: 41,513
Population 25 to 34 years old: 103,103
Population 35 to 44 years old: 92,561
Population 45 to 54 years old: 69,537
Population 55 to 59 years old: 22,470
Population 60 to 64 years old: 15,844
Population 65 to 74 years old: 25,616
Population 75 to 84 years old: 16,650
Population 85 years and older: 5,399
Median age: 32.7 years

Births (2003)
Total number: 10,566

Deaths (2003)
Total number: 3,903 (of which, 78 were infants under the age of 1 year)

Money income (1999)
Per capita income: $26,823
Median household income: $46,975
Total households: 215,803

Number of households with income of . . .
less than $10,000: 15,422
$10,000 to $14,999: 9,254
$15,000 to $24,999: 24,030
$25,000 to $34,999: 28,791
$35,000 to $49,999: 36,318
$50,000 to $74,999: 44,158
$75,000 to $99,999: 23,612
$100,000 to $149,999: 18,999
$150,000 to $199,999: 6,404
$200,000 or more: 8,815

Percent of families below poverty level: 7.8% (35.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 49,052

Municipal Government

Charlotte-Mecklenburg County is governed by two elective entities: an 11-member city council with an elected mayor, all of whom serve two-year terms; and a professional city manager, a position appointed by the city council.

Head Official: Mayor Pat McCrory (R) (since 1995; current term expires 2005)

Total Number of City Employees: 5,838 (2005)

City Information: Charlotte Mecklenburg Government Center, 600 E. Fourth St., Charlotte, NC 28202-2840; telephone (704)336-7600

Economy

Major Industries and Commercial Activity

Distribution and banking are the two major forces responsible for the emergence of Charlotte as a major urban center where economic growth and business development are flourishing.

Located in one of the nation's largest urban regions, Charlotte has more than six million people living within a 100-mile radius. In fact, more than half the population of the United States can be reached from Charlotte within one hour's flight time or one day by vehicle. Its proximity to a wide variety of markets has led to Charlotte's maturation as a financial, distribution, and transportation center for the entire urban region. The city has developed into a major wholesale center with the highest per capita sales in the United States, ranking sixth nationally in total wholesale sales.

Charlotte is also becoming recognized as a national and international financial center. The city is already the major banking center of the Southeast and only New York City has more banking resources. With more than $1 trillion in bank holding company assets and two major banking institutions (Wachovia and Bank of America), Charlotte is in a position to provide businesses with a wide array of sophisticated corporate banking services, as well as resources for financing and investing.

Several factors attract foreign businesses to Charlotte from such countries as Germany, Great Britain, Japan, France, Switzerland, Italy, and Canada. These include an inland port facility, a foreign trade zone, and the area's customs and immigration offices. More than 600 foreign-owned companies have facilities in the Charlotte region, representing one-third of all foreign companies in North Carolina and South Carolina combined.

In October 2000, *Entrepreneur* magazine listed metropolitan Charlotte as fifth on their ranking of the ''Top 20 Large Cities'' to own a business. As the subsidiary headquarters for a variety of major national companies, its urban region continues to attract sophisticated industries such as microelectronics, metal working, and vehicle assembly, as well as research and development, high-technology and service-oriented international and domestic firms. Charlotte boasted 286 *Fortune* 500 firms in 2004 within its city limits along with 1,200 manufacturing companies.

In recent years, Charlotte has emerged as a magnet for defense-related industries, with four of the nation's top ten defense contractors locating facilities in the area. In 2003, 149 defense-related firms were awarded contracts totaling more than $47 million; more than $160 million in defense related contracts have been awarded to Charlotte companies in the past three years.

Charlotte's business future is expected to remain diverse. More corporate headquarters, transportation- and distribution-related industries will lead growth, with knowledge-based industries following. In 2005, 48 biotech firms are located in Charlotte and 18 optoelectronic facilities exist within the region.

Items and goods produced: textiles, food products, printing and publishing, machinery, primary and fabricated metals, aircraft parts, computers, paper products

Incentive Programs—New and Existing Companies

A variety of incentives, grants, bonds, and other programs are offered by the City of Charlotte and Mecklenburg County to help local businesses. Among them, two brownfield programs offer reimbursement for site development or tax breaks; a Façade Improvement Grant Program offers reimbursements up to $10,000 for façade renovations, landscaping, or signage improvements; a Business Investment Grant Program offers funds for eligible companies.

State programs—North Carolina, a right-to-work state with a low unionization rate, offers a revenue bond pool program through various banks. Several venture capital funds operate in the state and inquiries can be made through North Carolina's Council for Entrepreneurial Development (CED). Industrial Revenue Bonds issued by the state provide new and

expanding businesses the opportunity to provide good employment and wage opportunities for their workers. North Carolina offers State Technology Based Equity Funds providing financing for new technology based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina Department of Transportation administers a program which provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. The William S. Lee Act makes available to new and expanding companies a 4 percent tax credit on machinery and equipment investments over $2 million, a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits. The State Development Zones program offers tax credits for investments in machinery or equipment, creation of new jobs, worker training, credit on training expenditures, and research and development.

Job training programs—The state of North Carolina's Division of Employment and Training offers a unique system of job training programs that are available to any new or expanding manufacturing employer creating a minimum of 12 new production jobs in the state, and to any new or prospective employee referred for training by a participating company. The industrial training service provides great versatility in terms of types and length of training, and classes can be held in a company's plant or on the campus of one of the state's community colleges. The state of North Carolina furnishes instructors and, at the company's request, may test and screen job candidates. Employees may go through training before or after employment by the company. The industrial training service is financed solely by the state of North Carolina.

Development Projects

In the 10 years between 1994 and 2003, Charlotte gained 8,888 firms, announced more than $9.1 billion in new business, and created 79,646 new jobs on 99 million square feet of floor space. During that 10-year period, significant announcements were made by a variety of firms, including the Charlotte Bobcats, Carolina Panthers, Carrier Corporation, Carolina Place Mall, GM Onstar, Hearst Corporation, Transamerica, Solectron, SeaLand, T.J. Maxx Distribution Center, and B.F. Goodrich. The Charlotte-Mecklenburg Development Corporation (CMDC) began selling parcels of land in 2003 on the site of the Wilkinson Park Business Center. One investor was the real estate firm Beacon Partners, who in August 2004 planned the $5 million development of 5 free-standing buildings ranging from 12,500 to 22,080 square feet. Johnson & Wales University opened its new campus to about 1,000 students that will also provide exceptional student housing featuring expansive floor plans, a fitness center, and game room.

Today's retail building in Charlotte is being shaped by a court ruling made in 2000. The retail building boom the area witnessed during the 1990s might have gone on indefinitely, but in a far-reaching development neighborhood opponents of a shopping center project took Charlotte and the developer to court and won. In a decision handed down by a Superior Court judge in May 2000, it was ruled that the city must change how it makes about 80 percent of its zoning decisions. The judge said that Charlotte's fast-track zoning process, under which approvals were made without a hearing, was illegal as it violated state laws. The decision impacted at least 50 projects that ranged from multimillion-dollar shopping center expansions to apartment buildings. The SouthPark Mall, at the center of the controversy, was set to grow by 50% and bring in tenants such as Saks Fifth Avenue and Nordstrom, but the ruling resulted in a limitation on square footage that prevented or delayed those retailers from setting up shop.

Prominent among Charlotte's success is the New Charlotte Arena that will serve as home to the NBA expansion Bobcat team along with the WNBA's Charlotte Sting beginning in the fall of 2005. Occupying about 780,000 square feet at a cost of $200 million, it will host college basketball, concerts, and other shows.

Economic Development Information: Charlotte Chamber of Commerce, 330 S. Tryon St., PO Box 32785, Charlotte, NC 28232; telephone (704)378-1300

Commercial Shipping

Providing exceptional air service in and out of the city, Charlotte/Douglas International Airport ranked 33rd nationally in annual air cargo volume in 2004 with nearly 96,000 tons deplaned. Both domestic and international air freight moves quickly and economically to its destination. Charlotte also serves as a major hub for small package express. Ten air couriers have Charlotte operations in addition to commercial passenger carriers and large freight forwarders.

Charlotte is at the center of the largest consolidated rail system in the United States. Two major rail systems, Norfolk Southern and CSX Transportation, link 27,000 miles of rail systems between the region and 23 states in the eastern half of the country. About 300 trains pass through the city each week. The railroads, in fact, have enabled Charlotte to become a ''port city,'' although the city is located about 175 miles from the coast. The Charlotte Intermodal Terminal (CIT), operated by the North Carolina Ports Authority, is a facility that links Charlotte with the port of Wilmington, Delaware, through a Seaboard Railroad System piggyback ramp operation. CIT is the first fully operational inland

container staging and storage facility in the United States operated by a port authority.

More than 200 trucking companies move products and materials through the area. Forty percent of the nation's 100 largest trucking firms have Charlotte operations.

Labor Force and Employment Outlook

The work force in both Mecklenburg County and surrounding areas is plentiful. Studies have found North Carolina workers are more productive than other workers in the same industries nationally. Several area educational institutions provide education and training for employees, including classes in technical skills and management development, as well as graduate degree programs. In 2003 alone, new Charlotte firms created 16,171 new jobs.

The following is a summary of data regarding the Charlotte-Gastonia-Rock Hill labor force, 2003 annual averages.

Size of nonagricultural labor force: 823,400

Number of workers employed in . . .
manufacturing: 106,200
trade, transportation, and utilities: 176,500
information: 24,300
financial activities: 69,000
professional and business services: 118,700
educational and health services: 68,200
leisure and hospitality: 71,000
other services: 36,600
government: 104,700

Average hourly earnings of production workers employed in manufacturing: $14.54

Unemployment rate: 5.2% (December 2004)

Largest employers	*Number of employees*
Wachovia Corporation	18,967
Carolinas HealthCare System	15,257
Charlotte-Mecklenburg Schools	15,134
Bank of America	13,000
City of Charlotte	5,838
US Airways	5,749
Duke Energy Corp.	5,400
Mecklenburg County	5,373
Presbyterian Healthcare/Novant Health	5,166
Excel Staffing Services of Charlotte, Inc.	4,500

Cost of Living

A slightly lower than national average cost of living and broad economic base converge to make Charlotte attractive to new residents.

The following is a summary of data regarding several key cost of living factors for the Charlotte area.

2004 (3rd Quarter) ACCRA Average House Price:$218,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.9 (U.S. average = 100.0)

State income tax rate: Ranges from 6.0% to 8.25%

State sales tax rate: 4.5% (food and prescription drugs are exempt; food sales are subject to local sales taxes)

Local income tax rate: None

Local sales tax rate: 3.0% (county-wide) (restaurant food sales are subject to local sales tax of 7.5%; 2.0% in grocery stores for food)

Property tax rate: City, $.42 plus County, $.7567 per $100 assessed value; assessed value based on 100% of established market value (2005)

Economic Information: Charlotte Chamber of Commerce, 330 S. Tryon St., PO Box 32785, Charlotte, NC 28232; telephone (704)378-1300

Education and Research

Elementary and Secondary Schools

Charlotte is at the forefront of innovation in education today. The public school system, which implemented court-ordered busing to achieve desegregation in 1970, is now considered a model for the entire country in terms of race relations. In 2002 the Council of Great City Schools issued a report profiling the school district as one of four nationwide having ''reduced racial disparities in academic achievement.'' A key component to their success comes from the Equity Plus program that operates in specific schools and features reduced student-teacher ratios, added teacher incentives, and additional supplies and equipment.

As one of four finalists in the Broad Foundation's 2004 annual competition, Charlotte-Mecklenburg schools received $125,000 in scholarship monies for graduating seniors in recognition of bridging the inequities in achievement among ethnic groups as well as between high and low income students. A study by *Forbes* in February 2004 ranked the district seventh on its ''The Best Education in the Biggest Cities'' list that focused on various factors such as housing values and high school graduation rates. In the 2004–2005 school year, the district is testing a ''Pay for Performance'' program that links specific student academic performance directly to teacher bonuses.

The following is a summary of data regarding Charlotte's public schools as of the 2004–2005 school year.

Total enrollment: 121,640

Number of facilities
elementary schools: 91
junior high/middle schools: 32
senior high schools: 17
other: 11

Student/teacher ratio: kindergarten-grade 3, 19:1; grades 4-8, 22:1; 9-12, 29:1

Teacher salaries
minimum: $28,724
maximum: $65,566

Funding per pupil: $7,311

Education in grades kindergarten through twelve is also provided at more than 60 private schools in the area.

Public Schools Information: Charlotte-Mecklenburg Schools, 701 E. Second St., Charlotte, NC 28202; telephone (980) 343-7450; fax (980)343-5164; email cms@cms.k12.nc.us

Colleges and Universities

The University of North Carolina at Charlotte, the fastest growing campus in the University of North Carolina system, offers dozens of undergraduate options in 7 colleges to its nearly 20,000 students, including approximately 4,000 graduate students. Three local institutions are affiliated with the Presbyterian Church: Davidson College, Queens University of Charlotte, and Johnson C. Smith University. With 1,600 students, Davidson College in northern Mecklenburg County was founded in 1837 and is considered one of the most competitive liberal arts and sciences colleges in the nation. Queens University of Charlotte, formerly (in 2002) Queens College, offers bachelor's degree programs in arts, science, nursing, and music. Originally chartered as the Biddle Memorial Institute in 1867, Johnson C. Smith University is one of the oldest historically African American colleges in the country with more than half of its 1,500 students coming from out-of-state. Winthrop College, located in Rock Hill, South Carolina, is highly regarded for its executive master's in business administration program, as well as its training of future teachers and home economists. In fall 2004 Johnson & Wales University, opened the doors to its career-focused institution that operates in five other states nationwide.

Libraries and Research Centers

The Public Library of Charlotte & Mecklenburg County is North Carolina's largest system, with a 187,000-square-foot main library, six regional libraries, and 16 branch locations. The library system lends books, CDs, tapes, videos, and software along with providing many searchable online resources. The main library downtown contains a large local history and genealogy library, a depository for U.S. Government publications, an International Business Library, and the Virtual Library—a computer learning laboratory. Other libraries in the area include those affiliated with academic institutions (such as the one million volume collection at the University of North Carolina's J. Murrey Atkins Library), commercial concerns, and medical and legal organizations. Research centers affiliated with the University of North Carolina at Charlotte conduct activities in such fields as microelectronics, bimolecular engineering, social science and urban studies. The University Research Park, located on a 3,200-acre campus near the University of North Carolina at Charlotte, has attracted a combination of regional and national businesses engaged in research, manufacturing, and services.

Public Library Information: Public Library of Charlotte & Mecklenburg County, 310 N. Tryon St., Charlotte, NC 28202-2176; telephone (704)336-2725

Health Care

The importance of the availability of quality, cost-efficient health care has long been recognized by Charlotte's citizens. Early recognition in the community of future cost problems and cooperative efforts to keep cost increases under control have resulted in reasonable costs, thoughtful use of services by physicians, and efficient hospital management. Four major hospitals in the area fall under the Carolinas HealthCare System and include Carolinas Medical Center (861 beds), Carolinas Medical Center–Mercy Hospital (305 beds), Carolinas Medical Center–Pineville (109 beds), and Carolinas Medical Center–University (130 beds). Another major hospital system is Presbyterian Healthcare, comprised of three area hospitals in Charlotte, Matthews, and Huntersville.

Recreation

Sightseeing

Sightseers in Charlotte enjoy the Mecklenburg County park system, which includes 175 parks with more than 14,000 acres, plus an extensive growing greenway system. Latta Plantation Nature Preserve—1,290 acres off Mountain Island Lake in northern Mecklenburg County—is a prime example, and the park is becoming a major recreational center in the Southeast. Special features include the Equestrian Center, with riding trails and a major show facility; the

Carolina Raptor Center, a unique facility for caring for and exhibiting birds of prey, and an environmental center that includes a museum and permanent research and rehabilitation facilities; and Historic Latta Plantation, a restored plantation home dating from the early 1800s that includes a small operating farm that is also listed on the National Register of Historic Places. Nature trails and picnic areas are available.

History buffs can take in the Hezekiah Alexander Home, built in 1774 and considered the oldest building in Mecklenburg County. Listed on the National Register of Historic Places, the home is furnished with authentic articles from the eighteenth century, and the adjacent Charlotte Museum of History presents a variety of changing exhibits. Located at Pineville is the James K. Polk Memorial, a state historic site devoted to the country's eleventh president with log buildings and their furnishings that serve as period pieces dating from the early 1800s and a visitor's center featuring a film on Polk's life. At Reed Gold Mine, where gold was discovered in 1799, visitors today can still pan for gold.

Within the city, Ray's Splash Planet Waterpark has 117,000 gallons of water in its indoor waterpark and also features a fitness center, concessions, and a summer camp.

Fun beckons just outside of Charlotte, too. To the south, but within Mecklenburg County, is Paramount's Carowinds, a 105-acre amusement park featuring rides, a 13-acre WaterWorks park with a 25,000-square-foot wave pool named Big Wave Bay, and in 2005 *Nickelodeon Live* presents favorite characters from their cable television shows. The North Carolina Transportation Museum in Spencer provides train rides, antique autos, and transportation displays on its 53-acre site.

Arts and Culture

Culturally minded residents and visitors in Charlotte can view a wide array of collections at the Mint Museum of Art, founded in 1936, that houses more than 27,000 items including American art, pre-Columbian art, and American and European ceramics by such artists as Winslow Homer, Andrew Wyeth, and Frederic Remington. As the oldest art museum and emerging as a major southern landmark in North Carolina, the museum's building formerly served as the first branch of the U.S. Mint from 1837–61. Other collections include a 6,000-piece costume collection, antique maps, and contemporary American prints. In 1999 its sister museum, the Mint Museum of Arts & Crafts, opened to present ceramics, glass, jewelry, wood, and metalworks from historical to contemporary times.

The crown jewel of Charlotte's arts scene is the North Carolina Blumenthal Performing Arts Center, home to the Charlotte Symphony, which offers 115 performances each season with frequent guest artists; and Opera Carolina, which stages four major operas annually. Also anchored there are the Charlotte Choral Society, the Carolinas Concert Association, the Oratorio Singers of Charlotte, the Charlotte Repertory Theatre Company, and the North Carolina Dance Theatre. The city's other musical groups include the Charlotte Boys & Girls Choir, Carolina Pro Musica, Chamber Music of Charlotte, and the Charlotte Music Club. The Charlotte Pops Orchestra brings a summer series of 16 free open air concerts to Symphony Park at SouthPark.

The state-of-the-art Verizon Wireless Pavilion (formerly Blockbuster Pavilion), which showcases world-class concerts, Broadway shows, opera, and ballet, is an outdoor amphitheater that can accommodate 19,000 people. For theater buffs, Charlotte Repertory Theatre, the city's first and only resident Equity theater company, presents three productions each summer. Theatre Charlotte, the state's oldest community theater, presents over 2,600 performances productions fueled by more than 500 local volunteers each year. Central Piedmont Community College's (CPCC) Summer Theatre has chased away the summer doldrums with its mostly-musicals schedule for over three decades. Since 1954, the Children's Theatre of Charlotte produces plays for and by children, presents special events, and holds classes.

The Charlotte City Ballet, a local company founded in 1985, offers classical and non-traditional performance throughout the year as does the Charlotte Youth Ballet. Cultural events, lectures, and entertainment are presented at the Afro-American Cultural Center.

Offerings in theater—as well as the other arts—are enriched in Charlotte because of its many colleges and universities. The University of North Carolina at Charlotte, Davidson College, Queens University of Charlotte, and Johnson C. Smith University all offer a variety of cultural programs for the general public. UNCC is the site of WFAE-FM, Charlotte's National Public Radio affiliate.

Spirit Square is located in the historic First Baptist Church, built in 1909. The arts center is the result of private and corporate support, as well as a $2.5 million bond issue. More than 500,000 people visit the facility each year to enjoy its four galleries, take classes in such areas as theater, fiber, clay, and dance, and view performances in its intimate 750-seat theater. Watch performing artists, in all their variety and from all over the world at Spirit Square's 180-seat, black-box Duke Power Theatre, which is home to the Actor's Theater of Charlotte. Spirit Square is also home for area arts groups and has helped to spur the revitalization of Charlotte's uptown. It is considered the keystone of Charlotte's cultural center on North Tryon Street, which includes restaurants, several art galleries, the public library, and Discovery Place.

Located adjacent to Freedom Park, the Nature Museum is geared to younger visitors and features nature trails, live animals, classes, a planetarium, and a puppet theater.

Collectible treasures from around the world are on display at the Farvan International Gallery.

There are 14 galleries located in ''NoDa'' as Charlotte's historic northern district is called. The ArtHouse Center for Creative Expression has fine art, photography, textile art, and sculptures. The Center of the Earth Gallery (CTE) is award-winning and displays an eclectic collection of contemporary works from both regional and national artists.

Visitors can explore the wonders of science at Discovery Place, ranked among the 10 most outstanding hands-on science and technology museums in the country, which includes an IMAX Dome Theatre.

Festivals and Holidays

Charlotteans like to celebrate, and festivals abound almost year-round. The biggest is the three-day Spring Fest, which draws more than 300,000 people uptown to celebrate the rites of spring each April. Among the offerings are food, entertainment by local and nationally known performers, games, art exhibits, and an art competition. Also, during May, the city celebrates the 600 Festival, an auto-racing event tied to the Coca-Cola 600 that includes a parade, fireworks, and unusual competitive events such as a bathtub derby and culminates with a charity ball.

Numerous neighborhoods have festivals and celebrations throughout the summer. In the fall, Festival in the Park, held in Freedom Park, says farewell to summer in a fun-filled 4 days featuring 175 artists and nearly 1,000 entertainers. The free event has art awards totaling about $4,000. The annual Greek Yiasou Festival celebrates Charlotte's largest ethnic community, and November's Southern Christmas Show, the largest indoor event in the Carolinas and Virginia, is a holiday crafts show that extends over 10 days at Charlotte's Merchandise Mart. Each year the Christmas season is launched in Charlotte with the Carolinas' Carousel Parade on Thanksgiving Day.

Sports for the Spectator

The Carolina Panthers, a National Football League expansion team, began play in Charlotte in the 1996 season in Bank of America Stadium (originally Ericsson Stadium), a $187 million state-of-the-art black and silver 73,258-seat stadium that was custom built for them. Local basketball fans were disappointed when the Charlotte Hornets decided to move their professional National Basketball Association team to New Orleans. However, in 2004 the expansion Bobcats picked up play at the Charlotte Coliseum while they await a brand new $264 million arena located in the city. Since 1997 the Charlotte Sting has played for the Women's National Basketball League (WNBA). Professional golf comes to town during May for the Wachovia Championship at Quail Hollow Club, founded in 2003. To date, the event has sold out all of its 35,000 daily tickets.

The annual Continental Tire Bowl has been extremely popular since its inception in 2002. The University of North Carolina at Charlotte 49ers plays basketball at the Halton Arena. The Shrine Bowl Game at Memorial Stadium pits the top high-school stars from North and South Carolina. Proceeds from the event, which began in 1937, go to the Shriners Hospital for Crippled Children in Greenville, South Carolina.

Until 2005 the *Charlotte Observer* Marathon Run for Peace had some of the top name runners in the country. However, it suffered a setback when the former director pled guilty to embezzlement; the group is planning to revive the run in January 2006. A local running store has inserted itself into the picture by announcing a Run for Your Life marathon to occur in December 2005. Spring signals the opening of the 167,000-seat Lowe's Motor Speedway, which attracts fans to its NASCAR events, including the Coca-Cola 600 during Memorial Day weekend, among other races. Summer ushers in a full season of baseball played by the Charlotte Knights, the city's Triple A minor league team in the Chicago White Sox farm system.

Sports for the Participant

For active pursuits, Charlotte-Mecklenburg County boasts 14,000 acres of parks and over 20 recreation centers. The city's more than 175 parks include recreation centers, a petting zoo, playgrounds, more than 1,000 swimming pools, volleyball, basketball, 100 tennis courts, soccer and softball fields, 10 golf courses, and a motocross track. A BMX bike track (which has hosted national tournaments) is located at the Hornets Nest Park, which sits on 102 acres and also has facilities for baseball, softball, basketball, and volleyball; 10 playgrounds; and a lake with a fishing pier. One of the park system's oldest recreation centers, the Enderly Recreation Center, underwent a major renovation and in May 2005 opened with 21,000 square feet that includes a gymnasium, three multipurpose rooms, senior and youth activity rooms, a computer lab, and an adult fitness center. Skateboarders can enjoy expansive new courses, a multi bowl, and a variety of terrains at Grayson Skatepark, opening in spring 2005.

For those who prefer water activities, Lake Wylie and Lake Norman are about a 20-minute drive from uptown. Boating, swimming, water skiing, and fishing can be enjoyed in an unspoiled wooded environment. The mountains of North Carolina—the highest east of the Mississippi—are just two hours away by car, and they offer the delights of skiing, backpacking, hiking, and mountain climbing. Two hundred miles of Atlantic Ocean beach, with beckoning surf and offerings of swimming, sunning, boating, and fishing, are a three-hour drive away.

Shopping and Dining

A variety of shopping experiences are available to Charlotteans. The Eastland Mall offers more than 100 stores

including Sears and Burlington Coat Factory, an ice rink called ''Ice House'' that offers lessons and party packages, and cinemas. Midtown Square is a discount mall with a central food court that is in the midst of redevelopment that will, by 2007, include high-profile stores such as Target and Home Depot EXPO Design Center. Meanwhile SouthPark Mall, Charlotte's most upscale facility, offers 1.2 million square feet of shopping space in one of America's top selling retail centers, with plans to add a Nordstrom and Neiman Marcus by the holiday season of 2006. Adjacent to Carowinds amusement park is the Outlet Marketplace Mall, which features more than 50 outlet and off-price stores, a farmer's market, a flower market, and a food court. Charlotte Regional Farmers Market features locally grown produce, baked goods, flowers, and crafts from March through December. The North Davidson district is Charlotte's version of New York's SoHo and has been dubbed ''NoDa'' by locals; the district counts antique and boutique shops among its eclectic mix.

From an elegant dinner by candlelight to a rollicking night of food with Dixieland jazz, a variety of dining options is offered in the city. Visitors may chose from Chinese, Japanese, Indian, Egyptian, Arabian, Greek, French, Indian or Mexican cuisines, as well as ''good old down-home'' Southern cooking. Among the mid-South regional food specialties diners may seek in Charlotte are southern fried chicken, barbecue, country ham, and Brunswick stew—a mixture of chicken, pork, corn, tomatoes, beans, and hot peppers, as well as biscuits and hushpuppies, and pecan pie and banana pudding.

Visitor Information: Visit Charlotte, The Convention & Visitors Bureau, 500 S. College St., #300, Charlotte, NC 28202; telephone (704)334-2282; toll-free (800)722-1994; fax (704)342-3972; email info@visitcharlotte.com

Convention Facilities

Boasting more than 23,000 hotel rooms, Charlotte has become the major business travel center in the Carolinas and a prime meeting and convention center in the Southeast. The Charlotte Convention Center offers 850,000 square feet and hosts trade shows, conventions, conferences, and expositions. The exhibit space consists of 280,000 square feet and is divisible into one to four halls. There are 46 meeting rooms with 90,000 square feet of flexible meeting space, a deluxe hotel-quality ballroom measuring 35,000 square feet, and wide, light-filled concourses that converge at the heart of the center, the Grand Hall. The Charlotte Coliseum seats 24,041 people in comfort, providing superior sight lines, television monitors, state of the art video monitors, and ample concession service. A two-story scoreboard features instant replay, and monitors on four sides; banquet rooms allow for 400 sit-down guests and 700 reception-style. The 275-room Renaissance Charlotte Suites Hotel is adjacent to the Charlotte Coliseum and features 19,000 square feet of meeting space, 18 meeting rooms, and an 11,400 square foot ballroom. The Ovens Auditorium is a 2,457-seat facility where arts-related events and business meetings are held. Featuring a 9,100 square-foot ballroom along with more than 20,000 square feet of meeting space, the Marriott Charlotte Center City offers a unique atrium for events.

Convention Information: Visit Charlotte, The Convention & Visitors Bureau, 500 S. College St., #300, Charlotte, NC 28202; telephone (704)334-2282; toll-free (800)722-1994; fax (704)342-3972; email info@visitcharlotte.com

Transportation

Approaching the City

Charlotte/Douglas International Airport, a U.S. Airways hub, is about twenty minutes from uptown and is ranked among the nation's busiest airports (thirteenth in operations and seventeenth in passengers in 2003) averaging more than 500 daily departures serving about 25 million passengers every year. For motor travel to the region, Interstates 77 and 85 intersect in Charlotte, and I-40 is a half-hour away.

Traveling in the City

The Charlotte Department of Transportation's (CDOT) 400 employees work to maintain the local commuter system. The Charlotte Area Transit System (CATS) operates more than 40 routes for about 12 million passengers annually; the system also offers two vanpool programs, special transportation services for the disabled, and shuttle services. In 2002 CATS proposed a ''Transit Corridor System Plan'' meant to provide rapid public transportation via six main corridors within the city.

Communications

Newspapers and Magazines

The Charlotte Observer is Charlotte's major daily newspaper (morning). Also published in Charlotte is *SportsBusiness Journal,* a national tabloid-size glossy weekly that reports on the glitzy and the mundane of sports business. Other publications originating in the area include the weekly *The*

Charlotte Post, serving the African American community; the twice-weekly *The Mecklenburg Times,* featuring financial, legal, and realty news; *Charlotte Business Journal;* community weeklies such as *The Leader;* and several periodicals serving such industries as iron, chemistry, hosiery, and botany.

Television and Radio

Seven television stations broadcasting from Charlotte include three network affiliates (ABC, CBS, and NBC), a PBS affiliate, and three independent stations (Fox, UPN, and WB). Programming from independent and educational stations originating in neighboring cities is also available to Charlotte-area television viewers. Sixteen AM and FM radio stations in Charlotte broadcast a variety of offerings that include religious and sports programming as well as contemporary, rock and roll, gospel, and country music.

Media Information: *Charlotte Observer,* Knight-Ridder Inc., 600 S. Tryon St., Charlotte, NC 28202; telephone (704)358-5000

Charlotte Online

Charlotte Center City Home Page. Available www.charlottecentercity.org

Charlotte Chamber of Commerce. Available www.charlottechamber.org

Charlotte-Mecklenburg Schools. Available www.cms.k12.nc.us

Charlotte Observer. Available www.charlotte.com/mld/observer

Charlotte Regional Partnership Home Page. Available www.charlotteusa.com/crp

City of Charlotte Home Page. Available www.charmeck.nc.us/living/home.htm

Historic Charlotte Home Page. Available www.historiccharlotte.com

Public Library of Charlotte & Mecklenburg County. Available www.plcmc.org

Visit Charlotte (Charlotte Convention & Visitors Bureau). Available www.visitcharlotte.com or www.charlottecvb.org

Selected Bibliography

Claiborne, Jack, *The Charlotte Observer: Its Time and Place, 1869–1986* (Chapel Hill, NC: University of North Carolina Press, 1986)

Mayes, Doug, and Nancy Stanfield, *Charlotte—Nothing Could Be Finer* (Memphis, TN: Towery Publishing, 1996)

Greensboro

The City in Brief

Founded: 1808 (incorporated 1829)

Head Official: Mayor Keith A. Holliday (since 1999)

City Population
1980: 155,642
1990: 185,125
2000: 223,891
2003 estimate: 229,110
Percent change, 1990–2000: 20.9%
U.S. rank in 1980: 100th
U.S. rank in 1990: 88th
U.S. rank in 2000: 88th (State rank: 3rd)

Metropolitan Area Population
1980: 951,000
1990: 1,050,304
2000: 1,251,509
Percent change, 1990–2000: 19.2%
U.S. rank in 1980: 44th
U.S. rank in 1990: 45th
U.S. rank in 2000: 36th

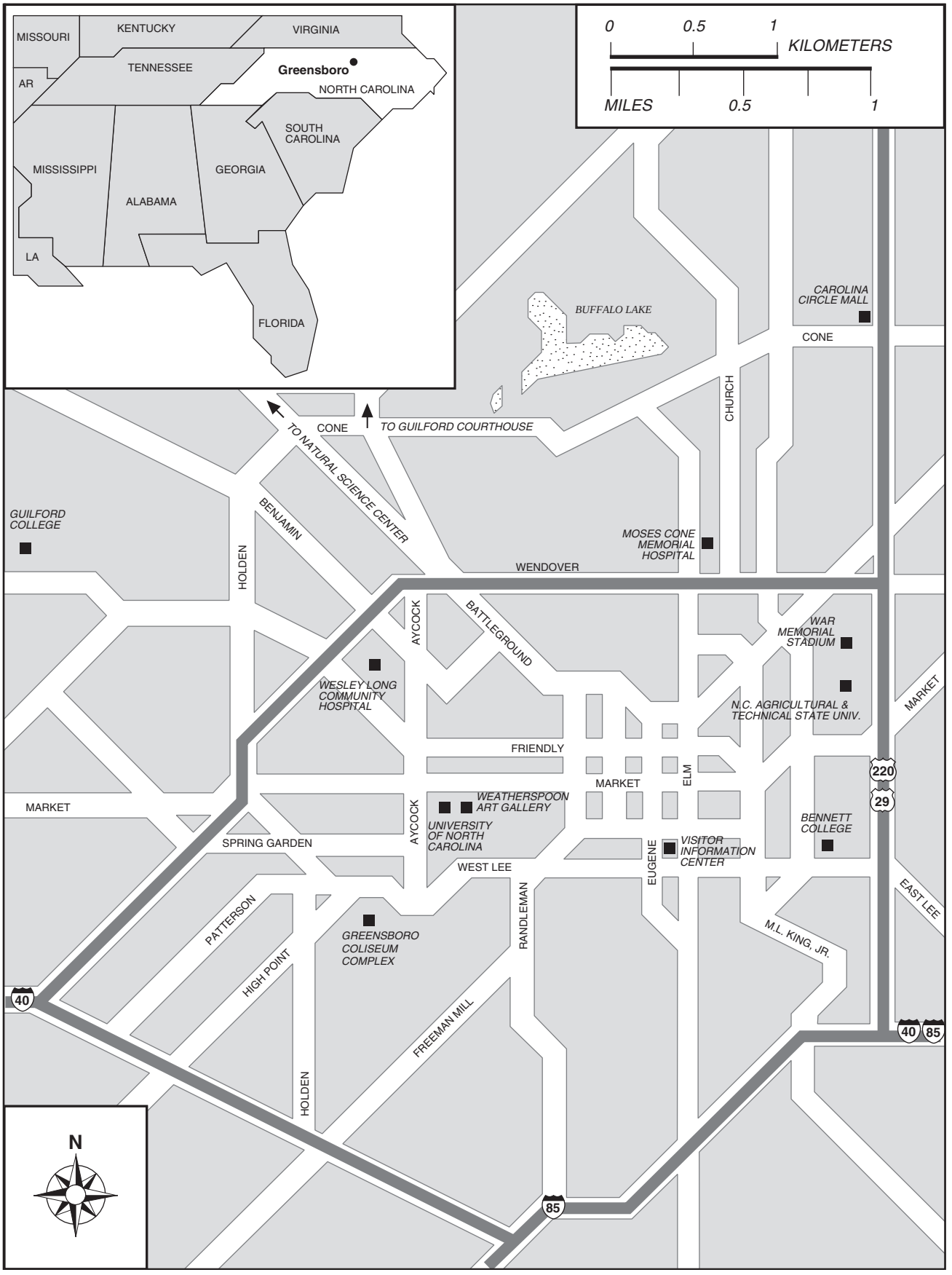
Area: 109.25 square miles (2000)
Elevation: 897 feet above sea level
Average Annual Temperature: 57.8° F
Average Annual Precipitation: 50.24 inches (3.8 inches of snow)

Major Economic Sectors: manufacturing, wholesale and retail trade, services
Unemployment rate: 4.7% (December 2004)
Per Capita Income: $22,986 (1999)

2002 FBI Crime Index Total: 15,128

Major Colleges and Universities: University of North Carolina at Greensboro, North Carolina Agricultural and Technical State University

Daily Newspaper: *News & Record*


MISSOURI
KENTUCKY
VIRGINIA
TENNESSEE
Greensboro
AR
NORTH CAROLINA
SOUTH CAROLINA
MISSISSIPPI
GEORGIA
ALABAMA
LA
FLORIDA
0 0.5 1
KILOMETERS
MILES 0.5 1
BUFFALO LAKE
CAROLINA CIRCLE MALL
CONE
CHURCH
TO NATURAL SCIENCE CENTER
CONE
TO GUILFORD COURTHOUSE
GUILFORD COLLEGE
BENJAMIN
HOLDEN
MOSES CONE MEMORIAL HOSPITAL
WENDOVER
AYCOCK
BATTLEGROUND
WAR MEMORIAL STADIUM
WESLEY LONG COMMUNITY HOSPITAL
N.C. AGRICULTURAL & TECHNICAL STATE UNIV.
MARKET
FRIENDLY
MARKET
ELM
220
29
MARKET
WEATHERSPOON ART GALLERY
AYCOCK
UNIVERSITY OF NORTH CAROLINA
BENNETT COLLEGE
SPRING GARDEN
VISITOR INFORMATION CENTER
EUGENE
WEST LEE
EAST LEE
PATTERSON
RANDLEMAN
M.L. KING, JR.
GREENSBORO COLISEUM COMPLEX
HIGH POINT
40
FREEMAN MILL
40
85
HOLDEN
N
85

Introduction

''It is perhaps the most pleasing, the most bewitching country which the continent affords.'' So wrote J. Hector St. John de Crevecoeur in the 1770s when he bestowed the eighteenth-century equivalent of a ''quality-of-life'' award on a Quaker community called New Garden, located in Piedmont, North Carolina, between the mountains and the sea.

Much has changed since then. New Garden grew to be part of a community called Greensboro, founded in 1808; and Greensboro grew to be part of a thriving metropolitan area called the Triad, which encompasses three major cities (Greensboro, High Point, and Winston-Salem) and more than a million people. Greensboro evolved from a small center of government to an early 1900s textile and transportation hub, and today is emerging as one of the South's up-and-coming centers for relocating businesses. Two centuries later Greensboro is still collecting accolades for its beauty and livability. In 2004 the Department of Energy (DOE) awarded Greensboro with entry into the Clean Cities Hall of Fame.

Geography and Climate

Located in the northern Piedmont section of North Carolina, near the headwaters of the Haw and Deep rivers, Greensboro enjoys a relatively mild climate, partly due to the moderating influence of the mountains to the north and west of the city. Freezing temperatures occur on more than half the winter days; zero degree days are virtually unknown. Snowfall can range from trace amounts to as much as 15 or 20 inches in a single season, but usually there are only two storms each winter that bring an inch or more. Summer temperatures vary depending on cloud cover and thundershower activity, which itself varies greatly from year to year.

Area: 109.25 square miles (2000)

Elevation: 897 feet above sea level

Average Temperatures: January, 38.1° F; July, 77.9° F; annual average, 57.8° F

Average Annual Precipitation: 50.24 inches (3.8 inches of snow)

History

City Named for Revolutionary Hero

Greensboro is the county seat of Guilford County, which was founded in 1771 and named after England's first Earl of Guilford, Lord Francis North. Perhaps the first thing that newcomers notice about Greensboro is how green the city is. They are often surprised to learn that Greensboro is named for a man—not its lush landscape.

They soon hear the story of Nathanael Greene, a Revolutionary War general, who in 1781 played a major role in the colonists' fight for independence at a battlefield called Guilford Courthouse just north of present-day Greensboro. Greene lost the battle to Britain's Lord Charles Cornwallis, but historians credit him with so weakening Cornwallis's army that surrender soon followed.

More than 25 years later, the settlers of Guilford County decided to replace their county seat of Martinville with a more central city. They measured out the exact center of the county, and in 1808, a new 42-acre city was created. It was named Greensborough (meaning town of Greene) to honor Nathanael Greene. By 1895 Greensborough had become Greensboro.

City Rises to the Confederate Call

The city grew slowly at first, but by the mid-1800s the seeds for its future as a textile, insurance, and transportation center had been planted. In 1828 the first textile mill opened, and in 1850, the first insurance company. In 1851 men began laying railroad tracks. The progressiveness of the county's educational community was showing, too. A log college for men had been operated there since 1767, and in 1837 the first coeducational institution in North Carolina opened. Called the New Garden Boarding School, it continues today as Guilford College.

The founders of the school were Quakers, many of English and Welsh descent, who were among Guilford County's first permanent settlers. Other early arrivals were a group of Germans who settled in the eastern portion of the county, and a number of Pennsylvanians of Scots-Irish descent who traveled south in search of land and opportunity.

The peace-loving nature of the Quakers influenced the area and its development. Quakers established the first Underground Railroad in Greensboro in the 1830s. When the Civil War was at hand, Guilford County citizens voted 2,771 to 113 against a state convention to consider secession from the union, writes local author Gayle Hicks Fripp in her history, *Greensboro: A Chosen Center.* North Carolina eventually became the last state to secede on May 20, 1861, and Guilford

County citizens accepted the decision. They turned churches into hospitals and melted church bells for ammunition. For a few days in April 1865, Greensboro even was the seat of the Confederate government as President Jefferson Davis contemplated surrender in a meeting with his military leaders.

Transportation and Textiles Spur Growth

The turn of the nineteenth century brought tremendous growth to Greensboro. Much of the prosperity then and now can be traced to one man and the moving of a line. The man was John Motley Morehead, state governor from 1841–1845. He used his influence to curve an east-west line of railroad tracks miles north so it would pass through his hometown of Greensboro. The city soon became known as the Gate City for its busy train station (60 running daily), and ever since, transportation has remained a key to the city's development.

In 1892 two Maryland salesmen, the Cone brothers, chose Greensboro as the site for the first textile-finishing plant in the South. Thus began an enterprise called Cone Mills, which would become one of the largest makers of denim and corduroy in the world. By 1920 Blue Bell was making bib overalls there, and Burlington Mills, which later became Burlington Industries, had moved to Greensboro by 1935. Both companies added to the textile industry's influence on the economy.

Modern Era Sees Racial Problems; Skyline Changes

The influence of the insurance industry showed on Greensboro's skyline in 1923, when the city became the site of the tallest building between Atlanta and Washington, D.C. The 17-story Jefferson Standard Building still stands beside the 20-story Jefferson-Pilot Tower, today the tallest building in Greensboro; it was built in 1990.

The 1940s brought people from all over the country to Greensboro. During World War II, the military located an Overseas Replacement Depot in the city in 1944, and more than 300,000 men and women were processed or trained for service there.

The 1960s to the mid 1990s brought immense change to the city socially, cosmetically, and economically. In 1960 Greensboro was the site of the first Civil Rights-era sit-in when four African American students refused to accept a lunch-counter color bar; their actions led to the collapse of segregation in the American South. A new face—a blend of old character and new maturity—was put on downtown. Modern office buildings and a government center were built; The Carolina Theatre, founded in 1927, was saved and restored; arts events downtown breathed new life into the inner city; and a campaign was launched to save a turn-of-the-century area called Old Greensborough.

Economic Diversification Spurs Growth

The civil rights movement brought economic change to Greensboro. Tradition and innovation mixed, as high-technology electronics manufacturers and international firms, like the CIBA-GEIGY Corporation (later CIBA Corp. and now Novartis), moved in alongside the city's textile and tobacco plants. The U.S. Postal Service opened one of the nation's 21 bulk-mail centers, a huge facility spanning 7 acres. Kmart and Polo-Ralph Lauren chose the Greensboro area for their major distribution centers. In 2002 Powell Co., a home furniture importer/distributor, moved into the 300,000-square-foot location formerly occupied by Sears' distribution center. The opening of the Piedmont Triad International Airport (PTIA) terminal in 1996 to serve Greensboro and its Triad neighbors set off a spurt of industrial growth there and united the cities more closely than ever. This will be enhanced when FedEx completes the building of its cargo hub for $500 million on 1,000 acres of the eastern side of the airport. The spring of 2005 brought a brand-new $20 million stadium for the Class A Grasshoppers (formerly Bats). City financial officials projected in 2005 steady to moderate gains in revenue that would parlay into a solid economic forecast. The continued influx of new businesses (75 in 2004) and the expansion of existing businesses (759 in 2004) in a variety of fields translates to an overall general prosperity for the area's workforce and the city as a whole.

Historical Information: Greensboro Historical Museum, 130 Summit Ave., Greensboro, NC 27401; telephone (336)373-2043; fax (336)373-2204

Population Profile

Metropolitan Area Residents
1980: 951,000
1990: 1,050,304
2000: 1,251,509
Percent change, 1990–2000: 19.2%
U.S. rank in 1980: 44th
U.S. rank in 1990: 45th
U.S. rank in 2000: 36th

City Residents
1980: 155,642
1990: 185,125
2000: 223,891
2003 estimate: 229,110
Percent change, 1990–2000: 20.9%
U.S. rank in 1980: 100th
U.S. rank in 1990: 88th
U.S. rank in 2000: 88th (State rank: 3rd)

Density: 2,138.3 people per square mile (in 2000, based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 124,243
Black or African American: 83,728
American Indian and Alaska Native: 989
Asian: 6,357
Native American and Other Pacific Islander: 89
Hispanic or Latino (may be of any race): 9,742
Other: 4,647

Percent of residents born in state: 57.8% (2000)

Age characteristics (2000)
Population under 5 years old: 14,214
Population 5 to 9 years old: 14,606
Population 10 to 14 years old: 13,620
Population 15 to 19 years old: 16,773
Population 20 to 24 years old: 22,183
Population 25 to 44 years old: 37,483
Population 45 to 54 years old: 33,296
Population 55 to 59 years old: 28,068
Population 60 to 64 years old: 9,621
Population 65 to 74 years old: 13,607
Population 75 to 84 years old: 9,400
Population 85 years and older: 3,572
Median age: 33.0 years

Births (2003)
Total number: 3,394

Deaths (2003)
Total number: 1,916 (of which, 33 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,986
Median household income: $39,661
Total households: 92,084

Number of households with income of . . .
less than $10,000: 8,481
$10,000 to $14,999: 5,512
$15,000 to $24,999: 13,154
$25,000 to $34,999: 13,635
$35,000 to $49,999: 16,054
$50,000 to $74,999: 17,254
$75,000 to $99,999: 7,674
$100,000 to $149,999: 5,967
$150,000 to $199,999: 2,035
$200,000 or more: 2,318

Percent of families below poverty level: 8.6% (38.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,128

Municipal Government

Greensboro adopted a city council-manager form of government in 1921. The council consists of the mayor and eight members, all of whom are elected on a nonpartisan ballot for two-year terms. The council in turn appoints a city manager to administer government policy.

Head Official: Mayor Keith A. Holliday (D) (since 1999; current term expires 2006)

Total Number of City Employees: 2,935 (2004)

City Information: Greensboro City Hall, PO Box 3136, Greensboro, NC 27402-3136; telephone (336)373-2065

Economy

Major Industries and Commercial Activity

For decades, the products of Greensboro's approximately 500 factories, such as Kent cigarettes and No Nonsense pantyhose, were known better than the city itself. However, an increasing number of companies have since discovered its award-winning quality of life, a low crime rate, and its thriving business climate including low lease rates and facility costs, below-average wages, and moderate overall costs appealing and have moved in or expanded their existing business.

The traditional industries—textiles, furniture, and tobacco—remain a dominant influence on the local economy, as does manufacturing in general. But unlike many other areas of the country with a heavy dependence on manufacturing, Greensboro has prospered—not suffered—as jobs have been lost to automation and foreign imports. Diversification has been the key. For example, the city has been an insurance center for decades. Jefferson-Pilot Corporation is headquartered in Greensboro, as is mortgage insurance provider United Guaranty Corp. Printing and publishing are growing industries. Gilbarco, a maker of service station equipment, is headquartered in Greensboro. Electronics firms such as Analog Devices, A M P Inc., and RF Micro Devices also have plants in the city. In December 2004 RF Micro Devices announced a $75 million expansion plan with a projected 75-position job growth. Vicks VapoRub, invented in Greensboro more than 75 years ago, is still produced there, as are other familiar products, such as Nyquil nighttime cold medicine, Vicks Formula 44 cough mixture, Vicks cough syrup, and Vicks cough drops (although the company has been taken over by Procter & Gamble).

International flavor has been added, courtesy of Twinings Tea of England and Fuji Foods of Japan, which located their U.S. manufacturing plants in Greensboro. Switzerland's Novartis located its dyestuffs and agricultural divisions in Greensboro, Sweden's Volvo Truck Corp. chose Greensboro for the headquarters of its Volvo-GM Heavy Truck Corporation, and Japan's Konica Manufacturing USA, Inc. located its plant for the manufacture of photographic paper in the city.

The opening of the Piedmont Triad International Airport terminal just west of the city in 1982 set off a building boom along nearby Interstate 40 and the feeder roads to the airport that has not yet shown signs of abating. The corridor is being called the ''downtown of the Triad,'' and the chambers of commerce from the three Triad cities have joined forces to attract businesses to the area.

Items and goods produced: furniture, textiles, apparel, tobacco products, chemicals, electronic equipment

Incentive Programs—New and Existing Industries

Local programs—Both the city of Greensboro and Guilford County have incentive policies available to assist new and expanding businesses. One example is the Targeted Loan Pool Program that began making funds available in November 2003 to small businesses from a $1 million pool if they currently operate or plan to open in one of Greenboro's State Development Zones.

State programs—North Carolina, a right-to-work state with a low unionization rate, offers a revenue bond pool program through various banks. Several venture capital funds operate in the state and inquiries can be made through North Carolina's Council for Entrepreneurial Development (CED) that was founded in 1984. About 8,000 entrepreneurs also utilize CED's programs and services statewide. North Carolina offers State Technology Based Equity Funds providing financing for new technology-based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state issues Industrial Revenue Bonds for new and expanding businesses empowering them to provide good employment and wage opportunities for their workers. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina Department of Transportation administers a program that provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. A 4 percent tax credit is available to new and expanding companies via the William S. Lee Act for machinery and equipment investments over $2 million, along with a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits.

Job training programs—The state of North Carolina's Division of Employment and Training offers a unique system of job training programs available to any new or expanding manufacturing employer creating a minimum of 12 new production jobs in the state, and to any new or prospective employee referred for training by a participating company. The industrial training service provides great versatility in terms of types and length of training, and classes can be held in a company's plant or on the campus of one of the state's community colleges. The state of North Carolina furnishes instructors and, at the company's request, may test and screen job candidates. Employees may be trained before or after employment by the company. The industrial training service is financed solely by the state of North Carolina.

Development Projects

Greensboro's Economic Development Office manages and supports development projects throughout the community. One critical project was the $20 million First Horizon Park that opened in the spring of 2005 with more than 5,000 seats and a wide variety of amenities for the Class A baseball team, the Greensboro Grasshoppers (name changed from the Bats, concurrent with the move). At a cost of $500 million, a FedEx hub, to be only the fifth in the nation, is targeted for completion in 2009 and is expected to create 1,500 jobs at the Piedmont Triad International Airport. In February 2005 computer giant Dell began building in nearby Winston-Salem, a deal that Greenboro's officials were prominent in procuring as it will bring the region about 1,500 jobs. A 29-acre development was in progress in spring 2005 along Eastchester Drive that is to include a rebuilt version of Kepley's Barn (a reception hall destroyed by a 2001 fire) plus retail stores and a hotel.

Economic Development Information: Greensboro Chamber of Commerce, 342 N. Elm St., Greensboro, NC 27401; telephone (336)275-8675; fax (336)275-9299

Commercial Shipping

Greensboro is a hub for moving freight nationwide by rail or truck. More than 50 motor freight trucking firms have offices in Greensboro, and Norfolk Southern Railway Corporation operates one of the most active intermodal facilities in its 20-state system in Greensboro. Dedicated piggybacks hauling trailers travel out of Greensboro. Norfolk Southern provides second-morning service for freight going to Chicago from Greensboro and third-day service to the West Coast.

Labor Force and Employment Outlook

In addition to its role as a government center, Greensboro serves as a business, financial, and retail hub for the county and for a semicircle of more rural counties to the north, south, and east. The city's major industry is manufacturing,

from textiles to electronics, but retail and wholesale trade, finance, insurance, real estate, and the service sector also are major parts of the economy. Factors that are attracting companies to Greensboro include a large and growing Triad population base of nearly 1.4 million people (projected in 2005) from which to draw employees; a motivated and trainable work force; a physical site available at a reasonable price; sophisticated telecommunications capabilities; a location near a major airport and highway network; and a respected community college system that provides employee training assistance at no charge through a state program. With the expansion of existing business (759 in 2004, generating nearly $145 million) and the creation of new business (75 in 2004 and nearly $225 million) the job market will continue to be an active one.

The following is a summary of data regarding the Greensboro metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 354,900

Number of workers employed in . . .
construction and mining: 18,800
manufacturing: 66,100
trade, transportation, and utilities: 72,100
information: 6,700
financial activities: 19,700
professional and business services: 43,100
educational and health services: 42,200
leisure and hospitality: 29,500
other services: 15,500
government: 41,300

Average hourly earnings of production workers employed in manufacturing: $13.49

Unemployment rate: 4.7% (December 2004)

Largest employers (Greensboro MSA)	*Number of employees*
Guilford County Public Schools	7,900
Moses H. Cone Health System & Affiliates	7,000
U.S. Postal Service	3,367
American Express	3,200
Guilford County	3,000
City of Greensboro	2,935
Volvo Trucks North America	2,200
United Parcel Service	2,100
Bank of America, N.A.	2,000
Lorillard Tobacco	1,950

Cost of Living

The cost of housing in Greensboro is slightly below the national average, as are costs for food, utilities, and other necessities.

The following is a summary of data regarding several key cost of living factors for the Greensboro area.

2004 (3rd Quarter) ACCRA Average House Price: $216,660 (Winston-Salem)

2004 (3rd Quarter ACCRA Cost of Living Index: 89.3 (U.S. average = 100.0) (Winston-Salem)

State income tax rate: Ranges from 6.0% to 8.25%

State sales tax rate: 4.5% (food and prescription drugs are exempt; food sales are subject to local sales taxes)

Local income tax rate: None

Local sales tax rate: 2.5% (county-wide) (restaurant food sales are subject to local sales tax of 7.5%; 2.0% in grocery stores for food)

Property tax rate: $.5675 per $100 of assessed valuation (assessed valuation = 100% of market value)

Economic Information: Greensboro Area Chamber of Commerce, 324 N. Elm St., Greensboro, NC 27401; telephone (336)275-8675; fax (336)275-9299

Education and Research

Elementary and Secondary Schools

The Guilford County Schools (GCS) system was created on July 1, 1993, when the former Greensboro, High Point, and Guilford County school systems merged to form the third largest school district in North Carolina. The system continues to grow each year by approximately 1,200 new students. The academic achievement of GCS students has risen each year since the merger, as well. GCS offers its high school students two directions to help them prepare for future careers: College Tech Prep and College Prep. The system has earned a state and national reputation for its technological innovations that help its own students and students in other districts statewide.

Sixteen Magnet Schools focus on specialized topics such as communications, cultural arts, and foreign language. Other local high schools include International Baccalaureate programs while Middle College High Schools operate on area college campuses. The Early College at Guilford provides high school students the opportunity to earn college credits, and the Saturn Academy has flexible schedules. High school students may also take advantage of performing arts courses, television production classes, and courses in photography and commercial food service. Students with autism, cerebral palsy, orthopedic impairments, and severe and profound

handicaps can attend GSC's Gateway Education Center, a facility that is world-renowned for its exceptional programs. McIver Education Center serves about 100 mentally challenged students from age 3 to 22.

The following is a summary of data regarding the Guilford County Schools as of the 2003–2004 school year.

Total enrollment: 65,828

Number of facilities
elementary schools: 64
junior high/middle schools: 19
senior high schools: 22
other: 2

Student/teacher ratio: 20:1 (kindergarten-grade 5); 23:1 (grades 6-8); 20:1 (grades 9-12)

Teacher salaries
minimum: $28,890
maximum: $64,320

Funding per pupil: $6,587 (2001–2002)

The city also is served by 48 private schools, including church-related (37) and nonreligious (11) institutions.

Public Schools Information: Guilford County Schools, 712 N. Eugene St., Greensboro, NC 27401; telephone (336)370-8100

Colleges and Universities

The 200-acre University of North Carolina at Greensboro (UNCG), with more than 14,300 students and 800 full-time faculty members, is the largest of the colleges and universities in Greensboro. Founded in 1891 as a women's school, it became coeducational in the fall of 1964. Undergraduate degrees are offered in more than 100 fields, and graduate and professional degrees are granted in more than a dozen areas of study.

The city's other state university, North Carolina Agricultural and Technical State University (A & T), was founded in 1891 as a land-grant institution offering agricultural and mechanical training to African Americans. In 2004 more than 10,000 students were enrolled at the university. Known for its nationally accredited engineering department, the university offers undergraduate and master's degrees in a half dozen engineering specialties.

The oldest college in Greensboro, Guilford College, is also one of the city's most respected institutions. Founded in 1837 by the Religious Society of Friends, or Quakers, Guilford is the third oldest coeducational institution in the United States. Majors are offered in more than three dozen areas, ranging from accounting to criminal justice to women's studies.

One year after Guilford College was founded, Greensboro College opened its doors, becoming the third college chartered for women in the United States. It became coeducational in 1954. Located in the historic College Hill area, Greensboro College today is a Methodist-affiliated institution with 1,300 students that emphasizes individual attention (student-teacher ratio is 14:1) within a traditional liberal arts framework.

Rounding out the private liberal arts colleges in Greensboro is Bennett College, which opened in 1873 as a school for the children of former slaves, and became a women's college in 1926. Bennett is still for women only and is affiliated with the United Methodist Church. Among the most popular areas of study for its approximately 600 students are interdisciplinary studies, biology, and business administration.

A wide variety of opportunities, from career exploration to high-technology business training, are offered through Guilford Technical Community College (GTCC), which has a main campus in nearby Jamestown and satellite campuses in downtown Greensboro. Established in 1958, GTCC is the third largest public two-year college in the state and has a student body in excess of 11,000 along with nearly 21,000 in continuing education programs. The college provides important training to the local work force.

The Greater Greensboro Consortium (GGC) provides the unique opportunity to degree-seeking students of the eight participating institutions in the metropolitan area (Bennett College, Elon College, Greensboro College, Guilford Technical Community College, High Point University, North Carolina Agricultural and Technical State University (A & T), and the University of North Carolina at Greensboro) to take classes at any of the schools that meet specific criteria.

Libraries and Research Centers

The Greensboro Public Library, opened in 1902, consists of a central facility (founded in 1998) and six branches, has some 541,000 books and more than 17,000 serial volumes in its collection, as well as audio tapes and video tapes, CD ROMs, DVDs, slides, maps, and art prints. All locations have computers with Internet access (about 200 in total) and some provide classes. Special collections are maintained in the areas of business and management, local history, and genealogy; resources are available for the use of nonprofit agencies.

The University of North Carolina at Greensboro is the home of the 220,000-square-foot Walter Clinton Jackson Library. It maintains more than 3.4 million items featuring 700,000 federal and state documents and 5,100 serial subscriptions.

Several research centers are based in Greensboro; most are affiliated with either the University of North Carolina at Greensboro or North Carolina Agricultural and Technical State University. The topics under investigation include business and economics, transportation, nutrition, semiconductors, and the effects of social, economic, and cultural

deprivation. The city also boasts a Center for Creative Leadership that has a variety of programs geared toward the development of leaders in the business world.

Public Library Information: Greensboro Public Library, 219 N. Church St., Greensboro, NC 27401; telephone (336)373-2471

Health Care

From lifesaving open-heart surgery to the newest diagnostic technologies, Greensboro is a city where advanced medical technology is available. The city and surrounding area has specialized and general physicians, representing virtually every specialty and most subspecialties. Four acute-care hospitals and a psychiatric hospital offer a combined total of more than 1,100 beds.

The Moses Cone Health System provides most of the health care in the Greensboro area. It offers a complete range of medical and surgical services. There are five hospitals in the system with more than 7,000 employees. The largest hospital is the 535-bed Moses H. Cone Memorial Hospital, founded in 1953, which has a national reputation for cardiovascular research. The Wesley Long Community Hospital is a modern 204-bed hospital that features a regional cancer center. The 134-bed Women's Hospital of Greensboro is the only free-standing hospital dedicated to women's services in the area. The 110-bed Annie Penn Hospital provides specialty services such as a cancer center and sleep center and is located 20 miles north of the city. The Behavioral Health Center supplies 80 beds—50 for adults and 30 for children—to assist those with mental health issues. A 124-bed acute care facility, Kindred Hospital Greensboro, focuses on patients requiring more extensive treatment for pulmonary problems and those who are ventilator-dependent while partnering with regional hospitals.

Recreation

Sightseeing

A tour of Greensboro might begin with Blandwood Mansion, a 19th-century Italian villa in downtown Greensboro, which is a National Historic Landmark and former home of Governor John Motley Morehead. Not far from Blandwood is the William Fields House, a Gothic Revival-style structure that is listed on the National Register of Historic Places. Since 1973 Carolina Model Railroaders has displayed scale trains and equipment that, after relocating in 2003, were rebuilt into a different configuration. Guilford Courthouse National Military Park, located in North Greensboro, provides a fascinating look at a battle that helped win America's independence. The 220-acre park, which was the first Revolutionary War battleground to be preserved as a national military park, includes a museum and interpretive automobile, bicycle, and foot trails for retracing the battle. The adjacent eight-acre Tannenbaum Historic Park/Colonial Heritage Center served as a staging area for British troops under Cornwallis's command during the Revolutionary War Battle of Guilford Courthouse. Today, the park features a visitor's center, gift shop, and exhibits depicting colonial life. Not far from the two parks is the Natural Science Center, a hands-on museum, zoo, and planetarium.

The Greensboro Children's Museum is an exciting, colorful place with interactive exhibits and activities designed for kids up to age 12 as well as summer camp, programs, and workshops. Fun for the whole family can be had at Celebration Station, featuring miniature golf, water bumper boats, arcade games, batting cages, and more. Wet 'n Wild Emerald Pointe is the largest water park in the state with a giant wave pool and other water activities. More than 60,000 tropical plants and 1,100 exotic animals are the main attraction at North Carolina Zoological Park, 25 miles southeast of Greensboro, that includes an impressive 37-acre African Plains exhibit.

Arts and Culture

The energy behind Greensboro's vibrant arts scene is the United Arts Council, located in the Greensboro Cultural Center at Festival Park, downtown's performing arts showplace and home base for 25 visual and performing art organizations as well as art galleries, a sculpture garden, and an outdoor amphitheater. The council serves as the fund-raising umbrella for the city's many arts groups. The council funds 14 organizations and provides support to other groups. It also operates an artists' center, where serious, talented writers, painters, potters, and others may rent inexpensive studio space.

The Greensboro Symphony Orchestra, founded in the 1920s, performs masterworks and pops concerts from September to May at the War Memorial Auditorium in the Greensboro Coliseum Complex. Since 1980 the Greensboro Opera Company has presented performances by local talent year-round and an annual production featuring international talent in operatic works performed in the original language, also at the War Memorial Auditorium. The Greensboro Ballet, also the home of the home of the School of Greensboro Ballet, offers three performances each season and delights holiday audiences each December with a presentation of *The Nutcracker.* The North Carolina Dance project holds an annual concert in Greensboro and features two dance troupes that travel throughout the state.

Tannenbaum Park/Colonial Heritage Center contains exhibits depicting colonial life and is host to Revolutionary War reenactments.

Jazz is very popular in Greensboro with nationally known musicians performing in the 1927 vintage Carolina Theatre and in local clubs. The Carolina Theatre is the principal venue for performing arts productions sponsored by City Arts Drama of the Greensboro Parks and Recreation Department. City Arts oversees the Livestock Players Musical Theatre, which presents Broadway musicals in November, April, and July; Children's Theatre, which performs during the school year; Razz-Ma-Tazz Musical Revue Company; the Music Center; Greensboro Concert Band; Philharmonia of Greensboro; Choral Society of Greensboro; Youth Chorus; and We Are One Youth Choir.

Theatrical entertainment also abounds in Greensboro. At the Barn Dinner Theatre audiences have enjoyed dinner and a Broadway-style play year-round since 1962. Professional theater in an intimate setting is the specialty of the Broach Theatre in the Old Greensborough Historic District, which produces seven adult plays from February to December. Community Theatre of Greensboro presents five Broadway plays and musicals.

Greensboro's universities and colleges sponsor arts events throughout the year that are open to the public. The artists series at Guilford College, for example, brought the Prague Chamber Orchestra to Greensboro, and the UNCG Concert and Lecture Series has sponsored such notables as violinist Isaac Stern and actor Hal Holbrook. In 2005 a Nigerian art and literature series kicks off a biennial cultural program.

Museum lovers enjoy the Greensboro Historical Museum, which traces the development of Guilford County from Native American times through the present. Special collections include memorabilia of author William Sydney Porter, better known as O. Henry, who grew up in Greensboro, as well as a variety of items and information related to Edward R. Murrow and First Lady Dolley Madison, who lived in Guilford County. The museum also has two restored log homes open for touring on its downtown site and has recreated a 1880s village of Greensboro, showing the city as it might have been when O. Henry left in 1882. The Richard Petty Museum, located south of Greensboro, contains memorabilia relating to the race car driver.

North Carolina Agricultural and Technical State University (A & T) is the site of a nationally recognized facility, the Mattye Reed African Heritage Center in the Dudley Building, a repository for more than 3,500 artifacts from more than 30 African and Caribbean countries. The Old Mill of Guilford provides a view of the past through its working water-powered mill.

Greensboro is not lacking in art galleries. The Greensboro Artists' League gallery, founded in 1956, promotes the visual arts of the Piedmont Triad with changing exhibitions by local artists and a sales gallery. The Weatherspoon Art Museum, on the campus of the University of North Carolina at Greensboro is widely recognized for having one of the most outstanding collections of post-World War II American art in the Southeast. The African American Atelier in the Cultural Center features works by local artists and presents six to eight exhibitions per year. North Carolina artists are the focus at Green Hill Center for North Carolina Art. The Guilford Native American Art Gallery was the first of its kind in the Southeast.

Arts and Culture Information: United Arts Council of Greensboro, 200 N. Davie St., Greensboro, NC 27402; telephone (336)373-7523; fax (336)373-7553

Festivals and Holidays

Many of Greensboro's biggest celebrations focus on music. The nationally acclaimed Eastern Music Festival began in 1962 and brings the world's most promising music students to Greensboro each year for six weeks of intense study with the world's most accomplished musicians. The performers, who spend the summer on the Guilford College campus, present more than 40 concerts from June through August.

St. Patrick's Day brings the Green Party to the downtown area in the form of several bands performing at various venues. Fun Fourth Festival in the downtown National Register Historic District is a street festival that thousands flock to in the inner city to celebrate the Fourth of July. Arts and crafts from all over the country take center stage at two events sponsored by the Gilmore Shows' Carolina Craftsmen: the annual Spring Show in April and the Christmas Classic in late November. African American arts and culture take the spotlight during the two-month African American Arts Festival (since 1988) that begins in mid-January and extends to mid-March. Also in March is the African American Heritage Extravaganza with dance, music, art exhibits, and ''soul food'' sampling.

Sports for the Spectator

When it comes to recreation, Greensboro is a city for all seasons and all sports. From May through August, the United Soccer League's Carolina Dynamo play at the 3,000-seat Macpherson Stadium that opened in 2002 and is part of the extensive Bryan Park. Summer used to mean ''batter up'' at War Memorial Stadium with the Greensboro Bats, a Class A farm team of the Florida Marlins. The team's former stadium was built in 1926 and in 2004 was the fourth oldest active minor league park in the country. However, in the spring of 2005 the brand-new $20 million First Horizon Park opened with more than 5,000 seats and featuring suites, party decks, and a children's play area; the team also changed its name to the Grasshoppers. The Greensboro Generals, an East Coast Hockey League Team affiliate of the Carolina Hurricanes take to the ice from October through March at the Greensboro Coliseum Arena.

The Chrysler Classic of Greensboro golf tournament, sponsored by the Greensboro Jaycees, attracts top names in golf to Greensboro in the fall (previously held in the spring until 2003).

The sports fan can also find plenty of collegiate sports in the area. Fall's kicks come when the successful Spartan soccer team takes to the field at the University of North Carolina at Greensboro (UNCG), and winter often brings Carolinians' favorite rivalry, the Atlantic Coast Conference (ACC) basketball tournament at the Greensboro Coliseum. The North Carolina Agricultural and Technical State University (A & T) basketball team often lands a berth in the NCAA tournament, but the football team also draws crowds to the 22,000-seat Aggie Stadium. Women's sports include basketball and track. UNCG women's soccer, basketball and tennis teams have been prominent nationally.

Sports for the Participant

Greensboro is a launching site for just about any interest. The state's beaches are just four hours away, and the cool Blue Ridge Mountains are a three-hour drive. One of the highlights of Greensboro itself is the extensive parks and recreation system, which includes 170 parks on more than 3,500 acres. Bicycling routes, fitness and hiking trails, swimming pools, and a network of community parks and 11 recreation centers are spread throughout the city. Tennis is an especially popular sport in Greensboro, both for players and spectators. The city has tennis courts in 16 locations, three of which are fully equipped tennis centers. The United States Tennis Association's (USTA) Greensboro January Indoor Junior Championships is played annually at the Simkins Indoor Pavilion in Barber Park in Greensboro. Jaycee Park, site of the Love Tennis Center, is home to the North Carolina Tennis Hall of Fame along with the Junior USTA-Sanctioned Tennis Tournaments and Junior Novice Tennis Tournaments.

The area's many golf aficionados find challenging golf in the 600-acre Bryan Park, as well as at the area's many private golf courses. The park includes two 18-hole championship golf courses, two putting greens, a driving range, and a golf school. Facilities at Bryan Park also include a tennis center, a nature trail, and a wildlife sanctuary.

The Greensboro Sportsplex has many amenities on its 106,000 square feet of space including 8 basketball and volleyball courts and 3 state-of-the-art indoor soccer fields along with a hockey program and summer camps.

Another well-used city park is Country Park, a 126-acre facility in northern Greensboro listed as a National Historical Landmark property that includes two stocked fishing lakes; hiking, bicycling, and jogging trails; pedal-boat rentals; and plenty of places for a quiet picnic. It also is the site of the annual Carolina Cup Bicycle Road Race in September sponsored by U.S. Cycling.

Shopping and Dining

North of downtown Greensboro, visitors can stroll through a relaxed neighborhood of 37 unique shops, restaurants, and boutiques housed in elegantly refurbished 1920s vintage buildings at State Street Station. On the city's southwest side, the Four Seasons Town Centre features three levels with more than 200 shops and restaurants in 1.3 million square feet. With 95 stores on 75 acres of open-air shopping, the Friendly Center has three department stores and many national retailers. In the section of downtown called Old Downtown Greensborough, browsers will find more than a dozen antique stores housed in turn-of-the-century storefronts. The city and neighboring communities are also home to dozens of outlet stores. Products manufactured locally, such as clothing and furniture, are especially popular with shoppers.

As for dining, barbecue, hushpuppies, and coleslaw are North Carolina staples, and restaurants serving these local favorites are plentiful in the metropolitan Greensboro area's 500 eateries. Hungry visitors will also find upscale eateries and a variety of ethnic cuisines.

The locals enjoy going down to the Greensboro Farmers Curb Market year-round for an abundance of fresh produce, baked goods, flowers, and crafts.

Visitor Information: Greensboro Area Convention and Visitors Bureau, 317 S. Greene St., Greensboro, NC 27401-2615; telephone (336)274-2282; toll-free (800)344-2282; fax (336)230-1183; email gso@greensboronc.org

Convention Facilities

The city-owned Greensboro Coliseum Complex, the largest facility of its kind in the state, seats 23,500 people in its Coliseum Arena; the War Memorial Auditorium has 2,376 seats. The special events center has 120,000 square feet for trade and consumer shows featuring three wings, a pavilion, and 12 meeting rooms while seating 4,300 for concerts and sporting events. The smaller Town Hall theater has 298 seats.

Greensboro is home to the largest privately owned, self-contained hotel-convention complex between Washington, D.C. and Atlanta, and boasts more than 8,600 total hotel rooms. In addition, there are a number of private and public meeting areas.

The largest hotel-convention complex is the more than 1,000-room Sheraton, which includes about 250,000 square

feet of meeting space and 100,000 square feet of exhibition space with 75 meeting rooms, located adjacent to the three-level Four Seasons Town Centre mall with more than 200 shops and restaurants and a multi-theater cinema. The hotel's largest meeting area, the 40,000-square-foot Guilford Ballroom, can accommodate in excess of 4,000 people for a banquet or 6,000 people for a meeting with full trade-show capabilities.

The Greensboro-High Point Marriott Airport hotel, adjacent to Piedmont Triad International Airport, provides a convenient meeting place for groups arriving by air. With 296 guest rooms and 14 meeting rooms, the Marriott can accommodate large groups in its 9,850 square feet of meeting space.

Grandover Resort and Conference Center features 45,000 square feet of meeting space, including a 13,500-square-foot ballroom. Hotel amenities include 274 guest rooms and two championship, 18-hole golf courses designed by David Graham and Gary Panks.

Also in the heart of downtown is the Biltmore Greensboro Hotel, a charming meeting location for small groups. The inn, which dates to 1895 and originally housed corporate offices for Cone Mills, today is a 23-room hotel furnished with eighteenth-century reproductions. A maximum of 80 people can be accommodated for meetings.

Meeting space is available at many other local facilities, including the Embassy Suites Hotel Greensboro Airport; the Carolina Theatre; in the 1840s Blandwood Mansion and Carriage House. Kepley's Barn had featured a rustic country atmosphere for events and was located near the airport; it burned down in 2001 and in 2005 discussions continued by the city's planning department regarding a new 29-acre area that would include the rebuilding of the barn. The Conference Center at Bryan Park can handle business or social events in its 22,000-square-foot facility overlooking the championships golfing greens.

Convention Information: Greensboro Area Convention and Visitors Bureau, 317 S. Greene St., Greensboro, NC 27401-2615; telephone (336)274-2282; toll-free (800)344-2282; fax (336)230-1183; email gso@greensboronc.org

Transportation

Approaching the City

Greensboro is proud of its convenient and efficient transportation network. The city is located at the juncture of two major arteries, the east-west Interstate 40 and north-south Interstate 85, and major U.S. and state highways lead in all directions. In addition to cities served directly by I-40 and I-85, those highways provide connections to other major arteries throughout the region and the nation, such as Interstates 77, 75, 81 and 95, leading virtually anywhere along the eastern seaboard.

The Piedmont Triad International Airport (PTIA) terminal, located only minutes from downtown, is served by seven major airlines and had more than 1.3 enplaned passengers in 2004. Travelers can also catch the train in Greensboro; Amtrak trains going north and south stop daily at the Greensboro station.

Traveling in the City

The smooth traffic flow in Greensboro, which often amazes newcomers, gives Greensboro the feel of a smaller city. It is an impression that has been carefully created through years of planning that began when the city developed its transportation plan in the 1950s. As development has taken place over the years since then, planners have kept pace to meet city needs. One key to Greensboro's smooth-flowing traffic is Wendover Avenue, an expressway that takes motorists from I-40 on the west through Greensboro to U.S. 29 on the east in a matter of minutes. Many of the city's other major thoroughfares are four-lane. The Greensboro Urban Loop is a prominent project in progress that literally links several highways on the perimeter of the city limits. One portion, the Southern Urban Loop, opened in February 2004 while the Western Urban Loop is slated for completion in 2007. Part of the Eastern Urban Loop was operational in May 2002; however, most of the work is expected to wrap up by 2010.

Good public transportation is provided by the 27 buses of Greensboro Transit Authority. Special bus service for elderly and handicapped persons is provided through Specialized Community Area Transportation (SCAT).

Communications

Newspapers and Magazines

Greensboro's major daily (morning) newspaper is the *News & Record.* Several weekly or biweekly newspapers are published in Greensboro, including *Carolina Peacemaker,* for the African American community, and *The North Carolina Christian Advocate.* Several magazines and journals are published in Greensboro, including *Elegant Bride, Carolina Gardener,* two in-flight magazines, and other literary, collegiate, and children's publications.

Television and Radio

Four commercial television stations broadcast from Greensboro. Several other stations are based in nearby towns and serve viewers in the entire metropolitan region. Additional stations are available via cable. As for radio, 11 stations offering entertainment that ranges from eclectic, top 40 and classical music to news and talk shows broadcast to area listeners.

Media Information: *News & Record,* Landmark Communications, PO Box 20848, Greensboro, NC 27420-0848; telephone (336)274-5476; toll-free (800)553-6880

Greensboro Online

City of Greensboro home page. Available www.ci.greensboro.nc.us

County of Guilford home page. Avaiilable www.co.guilford.nc.us

The Depot (Piedmont Triad, NC). Available www.thedepot.com

Downtown Greensboro. Available www.downtowngreensboro.net

Greensboro Area Convention & Visitors Bureau. Available www.greensboronc.org

Greensboro Chamber of Commerce. Available www.greensboro.org

Greensboro Historical Museum. Available www.greensborohistory.org

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Raleigh

The City in Brief

Founded: 1792 (incorporated 1795)

Head Official: City Manager J. Russell Allen (since April 2001)

City Population
1980: 150,255
1990: 218,859
2000: 276,093
2003 estimate: 285,639
Percent change, 1990–2000: 26%
U.S. rank in 1980: 106th
U.S. rank in 1990: 75th
U.S. rank in 2000: 73rd (State rank: 2nd)

Metropolitan Area Population
1980: 665,000
1990: 858,000
2000: 1,187,941
Percent change, 1980–1990: 29.1%
U.S. rank in 1980: 61st
U.S. rank in 1990: 54th
U.S. rank in 2000: 40th

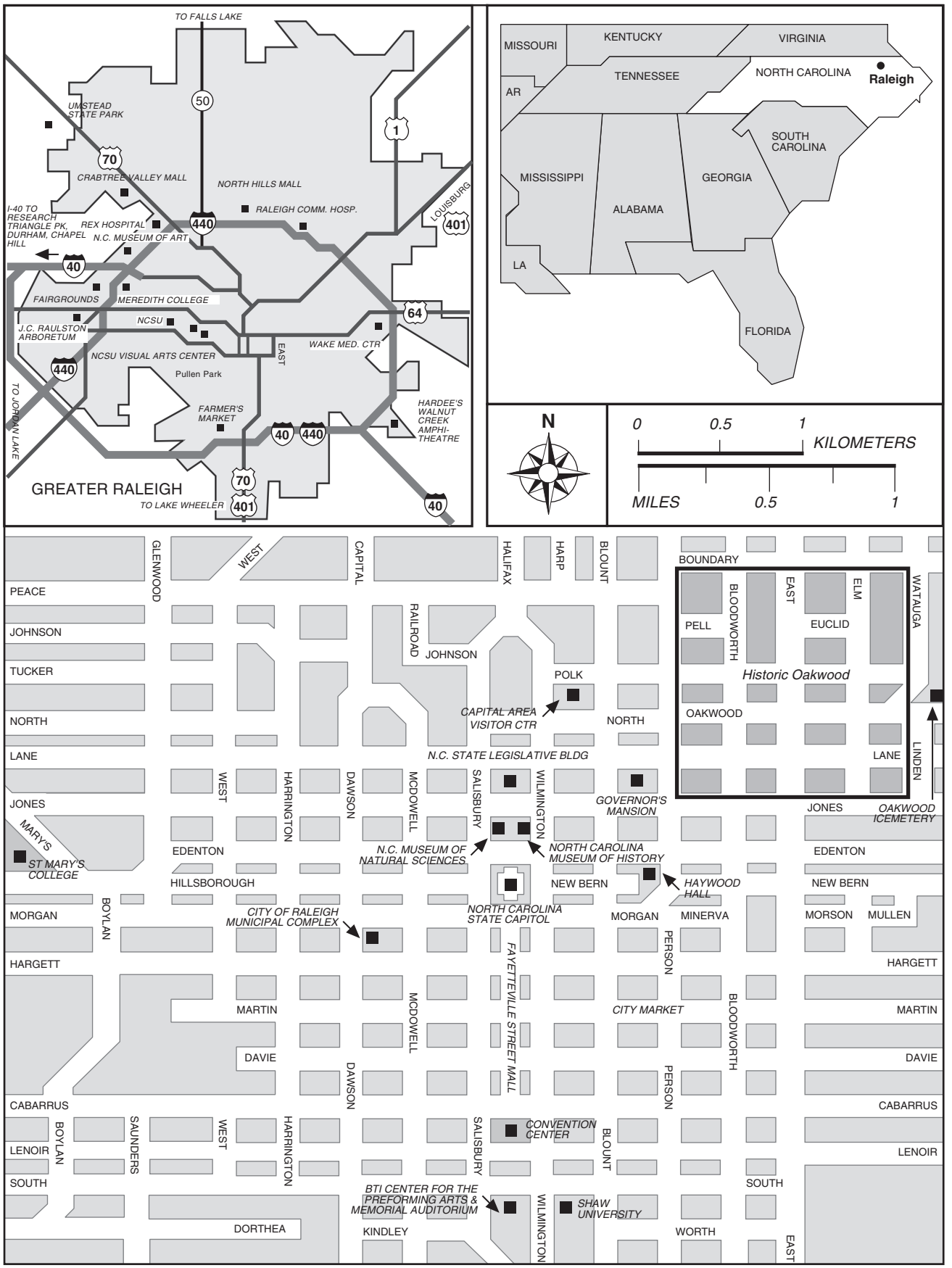
Area: 117.3 square miles (2000)
Elevation: 434 feet above sea level
Average Annual Temperature: 59.3° F
Average Annual Precipitation: 52.6 inches

Major Economic Sectors: services, government, wholesale and retail trade
Unemployment rate: 3.3% (December 2004)
Per Capita Income: $25,113 (1999)

2002 FBI Crime Index Total: 17,833

Major Colleges and Universities: North Carolina State University, Shaw University, Meredith College, St. Augustine's

Daily Newspaper: *The News and Observer*


TO FALLS LAKE
UMSTEAD STATE PARK
50
1
70
CRABTREE VALLEY MALL
NORTH HILLS MALL
RALEIGH COMM. HOSP.
LOUISBURG
401
I-40 TO RESEARCH TRIANGLE PK, DURHAM, CHAPEL HILL
REX HOSPITAL
440
N.C. MUSEUM OF ART
40
FAIRGROUNDS
MEREDITH COLLEGE
64
NCSU
J.C. RAULSTON ARBORETUM
WAKE MED. CTR
EAST
NCSU VISUAL ARTS CENTER
Pullen Park
TO JORDAN LAKE
FARMER'S MARKET
HARDEE'S WALNUT CREEK AMPHI-THEATRE
GREATER RALEIGH
TO LAKE WHEELER
MISSOURI
KENTUCKY
VIRGINIA
TENNESSEE
NORTH CAROLINA
Raleigh
AR
SOUTH CAROLINA
MISSISSIPPI
GEORGIA
ALABAMA
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FLORIDA
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0 0.5 1
KILOMETERS
MILES 0.5 1
GLENWOOD
WEST
CAPITAL
HALIFAX
HARP
BLOUNT
BOUNDARY
PEACE
RAILROAD
JOHNSON
BLOODWORTH
EAST
ELM
WATAUGA
PELL
EUCLID
Historic Oakwood
TUCKER
POLK
OAKWOOD
NORTH
CAPITAL AREA VISITOR CTR
LANE
N.C. STATE LEGISLATIVE BLDG
LINDEN
HARRINGTON
DAWSON
MCDOWELL
SALISBURY
WILMINGTON
GOVERNOR'S MANSION
JONES
OAKWOOD ICEMETERY
MARY'S
ST MARY'S COLLEGE
EDENTON
N.C. MUSEUM OF NATURAL SCIENCES
NORTH CAROLINA MUSEUM OF HISTORY
HILLSBOROUGH
NEW BERN
HAYWOOD HALL
BOYLAN
MORGAN
CITY OF RALEIGH MUNICIPAL COMPLEX
NORTH CAROLINA STATE CAPITOL
MINERVA
MORSON
MULLEN
PERSON
HARGETT
FAYETTEVILLE STREET MALL
MARTIN
CITY MARKET
DAVIE
CABARRUS
CONVENTION CENTER
SAUNDERS
LENOIR
SOUTH
BTI CENTER FOR THE PREFORMING ARTS & MEMORIAL AUDITORIUM
SHAW UNIVERSITY
DORTHEA
KINDLEY
WORTH

Introduction

Blessed with beautiful residential areas, expansive parks, and historic buildings, the city of Raleigh exudes southern charm. Along with Durham and Chapel Hill, it is the largest city of an area in central North Carolina known as the Research Triangle. Raleigh's North Carolina State University joins two other stellar research institutions—the University of North Carolina at Chapel Hill and Duke University in Durham—to form the intellectual nucleus of the Research Triangle.

Over the past decade and a half, Raleigh prospered as an education, government, and research and development center. The city has a superior system of local parks and lakes, easy access to the ocean and the mountains, and a moderate climate, all of which encourage year-round outdoor activities. High-caliber health care services are offered by the many physicians who trained at the state's several top-rated medical colleges, fell in love with the area, and decided to settle in Raleigh. Cultural activity abounds in the city, which offers a major symphony orchestra, an art museum with an outstanding collection of European and American paintings, and the world's premier modern dance festival. Residents and visitors enjoy an ever-widening culinary scene.

As the new century gets underway, downtown Raleigh is one area of focus for city and county planners. Ground will be broken in 2005 for a 500,000-square-foot convention center, as well as a four-star convention headquarters hotel. Both are scheduled to open in early 2008. The city is also currently planning a redevelopment for a regional commuter rail system linking downtown Raleigh with downtown Durham.

Geography and Climate

Raleigh is located in the gently rolling pine woods of the central Piedmont section of North Carolina, midway between the Great Smoky Mountains to the west and the Atlantic Ocean to the east, each about a three-hour drive. Temperatures average around 38.9 degrees in mid-winter, 59.3 degrees in mid-spring, 78.1 degrees in mid-summer and 59.7 degrees in mid-autumn. Snowfall averages 7.9 inches per year.

Area: 117.3 square miles (2000)

Elevation: 434 feet above sea level

Average Temperatures: January, 38.9° F; July, 78.1° F; annual average, 59.3° F reported

Average Annual Precipitation: 52.6 inches

History

City Named Capital of State

In 1771 a new North Carolina county was created by the state assembly. They named the county Wake, in honor of Margaret Wake, wife of Governor William Tryon. In 1792 the General Assembly purchased 1,000 acres of Wake County and established the city of Raleigh, which was named in honor of Sir Walter Raleigh, to serve as the first permanent state capital. The word ''Raleigh'' comes from two Anglo-Saxon words meaning ''meadow of the deer,'' which captures the essence of the city's peaceful setting.

Early Citizens Seen as ''Roughnecks''

William Christmas of Franklin County, North Carolina, was hired to create a plan for the new city. Christmas designed a layout with one square mile of perpendicular streets and one-acre lots. Union Square, future home of the State House, lay at the center. Equidistant from it the planner designated four squares to serve as green space. Even now, the original city boundaries can be recognized by their original names, North, South, East, and West.

Enthusiastic about Christmas's plans, legislators authorized the building of a new courthouse in Raleigh, making it the county seat as well as the capital. During its early days, Raleigh had a questionable reputation because of the bachelors and saloons that dominated the scene. Its citizens were not granted the right to vote until the beginning of the nineteenth century.

Raleigh in the Nineteenth Century

Raleigh grew larger at a slow but steady pace during this time when most of its residents were in the business of agriculture. Eventually towns developed along railroad lines and market centers. In time, small textile and furniture factories grew up. In 1831 the original State House burned down. The legislature agreed that the new State House should be a more durable structure. For this purpose solid granite was quarried in the east side of the county and brought to Raleigh via a specially built rail line. The permanent Executive Mansion was designed by architects Samuel Sloan and Gustavus Bauer, and constructed entirely of North Carolina materials, from the slate roof to the pine balustrade and brick facade. Construction was performed by prison inmates whose names and initials can still be seen in the brick sidewalks surrounding the mansion.

During the Civil War, Raleigh did not experience the tremendous suffering at the hands of Union forces as did many other southern towns and cities. Destruction was narrowly averted when some torch-carrying troops from the 60,000

troops quartered in the city approached the downtown upon hearing of the assassination of President Abraham Lincoln. Their commander, General John A. Logan, turned them back at gunpoint.

City Takes Off After WWII

Raleigh's major growth occurred after World War II ended in 1945. The seeds of the city's modern renaissance were sewn in the 1950s when the state of North Carolina created the world-famous Research Triangle Park west of the city. The concept of Dr. Howard Odom, a University of North Carolina sociologist, the original purpose of the development was to use the talents of the highly trained graduates of North Carolina's colleges and universities who were leaving for more promising careers elsewhere. The area boomed following the establishment of IBM's facilities there in 1965.

Raleigh is now recognized around the world for the basic and applied research and development conducted by the occupants of Research Triangle Park. The downtown area is currently undergoing a revitalization with the groundbreaking in 2005 for a new 500,000-square-foot convention center, scheduled for completion in early 2008. With a population of more than 330,000, Raleigh enjoys a combination of the two most sought after and envied economic characteristics: low unemployment and rising incomes. Major companies are regularly launching new operations or expansions in the Raleigh area, keeping the local economy healthy. Furthermore, the city's housing stock is robust, increasing at a healthy pace to welcome newcomers to the area.

Historical Information: North Carolina (State) Department of Cultural Resources, Division of Archives and History, 109 East Jones Street, Raleigh, NC 27601-2807; telephone (919)733-3952

Population Profile

Metropolitan Area Residents
1980: 665,000
1990: 858,485
2000: 1,187,941
Percent change, 1990–2000: 38.2%
U.S. rank in 1980: 61st
U.S. rank in 1990: 54th
U.S. rank in 2000: 40th

City Residents
1980: 150,255
1990: 218,859
2000: 276,093
2003 estimate: 285,639
Percent change, 1990–2000: 26%
U.S. rank in 1980: 106th
U.S. rank in 1990: 75th
U.S. rank in 2000: 61st (State rank: 2nd)

Density: 2,409.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 174,786
Black or African American: 76,756
American Indian and Alaska Native: 981
Asian: 9,327
Native Hawaiian and Other Pacific Islander: 118
Hispanic (may be of any race): 19,308
Other: 5,179

Percent of residents born in state: 56.1% (2000)

Age characteristics (2000)
Population under 5 years old: 17,461
Population 5 to 9 years old: 16,444
Population 10 to 14 years old: 15,254
Population 15 to 19 years old: 19,864
Population 20 to 24 years old: 32,458
Population 25 to 34 years old: 57,105
Population 35 to 44 years old: 43,826
Population 45 to 54 years old: 32,984
Population 55 to 59 years old: 10,308
Population 60 to 64 years old: 7,394
Population 65 to 74 years old: 12,025
Population 75 to 84 years old: 8,143
Population 85 years and older: 2,827
Median age: 30.9 years

Births (2000)
Total number: 5,187

Deaths (2000)
Total number: 1,725 (of which, 32 were infants under the age of 1 year)

Money income (1999)
Per capita income: $25,113
Median household income: $46,612
Total households: 112,727

Number of households with income of . . .
less than $10,000: 8,113
$10,000 to $14,999: 5,154
$15,000 to $24,999: 12,758
$25,000 to $34,999: 14,896
$35,000 to $49,999: 19,062
$50,000 to $74,999: 23,007
$75,000 to $99,999: 13,262
$100,000 to $149,999: 10,843
$150,000 to $199,999: 3,081
$200,000 or more: 2,551

Percent of families below poverty level: 7.1% (60.6% of which were female householder families in poverty)

2002 FBI Crime Index Total: 17,833

Municipal Government

Raleigh has a council/manager form of government with a mayor and seven council members, two elected at large and five from districts.

Head Official: City Manager J. Russell Allen (since April 2001)

Total Number of City Employees: 3,000 (2004)

City Information: City of Raleigh, PO Box 590, Raleigh, NC 27602; telephone (919)890-3000

Economy

Major Industries and Commercial Activity

Raleigh and the Research Triangle Park area consistently rank among the nation's best economies year after year. Unemployment remains low and per capita income remains high. Wake County's biggest industries—government, education, and healthcare—are virtually recession proof. Although the region has felt some of the pinch of the nation's economic slowdown, many factors point to Raleigh's continued fiscal health.

Numerous high-technology and medical corporations have been attracted to the Raleigh-Durham area because of the outstanding educational and research facilities at area universities, such as North Carolina State University, which is home to the nation's tenth largest school of engineering, Duke University, and the University of North Carolina-Chapel Hill.

Nearby Research Triangle Park is one of the leading centers for high-technology research and development in the country. Roughly 140 corporate, academic, and government agencies in the Park employ more than 38,500 (plus 5,000 additional contract employees) workers and provide an annual payroll in excess of $2 billion.

Business is booming in Raleigh, both as companies move into the area from other parts of the country and through the growth of home-grown enterprises. In early 2002, Red Hat, the market leader for the Linux marketing system, moved its 630 employees from nearby Durham to downtown Raleigh. Asea Brown Boveri, a $31-billion company that provides large-scale equipment, systems, and services for electric power transmission, continues to expand its presence in Raleigh. The city has witnessed the growth of lower-technology, sophisticated, and highly specialized new manufacturing companies that produce intricate machinery and electronic parts. The Raleigh workforce is fueled by the annual graduation of thousands of students from the area's universities and colleges, and the influx of new residents looking for opportunities.

With excellent road, rail, and air transportation systems, and easier access to the deepwater port at Wilmington as a result of the completion of I-40, Raleigh is a growing distribution center.

Items and goods produced: pharmaceuticals, electronic equipment, electrical machinery, processed foods, metal products

Incentive Programs—New and Existing Companies

Local programs—The Greater Raleigh Chamber of Commerce believes that public funds ''should not be used to subsidize a private company's bottom line.'' The city does not provide free land, free buildings, interest-free loans, direct grants, or preferential tax treatment. However, infrastructure improvements, human capital development, and public financing programs have been put in place to encourage new business development. The chamber's Site Selection Services offers companies considering moving to the city tours, an inventory of facilities, research portfolios, and newcomer assistance. For major corporate relocations, chamber members may provide services to new firms at reduced rates. The chamber, together with MCI Communications Corp and the North Carolina Small Business and Technology Development, has established the MCI Small Business Resource Center, which offers free international trade aid to North Carolina entrepreneurs. Wake County offers Industrial Revenue Bonds and assistance with water and sewer utility expansions. The Capital Economic Development Corporation administers Small Business Administration (SBA) loan guarantee and other financing programs for small business as well as the SBA 503 program for long-term capital asset acquisition.

State programs—North Carolina is one of 22 states with a ''right-to-work'' law. Several venture capital funds operate in the state and inquiries can be made thorough the North Carolina Council for Entrepreneurial Development. North Carolina offers State Technology Based Equity Funds providing financing for new technology based enterprises, as well as TDA incubators for firms transferring new technologies into commercial applications. The state offers an income tax allocation formula that permits the double weighting of sales in calculating corporate income tax. The North Carolina

Department of Transportation administers a program which provides for the construction of access roads to industrial sites and road improvements in areas surrounding major corporate installations. The William S. Lee Quality Jobs and Expansion Act makes available to new and expanding companies tax credits on investment, a jobs tax credit, worker training tax credit, research and development tax credits, and business property tax credits. Additional tax credits are also available for portions of Raleigh and Wake County designated as ''development zones.''

Job training programs—Screening, testing, and placement services are provided free of cost by the North Carolina Job Service. Extensive, cost-free customized training is provided by Wake Technical Community College for any new or expanding industry that created new jobs. The Capital Area Private Industry Council offers funding for various U.S. Department of Labor on-the-job training programs and youth summer employment programs.

Development Projects

From 1990 to 2002, there were 273 new industries in Wake County, bringing 16,507 new jobs, and 400 expanded industries in Wake County, bringing 31,810 new jobs. In 2003, the Chamber of Commerce assisted 33 new or expanding companies, yielding 677 jobs and $50.9 million in investment. Among companies announcing expansion are Ascom Wireless Solutions, Iams Company, Time Warner Cable, and Relativity. The area continues to be an encouraging place for high-tech entrepreneurial companies, as evidenced by the amount of venture capital that is available. Investors continue to provide funds to companies with a focus on profits. Programs offered by groups such as the Council for Entrepreneurial Development routinely help turn innovative ideas and technological developments into capital-rich companies.

The downtown Raleigh Renaissance, a revitalization process designed to create a stronger and more vibrant downtown, includes three major projects totaling almost $250 million that will move the city toward becoming a more viable meetings destination. A new 500,000-square-foot convention center, a 400-room Marriott headquarters hotel, and the reopening of Fayetteville Street to vehicular traffic are scheduled for completion in early 2008. Progress Energy, one of the country's largest energy providers and the only Fortune 500 company headquartered in Raleigh, plans to build a mixed-use development on approximately 2 acres located east of its current location. The 19-story structure will include three elements: one level of street retail, six levels of parking, and 12 levels of office space.

Economic Development Information: Wake County Economic Development, PO Box 2978, 800 South Salisbury Street, Raleigh, NC 27602-2978; telephone (919)644-7040; fax (919)664-7099. Greater Raleigh Chamber of Commerce, 800 S. Salisbury St., Raleigh, NC 27601; telephone (919)664-7000

Commercial Shipping

Raleigh is an integral part of Norfolk Southern's rail service linking the east coast to Midwest markets and is in the center of CSX's 27,000-mile network serving 22 states and Canada. More than 300 motor freight carriers operate in the area, which has more than 40 motor freight terminals. The city is located within 500 miles of half the population of the United States. The state's 78,000-mile highway network makes the area a highway hub for the Northeast, Mid-Atlantic, and Southeast states, while providing rapid access to Midwest markets.

Labor Force and Employment Outlook

Raleigh-Durham boasts a skilled, educated, enthusiastic, and growing workforce. The economy is thriving and the unemployment rate consistently registers below the national average. The technical and medical industries are in particular need of qualified personnel. Education, services, and wholesale/retail sectors also offer abundant job opportunities. From 1990 to 2002, there were 273 new industries in Wake County, bringing 16,507 new jobs, and 400 expanded industries in Wake County, bringing 31,810 new jobs. Raleigh was voted the number one city with the happiest workers by the Hudson Employment Index in 2004, and the number one ''hottest job market'' in *Business 2.0* magazine in 2005.

The following is a summary of data regarding the Raleigh metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 680,700

Number of workers employed in . . .
manufacturing: 69,100
trade, transportation, and utilities: 112,900
information: 22,000
financial activities: 32,200
professional and business services: 101,700
education and health services: 82,100
leisure and hospitality: 1,100
government: 33,200

Average hourly earnings of production workers employed in manufacturing: $14.45

Unemployment rate: 3.3% (December 2004)

Largest employers	*Number of employees*
State of North Carolina	23,539
IBM Corporation	13,000
Wake County Public School System	12,997
North Carolina State University	7,787
WakeMed	5,000

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Raleigh area.

2004 (3rd Quarter) ACCRA Average House Price:$236,450

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.7 (U.S. average = 100.0)

State income tax rate: Ranges from 6.0% to 7.75%

State sales tax rate: 4.5% (food and prescription drugs are exempt; food sales are subject to local sales taxes)

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: $.95 (combined city and county) per $100 of assessed value (2004)

Economic Information: Greater Raleigh Chamber of Commerce, 800 S. Salisbury St., Raleigh, NC 27601; telephone (919)664-7000. Employment Security Commission of North Carolina, Labor Market Information Division, PO Box 25903, Raleigh, NC 27611-5903

Education and Research

Elementary and Secondary Schools

The Wake County Public School System is a comprehensive system with 134 schools serving the entire county. The system is the 2nd largest in the state and the 27th largest in the nation. Since 1981 students have had the option of either attending their neighborhood school or a network of 50 magnet schools, including year-round schools, schools with gifted and talented programs, and schools with other programs, including Montessori, creative arts, extended day, and accelerated studies. Special programs are available for physically and mentally handicapped children. Project Enlightenment targets preschool youngsters who may need some extra assistance. In 2003, voters approved a bond referendum for $450 million to fund the building of 13 new schools, one pre-K center, renovations at 16 schools, and minor repairs at 61 schools.

The following is a summary of data regarding Raleigh's public schools as of the 2003–2004 school year.

Total enrollment: 114,092 (2004–2005)

Number of facilities
elementary schools: 84
junior high/middle schools: 28
senior high schools: 17
other: 5 special/optional schools

Student/teacher ratio: 23:1

Teacher salaries
minimum: $28,725
maximum: $65,566

Funding per pupil: $5,634

Private school education in Raleigh thrives under many forms, with more than 60 schools in the metropolitan area including church-related schools, preschools, college preparatory schools, a school whose entire curriculum is taught in French, and special institutions for the learning disabled. Nearby Durham is home to the North Carolina School of Science and Mathematics, a statewide, public, residential high school for juniors and seniors with special interest and talent in the sciences and mathematics. North Carolina is also a leader in home schooling.

Public Schools Information: Wake County Public School System, 3600 Wake Forest Road, PO Box 28041, Raleigh, NC 27611; telephone (919)850-1600

Colleges and Universities

Higher education plays an important role throughout the Raleigh area, which boasts 12 colleges and universities. North Carolina State University (NCSU), with nearly 30,000 students, is the state's largest university. The most popular programs are engineering and humanities/social sciences. Faculty at North Carolina State set a new record in 2003 and 2004 by earning $208 million in external support for research and sponsored programs. In addition, faculty took the initiative to develop and submit proposals for an additional $96.5 million in funding. Meredith College is a Baptist-affiliated women's liberal arts college that offers its more than 2,000 students more than 40 undergraduate programs and four master's programs. The oldest historically African American university in the South, Shaw University enrolls more than 2,500 students. Peace College, a women's college affiliated with the Presbyterian Church, offers its 630 students more than 30 two-year associate degree programs as well as 5 B.S. degree programs. St. Augustine's College was founded by the Episcopal Church after the Civil War to educate freed slaves. Today, the school offers four-year curricula to the 1,600 students in its predominantly African American student body. Wake Technical Community College provides vocational programs and two-year associate degree programs in such areas as business computer programming, automatic robotics technology, criminal justice, hotel and restaurant management, and early childhood education to its nearly 50,000 curriculum and continuing education students.

Libraries and Research Centers

The Wake County Public Library operates 18 branches within Wake County. The library has 1.4 million volumes, 52,430 audio materials, 39,248 video materials, and 1,850 serial subscriptions. Special Collections include the Mollie Houston Lee Collection on African American subjects and the North Carolina History Collection. The library system at North Carolina State University's 5 facilities numbers 2.2 million books and more than 18,000 periodicals.

Research Triangle Park near Raleigh-Durham is one of the country's leading centers for high technology research. Its 7,000-acre campus is the largest planned research facility in the world. North Carolina State University is world-renowned for its research in biotechnology, chemical engineering, polymer science, electrical engineering, genetics, and microelectronics. There are many other college-related and independent research facilities throughout the area.

Public Library Information: Wake County Department of the Public Library, 4020 Carya Drive, Raleigh, NC 27610-2900; telephone (919)250-1200.

Health Care

The Raleigh area offers world-class care and state-of-the-art technology in the health field, in part because of the proximity of nearby pharmaceutical, nursing, and medical schools at the University of North Carolina and Duke University at Durham. Raleigh itself is served by 518.4 physicians per 100,000 people. Wake Medical Center, a major medical and referral facility for the state, offers a top-rate heart program, a trauma center, a neuroscience unit, and neonatal intensive care. Wake is the flagship for a five-hospital private, nonprofit system totaling 752 beds, which includes four community facilities and a 45-bed rehabilitation hospital. Rex Hospital, a not-for-profit facility, has specialized centers for cancer, obstetrics, and same-day surgery. Its 388-bed facility encompasses a home healthcare division and a convalescent center, as well as the Rex Wellness Center. Part of the Duke University Health System, Duke Health Raleigh Hospital is a 186-bed acute care facility. Mental health and addiction treatment programs are the focus of Dorothea Dix Hospital, Holly Hill, and Charter Hospital. Located within 30 miles of the city are a Veteran's Administration Hospital and Lenox Baker Children's Hospital, as well as North Carolina Memorial Hospital in Chapel Hill.

Recreation

Sightseeing

Visitors to Raleigh should start their explorations with a trip to the Capital Area Visitor Center, which provides free brochures, maps, and a film about the city's offerings. Tours are available of the North Carolina Executive Mansion, a masterpiece of Queen Ann Victorian architecture completed in 1891. Historic Oakwood, a neighborhood of restored Victorian homes built between 1870 and 1900, occupies a 20-block area adjacent to the 1876 Oakwood Cemetery. The birthplace of President Andrew Johnson can be viewed at Mordecai Historic Park, which is the site of the Mordecai House, a 200-year-old furnished plantation house. Haywood Hall, a Federal-style house built in 1799, is the oldest residence in the city still on its original site. A life-sized bronze statue of civil rights leader Martin Luther King Jr. is on view at the MLK Memorial Gardens, which are surrounded by trees, shrubs, and flowering plants. The State Capitol, built between 1833 and 1840, is an excellent preserved example of the Greek Revival style. Tours are also available through the North Carolina State Legislative Building, home of the General Assembly. Built in the 1760s, the Wakefield/Joel Lane House, decorated with furnishings and gardens of the period, is Raleigh's oldest dwelling.

Dubbed ''the Smithsonian of the South,'' Raleigh is home to a number of museums, including three free state museums. The North Carolina Museum of History displays more than 100,000 artifacts reflecting the history of the state. Holdings include furniture, fashions, crafts, military artifacts, dolls, toys, and period exhibits. Free lectures, films, and demonstrations are presented in its ''Month of Sundays'' series. The North Carolina Museum of Natural Sciences has four floors of exhibits, live animals, and the only Acrocanthosaurus dinosaur fossil in existence. The North Carolina Museum of Art houses paintings and sculpture representing more than 5,000 years of artistic heritage. It also features the Museum Park outdoor amphitheater. Exploris, the nation's first children's museum devoted to global learning and awareness, is a 70,000-square-foot interactive learning center. The IMAX theater is also located there.

Eight acres with 6,000 varied plants from almost 50 countries are the highlights of the North Carolina State University's Arboretum, which also features a Victorian gazebo, Japanese garden, and special areas such as water and reading gardens. Playspace is a creative play area for children of all ages, which encompasses a large sandbox, water play area, climbing structure, and a child-sized bank, grocery store, and hospitals with costumes, a video, and a television area. Tours are available of the 5 acres of landscaped garden surrounding the WRAL-TV studio, which features more than 2,000 azaleas, trees, and plants.

Arts and Culture

Raleigh's downtown arts district is a collection of galleries clustered in a three-block area around the historic City Market and Moore Square. The district comprises a variety of galleries, including Artspace, Inc., a downtown renovation project, offering 26,000 square feet of studio and gallery space to working visual and performing artists. Visitors can tour the gallery and studios while the artists are working.

The Visual Arts Center on the campus of North Carolina State University features changing exhibits of ceramics, furniture, photography, textiles, drawings, and graphic design. Also on campus is the Crafts Center, the largest campus-based crafts facility of its kind in the Southeast, which features changing exhibitions of local, regional, and national craftspersons. At the Wake Visual Arts Association and Gallery, classes, workshops, and exhibits are offered to members and the public. Ninety-day exhibitions of works produced or collected by Raleigh residents are on view at the City of Raleigh Arts Commission.

Raleigh's premier music venue is the ALLTEL Pavilion at Walnut Creek. In its natural setting on 212 acres, the amphitheatre presents big-name rock and pop performers in its 7,000-seat open air pavilion and to an additional 13,000 people seated on a sloping lawn. The North Carolina Symphony Orchestra, the first state-supported orchestra in the nation, performs 55 times annually in the city, with an additional 200 performances and 70 educational concerts statewide. Programming includes solo performances by world-class performers as well as classical, pops, and children's series, outdoor summer programs, and special holiday performances. The National Opera Company, based in Raleigh, performs operatic classics in English, and the Friends of the College Series at North Carolina State University presents world-renowned singers and dancers. NCSU also presents dance, opera, orchestra, and other cultural events at its student center and at Reynolds Coliseum. The city is also the site of the Raleigh Chamber Music Guild series, which brings in international guest performers, and the Raleigh Oratorio Society. Musical performances are also available throughout the Triangle region by such groups and events as Durham's Ciompi Quartet; the North Carolina International Jazz Festival, a two-week festival held annually in Durham; the Piedmont Council for Traditional Music's many concerts of blues, gospel, bluegrass, and other folk music; and the Durham Civic Choral Society, as well as numerous civic symphonies, youth symphonies, concert bands, community choruses, boys' choirs, and barbershop groups.

The performing arts are flourishing in the city with performances by both local groups and touring troupes and Carolina Ballet, Raleigh's professional ballet company, which often collaborates with the North Carolina Symphony. The Raleigh Ensemble Players feature contemporary dramas, including original works by North Carolina playwrights. The North Carolina Theatre brings touring musicals to its home at the Raleigh Memorial Auditorium. The city's community theater groups include the Raleigh Little Theatre, which has been performing for more than 50 years, and Burning Coal Theatre Company. Pullen Park's Theatre In the Park community group presents dramas, musicals, and occasional children's programs. Stewart Theatre at NCSU presents a professional series of theater, music, film, and lectures. Theatrical productions are also offered by Thompson Theatre at NCSU, Peace College, Meredith College Theatre, and Shaw University Theatre.

The completion of the BTI Center for the Performing Arts in 2001 offered Raleigh three new theaters to offer an additional 2,470 seats daily for arts lovers. The Fletcher Opera Theater is designed for opera, dance, and theatrical productions, offering performances from such groups as Carolina Ballet, National Opera Company, and A. J. Fletcher Opera Institute. Meymandi Concert Hal is the home of the North Carolina Symphony. The Kennedy Theater is an experimental theater that provides performance space for innovative groups as Burning Coal Theatre.

Festivals and Holidays

Raleigh welcomes spring in May with the Artsplosure Jazz and Arts Festivals, which combines exhibitions, food, and open air performances. July Fourth activities include the Capital's Celebration with a parade and free live entertainment; exhibits, rides, and fireworks at the State Fairgrounds; and the North Carolina Symphony's annual extravaganza with a concert and fireworks at Regency Park. In August, attendees can meet, greet, and perhaps eat some of the coolest critters around at Bugfest! Autumn brings the Pops in the Park in September with the North Carolina Symphony performing pop music in a picnic setting.

The North Carolina State Fair in mid-October offers craft demonstrations, livestock exhibits and competitions, top-notch concerts, games, rides, side shows, food, and other family-friendly entertainment. The Greater Raleigh Antique Show at the State Fairgrounds takes place in November, as does the six-day handicrafts and entertainment of the Carolina Christmas Show. November's Raleigh Christmas Parade kicks off the holiday season, which includes December's Holiday Festival at the North Carolina Museum of Art; the Christmas Celebration on the Mall in downtown Raleigh which features the lighting of the state Christmas tree; annual performances of *A Christmas Carol* and *The Nutcracker*; and candlelight tours through a variety of historic homes decked out for the holiday season. First Night Raleigh on December 31 welcomes the new year with performances, visual arts, food, and a midnight countdown

downtown. The Home and Garden Show in February offers 100,000 square feet of springtime gardens, flowers, designer rooms, seminars, and hundreds of home product displays at the Raleigh Convention and Conference Center.

Sports for the Spectator

Sports Travel magazine has rated Raleigh as one of the ''hottest sports cities'' in the country. Raleigh's state-of-the-art Entertainment and Sports Arena hosts the city's first major league professional franchise, the National Hockey League's Carolina Hurricanes. With seating for more than 20,000 people, the arena is one of the premier event venues in the southeast. The Arena Football League's Carolina Cobras also play at the Entertainment and Sports Arena.

Celebrated college sports teams in Raleigh and the Research Triangle area include the North Carolina State University Wolfpack, who play their basketball games at the Entertainment and Sports Arena and their football games at Carter-Finley Stadium; the University of North Carolina Tarheels; and the Duke University Blue Devils. Two professional baseball teams are located within a 30-mile radius. A farm team of the Tampa Bay Devil Rays, the Durham Bulls play from April through August at Durham Bulls Athletic Park. The Carolina Mudcats, a Double A professional baseball affiliate of the Colorado Rockies, play home games at Five County Stadium in Zebulon. Sports fans also enjoy the athletic events at Raleigh's Shaw University and St. Augustine's College.

Sports for the Participant

Raleigh citizens take pride in their extensive recreational assets. The city's Parks and Recreation Department has more than 7,300 acres of park land and green spaces and more than 1,300 acres of water. Forty-one miles of greenway with 24 different trails can be found throughout the city. Park facilities include 19 community centers and 8 different organized sports teams for adults and youths, as well as 21 public golf courses, 112 lighted tennis courts, and 8 public swimming pools.

Major recreational sites include Pullen Park, a 65-acre inner city children's play facility with an aquatic center, complete with a 50-meter indoor pool; Umstead State Park, which offers picnicking, camping and hiking; Lake Wheeler, 650 acres of lake and park land offering boating, skiing, fishing, and picnicking; Shelley Lake, which can accommodate boating as well as bird watching, fishing, nature walks, jogging, and concerts; Falls Lake, a 12,000-acre facility with beaches, boat ramps, fishing, and picnic areas; Jordan Lake, a lakeside recreation area and marina that is the largest summertime home of the bald eagle in the eastern U.S.; and Lake Johnson, a 137-acre creek-fed lake with forests and a boathouse.

Shopping and Dining

Six shopping malls, featuring major department stores and popular clothing chains, and more than 100 shopping centers serve the Raleigh area. The shopping scene is made more interesting by the variety of local shops featuring original art, crafts, jewelry, children's boutiques, native gem jewelers, and garden shops, as well as burgeoning outlet stores. Antique shops are located all over the city, and settings range from flea markets to upscale import-export emporiums. Among the city's favorite shopping sites are Crabtree Valley Mall, North Hills, Tower Shopping Complex, Cameron Village, and Triangle Towne Center, which is currently undergoing redevelopment. The old mission-style City Market Building and adjacent Moore Square have been transformed into a festive retail district. The State Farmer's Market is also a fun place to shop for fresh produce, crafts items, and plants.

Greater Raleigh offers a wide variety of dining experiences, from steak houses, chain restaurants, and ethnic eateries (featuring French, Middle Eastern, Indian, Mexican, Chinese, Italian, and Japanese food) to down-home cooking. Ambience ranges from casual cafes to big screen sports bars to elegant dining rooms.

Visitor Information: Greater Raleigh Convention and Visitor's Bureau, 421 Fayetteville Street Mall, Suite 1505, PO Box 1879, Raleigh, NC 27602-1879; telephone (919)834-5900; toll-free (800)849-8499

Convention Facilities

The City of Raleigh and Wake County have approved plans to build a new 500,000-square-foot downtown convention center. The existing convention center, which is just east of the new convention center site, will be demolished. The new facility will have a total of 212,000 square feet of rentable space, including 150,000 square feet designated for exhibits and 30,000 square feet for meetings, as well as a 32,000-square-foot ballroom. Memorial Auditorium, which will continue to serve as the performing arts wing of the complex, has seats for 2,277 people, a stage with proscenium arch, and a lobby that can handle receptions for up to 1,000 people.

Other unique meeting sites in Raleigh include Artspace, which can handle receptions for 600 people; the Capital City Club, which can accommodate up to 600 people; and the Angus Barn Wine Cellar, an intimate dining room offering an extensive wine list and seating for groups of 12 to 28 people.

Convention Information: Greater Raleigh Convention and Visitor's Bureau, 421 Fayetteville Street Mall, Suite 1505, PO Box 1879, Raleigh, NC 27602-1879; telephone (919)834-5900; toll-free (800)849-8499

Transportation

Approaching the City

Raleigh-Durham International Airport (RDU), located 15 miles from downtown Raleigh, is served by 14 major airlines and 10 regional airlines that offers more than 200 daily departures to 41 nonstop destinations. Recent improvements include renovations, expansions, roadway widening, and a new 6,000-space parking garage. By 2015, when RDU's annual total is projected to be 20 million passengers arriving and departing, some 16,000 garage spaces will be located between the terminals with an additional 10,000 available in surface lots outside the terminal area. Raleigh can be reached by an extensive network of state highways and roads. With one of the largest state-maintained highway systems in the nation, the Triangle area lies at the intersection of three interstate highways: Interstate 40, 85, and 95. Other major highways serving the area include U.S. Highways 1, 64, 70, and 401. Interstate 540 connects I-40 and U.S. 70 and provides easy access to RDU. The Raleigh Beltline, or I-440, is approximately 21 miles long and circles the city. Carolina Trailways and Greyhound Bus Lines provide service to points in the eastern United States, and Amtrak offers rail service from its recently renovated downtown station.

Traveling in the City

Raleigh is a comfortable city to get around in. The main thoroughfares give easy access to the heart of the city from any direction. Local bus service is provided by Capital Area Transit and the Raleigh Trolley.

Communications

Newspapers and Magazines

Raleigh's daily (morning) newspaper is *The News and Observer.* About nine weekly and semimonthly newspapers are published there, including *Triangle Business Journal, The Independent,* and *The Carolinian,* an African American community newspaper. Nearly 30 magazines are published in Raleigh, including *Carolina Country*; *Balanced Life Center*; *North Carolina Historical Review; Social Science Computer Review,* published by Duke University Press; and a host of others focusing on agriculture, religion, Southern women, toy collectors, and assorted professions.

Television and Radio

Eighteen television stations broadcast in Raleigh, five of which are affiliated with the major networks. Thirty-three radio stations broadcast from the area, offering programming such as Top Forty, country, classical, religious, Hispanic, and jazz.

Media Information: *The News and Observer,* 215 South McDowell Street, PO Box 191, Raleigh, NC 27602; telephone (919)829-4500

Raleigh Online

City of Raleigh home page. Available www.raleigh-nc.org

Greater Raleigh Convention & Visitors Bureau. Available www.raleighcvb.org

The News and Observer. Available www.news-observer.com

Raleigh Chamber of Commerce. Available www.raleighchamber.org

Wake County Public Libraries. Available www.co.wake.nc.us/library

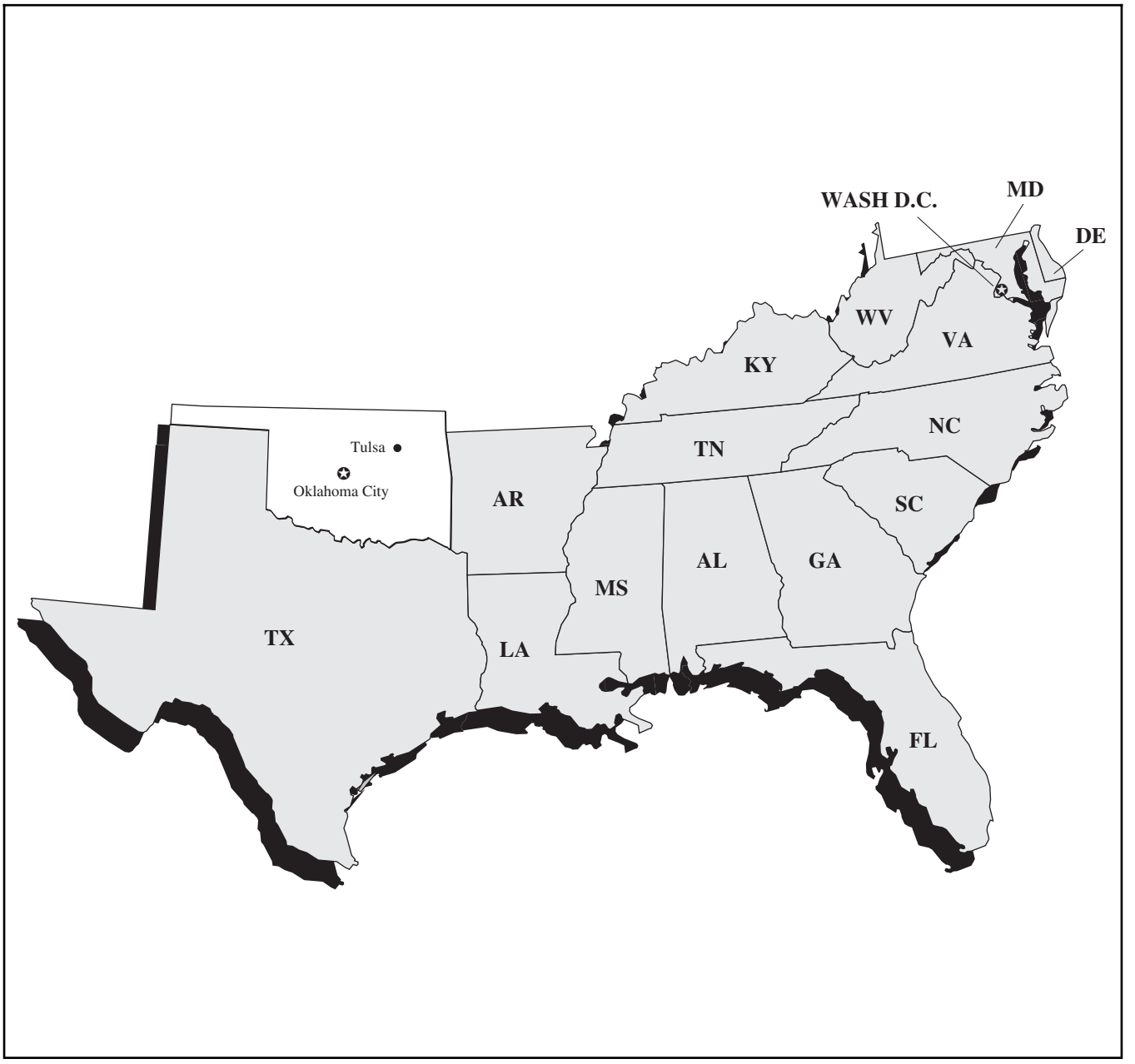
Wake County Public Schools. Available www.wcpss.net

Selected Bibliography

Gaddy, Charlie, *Celebrating a Triangle Millenium* (Memphis, Tenn.: Towery Publishing, 1999)

OKLAHOMA

Oklahoma City 405
Tulsa 419



The State in Brief

Nickname: Sooner State
Motto: *Labor omnia vincit* (Labor conquers all things)

Flower: Mistletoe
Bird: Scissor-tailed flycatcher

Area: 69,898 square miles (2000; U.S. rank: 20th)
Elevation: Ranges from 289 feet to 4,973 feet above sea level
Climate: Temperate and continental, with seasonal extremes

Admitted to Union: November 16, 1907
Capital: Oklahoma City
Head Official: Governor Brad Henry (D) (until 2007)

Population
- **1980:** 3,025,000
- **1990:** 3,145,585
- **2000:** 3,450,654
- **2004 estimate:** 3,523,553
- **Percent change, 1990–2000:** 9.7%
- **U.S. rank in 2004:** 28th
- **Percent of residents born in state:** 62.6% (2000)
- **Density:** 50.3 people per square mile (2000)
- **2002 FBI Crime Index Total:** 165,715

Racial and Ethnic Characteristics (2000)
- **White:** 2,628,434
- **Black or African American:** 260,968
- **American Indian and Alaska Native:** 273,230
- **Asian:** 46,767
- **Native Hawaiian and Pacific Islander:** 2,372
- **Hispanic or Latino (may be of any race):** 179,304
- **Other:** 82,898

Age Characteristics (2000)
- **Population under 5 years old:** 236,353
- **Population 5 to 19 years old:** 765,927
- **Percent of population 65 years and over:** 13.2%
- **Median age:** 35.5 years (2000)

Vital Statistics
- **Total number of births (2003):** 51,040
- **Total number of deaths (2003):** 35,325 (infant deaths, 378)
- **AIDS cases reported through 2003:** 2,085

Economy
- **Major industries:** Machinery, oil, gas, agriculture, food processing, manufacturing
- **Unemployment rate:** 4.2% (December 2004)
- **Per capita income:** $26,567 (2003; U.S. rank: 40th)
- **Median household income:** $36,733 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.0% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 0.5% to 6.75%
- **Sales tax rate:** 4.5%

Oklahoma City

The City in Brief

Founded: 1889 (incorporated 1890)

Head Official: Mayor Mick Cornett (since 2004)

City Population
1980: 404,014
1990: 444,724
2000: 506,132
2003 estimate: 523,303
Percent change, 1990–2000: 13.8%
U.S. rank in 1980: 31st
U.S. rank in 1990: 29th (State rank: 1st)
U.S. rank in 2000: 36th

Metropolitan Area Population
1980: 861,000
1990: 959,000
2000: 1,083,346
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 43rd
U.S. rank in 1990: 42nd
U.S. rank in 2000: 48th

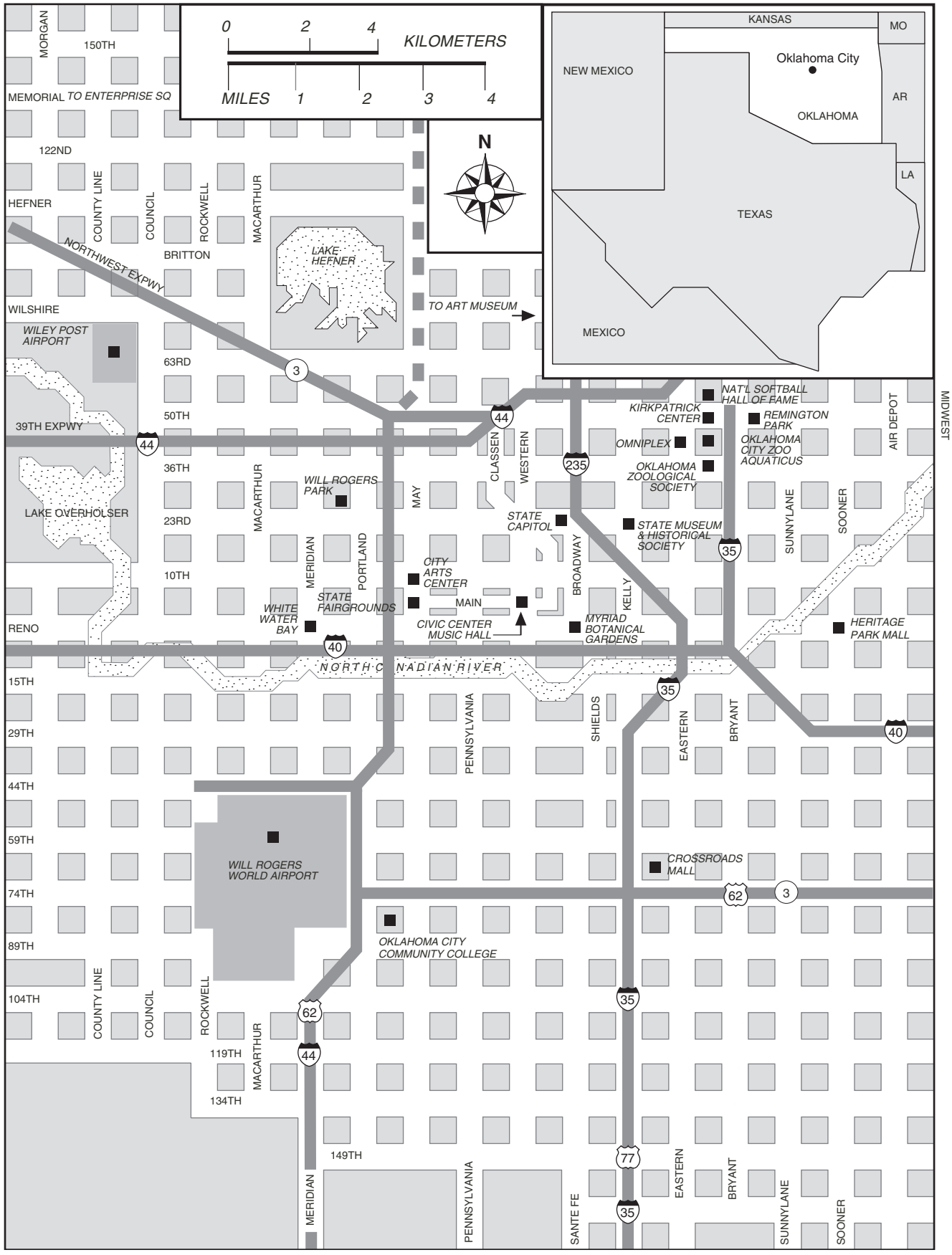
Area: 606.99 square miles (2000)
Elevation: 1,291 feet above sea level
Average Annual Temperature: 60.1° F
Average Annual Precipitation: 32.03 inches of rain, 9.0 inches of snow

Major Economic Sectors: energy, aviation, services, trade, government, manufacturing
Unemployment rate: 3.7 % (December 2004)
Per Capita Income: $19,098 (1999)

2002 FBI Crime Index Total: 49,929

Major Colleges and Universities: University of Oklahoma, University of Oklahoma Health Sciences Center, University of Central Oklahoma, Oklahoma State University-Oklahoma City

Daily Newspaper: *Oklahoman*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MILES 1 2 3 4
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COUNTY LINE
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ROCKWELL
MACARTHUR
BRITTON
LAKE HEFNER
NORTHWEST EXPWY
WILSHIRE
WILEY POST AIRPORT
TO ART MUSEUM
63RD
50TH
39TH EXPWY
36TH
LAKE OVERHOLSER
23RD
10TH
RENO
15TH
29TH
44TH
59TH
74TH
89TH
104TH
119TH
134TH
149TH
WILL ROGERS PARK
MAY
CLASSEN
WESTERN
MERIDIAN
PORTLAND
CITY ARTS CENTER
STATE FAIRGROUNDS
WHITE WATER BAY
MAIN
CIVIC CENTER MUSIC HALL
STATE CAPITOL
BROADWAY
KELLY
MYRIAD BOTANICAL GARDENS
NAT'L SOFTBALL HALL OF FAME
KIRKPATRICK CENTER
REMINGTON PARK
OMNIPLEX
OKLAHOMA CITY ZOO AQUATICUS
OKLAHOMA ZOOLOGICAL SOCIETY
STATE MUSEUM & HISTORICAL SOCIETY
SUNNYLANE
SOONER
AIR DEPOT
MIDWEST
HERITAGE PARK MALL
NORTH CANADIAN RIVER
PENNSYLVANIA
SHIELDS
EASTERN
BRYANT
WILL ROGERS WORLD AIRPORT
CROSSROADS MALL
OKLAHOMA CITY COMMUNITY COLLEGE
SANTE FE
3
35
40
44
62
77
235

Introduction

From its birth at high noon on April 22, 1889, Oklahoma City, the state capital of Oklahoma, has grown to become one of the nation's largest cities in terms of area. A low unemployment rate, continuing steady economic expansion, and a prime Sun Belt location are attractive to new businesses. Its sunny climate, educational and job opportunities, numerous cultural assets, and recreational attractions entice new residents. After experiencing economic difficulties with the 1980s oil slump and enduring one of the nation's worst terrorist attacks with the 1995 Murrah Federal Building bombing, Oklahoma City continues a vigorous rebound with a growing population and increasingly diversified economy.

Geography and Climate

Surrounded by gently rolling prairie and plains along the North Canadian River, Oklahoma City is at the geographic center of the state. With a climate influenced by the Great Plains region, Oklahoma City is one of the sunniest, windiest cities in the country. Summers are long and hot; winters, short and mild. Tornadoes are not uncommon; in May 1999 central Oklahoma was hit by the most devastating tornadoes in its history, a series of twisters that flattened entire neighborhoods in the city and caused $40 million in damage in central Oklahoma.

Area: 606.99 square miles (2000)

Elevation: 1,291 feet above sea level

Average Temperatures: January, 45.9° F; July, 80.7° F; annual average, 60.1° F.

Average Annual Precipitation: 32.03 inches of rain; 9.0 inches of snow

History

Land Run Leads to City's Founding

Inhabited by Plains tribes and sold to the United States by France as a part of the 1803 Louisiana Purchase, much of what is now Oklahoma was subsequently designated as Indian Territory. As such, it was intended to provide a new home for tribes forced by the federal government to abandon their ancestral lands in the southeastern United States. Many of those forced to relocate in the 1830s were from what were called the Five Civilized Tribes—Cherokee, Choctaw, Chickasaw, Creek, and Seminole—who soon set up independent nations in the new territory. After the Civil War, however, the pressure of westward expansion brought railroads into the Indian Territory, where the U.S. government began to declare some land available for white settlement. Prairie land surrounding a Santa Fe railroad single-track boxcar station was designated as a townsite when presidential proclamation opened the central portion of Indian Territory to claims stakers on noon of April 22, 1889. Thousands crossed the borders of the ''unassigned lands'' at high noon when a cannon was fired. By sunset of that day the land run had produced a tent city of 10,000 people on the townsite, which eventually became Oklahoma City.

The settlement attained official status in 1890, just a few weeks after the western half of Indian Territory was redesignated Oklahoma Territory, named for a Choctaw phrase meaning ''red man.'' Incorporated as Oklahoma City on May 23, 1890, Oklahoma City swiftly became one of the new territory's largest cities. More railroad connections to the city helped make it a center for trade, milling, and meat packing. The Oklahoma and Indian territories merged and were admitted to the union as the state of Oklahoma in 1907. Oklahoma City became the state capital in 1910.

Oil Brings Prosperity

The capital city was flourishing as a financial and manufacturing center when in 1928 an oil field beneath the city proved to be what was then the largest oil strike ever made. Oklahoma City joined neighboring regions in the petroleum industry with vast economic benefits. A gigantic deposit at the Mary Sudik well in Oklahoma City gushed wildly for 11 days in 1930, spewing 10,000 barrels of oil each day in a great geyser and spreading an oily cloud that deposited petroleum as far away as 15 miles. By the time it was closed down, the Mary Sudik well had produced a total of one million barrels of oil.

Future Points Toward Diversity

The end of the oil boom dealt the city a severe blow. During its height in the early 1980s, developers added 5.2 million square feet of office space downtown. When the boom went bust, so did the real estate market. By the 1990s, downtown Oklahoma City was in a decline, with few shopping areas and too much empty office space. While the petroleum industry continues to be a solid part of Oklahoma City's economy in the early 21st century, the region has also been involved in the development of the state's other natural resources, such as coal and metals. In addition, the city supports such industries as livestock, agriculture, energy, aviation, and manufacturing.

Oklahoma City made international headlines on April 19, 1995, when a Ryder truck fitted with a homemade oil-and-

fertilizer bomb exploded in the Alfred P. Murrah Federal Building, killing 168 men, women, and children, and injuring more than 400 others. In December 1996, the *Wall Street Journal* reported: ''Twenty months after the bombing that vaulted it on to front pages around the world, this gutsy city is hoping a rapidly growing economy and a $300 million public-works program will revive one of the nation's sickest downtowns.'' Feelings of optimism were running high that a dramatic comeback for the city was in the works.

In April 2000 Oklahoma City unveiled its monument to the victims of the bombing. The main component of the memorial is 168 bronze-and-glass chairs, one for each victim, positioned in rows that correspond to the floors of the building where the victims were when the bomb exploded. It is a potent symbol in a city that still continues to grieve a tragedy even as it rebuilds and tries to modernize its image.

As the 21st century dawns, many of the city's efforts at revitalization and moving forward appear to be paying off. With up to $1 billion in new downtown investment, Oklahoma City was named one of the ''Best Places to Live in North America'' by *Places Rated Almanac.* The city continues an economic revitalization that has seen it move prominently into the areas of medicine, aviation, high technology, and diversified energy resources.

Historical Information: Oklahoma Historical Society, Historical Building, 2100 North Lincoln Boulevard, Oklahoma City, OK 73118; telephone (405)522-5209

Population Profile

Metropolitan Area Residents
1980: 861,000
1990: 958,839
2000: 1,083,346
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 43rd
U.S. rank in 1990: 42nd
U.S. rank in 2000: 48th

City Residents
1980: 404,014
1990: 444,724
2000: 506,132
2003 estimate: 523,303
Percent change, 1980–2000: 13.8%%
U.S. rank in 1980: 31st
U.S. rank in 1990: 29th (State rank: 1st)
U.S. rank in 2000: 36th

Density: 833.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 346,226
Black or African American: 77,810
American Indian and Alaska Native: 17,743
Asian: 17,595
Native Hawaiian and Other Pacific Islander: 360
Hispanic or Latino (may be of any race): 51,368
Other: 31,382

Percent of residents born in state: 60.6% (2000)

Age characteristics (2000)
Population under 5 years old: 37,194
Population 5 to 9 years old: 35,486
Population 10 to 14 years old: 34,759
Population 15 to 19 years old: 36,501
Population 20 to 24 years old: 39,703
Population 25 to 34 years old: 76,444
Population 35 to 44 years old: 79,344
Population 45 to 54 years old: 66,659
Population 55 to 59 years old: 23,420
Population 60 to 64 years old: 18,524
Population 65 to 74 years old: 30,874
Population 75 to 84 years old: 20,292
Population 85 years and older: 6,932
Median age: 34.0 years

Births (2002; Oklahoma County)
Total number: 11,464

Deaths (2002; Oklahoma County)
Total number: 6,421

Money income (1999)
Per capita income: $19,098
Median household income: $34,947
Number of households: 204,493

Number of households with income of . . .
less than $10,000: 23,882
$10,000 to $14,999: 15,699
$15,000 to $24,999: 32,485
$25,000 to $34,999: 30,306
$35,000 to $49,999: 34,729
$50,000 to $74,999: 35,424
$75,000 to $99,999: 15,965
$100,000 to $149,999: 10,614
$150,000 to $199,999: 2,341
$200,000 or more: 3,048

Percent of families below poverty level: 12.4% (54.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 49,929

Municipal Government

Oklahoma City has a city manager-council form of government. Its mayor and eight councilmen are elected to staggered four-year terms.

Head Official: Mayor Mick Cornett (since 2004; current term expires 2008)

Total Number of City Employees: 4,320 (2005)

City Information: Oklahoma City Hall, 200 N. Walker Ave., Oklahoma City, OK 73102; telephone (405)297-2345

Economy

Major Industries and Commercial Activity

Although in its early days oil dominated the economy, Oklahoma City today hosts a wide range of businesses and employers. Agriculture, energy, aviation, government, health care, manufacturing, and industry all play major roles in the city's economic well-being. Oklahoma City is the seat of government for the state of Oklahoma as well as Oklahoma County. There are also many regional federal agency offices located in the City. The government sector accounts for about 20 percent of the Oklahoma City metropolitan area non-agricultural employment. The health care industry is a major economic driver in the city. Mike Monroney Aeronautical Center, which is the largest trainer of Air Traffic Controllers in the world, and Tinker Air Force Base are major drivers as well. As the largest industrial operation in Oklahoma, Tinker serves the U.S. Air Force as a repair depot and provides logistic services for the U.S. Air Force throughout the world. Tinker employs 26,000 military and civilian personnel with a combined annual payroll of more than $775 million. There is also a growing high technology sector in the Oklahoma City economy, with more than 400 companies employing 30,000 in the fields of high technology, information technology, and software development.

As one of the nation's largest processing centers for a variety of farm products, the city is home to the world's largest stocker and feeder cattle market. Horses are also big business in Oklahoma City, stretching back to the region's days as a key cattle center and gateway to westward expansion. The city is known as the Horse Show Capital of the World for the nine major national and international horse shows held annually. Many large oil and energy-related companies have headquarters or major branches in the city. Other present and projected future growth industries include fabricated metal, computers, clothing, oil-field equipment, crude oil, back office, distribution and food processing.

Items and goods produced: motor vehicles, food products, steel, electronic devices, computers, oil-well supplies, paper products, rubber tires

Incentive Programs—New and Existing Companies

Local programs—The Greater Oklahoma City Chamber of Commerce Economic Development Division provides full-service expansion and/or new business services. The Oklahoma City's Development Center offers one-stop shopping for permits, inspections, and building guidelines. The mission of the Oklahoma Small Business Development Center is to provide high quality one-to-one business counseling, economic development assistance, and training to small businesses and prospective small businesses. Many zones and neighborhoods of Oklahoma City have been designated as Federal Empowerment Zones that offer incentives to businesses looking to start-up or relocate. Incentives include tax credits of up to $3,000 for each employee newly hired or already on the payroll who lives and works in the zone; tax-exempt facility bonds to finance property, equipment and site development; and increased expense deductions of up to $35,000 for depreciable assets acquired during the first year.

State programs—The innovative Oklahoma Quality Jobs Program is a method to allow businesses that are creating large numbers of new quality jobs to receive a special incentive to locate or expand in Oklahoma. It is an easy-access program that provides direct payment incentives (based on new wages paid) to companies for up to ten years. The Investment/New Jobs Tax Credit Package provides growing manufacturers a significant tax credit based on either an investment in depreciable property or on the addition of full-time-equivalent employees engaged in manufacturing, processing, or aircraft maintenance. Other key Oklahoma incentives include a five-year ad valorem tax exemption, sales tax exemptions, freeport exemption, foreign trade zones, financing programs, export assistance, government contracting assistance, and limited industrial access road assistance. With reference to industrial financing programs, Oklahoma has simplified the laws governing businesses incorporated in the state. Oklahoma's new company legislation, based on the Delaware model, simplifies the procedures for incorporating businesses in the state and gives boards of directors more authority and flexibility in determining capital structures of companies.

Job training programs—The city's Office of Workforce Development administers the federal Workforce Investment Act program. Services include skills assessment, basic skills and GED instruction, career planning and counseling, tuition assistance, and job search assistance. Workforce Oklahoma, also created under the federal Workforce Investment Act, is a new training and education development system

that partners business leaders, educators, and employment professionals to achieve job growth, employee productivity, and employer satisfaction. This system includes a network of 52 statewide offices called Workforce Oklahoma Centers, where employment, education, and training providers integrate a wide range of services that benefit both employers and employees. Customized industrial training programs, at no cost to the employer, are provided by the Oklahoma State Department of Vocational and Technical Education.

Known nationwide for its excellence, Oklahoma's Career and Technology Education system provides customized employer training and gives Oklahomans of all ages the opportunity to learn advanced technical skills they can put to use in the workforce. The centerpiece of the effort is the Training for Industry Program or TIP, which is offered free to new and expanding companies. Career Tech works closely with the business to develop a program that meets the company's needs and prepares their new workforce for success. To date, TIP has served over 1,700 companies including Boeing, MCI WorldCom, American Airlines, Goodyear, General Motors, Whirlpool, America Online, Southwest Airlines, Lucent Technologies, Mutual of Omaha, Bama Foods, Best Buy, Armstrong and Xerox.

Development Projects

Several cultural, educational, tourist, and sports-related Metropolitan Area Projects (MAPS), from investments totaling more than a quarter billion dollars, were approved and built in Oklahoma City in the late 1990s and early in the new century. New projects included the 20,000-seat Ford Center arena, the aforementioned ballpark and riverwalk in Bricktown, and a vintage-style trolley system that makes getting around the downtown area much easier. MAPS also included extensive renovations to the Myriad Convention Center, State Fair Park, and the Civic Center. The $30 million Oklahoma City National Memorial and Memorial Museum, a 30,000 square foot memorial park, museum, and anti-terrorism institute, was dedicated on April 19, 2000, five years to the day after a terrorist bombing claimed the lives of 168 people at the Alfred P. Murrah Federal Building downtown.

Development has been brisk in Oklahoma City in the beginning of the 21st century. The Oklahoma City Metropolitan Area Public Schools Trust was approved by voters in 2002 to earmark $470 million for a massive, 100 project, 10-year effort to make Oklahoma City schools a national model for urban education reform. In 2004 the city rezoned property at the northern tip of Lake Stanley Draper for a proposed commercial and recreational development project that would include a 36-hole golf course, retail stores, and RV and camping grounds. The Civic Center Music Hall was recently renovated into a modern performance center for the Downtown Arts District; nearby stands the new Oklahoma City Museum of Art, featuring Dale Chihuly's 55-foot glass sculpture, as well as the new Ronald J. Norick Downtown Library. The Bricktown riverwalk area features shops and restaurants in turn-of-the-century industrial buildings; a new Bass Pro Shop and 16-screen theater add to the district's entertainment scene. Towering over Bricktown is the SBC Bricktown Ballpark, home of the Oklahoma RedHawks Triple A baseball team. Work continues on a Bricktown East canal, where 45 larger-than-life statues will depict those settlers who made the April 22, 1889 Oklahoma Land Run.

Economic Development Information: Greater Oklahoma City Chamber of Commerce, 123 Park Avenue, Oklahoma City, OK 73102; telephone (405)297-8900; fax (405)297-8916. Oklahoma Department of Commerce, Office of Business Location Division, PO Box 26980, Oklahoma City, OK 73126-0980; telephone (405)815-6552

Commercial Shipping

Freight such as grain, minerals, and steel products are shipped at low cost via the McClellan Kerr River Navigation System, which offers access to the Mississippi River. The Port of Catoosa is only 140 miles from Oklahoma City. Many area motor freight carriers, two major railroads offering Class I and Class III service by 20 rail operators, and five nearby airports serve the region's shipping needs. Trucking is made convenient by the city's central location at Interstate Highways I-35, I-40, and I-44.

Labor Force and Employment Outlook

Oklahoma City boasts a productive labor force with a strong work ethic. Absenteeism, work stoppages, and turnover levels are below average. Present and future growth areas include, among others, such diverse fields as aircraft, fabricated metal, computers, clothing, oil-field equipment and crude oil, back office, distribution, and food processing. A growing high-technology sector now employs more than 30,000 in Oklahoma City; key high-tech firms include Lucent Technologies with more than 4,800 employees and Dell Inc., which broke ground in late 2004 on a 120,000 square-foot facility that will employ more than 700 people in a new customer contact center.

The following is a summary of data regarding the Oklahoma City metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 531,700

Number of workers employed in . . .
natural resources and mining: 6,900
construction: 22,200
manufacturing: 38,000
trade, transportation and utilities: 96,500
information: 13,400
financial activities: 34,400

professional and business services: 65,900
educational and health services: 66,600
leisure and hospitality: 52,200
other services: 27,800
government: 107,800

Average hourly earnings of production workers employed in manufacturing: $14.24

Unemployment rate: 3.7% (December 2004)

Largest employers	*Number of employees*
State of Oklahoma	38,100
Tinker Air Force Base	26,000
U.S. Postal Service	8,706
University of Oklahoma	7,902
Oklahoma City Public Schools	5,900
US FAA Mike Monroney Aeronautical Center	5,600
City of Oklahoma City	5,320
INTEGRIS Baptist Medical Center	4,102
General Motors Corp.	3,400

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Oklahoma City area.

2004 (3rd Quarter) ACCRA Average House Price:$209,232

2004 (3rd Quarter) ACCRA Cost of Living Index: 91.8 (U.S. average = 100.0)

State income tax rate: Ranges from 0.5% to 6.75%

State sales tax rate: 4.5%

Local income tax rate: None

Local sales tax rate: 3.875%

Property tax rate: Varies due to city limits that extend into different counties and school districts; for example, the rate in school district #89 is $57.84 (2004)

Economic Information: Greater Oklahoma City Chamber of Commerce, 123 Park Avenue, Oklahoma City, OK 73102; telephone (405)297-8900; fax (405)297-8916

Education and Research

Elementary and Secondary Schools

Oklahoma City Public Schools is the second largest public school district in the state. The district offers specialty programs at all grade levels, including Spanish language immersion programs, international studies, performing arts, media/communications and even a Montessori-based education program. A 2001 MAPS for Kids program, in conjunction with the citizens of Oklahoma City and the public school system, was created to help revitalize the school system. This program called for building seven new schools and revitalization work in 65 others, at a cost of more than $500 million. The metropolitan area includes more than 20 other school districts.

The following is a summary of data regarding the Oklahoma City public schools as of the 2003–2004 school year.

Total enrollment: 40,703

Number of facilities
elementary schools: 59
middle schools: 8
senior high schools: 9
other: 9 charter and 6 alternative schools

Student/teacher ratio: 16.2:1

Teacher salaries
average: $29,810

Funding per pupil: $6,541

Many private and parochial elementary schools and two parochial high schools also serve students in the Oklahoma City area, including the Oklahoma School of Science and Mathematics for gifted high school students.

Public Schools Information: Oklahoma City Public Schools, 900 North Klein, PO Box 25428, Oklahoma City, OK 73125-0428; telephone (405)297-6522

Colleges and Universities

Sixteen college and university campuses and two community colleges, with a combined enrollment of more than 100,000 students, are located in the greater Oklahoma City area. The largest institution is the University of Oklahoma, which enrolls about 24,800 students in the main school, the Oklahoma University Health Sciences Center, and the College of Law. The University ranked among the nation's top 10 percent in the *Fiske Guide to Colleges* and is the nation's number one school for national merit scholars, as well as the top 5 for graduation of Rhodes scholars. Other institutions of higher education include Oklahoma State University-Oklahoma City, University of Central Oklahoma, Rose State College, Oklahoma City Community College, University of Science and Arts of Oklahoma, Oklahoma City University, and Oklahoma Christian University of Science and Arts.

Libraries and Research Centers

The Metropolitan Library System in Oklahoma County has 17 area libraries that serve the community needs of more than 600,000 people living in Oklahoma City or Oklahoma County. Its more than 1,000,000 volumes include books, newspapers, magazines, microfilms, video collections, and books on tape. In 2003 the city opened a new central library, the 108,000 square foot Downtown Library and Learning Center, which is a state-of-the-art facility built with more than $24 million in MAPS taxes and library building funds. In addition to traditional library services, the Downtown Library also has a high-tech theater, classrooms, learning center, Oklahoma Literacy Council Services, on-site business assistance from the Small Business Development Center, and college classes through the Downtown College Consortium. Special collections include local history and local black history. A large collection of books on Native Americans, genealogy, and the history of Oklahoma is housed at the Oklahoma Historical Society Archives and Manuscripts Division. Libraries at city colleges and universities and at state offices also offer reference materials on a wide range of topics.

Much of the state's cutting-edge research is conducted at the nearby University of Oklahoma. The Sarkeys Energy Center is a 4-square-block, 7-acre, 340,000 square-foot teaching and energy research complex where faculty, students, and energy industry researchers can explore interdisciplinary energy issues, train future energy researchers and leaders, and enhance national energy security. The Oklahoma Medical Research Foundation is developing into a research institute of national importance, especially in the field of immunology. Research centers affiliated with academic institutions in Oklahoma City study state constitutional law and conduct business research and consulting.

Public Library Information: Metropolitan Library System in Oklahoma County, 131 Dean A. McGee Avenue, Oklahoma City, OK 73102-6499; telephone (405)231-8650

Health Care

With 20 general medical and surgical hospitals, four specialized hospitals, and two federal medical installations with a combined total of more than 5,000 beds in the area, Oklahoma City has become a leading health referral center in the Southwest. The state-owned OU Medical Center and The Children's Hospital of OU Medical Center merged with Oklahoma City-based, for-profit Presbyterian Hospital in a private-public partnership called University Health Partners in 1998 to form the largest medical care and research center in Oklahoma. In 2003 the hospital's governing board announced plans for a $180 million expansion and renovation project that will update all current facilities while providing the Children's Hospital with its own separate entrance and facilities to make navigation easier on pediatric patients and their families. Other facilities include the INTEGRIS Baptist Medical Center and INTEGRIS Southwest Medical Center, Deaconess Hospital, the Bone and Joint Hospital, Mercy Health Center, and St. Anthony Hospital.

Health Care Information: Oklahoma State Department of Health—Information and Referral Healthline, 1100 N.E. 10th Street, Box 53551, Oklahoma City, OK 73152; telephone (405)271-5600

Recreation

Sightseeing

Oklahoma City offers the visitor a full range of sights and activities. Frontier City Theme Park offers more than 50 acres of rides and western shows. The Oklahoma City Zoo, one of the top zoos in the nation, features more than 2,100 exotic species on 110 lushly-planted acres, including a children's zoo, and state-of-the-art primate and lion exhibits. The Oklahoma City Stockyards represents one of the largest cattle markets in the world. The State Capitol Building stands out as the only capitol with producing oil wells on the grounds, while Enterprise Square, U.S.A., explains America's free enterprise system and features a spacecraft landing. The Martin Park Nature Center offers self-guided trails, and its Garden Exhibition Building and Horticulture Gardens bloom with azaleas, roses, and orchids, and showcase collections of cacti and succulents. The Myriad Gardens features a unique 224-foot Crystal Bridge and a 17-acre outdoor park with a 1.5-acre sunken lake. Crystal Bridge, a seven-story enclosed botanical garden, displays an interesting array of more than 1,000 horticultural specimens from all over the world. The tropical atmosphere is enhanced by the roar of water cascading down a 35-foot waterfall. Kirkpatrick Planetarium at the Omniplex provides views of the heavens, and Celebration Station, a family amusement center, provides family fun.

Guided tours are offered at several attractions, including the Oklahoma Governor's Mansion, the Oklahoma State Capitol, and the Overholser Mansion, which was the first mansion in Oklahoma City.

For those who enjoy exploring on foot, Oklahoma City's Metro Concourse offers a unique way to see downtown. The concourse, an underground tunnel system connecting most of the downtown buildings, is lined with offices, restaurants, and shops. The renovated Bricktown historic site features shops, restaurants, and entertainment spots.

Arts and Culture

Oklahoma City provides year-around enjoyment for the visitor interested in arts and culture. In 2002, with the success of a $40 million Legacy Campaign that included a $14.5 million grant from the Donald W. Reynolds Foundation, the Oklahoma City Museum of Art in the Donald W. Reynolds Visual Arts Center opened. This 3-story, 110,000 square foot facility features 15 galleries, 3 education rooms, a library/resource center, a store, a cafe, and the 252-seat Noble Theatre. Since relocating to its new facility, the Museum hosts approximately 100,000 visitors annually and has tripled its membership and increased its staff from 8 people in 1994 to over 60 at present. The Museum has been accredited by the American Association of Museums for 28 years and houses an extensive permanent collection of European, Asian, and American art, featuring such artists as Pierre Auguste Renoir, Gustave Courbet, Maurice de Vlaminck, Mary Cassatt, Thomas Moran, Robert Henri, Ellsworth Kelly, Alexander Calder, Henry Moore, and Frank Stella. The Museum also owns the largest, most comprehensive collection of Chihuly glass in the world, including a 55 foot tall tower, commissioned for the atrium of the new facility in memory of Eleanor Blake Kirkpatrick.

Civic Center Music Hall is home to the Oklahoma City Philharmonic Orchestra, which performs classical and pop music; a professional ballet company, Ballet Oklahoma, with an October through April season; and the Canterbury Choral Society, a 140-voice chorus that performs the major choral masterworks with full orchestral accompaniment during its 3-concert series. The Prairie Dance Theatre performs three times annually (in February, May, and November) and tours throughout the remainder of the year in nine states. Musical theater is performed by the Lyric Theatre of Oklahoma, the Oklahoma Opera and Music Theatre, and the Oklahoma Opry.

A variety of works from contemporary playwrights is presented by the Carpenter Square Theatre, and African American productions are offered by the Black Liberated Arts Center. Oklahoma City's oldest community theater, the Jewel Box Theatre, offers performances from August through May.

Many other Oklahoma City area's museums and galleries display a wide variety of art and artifacts. The 1889 Harn Museum and William Fremont Harn Gardens commemorate the land run of 1889 with a restored homestead. Objects and equipment unique to Oklahoma's citizen soldiers from past to present are exhibited at the Forty-Fifth Infantry Division Museum. The history of Oklahoma from prehistoric times to the present is preserved at the State Museum of History.

The Omniplex, a cultural, educational, and recreational center with craft and zoological exhibits, maintains three art galleries featuring African, Native American, and Japanese art. The center also houses the Air Space Museum, which documents Oklahoma's contributions to aviation; the International Photography Hall of Fame and Museum, which displays photographic prints from around the world; and the Kirkpatric Science Museum, a blend of science exhibits, shows, and displays.

Art and cultural materials representing several Native American tribes are highlighted at the Red Earth Indian Center. The National Cowboy Hall of Fame and Western Heritage Center showcases a collection of fine western art by Frederick Remington, Charles Russell, and others, and portraits of western television and movie stars; each June the museum hosts its annual Prix de West Invitational Art Exhibition to showcase the work of the country's finest contemporary western artists. Approximately 300 works of art, by more than 100 artists, are featured in the exhibition. The history of softball is the focus of the National Softball Hall of Fame, which also includes a softball library and research center. Turn-of-the-century fire engines are displayed at the Oklahoma Firefighters Museum.

Festivals and Holidays

A variety of annual events are held in Oklahoma City, and horses are a prime attraction. Each January the International Finals Rodeo brings the top 15 cowboys and cowgirls in for the Professional Rodeo Association's season finale. The March Oklahoma Youth Expo has more than 5,000 animals for competition and auction. In April the OKC Centennial Horse Show at State Fair Park features Morgans, Arabians, National Show Horses, American Saddlebreds, and a Hackney/Harness division. Designated as one of the top outdoor festivals in the United States, the Oklahoma City Spring Festival of the Arts at Myriad Gardens and Festival Plaza displays works of art from across the nation in downtown Oklahoma City. In June, Red Earth at the Myriad Convention Center attracts thousands of Native Americans, who display their heritage and culture through artwork, crafts, and traditional and modern dancing. Aerospace America, held each June at Will Rogers Airport, features a mix of aerobatic acts, military aircraft, and displays. Held during mid-September, the State Fair of Oklahoma is one of the largest in the country. Festivities vary from celebrity shows and carnival activities to livestock, arts and crafts, and home economics exhibits. Also in September, Septemberfest at the Governor's Mansion is a celebration of Oklahoma's heritage. The November World Championship Quarter Horse Show is the largest out-of-state visitor attraction held in Oklahoma City, with more than $1 million in prizes handed out over 15 days of competition. Opening Night in downtown Oklahoma City is an annual family New Year's Eve celebration with live country and rock music, magic shows, theater, and fireworks at midnight.

Sports for the Spectator

Oklahoma City is home to four professional sports teams. The Oklahoma RedHawks are a Triple A baseball farm team

for the Texas Rangers who play their games at the Southwestern Bell Bricktown Ballpark. Hockey action is the forte of the Oklahoma City Blazers, a Central Hockey League team, who play 35 home games per season before an average of 9,300 fans per game at the new Ford Center arena. The Oklahoma City Yard Dawgs, a professional arena football team, also play before packed crowds at the Ford Center. The University of Oklahoma Sooners is a member team of the Big Twelve football conference and compete in a wide variety of sports on campus in nearby Norman, Oklahoma. The Sooners' football program is legendary and consistently ranks near the top of the NCAA's Division One.

Spectators enjoy auto racing at the Fairgrounds Speedway and parimutuel betting at Remington Park's $97 million racetrack. Oklahoma City is home to the Amateur Softball Association and the International Softball Federation, which govern the sport, maintain the National Softball Hall of Fame on 50th Street, and hold events such as the Women's College World Series at the ASA Hall of Fame Stadium. Several national and international horse shows and competitions are held each year at State Fair Park, Lazy E Arena, and Heritage Place. The World Championship Quarter Horse Show is held in November at the State Fair Arena and the International Finals Rodeo takes place in January.

Sports for the Participant

Public recreation opportunities abound in and around Oklahoma City with its many municipal parks, swimming pools, picnic facilities, public and private golf courses, softball diamonds, soccer and baseball fields, tennis and basketball courts, fitness trails, and recreation centers. The area's lakes offer boating, fishing, sailing, and water skiing. White Water, a 20-acre water park, provides a wave pool, rapids, and water slides. Lake Hefner is an excellent place for sailing and sailboat racing, and Bird watchers treasure its 17-mile shoreline for bird migrations that make this one of the best locations in Oklahoma. The Oklahoma City Community College Aquatics Center has hosted the U.S. Olympic Festival and is open to the public for classes, state and community competitions, and major national competitions.

Shopping and Dining

Just a block east of the Myriad Convention Center in downtown Oklahoma City is Bricktown, Oklahoma City's newest entertainment, shopping, and dining district. Oklahoma City has four major enclosed shopping malls, each anchored by major department stores. They are Crossroads Mall, Northpark Mall, Penn Square Mall, and Quail Springs Mall. Upscale shopping is the attraction at 50 Penn Place and the Nichols Hills Plaza on Western Avenue. Sportsmen throughout the region come to the massive new Bass Pro Shops Outdoor World near the I-35 and I-40 Interchange. Choctaw Indian Trading Post features silver and turquoise jewelry, Indian paintings, Kachina dolls, rugs, and blankets. Shepler's Western Wear on W. Meridian is the world's largest western store and catalog, carrying a vast assortment of boots, jeans, shirts, and hats for the entire family, plus accessories and home decor. Fancy western wear can be found at Tener's Western Outfitters. The Spanish-style Paseo Artist District is the showcase for the works of Oklahoma artists and also features restaurants and shops. Shoppers can immerse themselves in western culture at Stockyards City, a National Register Historic District near downtown that features western shops, restaurants, art galleries, and crafters producing boots, spurs, hats, belt buckles the size of hubcaps, and other western gear.

Oklahoma City restaurants offer menus ranging from the city specialty—Oklahoma-raised beef—to French and Vietnamese cuisine. The specialty of the house at the city's oldest restaurant, Cattlemen's Café, is calves brains and eggs. Steaks and barbecue lead the way at Cimarron Steak House, Earl's Rib Palace, Murphy's Chop House, and Nikz high atop the United Founders Tower. Diners will also discover authentic Mexican food at Abuelo's, sushi at Sushi Neko, fine dining at the award-winning Mantel Wine Bar & Bistro, and Japanese fare Musashi's.

Visitor Information: Oklahoma City Convention & Visitors Bureau, 189 W. Sheridan, Oklahoma City, OK 73102; telephone (405)297-8912; toll-free (800)225-5652; email okccvb@okccvb.org

Convention Facilities

A sunny climate, abundant hotel space—more than 14,000 rooms in Oklahoma City and the metropolitan area—and a wide range of leisure, cultural, and recreational opportunities make Oklahoma City attractive to large and small groups of convention-goers.

The Cox Business Services Center, located in the city's business district, offers facilities for sports, banquets, concerts, exhibitions, trade shows, and stage performances. A recent $50 million renovation added 105,000 square feet of exhibit space, nearly doubling the old square footage. High ceilings and wide expanses of glass overlooking the downtown landscape evoke the open feel of the Oklahoma prairie. Meeting, exhibit, and entertainment areas totaling 1 million square feet include the Exhibit Hall, the Great Hall for banquets and ballroom dancing, and the Arena, which can seat up to 16,000 people. The arena houses an ice rink, basketball floor, and a portable indoor track. The Renaissance, a $32 million, 15-story, 311-room luxury hotel is connected to the center via skywalk, and a climate-

controlled walkway also connects to the nearby Westin Hotel. Four blocks from the Cox Center is the Civic Center Music Hall (which underwent a $52 million renovation in 2001) with facilities for concerts, lectures, meetings, conventions, and stage shows. It can seat up to 3,200 people.

Funded by a one percent sales tax increase, the sleek new Ford Center arena opened in 2002 with seating for 20,000 and facilities to accommodate professional sporting events and national touring concerts. A premier project of MAPS, Oklahoma City's unique capital improvement program to upgrade the city's convention and municipal facilities, the Ford Center has 49 private suites and is home to professional hockey and arena football franchises.

The Oklahoma City Fairgrounds, with over a million square feet, also offers a 12,500-seat arena, a racetrack, and a baseball stadium. Among the city's other convention facilities are Frontier City, with its themed indoor banquet facilities that seat 5 to 1,000 people, and the popular Wagon Wheel Picnic Ranch, which can seat 25 to 5,000 people. Groups of up to 1,000 people can be accommodated at Metro Tech's Business Conference Center. Smaller and medium-sized groups can find meeting and event space at the Clarion Meridian Hotel and Convention Center or the Will Rogers Theater.

Convention Information: Oklahoma City Convention & Visitors Bureau, 189 W. Sheridan, Oklahoma City, OK 73102; telephone (405)297-8912; toll-free (800)225-5652; email okccvb@okccvb.org

Transportation

Approaching the City

Oklahoma City's Will Rogers World Airport, just 10 miles northwest of the city, is served by 12 commercial carriers that carry more than 3.2 million passengers a year. As of 2005 construction was underway on a five-year expansion project totaling more than $100 million and expected to add 9 new gates, bigger ticketing and lobby areas, and better traffic flow to handle capacity requirements into 2012 and beyond. Located near the center of the United States, Oklahoma City is connected to the east and west coasts and north and south borders of the nation by interstate highways I-40, I-35, I-44, and I-240. Numerous state highways and a turnpike system provide easy access to any location in the metropolitan area. Amtrak provides train service, and Greyhound/Trailways Bus Lines schedules buses into and out of the city.

Traveling in the City

Streets in downtown Oklahoma City are generally laid out in an east-west, north-south grid pattern, with numbered streets running east-west. Taxis and buses are available for transportation to all parts of the city. The extensive bus system was upgraded in 2004 with the addition of the new $6.2 million METRO Transit Downtown Transit Center, an air-conditioned transfer center. As part of the city's downtown revitalization efforts, the Oklahoma Spirit trolley system now takes visitors around Bricktown and downtown for just a quarter. In warm weather, Pedicabs and horse-drawn carriages ferry customers all over Bricktown. A mile-long pedestrian canal through Bricktown turns south at the new ballpark, then heads under the highway to a waterfall-and-forested park area. Water taxis carry visitors to canal-side restaurants.

Communications

Newspapers and Magazines

Oklahoma City has one morning daily newspaper, the *Oklahoman,* and one business newspaper, *The Journal Record.* More than a dozen weekly, semiweekly, and bimonthly newspapers are published there, including *The Black Chronicle* and *Capital Hill Beacon,* and *The Sooner Catholic.* Among the more than two dozen magazines and journals published in Oklahoma City are the lifestyle magazine *Oklahoma Living Magazine*; *Oklahoma Today Magazine,* focusing on travel, nature, recreation, and American Indian and New West issues; and others focusing on livestock, pharmacy, retailing, and trades.

Television and Radio

Oklahoma City has ten television stations: one commercial station broadcasting religious programming, two independents, three PBS stations, and four stations affiliated with the major networks. Stations also broadcast from nearby towns and cable television is available throughout the metropolitan area. In addition, Oklahoma City radio provides listeners with a choice of 13 AM and 20 FM stations.

Media Information: *Oklahoman,* PO Box 25125, Oklahoma City, OK 73114; telephone (405)475-3311

Oklahoma City Online

City of Oklahoma City Home Page. Available www.okc.gov

Metropolitan Library System. Available www.mls.lib.ok.us

Oklahoma City Chamber of Commerce. Available www.okcchamber.com

Oklahoma City Convention and Visitors Bureau. Available www.okccvb.org

Oklahoma City Public Schools. Available www.okcps.k12.ok.us

Oklahoma Community Links. Available www.state.ok.us/osfdocs/county.html

Oklahoma Department of Commerce. Available www.kcommerce.com

Oklahoman. Available www.oklahoman.com

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Knight, Marsha (compiler), *Forever Changed: Remembering Oklahoma City, April 19, 1995* (Amherst, N.Y.: Prometheus Books, 1998)

Tulsa

The City in Brief

Founded: 1836 (incorporated 1898)

Head Official: Mayor Bill LaFortune (since 2002)

City Population
1980: 360,919
1990: 367,302
2000: 393,049
2003 estimate: 387,807
Percent change, 1990–2000: 7.03%
U.S. rank in 1980: 38th
U.S. rank in 1990: 43rd (State rank: 2nd)
U.S. rank in 2000: 52nd (State rank: 2nd)

Metropolitan Area Population
1980: 657,000
1990: 709,000
2000: 803,235
Percent change, 1990–2000: 13.3%
U.S. rank in 1980: 52nd
U.S. rank in 1990: 56th
U.S. rank in 2000: 58th

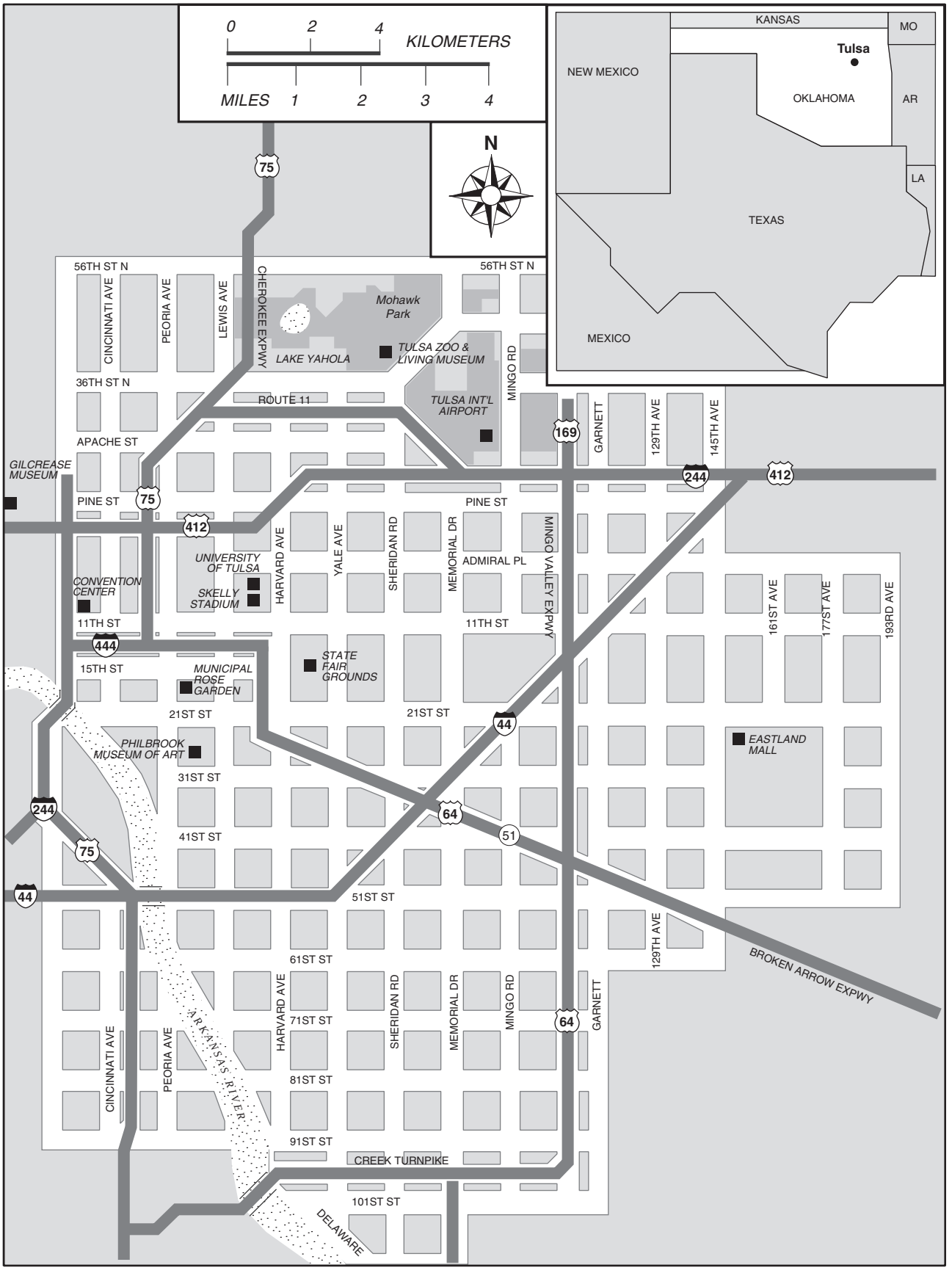
Area: 186.84 square miles (2000)
Elevation: 700 feet above sea level
Average Annual Temperature: 63.0° F
Average Annual Precipitation: 38.77 inches

Major Economic Sectors: aerospace and air transportation, petroleum and natural gas, healthcare, telecommunications, business and financial services, wholesale and retail trade, manufacturing
Unemployment rate: 4.2% (December 2004)
Per Capita Income: $21,534 (1999)

2002 FBI Crime Index Total: 30,119

Major Colleges and Universities: University of Tulsa, Oral Roberts University

Daily Newspaper: *Tulsa World*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MILES 1 2 3 4
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KANSAS
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Tulsa
NEW MEXICO
OKLAHOMA
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TEXAS
MEXICO
56TH ST N
CINCINNATI AVE
PEORIA AVE
LEWIS AVE
CHEROKEE EXPWY
Mohawk Park
LAKE YAHOLA
TULSA ZOO & LIVING MUSEUM
MINGO RD
36TH ST N
ROUTE 11
TULSA INT'L AIRPORT
APACHE ST
GARNETT
129TH AVE
145TH AVE
GILCREASE MUSEUM
PINE ST
HARVARD AVE
YALE AVE
SHERIDAN RD
MEMORIAL DR
ADMIRAL PL
MINGO VALLEY EXPWY
UNIVERSITY OF TULSA
CONVENTION CENTER
SKELLY STADIUM
11TH ST
161ST AVE
177ST AVE
193RD AVE
STATE FAIR GROUNDS
15TH ST
MUNICIPAL ROSE GARDEN
21ST ST
EASTLAND MALL
PHILBROOK MUSEUM OF ART
31ST ST
41ST ST
51ST ST
61ST ST
71ST ST
81ST ST
91ST ST
ARKANSAS RIVER
CREEK TURNPIKE
101ST ST
DELAWARE
BROKEN ARROW EXPWY
75
412
169
244
444
44
64
51

Introduction

Tulsa is the second largest city in Oklahoma. From its earliest ranching and oil boom days to the present, Tulsa has recognized the need for economic diversity and has continually taken appropriate steps. With a history of steady expansion, a unique geographic location as an important shipping port, and wide range of employment opportunities, Tulsa has made itself attractive to new businesses. It is equally enticing to new residents, with its moderate Sun Belt climate, abundant recreational areas, continuing cultivation of the arts, and educational opportunities. Thus prepared for, and anticipating, steady economic growth, Tulsa enters the twenty-first century with confidence.

Geography and Climate

Located 90 miles northeast of Oklahoma City and surrounded by gentle hills stretching toward the Ozark foothills, Tulsa lies along the Arkansas River at a latitude providing a moderate climate. Winters are generally mild with light snowfall, and the high temperatures of mid- to late-summer are often moderated by low relative humidity and southerly breezes. Tornadoes and windstorms characterize spring and early summer, but sunny days and cool nights prevail throughout the fall. Rainfall is heaviest in the spring.

Area: 186.84 square miles (2000)

Elevation: 700 feet above sea level

Average Temperatures: January, 36.7° F; August, 82.0° F; annual average, 63.0° F

Average Annual Precipitation: 38.77 inches

History

City's Native American Roots

French traders and plains-culture Osage tribes occupied the region now surrounding Tulsa when the United States bought the land from France as part of the Louisiana Purchase in 1803. Soon the federal government sought to remove communities of the Five Civilized Tribes—Cherokee, Choctaw, Chickasaw, Creek, and Seminole—from their traditional lands in the southeastern United States to Indian Territory in what is now Oklahoma. After violent protest, in 1826 the Osages ceded their land in the Tulsa area to the U.S. government, which in turn gave it to exiled Creeks and Cherokees. Many of the Native Americans who were forced to resettle in Oklahoma brought black slaves with them. In 1836 Archie Yahola, a full-blood Creek, presided over the region's first council meeting, held under an oak tree that came to be known as the Council Oak. The tree still stands in Tulsa's Creek Nation Council Oak Park.

The settlement convened at the Council Oak was first named Tallassee-Lochapoka, for the Alabama regions the Creeks had left behind; eventually it became known as Tulsey—or Tulsee—Town. The name Tulsa became official for the settlement in 1879 with the establishment of the post office, which also marked the beginning of Tulsa as an economic force in the area. When a railroad connection reached Tulsa in 1882, the town began to supply beef and other staples to the East, South, and Midwest. Ranching and farming—mostly by Creeks or Cherokees—flourished. Tulsa grew steadily and became incorporated as a municipality on January 18, 1898.

Oil Spurs White Settlement; Racial Uneasiness Surfaces

In 1901 oil reserves were discovered in Red Fork, across the Arkansas River from Tulsa. Enterprising Tulsans built a toll bridge to connect their city with the oil country, and oil men crossed the river to make Tulsa their home. Despite Indian Territory laws that discouraged white settlement, the region became increasingly open to whites, and Tulsa grew into a business and residential center. Oil gushed again in 1905, this time from the Glenn Pool well. Oil companies built headquarters in Tulsa, bringing families of corporate executives, urban tastes, and money. In 1906 the U.S. Congress passed the Enabling Act, which merged Indian Territory and Oklahoma Territory, achieving statehood for Oklahoma and bringing down the last barriers to settlement of the region. The decade of the 1920s was a tumultuous period for Oklahoma as a whole, with oil wells gushing, whites and Native Americans becoming fabulously wealthy, and the Ku Klux Klan boasting close to 100,000 members statewide. A race riot erupted in Tulsa in 1921 that has been described as one of this country's worst incidents of racial violence. Some 300 people died and 35 city blocks of Tulsa's Greenwood section, known as ''the Black Wall Street,'' were destroyed after a black man was arrested for allegedly assaulting a white woman. In 1997 the Oklahoma state legislature named an 11-member Tulsa Race Riot Commission to unearth the facts behind the incident. In early 2000 the commission recommended direct payments to survivors and victims' descendants, scholarships, a tax checkoff program to fund

economic development in the mostly black Greenwood district, and a memorial to the dead.

Modern Economy Diversified

Between 1907 and 1930, Tulsa's population grew by 1,900 percent. By the 1920s Tulsa was being called the Oil Capital of the World. But not content to be an oil capital only, Tulsa continued its expansion into other commercial and industrial areas as well. In fact, several of Tulsa's firms had a part in the U.S. moon-thrust endeavor, Project Apollo. Today, oil retains importance but Tulsa primarily relies on aerospace, telecommunications, energy, and environmental engineering/manufacturing for its industrial base. In 1996 *Nation's Cities Weekly* described Tulsa as ''a unique social, cultural and corporate melting pot that somehow maintains a 'downhome' feeling.''

Due in large part to planning and intelligent growth, as well as a general demographic shift that has seen continued growth in the southern and southwestern states, Tulsa joins a number of other mid-sized cities enjoying revitalization in the early 21st century. In 2004, based on Tulsa's strides in preparing itself for the new global economy and its opportunities for tourism, business investment, relocation, education, retirement, and better quality of life, the city was selected as one of America's Most Livable Communities by the Partners for Livable Communities in Washington, D.C.

Historical Information: Tulsa Historical Society, 2445 South Peoria, Tulsa, OK 74114; telephone (918)712-9484

Population Profile

Metropolitan Area Residents

1980: 657,000
1990: 708,954
2000: 803,235
Percent change, 1990–2000: 13.3%
U.S. rank in 1980: 52nd
U.S. rank in 1990: 56th
U.S. rank in 2000: 58th

City Residents

1980: 360,919
1990: 367,302
2000: 393,049
2003 estimate: 387,807
Percent change, 1990–2000: 7.03%
U.S. rank in 1980: 38th
U.S. rank in 1990: 43rd (State rank: 2nd)
U.S. rank in 2000: 52nd (State rank: 2nd)

Density: 2,103.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 275,488
Black or African American: 60,794
American Indian and Alaska Native: 18,551
Asian: 7,150
Native Hawaiian and Pacific Islander: 202
Hispanic or Latino (may be of any race): 28,111
Other: 13,564

Percent of residents born in state: 56.2% (2000)

Age characteristics (2000)
Population under 5 years old: 28,318
Population 5 to 9 years old: 27,606
Population 10 to 14 years old: 25,980
Population 15 to 19 years old: 27,180
Population 20 to 24 years old: 31,286
Population 25 to 34 years old: 58,659
Population 35 to 44 years old: 58,916
Population 45 to 54 years old: 52,383
Population 55 to 59 years old: 18,179
Population 60 to 64 years old: 14,034
Population 65 to 74 years old: 25,982
Population 75 to 84 years old: 18,256
Population 85 years and older: 6,270
Median age: 34.5 years

Births (2002, Tulsa County)
Total number: 9,288

Deaths (2002, Tulsa County)
Total number: 5,225

Money income (2000)
Per capita income: $21,534
Median household income: $35,401
Total households: 165,881

Number of households with income of . . .
less than $10,000: 17,625
$10,000 to $14,999: 13,268
$15,000 to $24,999: 26,886
$25,000 to $34,999: 24,407
$35,000 to $49,999: 28,203
$50,000 to $74,999: 26,638
$75,000 to $99,999: 12,766
$100,000 to $149,999: 9,249
$150,000 to $199,999: 2,977
$200,000 or more: 3,862

Percent of families below poverty level: 10.9% (51.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 30,199

Municipal Government

Incorporated as a municipality on January 18, 1898, Tulsa operates under a mayor-council form of city government. Nine council members are elected to two-year terms.

Head Official: Mayor Bill LaFortune (since 2002; current term expires 2006)

Total Number of City Employees: 3,862 (2005)

City Information: City of Tulsa, 200 Civic Center, Tulsa, OK 74103; telephone (918)596-7777

Economy

Major Industries and Commercial Activity

Tulsa's central location in the United States makes it a desirable place to locate nearly any type of business, from manufacturing to retail, telecommunications, and service-oriented industries. Operating costs generally run well below the national average. According to a 2004 study published by *Forbes* magazine, the Tulsa metropolitan area ranks as the third lowest metro area in terms of cost-of-living in the United States.

Tulsa was literally the ''Oil Capital of the World'' from the early 1920s until World War II. By the time the companies moved operations closer to offshore production, Tulsa had begun to develop the aircraft and aerospace industry, which is now the region's largest industry. Today Tulsa has more than 300 aviation-related companies, contributing to more than 32,000 Tulsa jobs and 140,000 statewide jobs in aviation. The industry generates $960 million in annual payroll and contributes an additional $3.3 billion annually to the region. In addition, two insurance companies are major employers, as are major manufacturers such as Ford Glass and Whirlpool. Three car rental company headquarters and a major car rental reservation center are located in Tulsa. Telecommunications is also a major industry, employing about 15,000 people annually.

In early 1971, Tulsa opened the Tulsa Port of Catoosa on the Verdigris River, thereby becoming a major inland port along the 445-mile McClellan-Kerr Navigation System. The port provides low-cost shipping for such products as oil, coal, fertilizer, and grain to the Mississippi River, and from there on to the Great Lakes or the Gulf of Mexico and around the world.

In 2004 the Tulsa Metropolitan Statistical Area (MSA) had a gross product of $27.1 billion, about one-third of the Oklahoma economy. Healthcare has become big business in Tulsa, employing over 30,000 people and contributing $1.4 billion in payroll income to the Tulsa economy. Employment figures reveal Tulsa industries as major employers on the national scene. The Tulsa MSA ranks nationally in the areas of aircraft engines and aircraft, ranked 6th and 17th respectively; oil and gas products and services, ranked 7th; fabricated platework, ranked 2nd; metal pumps, ranked 4th; and hoists and cranes, fabricated metal pipe, and laundry and cleaning appliances all ranked 3rd.

Items and goods produced: airplane parts, appliances, metal pipes and pumps, fiber optics, meat, feed, boilers, burners, fishing rods, natural gas

Incentive Programs—New and Existing Companies

Local programs— The Tulsa Port of Catoosa has been designated an Enterprise Zone and can offer businesses tax credits for job creators, tax exemptions of up to 6 years for qualifying businesses, and low-interest loans. Most incentive programs are at the state level.

State programs—In 2002 Oklahoma became the nation's 22nd state to adopt the Right-to-Work law, creating a business friendly environment that has directly benefited state workers. State officials credit the law with creating 94 percent more jobs due to start-ups and expansions, as well as raising average hourly wages for workers in manufacturing and bringing the state to the lead in household income growth. In 2004 Pollina Real Estate Corporation ranked Oklahoma third in the nation in its list of Top Ten Pro-Business States. The Oklahoma Tax and Incentives Guide, published by the Oklahoma Department of Commerce, summarizes state tax advantages and business incentives. For instance, Oklahoma's Quality Jobs Program pays cash payments up to five percent of payroll to companies that create new jobs in the state. It is targeted toward manufacturers and certain service companies that have a new payroll investment of $2.5 million or more. A lower payroll threshold is available for certain food processing and research and development projects or as a result of location in targeted areas. Investment/Jobs Income Tax Credit and Construction Sales Tax Refunds Package is geared primarily toward manufacturing. It allows a five-year tax credit on the greater of one percent per year of investment in qualified new depreciable property or a credit of $500 per year per qualified new job. The Sales Tax Refunds are available on construction materials for certain manufacturers and aircraft maintenance repair facilities; on purchases of computers, data processing equipment for certain aircraft facilities; and for purchases of computer services and data processing for qualified computer services or research and development companies. Additional incentives include five-year ad valorem tax exemption for manufacturing, research and development, certain computer/data services, and certain distribution services; customized employee

training; key sales tax exemptions; Freeport Law; Industrial Access Road Assistance; Foreign Trade Zones; and financing through various programs and agencies.

Job training programs—Customized industrial training programs, at no cost to the employer, are provided by the Oklahoma State Department of Vocational and Technical Education. Management training is also available through vocational-technical schools at 48 sites statewide.

Development Projects

Tulsa voters approved a one-cent sales tax increase in 2003 to fund several Tulsa 2025 initiatives; the fund would create tax incentives that would benefit two key area employers—Boeing and American Airlines, among others. Of the $885 million, nearly 40 percent was earmarked as incentives for Boeing Corp. to land the final assembly plant for Boeing's new 7E7 jetliner. Another $22.3 million in incentives was slotted to retain and expand American Airlines' Tulsa maintenance center. The proposal also designates 40 percent of the penny tax, or $350.3 million, for economic development, education, and updates to the highly valuable Tulsa County EXPO Square facility and a new and modernized convention and events center to sustain and grow Tulsa's meeting and events industry. The remaining 17.5 percent, or $157.4 million, would go toward community enrichment projects ranging from two low water dams, to new soccer fields, parks, museums, swimming pools, and community centers. The low water dams stand to enrich the development of Tulsa's Arkansas River, which runs next to the downtown region and connects Tulsa's suburban communities.

Economic Development Information: Metropolitan Tulsa Chamber of Commerce, 616 S. Boston, Suite 100, Tulsa, OK 74119; telephone (918)585-1201. Oklahoma Department of Commerce, Office of Business Location Division, PO Box 26980, Oklahoma City, OK 73126-0980; telephone (405)815-6552

Commercial Shipping

The Tulsa Port of Catoosa is an inland port and foreign trade zone along the Arkansas River, with more than 2,000 acres of adjacent industrial parks. Barge tonnage through the port was more than 2.3 million tons in 2004. Five railroad systems network throughout the region.

Labor Force and Employment Outlook

A 2002 Labor Market Survey commissioned by the Tulsa Metro Chamber revealed that the Tulsa region is a somewhat undiscovered area for employers seeking office, high-technology, distribution, and manufacturing labor. The local population is generally well-educated and growing, with the number of workers in the key 12-15 years of education range exceeding the national average. Tulsa workers were found to be above state and national averages in terms of computer and technology skills, experience, and diversity of skills. Professional and managerial talent can be recruited to the area with relative ease. Contributing to this favorable recruiting climate is a large number of students enrolled in and graduating from the region's post-secondary institutions. Tulsa has 6 technology centers and 4 two-year institutions that graduate 2,800 students annually, 8 four-year schools that graduate 4,800 annually, and one medical college. The overall payoff for employers is excellent, with labor costs at only about 75 percent of the national average. Present and future economic growth areas are primarily in the service and trade sectors, specifically reservations, data and credit card processing, telecommunications, aviation and aerospace, transportation, communications, and utilities.

The following is a summary of data regarding the Tulsa metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 381,400

Number of workers employed in . . .
natural resources and mining: 4,200
construction: 19,300
manufacturing: 45,900
trade, transportation and utilities: 81,000
information: 12,100
financial activities: 24,100
professional and business services: 47,600
educational and health services: 51,100
leisure and hospitality: 32,400
other services: 19,800
government: 44,000

Average hourly earnings of production workers employed in manufacturing: $16.65

Unemployment rate: 4.2% (December 2004)

Largest employers	*Number of employees*
American Airlines	9,100
Tulsa Public Schools	7,000
City of Tulsa	4,220
St. Francis Hospital	4,100
St. John Medical Center	4,050
Bank of Oklahoma	2,520
Hillcrest Medical Center	2,350
Tulsa Community College	2,200

Cost of Living

In 2005 the Tulsa Chamber of Commerce reported that Tulsa's cost of living was 8% below the national average while per capita income was 11% above the national average. Tulsa remained below the national average in unemployment with gains in net new job growth.

The following is a summary of data regarding several key cost of living factors for the Tulsa area.

2004 (3rd Quarter) Average House Price: $201,365

2004 (3rd Quarter) ACCRA Cost of Living Index: 93.6 (U.S. average = 100.0)

State income tax rate: Ranges from 0.5% to 6.75%

State sales tax rate: 4.5%

Local income tax rate: none

Local sales tax rate: 3.0% (county sales tax rate: 1.417%)

Property tax rate: the average effective tax rate for locally assessed property is about 1.0% of the value of the property (2005)

Economic Information: Metropolitan Tulsa Chamber of Commerce, 616 S. Boston, Suite 100, Tulsa, OK 74119; telephone (918)585-1201

Education and Research

Elementary and Secondary Schools

The largest public school system in the state of Oklahoma, the Tulsa Public Schools (TPS) system has received national acclaim for its voluntary desegregation plan, which includes magnet schools and open-transfer. Tulsa Public Schools offers a wide range of curriculum to students living in a 172.78 square mile radius, spread throughout Tulsa, Wagoner, Osage and Creek counties. More than 80 percent of students reside inside Tulsa city limits. Approximately 39 percent of TPS teachers have advanced degrees and 47 percent have more than 10 years of experience. Overall the state of Oklahoma teachers rank in the top 10 in certification and top 5 in No Child Left Behind requirements; the state ranks 4th in classroom internet connectivity. TPS owns its own fiber optic network. In addition to the district's 81 schools, a number of special and alternative programs are also in operation, such as the Street School, Project 12, Margaret Hudson and Franklin Youth Academy. Tulsa County Area Vocational-Technical Schools, recognized as one of the leading model programs in the nation, offers more than 200 subject areas for approximately 3,000 high school students and more than 15,000 adults.

The following is a summary of data regarding the Tulsa Public Schools as of the 2004–2005 school year.

Total enrollment: 43,029

Number of facilities
elementary schools: 57
junior high/middle schools: 15
senior high schools: 9

Student/teacher ratio: 16:1

Teacher salaries
average: $43,810

Funding per pupil: $7,322 (2003)

There are more than 20 private religious schools or secular secondary and elementary schools in greater Tulsa.

Public Schools Information: Tulsa Public Schools, PO Box 470208, Tulsa, OK 74147; telephone (918)746-6298

Colleges and Universities

Metropolitan Tulsa has five major state and several private institutions of higher learning. Public institutions include Oklahoma State University at Tulsa (enrollment 2,600), the University of Oklahoma at Tulsa, Oklahoma City University at Tulsa, Rogers State University (enrollment 3,600), and Tulsa Community College (enrollment 22,866).

Tulsa's three private universities are the University of Tulsa (enrollment 4,072), Oral Roberts University (enrollment 5,700), and Oklahoma Wesleyan University (enrollment 799). The University of Tulsa, the state's oldest private university, was founded as a school for Indian girls. Today it offers programs through the doctoral level to its more than 4,200 students. The most popular recent majors are liberal arts/general studies, elementary education, and nursing. Oral Roberts University is a Christian-centered liberal arts college, education students from 50 states and more than 50 countries in 138 areas of study, including business administration/commerce/management, telecommunications, and elementary education. Southern Nazarene is another private institution that offers undergraduate and graduate programs for business people who can only attend classes in the evening.

The renowned Spartan School of Aeronautics, one of the oldest continually operating aviation schools in the world, has graduated more than 80,000 in its 75 years of education in the fields of aviation maintenance technology, avionics technology, communications technology, quality control, and aviation. Other kinds of specialized education and training are available at the Tulsa Technology Center, which trains high school juniors and seniors as well as adults. Students in Tulsa also attend several business and trade schools.

Libraries and Research Centers

The Tulsa City-County Library has a Central Library, four regional libraries, and 19 branches. Approximately 308,000 cardholders check out more than 3.7 million volumes annually. In addition to its permanent collection of 1.7 million volumes and 2,600 periodical subscriptions, the library houses government documents, maps, art reproductions, and

audio/videotapes, plus talking and large-print books. Special collections include the Land Office Survey Map Collection and the Shakespeare Collection. The Library's American Indian Resource Center provides cultural, educational, and informational resources, and activities and services honoring American Indian heritage, arts, and achievements. The center provides access to more than 7,000 books and media for adults and children by and about American Indians, including historical and rare materials, new releases, videos and music compact discs. Subjects include American Indian languages, art, culture, fiction, genealogy, history, and religion. In 2005 the Center held its American Indian Festival of Words. Among the special collections at the Thomas Gilgrease Institute of American History and Art Library are Hispanic documents from the period 1500–1800 and the papers of Cherokee Chief John Ross and Choctaw Chief Peter Pitchlynn. Tulsa has 27 other libraries offering reference materials on a wide range of topics, many having to do with petroleum. Research centers affiliated with the University of Tulsa conduct projects in such fields as women's literature and petroleum engineering, while a center affiliated with Oral Roberts University researches the Holy Spirit, among other topics.

Public Library Information: Tulsa City-County Library, 400 Civic Center, Tulsa, OK 74103; telephone (918)596-7977

Health Care

Metropolitan Tulsa has 25 hospitals providing a full range of medical treatment including Tulsa Life Flight, 24-hour emergency helicopter service to and from the region's hospitals. Six general hospitals serve Tulsa: Doctors' Medical Center, Hillcrest Medical Center, St. Francis Hospital, St. John Medical Center, Children's Medical Center, and Tulsa Regional Medical Center and Cancer Treatment Center. Most have medical school affiliation and serve as approved learning centers for medical interns and residents. Treatment and consultation are offered in virtually all fields of medicine, including such specialties as burn care, open-heart surgery, cardiac rehabilitation, genetic counseling, and neonatal intensive care. Hospice and long-term-care facilities are also available.

Recreation

Sightseeing

Tulsa boasts one of the nation's largest city-owned parks, 2,800-acre Mohawk Park. Along with picnic and recreation areas, the park contains the Tulsa Zoological Park with its Nocturnal Animal Building, Chimpanzee Colony, Children's Zoo, and North American Living Museum showcasing Native American artifacts and replicas of dinosaurs. The Tulsa Zoo has emerged as one of the most impressive zoos in the region and was named ''America's Favorite Zoo'' by the Microsoft Corporation. The Tulsa Garden Center features beautiful dogwood and azalea plantings. Nearby is the award-winning Tulsa Rose Garden. Tulsa's oldest landmark is a tree, the Council Oak, which still stands in the Creek Nation Council Oak Park as a memorial to the Lachapokas and Tallassee Creek tribes, the first settlers of what later became Tulsa.

Industrial tours of Tulsa are offered by several facilities, including the Frankhoma Pottery Factory, which uses Oklahoma clay for its creations; the Sun Petroleum Products Company; and the American Airlines Maintenance Engineering Base, which overhauls and repairs aircraft. Sightseers may also tour the campus of Oral Roberts University with its unique Prayer Tower.

Arts and Culture

Long known as a cultural center and leading the state in the number and quality of cultural events, Tulsa offers the visitor year-round entertainment. A blooming arts scene is happening in the new Greenwood Cultural Center in the historic Greenwood District. Stage performances, art galleries, and the annual Juneteenth Jazz Festival are part of this area's resurgence. In 2004 the county announced the purchase of the district's Tulsa Union Depot, an historic train station, as the new home of the Oklahoma Jazz Hall of Fame. The Hall was created to educate the public about the significant contributions of Oklahoma's jazz musicians. During Greenwood's heyday, such notable jazz and blues performers as Nat ''King'' Cole, Louis Armstrong, Duke Ellington, Cab Calloway, Dizzy Gillespie, and Lionel Hampton, all visited Tulsa to play at white clubs and then jam afterwards with local musicians on Greenwood Avenue. For performances of theater, dance, and music, the six-level Performing Arts Center (or PAC), located in the Williams Center in downtown Tulsa, seats 2,400 people in its music hall and 450 people in the performing theater. Among groups and programs in residence are the Tulsa Philharmonic Orchestra, Tulsa Ballet, Tulsa Opera, Tulsa Philharmonic, Tulsa Town Hall, and the Broadway series. Ten miles from Tulsa is the Discoveryland! Outdoor Theater, which presents the popular musical classic ''Oklahoma!'' during the summer.

Among the many museums and galleries in the Tulsa area is the Thomas Gilcrease Museum, which features more than 10,000 works by American artists from colonial times to the present. The centerpiece is the country's most impressive collection of works by famous western artists such as Frederic

Remington, Charles Russell, and George Catlin, plus maps, manuscripts, rare books, and prehistoric and modern Indian artifacts. The Tulsa County Historical Society Museum displays photographs, rare books, furniture, and tools representative of Tulsa's early days. Objects of Jewish art, history, ceremony, and everyday life are presented at the Gershon and Rebecca Fenster Museum of Jewish Art. The Philbrook Museum of Art exhibits Chinese jades, paintings of the Italian Renaissance and of nineteenth-century England and America, plus Native American basketry, paintings, and pottery. The center is surrounded by several acres of formal gardens. The Alexandre Hogue Gallery of Art at Tulsa University showcases traveling art collections as well as works by local artists, including students and instructors. The Tulsa Air and Space Center museum promotes Tulsa's rich aviation history; the center planned to move into a brand new facility near the Tulsa Zoo and Mohawk Park in late 2005.

Arts and Culture Information: Arts & Humanities Council of Tulsa, 2210 S. Main, Tulsa, OK 74114; telephone (918)584-3333; email tulsaarts@mail.webtek.com

Festivals and Holidays

Mayfest, a celebration of spring held in late May, is Tulsa's most prominent downtown event. The festivities include arts, crafts, music, and food. In late May, the Gilcrease Rendezvous Fair at the Gilcrease Museum is patterned after long-ago fur-trading events. The Tulsa Powwow, one of the largest Native American powwows in the world, takes place in early June. Highlights include authentic arts and crafts plus ceremonial dances and fancy-dress competitions. Every June, the Oklahoma Jazz Hall of Fame inducts new members into its ranks during the Juneteenth Heritage Festival on Greenwood Avenue. The yearly festival draws more than 50,000 people. The end of September brings the Tulsa State Fair; with more than 1 million fairgoers, it is one of the largest in the country. Other celebrations include the Tulsa Indian Arts Festival (February), the Boom River Celebration (4th of July), the Bok/Williams Jazz Festival (August), the Chili Cookoff/Bluegrass Festival (September), Oktoberfest, and the Christmas Parade of Lights.

Sports for the Spectator

Fans of professional sports will find the Double A Tulsa Drillers, a farm team of the Texas Rangers, rounding the bases from April through August at renovated Drillers Stadium, where a capacity of 10,997 makes it the largest Double A ballpark in the country. The Tulsa Talons have been playing professional arena football since 2000, and the Tulsa Oilers of the Central Hockey League take to the ice, both at the Tulsa Convention Center from November through March. In collegiate sports, the University of Tulsa fields Golden Hurricane football and basketball teams. The football season lasts from September through November and games are played at Skelly Stadium. Both the Golden Hurricane and the Oral Roberts University Golden Eagles play basketball from November through March. The Oral Roberts University Lady Titans play baseball at the Mabee Center from mid-February to mid-May.

Tulsa's numerous equestrian events include the Longhorn Championship Rodeo, in which the top money-winners on the rodeo circuit compete. Tulsa also plays host to several prestigious golf tours and championships at its challenging Southern Hills Country Club, including the 2007 PGA championship. Other spectator sports include tennis and horse racing as well as stock-car races.

Sports for the Participant

Public recreation opportunities abound on and around the seven large lakes surrounding Tulsa. The area has become known locally as ''Green Country,'' encompassing thousands of miles of shoreline on Grand Lake, Lake Eufala, Keystone Lake, Lake Tenkiller, and others. In the River Parks system along the Arkansas River in the heart of Tulsa, visitors can enjoy more than 50 miles of hiking/biking trails as well as picnic and playground areas. Mohawk Park offers bridle trails and a polo field. Other facilities include several golf courses, more than 100 tennis courts, several municipal swimming pools, Bell's Amusement Park, and Big Splash Water Park.

Shopping and Dining

From nationally known stores to specialty shops, Tulsa provides shoppers with a wide range of choices. Three large malls serve the metro area, including the largest, Woodland Hills, as well as Eastland Mall and Tulsa Promenade. Utica Square is a tree-lined avenue of posh stores and diverse retailers. Just northwest of Utica Square, trendy boutiques and restaurants cater to more Bohemian tastes, while the Brookside area, a little south of the Square, offers still more individualized shopping, with some of Tulsa's best dining. The Cherry Street historic district has been restored and many small shops have opened there. Jenks, America is the city's antiques center near the downtown Jenks neighborhood. Smaller shops featuring Native American crafts and Oklahoma memorabilia abound. Saturday's Flea Market at Expo Square is also a favorite shopping destination.

Dozens of restaurants offer menus ranging from traditional American cuisine to those with an international flavor. Regional specialties include chicken-fried steak, Santa Fe-style Mexican food, and authentic western barbecues.

Visitor Information: Tulsa Convention & Visitors Bureau, 616 S. Boston Ave. #100, Tulsa, OK 74119-1298; telephone (918)585-1201; toll-free (800)558-3311; fax (918)592-6244; email TulsaCVB@tulsachamber.com

Convention Facilities

A moderate climate, abundant hotel space—approximately 9,000 rooms in Tulsa and the metropolitan area—and a wide range of leisure, cultural, and recreational opportunities make Tulsa attractive to large and small groups of convention-goers.

In 2005 ground was broken on the city's most exciting development project in many years, the 18,000 seat Regional Convention and Events Center, featuring a stunning, futuristic design by world-renowned architect Cesar Pelli. The Tulsa Convention Center, in the heart of the business district and only six blocks from the Performing Arts Center (which is also available for meetings), offers facilities for sports, banquets, concerts, exhibitions, trade shows, and stage performances. The facility provides 102,000 square feet of exhibit space, a banquet area seating up to 5,100 people, an arena seating 8,992 people plus additional arena floor space, and 25 conference rooms for break-out sessions seating 45 to 275 people. The Tulsa Exposition Center contains four meeting centers providing an exhibit area with a total of 548,798 square feet, a banquet area seating 1,700 to 20,000+ people, 7,523 arena seats, and a race track with 8,900 covered seats.

Among the city's other convention facilities are the Downtown Doubletree Hotel, the Doubletree Hotel at Warren Place, Adam's Mark Tulsa, Tulsa Marriott Southern Hills, Tulsa Sheraton, and Grandview.

Convention Information: Tulsa Convention & Visitors Bureau, 616 S. Boston Ave. #100, Tulsa, OK 74119-1298; telephone (918)585-1201; toll-free (800)558-3311; fax (918)592-6244; email TulsaCVB@tulsachamber.com

Transportation

Approaching the City

Visitors arriving by air will touch down at Tulsa International Airport, just nine miles northeast of downtown—approximately 15 minutes by taxi. Employing more than 17,000 people, the modern 22-gate facility is served by 10 passenger air carriers and supports about 170 daily arrivals and departures. South of the city is the Richard Lloyd Jones, Jr., Airport, a smaller facility serving general aviation traffic. For those traveling to Tulsa by car, the major direct routes are Interstate Highways 44 from the east and south—which merges with U.S. Highway 75-Alternate and State Highway 33 a few miles southwest of the city—and 244 from the east—which intersects with I-44 a few miles east of Tulsa and leads directly into the city, then merges with U.S. 75 southwest of the city; U.S. Highway 75 from the north and south, 64 from the southeast—which merges with State 51 southeast and northwest of the city—and 169 from the northeast; and by State highways 412—an east-west highway south of the city—and 51 from the east and west. Four toll expressways radiate from the city, the Red Fork and Crosstown (both are Interstate 244), Cherokee (U.S. 75), and Broken Arrow (U.S. 64/State 51).

Traveling in the City

Downtown Tulsa is bounded on the north by Interstate 244/U.S. 64/State 51, on the east by U.S. 75, on the south by U.S. 64/State 51, and on the west by Interstate 244/U.S. 75.

Tulsa's bus-based mass transit system, Tulsa Transit, has routes to most business, shopping, and recreation areas and is operated by the Metropolitan Tulsa Transit Authority. Unique to the system are trackless trolleys. To make commuting easier, the city also offers Rideshare, a free computerized service matching individuals who drive similar routes daily.

Communications

Newspapers and Magazines

Tulsa's morning and Sunday newspaper is the *Tulsa World.* In addition, an African American community newspaper, *The Oklahoma Eagle,* two business newspapers, and several suburban and metro area weeklies serve the city. Tulsa also publishes a wide variety of periodicals, including *Geophysics: The Leading Edge of Exploration, James Joyce Quarterly,* and others covering such topics as science, petroleum, dentistry, and medicine.

Television and Radio

Seven television stations broadcast from Tulsa—affiliates of NBC, PBS, CBS, ABC, and Fox, plus two independents. Other stations operate in the area from nearby towns. In addition, Tulsa radio provides listeners with a choice of 23 AM and FM stations broadcasting religious programs, country music, oldies and contemporary hits, talk, and sports.

Media Information: *Tulsa World,* 315 S. Boulder Avenue, PO Box 1770, Tulsa, OK 74102; telephone (918)582-0921; toll-free (800)444-6552

Tulsa Online

City of Tulsa. Available www.cityoftulsa.org

Metropolitan Tulsa Chamber of Commerce. Available www.tulsachamber.com

Oklahoma Community Links. Available www.state.ok.us/osfdocs/county.html

Oklahoma Department of Commerce. Available www.odoc.state.ok.us

Tulsa City-County Library. Available www.tulsalibrary.org

Tulsa Oklahoma Convention & Visitors Bureau. Available www.tulsachamber.com/cvb.htm

Tulsa Public Schools. Available www.tulsaschools.org

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SOUTH CAROLINA

Charleston 435
Columbia 451

The State in Brief

Nickname: Palmetto State
Motto: *Animism opibusque parati* (Prepared in mind and resources); *Dum spiro spero* (While I breathe, I hope)

Flower: Carolina jessamine
Bird: Carolina wren

Area: 32,020 square miles (2000; U.S. rank: 40th)
Elevation: Ranges from sea level to 3,560 feet above sea level
Climate: Humid and subtropical, with long, hot summers, short, mild winters, and abundant rainfall

Admitted to Union: May 23, 1788
Capital: Columbia
Head Official: Governor Mark Sanford (R) (until 2007)

Population
- **1980:** 3,122,000
- **1990:** 3,486,703
- **2000:** 4,012,012
- **2004 estimate:** 4,198,068
- **Percent change, 1990–2000:** 15.1%
- **U.S. rank in 2004:** 25th
- **Percent of residents born in state:** 64.0% (2000)
- **Density:** 133.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 217,569

Racial and Ethnic Characteristics (2000)
- **White:** 2,695,560
- **Black or African American:** 1,185,216
- **American Indian and Alaska Native:** 13,718
- **Asian:** 36,014
- **Native Hawaiian and Pacific Islander:** 1,628
- **Hispanic or Latino (may be of any race):** 95,076
- **Other:** 39,926

Age Characteristics (2000)
- **Population under 5 years old:** 264,679
- **Population 5 to 19 years old:** 871,099
- **Percent of population 65 years and over:** 12.1%
- **Median age:** 35.4 years (2000)

Vital Statistics
- **Total number of births (2003):** 55,869
- **Total number of deaths (2003):** 38,060 (infant deaths, 451)
- **AIDS cases reported through 2003:** 6,379

Economy
- **Major industries:** Textiles, tourism, chemicals, agriculture, lumber, machinery, automobiles, manufacturing
- **Unemployment rate:** 6.7% (December 2004)
- **Per capita income:** $26,139 (2003; U.S. rank: 43rd)
- **Median household income:** $38,791 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.0% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.5% to 7.0%
- **Sales tax rate:** 5.0%

Charleston

The City in Brief

Founded: 1670 (incorporated 1783)

Head Official: Mayor Joseph P. Riley, Jr. (D) (since 1975)

City Population
1980: 69,779
1990: 88,256
2000: 96,650
2003 estimate: 101,024
Percent change, 1990–2000: 6.7%
U.S. rank in 1980: 286th
U.S. rank in 1990: 266th
U.S. rank in 2000: 272nd (State rank: 2nd)

Metropolitan Area Population
1980: 430,346
1990: 506,875
2000: 549,033
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 77th
U.S. rank in 1990: 73rd
U.S. rank in 2000: 76th

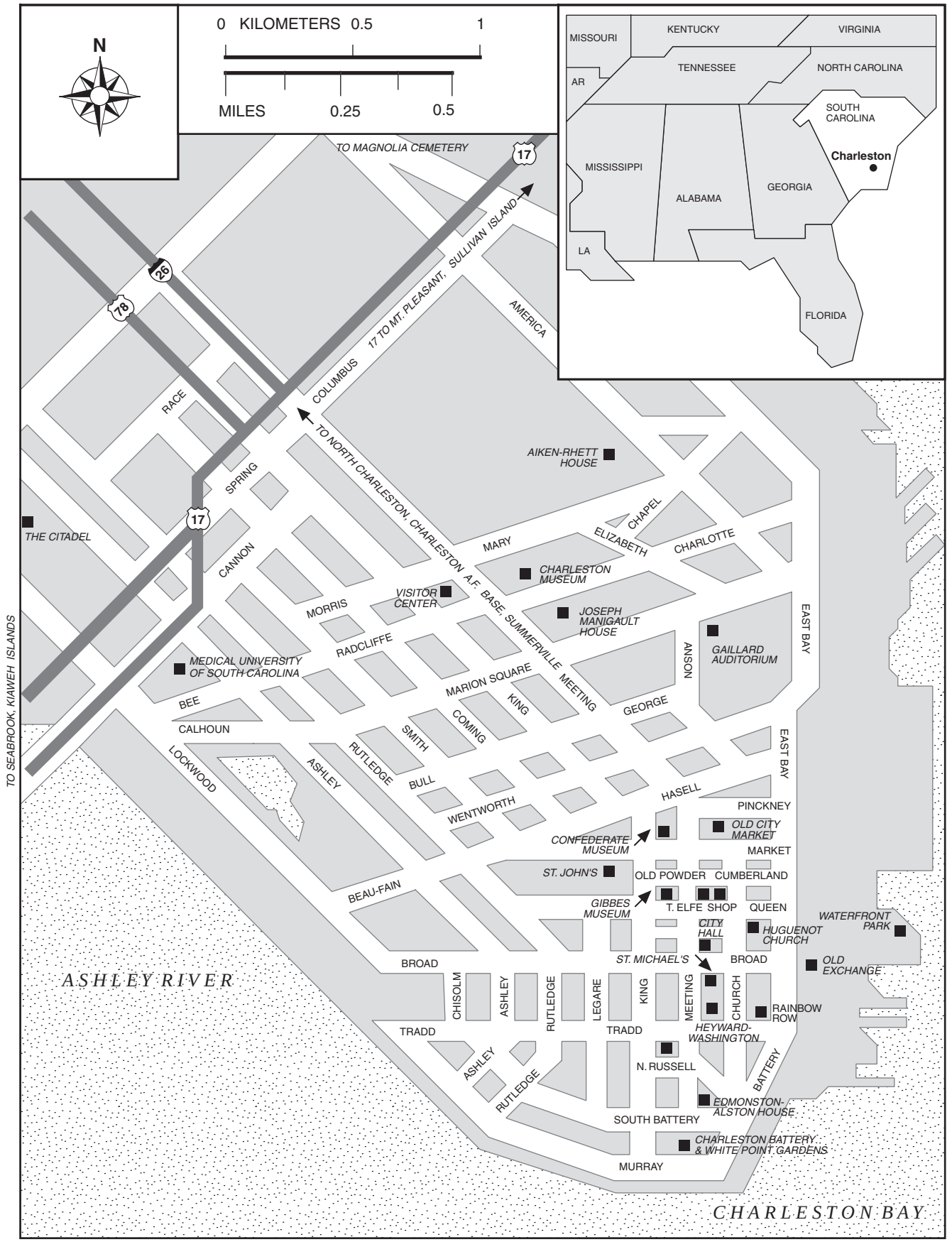
Area: 97 square miles (2000)
Elevation: Ranges from sea level to 20 feet above sea level
Average Annual Temperature: 65.6° F
Average Annual Precipitation: 51.53 inches

Major Economic Sectors: services, trade, government
Unemployment rate: 4.6% (December 2004)
Per Capita Income: $22,414 (1999)

2002 FBI Crime Index Total: 6,997

Major Colleges and Universities: Medical University of South Carolina, College of Charleston and University of Charleston, The Citadel, Trident Technical College

Daily Newspaper: *The Post & Courier*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MISSOURI
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Charleston
MISSISSIPPI
ALABAMA
GEORGIA
LA
FLORIDA
TO MAGNOLIA CEMETERY
17
SULLIVAN ISLAND
17 TO MT. PLEASANT
AMERICA
COLUMBUS
26
78
RACE
SPRING
TO NORTH CHARLESTON, CHARLESTON A.F. BASE, SUMMERVILLE
AIKEN-RHETT HOUSE
THE CITADEL
CANNON
MARY
ELIZABETH
CHAPEL
CHARLOTTE
CHARLESTON MUSEUM
VISITOR CENTER
MORRIS
JOSEPH MANIGAULT HOUSE
RADCLIFFE
MEDICAL UNIVERSITY OF SOUTH CAROLINA
MARION SQUARE
MEETING
KING
GEORGE
ANSON
GAILLARD AUDITORIUM
EAST BAY
BEE
CALHOUN
COMING
SMITH
RUTLEDGE
ASHLEY
LOCKWOOD
BULL
WENTWORTH
HASELL
PINCKNEY
OLD CITY MARKET
CONFEDERATE MUSEUM
MARKET
ST. JOHN'S
OLD POWDER
CUMBERLAND
BEAU-FAIN
GIBBES MUSEUM
T. ELFE SHOP
QUEEN
WATERFRONT PARK
CITY HALL
HUGUENOT CHURCH
ST. MICHAEL'S
BROAD
OLD EXCHANGE
ASHLEY RIVER
CHISOLM
ASHLEY
RUTLEDGE
LEGARE
KING
MEETING
CHURCH
RAINBOW ROW
TRADD
HEYWARD-WASHINGTON
N. RUSSELL
BATTERY
EDMONSTON-ALSTON HOUSE
SOUTH BATTERY
CHARLESTON BATTERY & WHITE POINT GARDENS
MURRAY
CHARLESTON BAY
TO SEABROOK, KIAWEH ISLANDS

Introduction

Charleston is the flagship city of three South Carolina counties: Charleston, Dorchester, and Berkeley. They share social, economic, and political ties, and cover 2,600 square miles of what is called the low country. Charleston owes much to its warm, sunny climate and proximity to the sea. Although the Charleston Naval Base closed in 1996, Charleston still has a large military presence. The Port of Charleston ranks as one of the fastest-growing in the nation. Visitors flock to the luxury resorts on the Atlantic coast barrier islands to play golf, stroll secluded beaches, observe wildlife, and enjoy deep water fishing off Charleston's mainland. In recent years *Conde Nast Traveler* has consistently ranked Charleston among its top 10 U.S. destinations and top 20 world destinations.

Charleston also owes much to those who worked to preserve its historic buildings. Cobblestone streets, quaint gardens, historic homes and buildings, mingled with flower stalls and specialty shops draw tourists to Charleston for a glimpse at a gracious and genteel lifestyle long gone. Waterfront and downtown renovation and new construction planned to blend with historic structures have rejuvenated not only the body, but the spirit of the city as well, as it looks to the future.

Geography and Climate

Prior to 1960, Charleston proper was limited to the South Carolina peninsula bounded on the west and south by the Ashley River, on the east by the Cooper River, and on the southeast by an excellent harbor almost completely landlocked from the Atlantic Ocean. The city has expanded to include other areas, but most residents still think of Charleston as the peninsula. In fact, the physical size of Charleston has increased from approximately 17 square miles in 1975 to 97 square miles today. A chain of barrier islands between Charleston's mainland and the Atlantic Ocean adds sandy beaches and marshland to the region's geography.

Charleston's proximity to the Atlantic Ocean provides a temperate climate. During the winter months temperatures on the peninsula can be as much as 15 degrees warmer than inland because of the ocean's influence. In summer, sea breezes cool the city to a temperature about three degrees below higher country. The summer is Charleston's rainiest season with 41 percent of the annual rainfall occurring in the form of thundershowers and occasional tropical storms. Hurricanes threaten in late summer and early fall. It is estimated that Charleston is affected by hurricanes every 4.62 years. In September 1989 Hurricane Hugo inflicted more than $5 billion in property damage to the region. In September 1999 Hurricane Floyd forced hundreds of thousands of people to evacuate Charleston. More recent hurricanes were Charley and Gaston, both in 2004.

Area: 97 square miles (2000)

Elevation: Sea level to 20 feet above sea level

Average Temperatures: January, 47.8° F; August, 80.6° F; annual average, 65.6° F

Average Annual Precipitation: 51.53 inches

History

Settlement Named for British King

In April 1670, the first English colonists sailed into Charleston harbor. This band of some 150 men and women soon established themselves on what they called Albemarle Point on the Ashley River. Ten years later, the colony was moved to Oyster Point, a peninsula of land between the Ashley and Cooper Rivers, the present site of Charleston. The settlement was named Charles Towne in honor of King Charles II of England, who had granted the land for colonization. The colony began to grow as people arrived first from England and the Caribbean islands. They were followed by Huguenots and Quakers who, along with Scottish, Irish, and Belgian colonists settled the area. The thriving port became known as one of the most religiously tolerant of the colonies. About 5,000 people inhabited the town by 1700, and friendly relations with the area's tribal natives had been established.

City Incorporated Following Revolution

By this time, the town was protected by a formidable wall; situated along the river bluff, it stood five feet thick and was made of brick on a base of palmetto logs and wood planks; on the land side, the wall was made of earth and bordered by a moat. The mere sight of it turned back a frontal attack on the settlement from a combined French-Spanish fleet in 1706. Ships sailed out of the harbor carrying corn, pork, lumber, deerskins, and rice, conveying goods to England and the West Indies. But shipping was threatened when, following a devastating 1713 hurricane and renewed tribal hostility, pirates became bold enough to attack the sea trade. Notable among the pirates was Edward Teach, known as Blackbeard. He seized several ships carrying Charles Towne residents and demanded, and received, ransom. Teach was eventually captured and executed, but residents of Charles Towne had become dissatisfied with the administration of the colony, especially in regard to the protection of the populace. England's Privy

Council took over responsibility for the government of South Carolina and appointed the first royal governor in 1720. With the threat of hostile native and pirate attacks effectively quelled by the new administration, Charles Towne residents took down most of the city walls, opened and extended the streets, and built spacious homes with well-tended grounds. The shoreline was developed, and shipping activity was brisk. Left standing was the Battery, a large retaining wall that today overlooks the harbor and Fort Sumter.

Beginning with the Stamp Act of 1765, Charles Towne was seriously torn over conflicts between loyalty to England and resistance to England's imposition of unjust taxes on the colonies. Residents protested the tea tax at a mass meeting held in 1773 and set up the formal governmental structure of South Carolina in July 1774. In September 1775, the last royal governor left the colony and took refuge aboard a British ship in the harbor. Then on June 28, 1776, a British fleet attempted to sail into the harbor at Charles Towne and was repulsed by revolutionary patriots. This victory persuaded the South Carolina delegates to the Continental Congress to sign the Declaration of Independence. Following the Revolution, Charles Towne remained politically troubled. Violence was directed against suspected British sympathizers, and various factions of the town faced each other with open animosity. Finally, in an attempt to restore order, the city was incorporated under the name of Charleston in 1783. Three years later, the South Carolina General Assembly voted to move the state capital from Charleston to the new city of Columbia.

The Citadel Founded to Quell Uprisings

Several innovations improved Charleston's economy in the 1790s. The invention of the cotton gin made the cotton business profitable. A method of using tidal force to irrigate rice plantings expanded the possibilities for rice cultivation. New and more efficient rice mills were built. Meanwhile, the shipping industry, no longer forced to comply with British mercantile laws, found new markets for American goods; wagon trade expanded, rolling cotton and other produce into Charleston's King Street for sale. When other regions began to draw trade away from Charleston, the city began construction of the South Carolina Railroad. By 1833, rail service began out of Charleston, but while the railroad did improve the economy, Charleston never again regained its dynamic growth pattern.

In 1822, just as Charleston was beginning to feel economic woes, it also experienced an attempted slave rebellion led by a former slave from the West Indies, Denmark Vesey, a dynamic, well-educated leader. Vesey had laid plans for obtaining weapons and had determined which buildings would be attacked when he was betrayed by two house servants and arrested. After a trial during which he engaged counsel and expertly examined witnesses himself, he was condemned to be hanged along with 36 of his co-conspirators. Others involved in the rebellion were deported. Following this attempted uprising, the Old Citadel was built as an arsenal and staffed by federal troops, and stricter laws governing slaves and their activities were adopted. The Citadel was later staffed by state troops, and in 1843 by a 20-man force that became the first Corps of Cadets of The Citadel.

''Cradle of Secession'' Surrenders to Yankees

Unresolved economic and philosophical conflicts between northern and southern states reached a crisis on December 20, 1860, when the South Carolina Secession Convention unanimously voted to adopt the Ordinance of Secession, leading other southern states in an attempt to leave the Union and form their own Confederacy. On April 12, 1861, Confederate batteries fired on Union forces occupying Fort Sumter, an installation off Charleston's coast. The Union forces on the island surrendered, Confederate forces occupied the fort, and one week later President Abraham Lincoln ordered all southern ports blockaded. While preparing for Union attack, Charleston was ravaged by a fire that destroyed 540 acres. Blockade runners were able to slip some supplies past the Union's blockade of Charleston harbor, but as the war continued it brought shortages of all vital supplies, including meat, sugar, and salt. Charleston, the ''Cradle of Secession,'' withstood Union attacks until February 17, 1865, when, with the Confederacy crumbling, hundreds of fires swept through the city. After four years of siege, Charleston succumbed to Union forces, and two months later the Confederacy surrendered.

Navy Yard Helps Stabilize Economy

Following the Civil War, Charleston was powerless. The city lay in ruins, railroads were destroyed, banking capital was depleted, and private capital was scarce. An industry eventually developed around phosphate deposits mined from local rivers and land sites and by 1880 was the most profitable industry in the state. Other commercial concerns recovered or developed, such as lumber mills, locomotive engine manufacturing, cotton presses and mills, breweries, and grist and flour mills. Port trade thrived, and the cotton business revived. Charleston recovered from an 1885 hurricane and an 1886 earthquake only to battle political trade obstacles, industrial competition from other regions, and insect destruction of the cotton industry. By the turn of the century, the city had to look to new industries and new developments for new hope.

In a move that proved to be the single most important gesture affecting the city's economy in the twentieth century, the United States Navy Yard was located at Charleston in 1901. Although other industries established themselves in the area, the military facility fueled the city's economy through two

world wars and provided the stability that enabled Charleston to solidify its identity. In the 1920s and 1930s, although the rest of the country was mired in the Great Depression, efforts to preserve and capitalize on Charleston's historic buildings began. Leading the way were wealthy people with well-known names like Doubleday, du Pont, and Whitney, who used Charleston's abandoned rice fields as quail- and duck-hunting preserves, and also began the task of restoring the city's beautiful old mansions. In 1989 Hurricane Hugo, one of the most destructive hurricanes to ever have struck the U.S. mainland, inflicted more than $5 billion in property damage on the region. Citizens quickly repaired the damage, restoring the city to the pristine freshness that still beguiles its four and a half million annual visitors. Although the U.S. Naval Base in Charleston closed in 1996, a significant U.S. Naval and Air Force presence remains.

Today's Charleston is considered a ''living museum'' with a rich, 300 year history. Its blend of history with a diverse economic mix, favorable climate, and true southern charm not only attracts visitors and new residents but businesses as well. Charleston's future, fueled in part by a multi-billion dollar tourism business, is bright.

Historical Information: South Carolina Historical Society Library, Fireproof Building, 100 Meeting Street, Charleston, SC; telephone (803)723-3225. College of Charleston, Avery Research Center for African American History and Culture–Library, 125 Bull Street, Charleston, SC 29424; telephone (803)727-2009

Population Profile

Metropolitan Area Residents

1980: 430,000
1990: 506,877
2000: 549,033
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 77th
U.S. rank in 1990: 73rd
U.S. rank in 2000: 76th

City Residents

1980: 69,779
1990: 88,256
2000: 96,650
Percent change, 1990–2000: 6.7%
U.S. rank in 1980: 286th
U.S. rank in 1990: 266th
U.S. rank in 2000: 272nd (State rank: 2nd)

Density: 996.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 60,964
Black or African American: 32,864
American Indian and Alaska Native: 145
Asian: 1,197
Native Hawaiian and other Pacific Islander: 55
Hispanic or Latino (may be of any race): 1,462
Other: 518

Percent of residents born in state: 58.2% (2000)

Age characteristics (2000)
Population under 5 years old: 5,252
Population 5 to 9 years old: 5,263
Population 10 to 14 years old: 5,572
Population 15 to 19 years old: 8,555
Population 20 to 24 years old: 11,274
Population 25 to 34 years old: 14,725
Population 35 to 44 years old: 13,142
Population 45 to 54 years old: 11,969
Population 55 to 59 years old: 4,397
Population 60 to 64 years old: 3,469
Population 65 to 74 years old: 6,471
Population 75 to 84 years old: 5,005
Population 85 years and older: 1,556
Median age: years 33.2

Births (Charleston County, 2003)
Total number: 4,655

Deaths (Charleston County, 2003)
Total number: 2,724 (of which, 37 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,414
Median household income: $35,295
Total households: 40,791 (2000)

Number of households with income of . . .
less than $10,000: 6,401
$10,000 to $14,999: 2,869
$15,000 to $24,999: 5,586
$25,000 to $34,999: 5,279
$35,000 to $49,999: 5,902
$50,000 to $74,999: 6,724
$75,000 to $99,999: 3,187
$100,000 to $149,999: 2,647
$150,000 to $199,999: 852
$200,000 or more: 1,103

Percent of families below poverty level: 13.3% (59.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 6,997

Municipal Government

Charleston is governed by a mayor and a twelve-member city council. Council members are elected on a single-member district basis for four-year terms. Every two years, six members are elected.

Head Official: Mayor Joseph P. Riley, Jr. (D) (since 1975; current term expires January 2008)

Total Number of City Employees: 1,278 (2004)

City Information: City of Charleston, Executive Office, 80 Broad St., Charleston, SC 29401; telephone (843)577-6970

Economy

Major Industries and Commercial Activity

The economy in the Charleston region rests upon several sturdy bases. The military has traditionally been the major industry in the area since 1901 when the Charleston Naval Shipyard was founded. Even after the Naval Base and Shipyard closed in 1996, the military has remained the largest single employer in the Charleston region. The Department of Defense has remained at installations such as the Charleston Naval Weapons Station, Naval Hospital and the SPAWAR Systems Center Charleston. The Department of the Navy employed more than 12,500 active duty and civilian personnel in the region in 2003. At the same time, Charleston Air Force Base employs more than 5,000 personnel as the home for the U.S. Air Force's 437th Airlift Wing, adding substantially to the region's economic foundation.

Oil, electronics, computers, mining, and health care are also major industries in the Charleston area. Three of the region's largest employers are in the health care industry. They are Medical University of South Carolina, Roper St. Francis Healthcare and Trident Health System, and HCA division headquarters.

Tourism is another significant factor in the area's economy. The Charleston Metro Chamber of Commerce, the nation's oldest chamber of commerce, has long been interested in promoting Charleston as a place to visit, and despite wars, fires, hurricanes, and earthquakes, Charleston has preserved and restored hundreds of historic buildings that draw some four and a half million tourists per year. Visitors enjoy shopping and dining, as well as touring historic plantations, landmarks, and churches. According to research from the Chamber's Center for Business Research, Charleston visitors surveyed say that the area's greatest assets are its historic charm, historic sites and attractions, restaurants and climate. While most visitors to Charleston come from the nearby states of North Carolina, Georgia, Ohio and Tennessee, as well as their home state of South Carolina, about four percent of visitors are from outside the U.S. Charleston's world-famous barrier islands feature outstanding resort facilities in a semi-tropical climate, serving as powerful elements in the area's allure for tourists. The number of visitors to the Charleston region has grown steadily since 1997 when 2.5 million people visited to 4.6 million visitors in 2003. The number of accommodations in the area has also increased to keep pace with the growing demand. Tourism contributes $5.1 billion to the local economy annually.

Items and goods produced: marine products, fertilizer, rubber products, textiles, aircraft parts, paper, textiles, food products, lumber, metal components, heavy machinery, transportation equipment, furniture, instruments and chemicals

Incentive Programs—New and Existing Companies

Both the State of South Carolina and the Charleston community offer a number of business incentives designed to provide measurable economic advantages and reduce the cost of start-up operations.

Local programs—The Berkeley-Charleston-Dorchester Council of Governments operates a revolving loan fund offering financing for projects meeting certain criteria. Charleston County may negotiate a fee in lieu of property taxes with prospects or existing industries that commit to large new capital investment in the state. Five-year property tax abatements for new manufacturing facilities locating in the tri-county area and an exemption from the county portion of ordinary property taxes for five years on all additions to existing facilities are available under certain circumstances. The Charleston Citywide Local Development Corporation (LDC) offers financial assistance through six different loan programs for small businesses.

State programs—The following incentives and financing sources may be available to qualifying companies: Job Tax Credit for corporate income tax for job creation; displaced worker jobs tax credit; corporate headquarters tax credit; credit for hiring Family Independence Recipients; employer child care credit; job development credit; income tax credits for infrastructure construction; tax credit for the construction of water resources; income tax credit for investments in the Palmetto Seed Capital Corporation; property tax abatements; and sales tax exemptions for certain business expenditures. South Carolina's Jobs-Economic Development Authority provides funding assistance through Community Development Block Grants and through Carolina capital investment loans. South Carolina also offers Enterprise Zone incentives. There is no local tax on corporate income as well as no tax on worldwide profits.

Job training programs—The Center for Acccelerated Technology Training (CATT), a division of the State Board of Technical and Comprehensive Education, provides new and expanding companies with fully trained and productive employees. The program may include trainee recruitment and testing, instructor recruitment and training, provision of training sites, development of instructional materials, and complete program management. South Carolina administers the Job Training Partnership Program, which provides both training for new and expanding businesses, as well as customized skill training for specific employer needs. Finally, funds for retraining employees in existing industries are available from the Coordinating Council for Economic Development.

Development Projects

Major corridors in the city are getting a boost from the City's Streetscape program. Scheduled for completion by 2007, improvements include reconstruction of sidewalks, curbing, lighting, handicap ramps, the addition of street trees, brick crosswalks, and burial of overhead wires to the King Street commercial area and other downtown areas of the city. The South Carolina legislature has mandated additional expansion to the Port of Charleston, and by 2004 the South Carolina State Ports Authority had begun the permitting process for a sixth container terminal located at the former Charleston Naval Complex. This terminal will accommodate the expanding international container trade and the increasingly larger container ships that arrive in the port. In 2004, the Ports Authority also completed a $24 million project to deepen the Charleston channel and widen the harbor to improve navigation and accommodate larger vessels. The 2005 planned completion of a $635 million new bridge across the Port of Charleston's shipping channel will feature eight traffic lanes and improved clearance over the channel. The Arthur Ravenel Jr. Bridge over the Cooper River and Town Creek replaces two aging truss bridges. The city has initiated work on the renovation of the Camden Tower Sheds, an historic railway property, into a cultural Arts District and Children's Museum. The Children's Museum of the Lowcountry opened to the public in 2003.

Economic Development Information: Charleston Regional Development Alliance, 5300 International Blvd., Suite 103A, North Charleston, SC 29418; telephone (843)767-9300; fax (834)760-4535

Commercial Shipping

International trade is a growing sector of the regional economy and the Port of Charleston is making strides to accommodate that growth. Known as one of the most efficient ports in the world, it handles one quarter of all containers from Norfolk to Miami. The port is also ranked sixth in the country by value of cargo moved through its terminals. Containerized shipments such as textiles, chemicals, and rubber are the main commodities handled by the port. The Port of Charleston contributes greatly to the economic impact of the city in areas of employment, personal income, and tax revenues. Adding to the efficiency of shipping into and out of Charleston is the Charleston International Airport. Its air cargo facilities include a 21,000 square yard facility and a separate cargo/freight area on the airport's east side. In addition, about 100 motor freight carriers, three railroad systems, and an expansive system of interstates and U.S. highways move cargo through the region.

Labor Force and Employment Outlook

Charleston boasts a plentiful supply of skilled labor; its civilian labor force has grown 4.3 percent from 1998 to 2003. Most Charleston residents are employed in the trade, transportation and utilities sector and government sector. High school graduates account for 81.1 percent of the city's labor force and 16 percent are college graduates. Most employment opportunities can be found in the tourism industry, transportation services, health care, military installations, and manufacturing.

The following is a summary of data regarding the Charleston metropolitan area labor force, annual averages 2003.

Size of nonagricultural labor force: 260,300

Number of workers employed in . . .
construction and mining: 19,900
manufacturing: 20,900
trade, transportation and utilities: 53,600
information: 3,700
financial activities: 10,800
professional and business services: 33,600
educational and health services: 27,400
leisure and hospitality: 32,100
other services: 7,600
government: 50,800

Average hourly earnings of production workers employed in manufacturing: Not reported

Unemployment rate: 4.6% (December 2004)

Largest employers	*Number of employees*
U.S. Navy	12,543
Medical University of South Carolina	8,200
Charleston Air Force Base	5,000
Charleston County School District	5,000
Roper St. Francis Health Care	4,000
Berkeley County School District	3,457
Piggly Wiggly Carolina Co. Inc.	2,447
Charleston County	2,243
HCA Carolinas division headquarters & medical centers	2,082

Largest employers	*Number of employees*
Robert Bosch Corp. (fuel injection & braking systems)	2,062
MeadWestvaco	1,755

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Charleston area.

2004 (3rd Quarter) ACCRA Average House Price:$229,315

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.3 (U.S. average = 100.0)

State income tax rate: Ranges from 2.5% to 7.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.5% (Charleston County)

Property tax rate: Millage rates set annually by local government tax authorities and applied to 4.0% of fair market value. In 2003 the city's combined millage rate was 337 (tax credit factor was .000365).

Economic Information: Charleston Metro Chamber of Commerce, 81 Mary Street, PO Box 975; Charleston, SC 29402-0975; telephone (843)577-2510; fax (843)723-4853

Education and Research

Elementary and Secondary Schools

There are four school districts serving about 87,500 students in the Charleston Metropolitan Area. Berkeley County, Charleston County, Dorchester II, and Dorchester IV collectively operate 134 schools serving grades K-12. Charleston County has the largest enrollment of the four. Charleston County's average SAT score in 2004 for college-bound seniors was 964, compared to a U.S. average of 1,026. The 2004 South Carolina Annual Report Card for the Charleston County schools assigned an Absolute Rating of ''good'' based on student test scores and an Improvement Rating of '' average'' which compares student test scores from one year to the next.

The following is a summary of data regarding the Charleston County School District for the 2003–2004 school year.

Total enrollment: 42,226

Number of facilities
elementary schools: 42
middle schools: 13
senior high schools: 8
other: 4 charter schools, 12 magnet schools, and 8 alternative programs

Student/teacher ratio: 21:1

Teacher salaries
average: $40,092

Funding per pupil: $7,661

In addition, about 11,200 students are educated at nearly 75 private and parochial schools in the region, including the exclusive Charleston Day School, where children from Charleston's oldest families matriculate.

Public Schools Information: Center for Business Research, Charleston Metro Chamber of Commerce, 81 Mary Street, PO Box 975, Charleston, SC 29402-0975; telephone (843)805-3042; fax (843)723-4853

Colleges and Universities

Students can choose from among 17 institutions of higher learning in the Charleston region. The Medical University of South Carolina, the South's oldest medical school, has five health-related colleges. The College of Charleston offers 34 undergraduate degree programs; in conjunction with the college, the University of Charleston offers 15 graduate degree programs. The Charleston Air Force Base is home to four academic institutions. Webster University, a St. Louis-based facility granting master's degrees, offers courses in business and management, liberal arts and sciences, and fine arts. City Colleges of Chicago, Southern Illinois University and Embry-Riddle Aeronautical University also have campuses on the base. Johnson and Wales University at Charleston offers bachelor and associate degrees in the culinary arts and hospitality management. Trident Technical College is a two-year institution that emphasizes training in job skills and offers 150 programs of study. Charleston Southern University enrolls about 2,990 students in its College of Arts and Science, ROTC program, and schools of business, education, and nursing. Southern Wesleyan University offers accelerated learning programs for working adults. Limestone College offers bachelor's and associate's degrees in several disciplines, including art, biology, and computer science. Miller-Motte Technical College offers both certificate and college degree programs in art direction, accounting, design and photography, among others. Springfield College offers undergraduate and graduate degrees in 50 majors and programs. In addition, The Citadel, The Military College of South Carolina, a four-year liberal arts school with a strict military structure, is also located in Charleston. Voorhees College is a private, historically African American, coeducational, liberal arts school affiliated with the Episcopal Church. The Charleston School of Law is the city's newest

addition to its academic institutions. Opened in August 2004, the law school enrolled 200 students in its first class.

Libraries and Research Centers

The city of Charleston is served by the Charleston County Library, the first public library in the country, with 16 branch libraries and a traveling bookmobile. The library system houses about 2.2 million catalogued items including books, magazine subscriptions, compact discs, records, videotapes, films and film strips, cassettes, as well as an excellent collection of Charleston and South Carolina historical and genealogical materials. It maintains a complete business reference library, as well as legal resources pertaining to federal, state, and local law. Research centers affiliated with area academic institutions conduct activities in such fields as pharmacology and toxicology, marine biomedicine, public affairs and policy studies, and medicine.

Public Library Information: Charleston County Library, 68 Calhoun Street, Charleston, SC 29401; (843)805-6801

Health Care

Medical University of South Carolina, a leading teaching and research center, has 775 beds and 8,200 employees. The hospital has announced plans for the construction of a new four-story diagnostic and treatment center, state-of-the-art cardiology center, and a seven-story patient tower. Roper St. Francis Health Care is the next largest health system in the metro Charleston area. Its two hospitals are Bon Secours St. Francis Hospital, specializing in acute care, and Roper Hospital, a tertiary care facility. Other medical facilities serving the region's health care needs include the U.S. Naval Hospital, which serves military personnel; Charleston Memorial Hospital (172 beds); Charter Behavior Health System, a psychiatric and rehabilitation hospital with 102 beds; East Cooper Regional Medical Center (100 beds); R.H. Johnson Veterans Administration Medical center (117 beds); and Trident Health System (Columbia/HCA), with two hospitals, 400 beds, and 2082 employees.

Recreation

Sightseeing

Visitors to Charleston are greeted with a delightful array of sights and activities all year around. The colonial port city is famous for its horse-drawn carriage tours that take visitors over cobblestone streets through quaint colonial neighborhoods. The historic district consists of more than 2,000 preserved and restored buildings, 73 of which are pre-Revolutionary, 136 date from the 1700s, and 600 from the early 1800s.

Using guide services, boat and motorized trolley tours, or walking or bicycling with directions on audio cassettes, visitors can view Charleston's historic and stately buildings and churches. Opened in 1736, the Dock Street Theatre was one of the nation's first theaters. Later, the Planters Hotel, built around the ruins of the theater, was a gathering spot where ''Planters Punch'' is said to have originated; the hotel was remodeled into the Dock Street Theatre in the mid-1930s. Performances are currently given in the theater and its foyer. Completed in 1772 by Daniel Heyward, the Heyward-Washington House was the property of Thomas Heyward, delegate to the Continental Congress and signer of the Declaration of Independence; the house is furnished with period furnishings, and visitors may tour the only restored eighteenth-century kitchen open to the public in Charleston. The Aiken-Rhett House, built in 1817, contains some of the finest rooms of the Greek Revival and rococo styles in the city. Built between 1767 and 1771, the Old Exchange was the site of the election of South Carolina's delegates to the first Continental Congress in 1774. Although its Provost Dungeon was used by the British to confine prisoners during the Revolution, the U.S. Constitution was ratified at the Old Exchange in 1787; the building was later used as a customs house and post office and is now open to the public. The Avery Research Center for African-American History and Culture in the beautifully restored former Avery School preserves and makes public the historical and cultural heritage of South Carolina low country African Americans. The Cabbage Row section of Church St. was the inspirational setting for Gershwin's ''Porgy and Bess'' opera.

The oldest church in the city is St. Michael's Episcopal Church, which was completed in 1761. The edifice was designed after St. Martin's-in-the-Field in London; richly ornamented, the church includes a clock and bells operating since 1764. The mother church of the province, St. Philip's Episcopal Church originally stood on the site where St. Michael's Episcopal Church stands today; the present edifice was constructed between 1835 and 1838. St. Philip's churchyard contains the graves of John C. Calhoun, Secretary of War and Vice President of the United States; Edward Rutledge, signer of the Declaration of Independence; Charles Pinckney, signer of the U.S. Constitution; and DuBose Heyward, author of the novel *Porgy.* Construction for the Unitarian Church was begun in 1772, but work was stopped during the Revolution and not completed until 1787; remodeled in 1852, the church is noted for its fan-tracery ceiling and striking stained-glass windows. The Circular Congregational Church was designed by Robert Mills, built in 1806, and destroyed by fire in 1861; 30 years later the

original brick was used to erect the present building on the site. The First Baptist Church, also designed by Robert Mills, was completed in 1821; its original congregation founded the Anabaptist Church in 1682 in Kittery, Maine, and, fleeing persecution from the Puritans, settled in colonial Charles Towne. Congregation Beth Elohim, an imposing Greek Revival building dating from 1841, is the oldest synagogue in the United States in continuous use; this synagogue introduced a liberalized ritual using instrumental music during the service for the first time and is recognized as the birthplace of Reform Judaism in the nation.

Built before 1760, the perfectly scaled miniature of a Charleston ''single house'' known as the Thomas Elfe Workshop features cypress woodwork, collections of cabinetmaking tools, and excavated artifacts in a privately restored setting. The first Adam-style house in Charleston, the Joseph Manigault House, was designed by Charleston architect Gabriel Manigault; completed in 1803, the house is a parallelogram with half-moon bows at either end and features French, English, and Charleston-made furniture, as well as a restored garden. The Nathaniel Russell House, built in 1808, is noted for its astonishing flying staircase spirals, oval drawing rooms, and extensive interior detailing, as well as for its fine china, silver, and furniture. St. John's Lutheran Church, the mother church of the South Carolina Synod of the Lutheran Church in America, is noted for its wrought iron gates and fence; the first church on the site was built in 1759, and the present building dates from 1817. The French Huguenot Church was built in the 1840s; each spring a French liturgy service is held to commemorate the French Huguenots who fled religious persecution and settled in Charleston.

Visitors to Charleston will also enjoy the numerous gardens, parks, and plantations. Rainbow Row, north of the Battery along East Bay Street, is one of Charleston's most famous sections. Throughout the district are walled gardens, noted for their lavish floral displays and lacy ironwork. Charles Towne Landing is the original site of South Carolina's first permanent English settlement; this extensive park features the original colony's history at an interpretive center and reconstructed earthworks and palisade, as well as a replica of a seventeenth-century trading vessel moored in Old Towne Creek. Animals indigenous to South Carolina in 1670 roam in the Animal Forest behind concealed barriers, while the Settlers' Life Area invites visitors to participate in activities typical of early colonists' lives. Fort Sumter, where the Civil War's armed conflict began, is on a man-made island; visitors reach the island, now a National Monument, by boat from the Municipal Marina and Patriots Point. Snee Farm is a remnant of the plantation home of Charles Pinckney, a principal architect and signer of the U.S. Constitution. Boone Hall Plantation, McLeod Plantation on James Island, Drayton Hall, Magnolia Plantation and Middleton Place rice plantation are other area plantations not to be missed.

Caw Caw Interpretive Center is a 643-acre park highlighting Charleston's historical, natural and cultural heritage, especially the practice of rice cultivation brought to the country by Africans. Its eight miles of trails and boardwalks meander through marshland, swamp and oak forest. A famous landmark in Charleston is the Angel Oak; estimated to be about 1,400 years old, this giant tree has a circumference of 23 feet and a limb spread of 151 feet. James Island County Park allows crabbing and fishing from floating docks along tidal creeks and lagoons, and offers bike paths, pedal boats, kayaks, picnicking, and 50-foot climbing wall. Its Splash Zone waterpark is open seasonally. North Charleston Wannamaker County Park in North Charleston features family fun and a Whirlin' Waters waterpark. Other Charleston-area parks include Cypress Gardens and the Audubon Swamp Garden.

Among the tours offered to Charleston visitors is a ''Ghosts of Charleston'' guided walking tour of haunted sites. Other tours feature a history of the pirates of the area and the story of Charleston. Drayton Hall conducts daily walking tours of Charleston's preservation movement, architecture, and history departing from Marion Square. Carriage tours, van tours and water and harbor tours are also popular.

Arts and Culture

In 1735 Charleston's Dock Street Theatre opened as the first building in the American colonies to be used for theatrical productions. In that same year Charleston audiences saw the first opera performed in the New World, and by the 1790s the city supported a symphony orchestra. Jenny Lind, Sarah Bernhardt, Adelina Patti and other internationally known performers brought their talents to Charleston theaters in the nineteenth century. Local playwright and novelist DuBose Heyward collaborated with composer George Gershwin in the 1930s to produce the musical drama ''Porgy and Bess,'' based on Heyward's novel *Porgy.*

Today the vitality of the arts in Charleston can be deduced from the tremendous success of the Spoleto Festival U.S.A., recognized as the world's most comprehensive arts festival. A version of an annual festival held in Spoleto, Italy, Charleston's Spoleto was brought to the city by Maestro Gian Carlo Menotti in 1977. For three weeks in late spring, Charleston, draped in banners and showered with fireworks, becomes a showplace for music, dance, opera, theater, and the visual arts. Internationally known performers entertain audiences in Charleston's historic churches, theaters, and plantations. Established works and performers are showcased; however, Spoleto is also an exciting opportunity for new artists and new works, and the festival generates a wide variety of activity. An imaginative spinoff to the Spoleto Festival is Piccolo Spoleto (piccolo is Italian for ''small''), a festival that runs concurrently with Spoleto and features a full spectrum of artistic events, many of which are free to the public. Children and adults alike enjoy face-painting, jazz

concerts, street musicians, organ and chamber music recitals, and street fairs.

Charleston is also home to two ballet companies. The Charleston Ballet Theatre presents numerous public performances each season plus matinees for school children, and the Robert Ivey Ballet is the company-in-residence at the College of Charleston. The Charleston Symphony Orchestra performs a September-through-May season and also performs masterworks, pops and children's concerts. The Charleston Symphony Orchestra, as a nonprofit organization, receives funding from the South Carolina Arts Commission, the National Endowment for the Arts, and the city of Charleston. World-famous musicians are brought to Charleston each year by the Charleston Concert Association. Broadway shows, Shakespeare, and eighteenth-century classics are all part of the repertoire of the Footlight Players, who offer six or more plays a season at the Footlight Players Theatre. The Charleston Stage Company is the company-in-residence at the Dock Street Theatre.

Museums and galleries in the region display a wide range of art and artifacts. The Charleston Museum, founded in 1773, is the country's oldest municipal museum; it focuses on South Carolina and the Southeast with displays on history, the arts, archaeology, and natural history, and houses a full-scale replica of the Confederate submarine *Hunley.* The Citadel Memorial Museum, located at the entrance to The Citadel, displays items pertaining to the history of the college and its graduates, including two of the largest flags from the Civil War; each Friday at 3:45 p.m. the Citadel Corps of Cadets conducts a dress parade. The American Military Museum displays uniforms and artifacts of soldiers from all the American wars. The Confederate Museum, housed in Market Hall, contains flags, uniforms, swords, and other Confederate memorabilia. Patriots Point Naval and Maritime Museum, two miles east of Charleston, is one of the world's largest naval and maritime museums; featured is the USS *Yorktown,* a retired aircraft carrier that saw service in World War II, Korea, and Vietnam, as well as the nuclear merchant ship *Savannah,* the World War II submarine *Clamagore,* and the destroyer *Laffey,* and displays of missiles, guns, mines, and aircraft. Built in 1713, the Old Powder Magazine, Charleston's oldest public building, was used during the Revolutionary War as a powder storehouse; it now serves as a historical museum. The Karpeles Manuscript Museum showcases the world's largest private collection of historically significant manuscripts. One of four sites that comprise the African-American National Heritage Museum, the Slave Mart Museum showcases the contributions of African Americans from 1670 to the civil rights movement. The Children's Museum of the Lowcountry has hands-on exhibits appealing to children through 12 years of age.

The South Carolina Aquarium on Charleston Harbor is Charleston's most visited attraction. Opened in May 2000, its more than 60 exhibits showcase aquatic animals from river otters and sharks to loggerhead turtles. Special traveling exhibits are changed annually. Next door to the aquarium on Aquarium Wharf is the Charleston IMAX Theatre. Also for kids of all ages is the Edisto Island Serpentarium, a reptile park open in the summer months.

Featuring a fine collection of American paintings, Japanese woodblock prints, and sculpture, the Gibbes Museum of Art also offers an excellent collection of miniature portraits. The portrait gallery in the Council Chamber of the City Hall contains portraits of important leaders, including John Trumbull's portrait of George Washington and Samuel F. B. Morse's portrait of James Monroe. The City Gallery at the Dock Street Theatre exhibits the work of Charleston area artists, especially experimental and contemporary work.

Festivals and Holidays

In addition to the celebrated Spoleto Festival U.S.A., held in Charleston for three weeks in May and June (described above in Arts and Culture), the city hosts many other events throughout the year. Begun in 1984, the Moja Arts Festival is held for two weeks each October; Moja, the Swahili word meaning ''the first'' or ''one,'' aptly describes this festival, which features the rich heritage of the African continent presented through dance, theater, films, lectures, and music. Charleston's International Film Festival runs each year for 10 days at the end of October and the beginning of November; at this world-class film festival, international film makers exhibit their work in restored eighteenth-century theaters and other historic buildings. For one week each mid-February Charleston hosts the Southeastern Wildlife Exposition; the largest show of its kind, the exposition brings more than 500 wildlife artists and artisans to a show of crafts, wildlife arts, and collectibles in Charleston's historic buildings. Also in February is the Bonterra Lowcountry Blues Bash, a 10-day festival featuring authentic blues music in selected clubs, hotels and restaurants.

The city's architectural heritage is showcased at various times throughout the year. Each March and April the Historic Charleston Foundation sponsors the Festival of Houses and Gardens, a series of walking tours of private homes and gardens in Charleston's historic district; in October the Preservation Society of Charleston sponsors the Fall Candlelight Tour of Homes and Gardens, 16 different walking tours featuring private houses and gardens in the historic district. Tickets for these tours, which are considered the best way to get an intimate view of the city, are highly sought after.

Other Charleston-area festivals include the Lowcountry Oyster Festival in early February; September's Scottish Games and Highland Gathering; and the Christmas in Charleston Festival, with its parade of boats, held every mid-November through mid-January. In April visitors can enjoy

a little taste of Louisiana at the Charleston Lowcountry Cajun Festival at James Island County Park, featuring live Zydeco and Cajun music, authentic food, crafts, and activities for children. Also in April is the World Grits Festival in St. George. The Charleston Maritime Festival in May features tours of tall ships, shipyard tours, model ships, and family boatbuilding. Holiday Magic is a month-long celebration of the holidays downtown including special shopping days, a Christmas parade, entertainment, a parade of boats and a Taste of Charleston, celebrating the city's culinary delights. First Night Charleston features activities and entertainment throughout the city including music, dance, children's act ivities, and a parade, all on New Year's Eve.

Sports for the Spectator

Baseball fans can watch the Charleston RiverDogs, the San Diego Padres' minor league team, face opponents at Joe Riley Stadium. Fans of professional ice hockey enjoy the South Carolina Stingrays, while professional soccer action is the forte of the Charleston Battery at Blackbaud Stadium on Daniel Island. Collegiate action is provided by teams fielded by the College of Charleston, The Citadel, and Charleston Southern University. Plantation Polo matches are held each Saturday in April, October, and November at Boone Hall Plantation in Mt. Pleasant.

Sports for the Participant

Almost any sport that can be enjoyed under the sun is found in the Charleston area with its warm sun and sea breezes. Golf, tennis, horseback riding, swimming, sailing, water skiing, snorkeling, clamming, crabbing, fishing, hunting, bird watching—all are available within minutes of the city. Many visitors to the area are attracted by the challenge of its world-famous golf courses, some of which have been designed by celebrated course designers such as Tom Fazio, Gary Player, Jack Nicklaus, and Robert Trent Jones. The area's breathtaking coastal terrain and lowcountry woodlands offer great golfing. Many of the area's courses are on Isle of Palms, Kiawah and Seabrook Islands. Charleston's Department of Recreation operates the Tennis Center, which offers lessons, drills, clinics, and league play, as well as sanctioned tournaments. Most of the numerous public and private tennis courts in and around Charleston employ resident professionals. Young people may participate in soccer, football, volleyball, basketball, indoor soccer, and tennis. Softball and soccer leagues are also popular for adults, as is running. The challenging 10K Cooper River Bridge Run is held each year in April and attracts nearly 17,000 runners. For those who prefer the less strenuous activity of walking, several lovely parks invite strolling. Many of the parks have biking trails, and bicycles may be rented at several locations.

Charleston affords ample opportunity to pursue sports near, in, or on the water. The Charleston County Parks and Recreation Department operates Beachwalker Park at the south end of Kiawah Island, Palmetto Island County Park, Folly Beach County Park, and James Island County Park, for the enjoyment of swimming, as well as bicycling and other sports. The six barrier island beaches have been called the finest in the world. The Santee-Cooper Lake beaches near Moncks Corner and St. Stephen, and the network of inlets, coves, and tidal creeks provide water skiers with seemingly endless waterways. The public has access to 20 boat landings in the area. Sailing is the most popular summer sport in Charleston. Regattas are held throughout the season, drawing sailors from the entire southeast coast. Charleston Race Week in the Charleston Harbor in April draws 100 sailboats and crews of 500 sailors to the city each year. Private marinas along the coast provide facilities for both large and small boats. Surf and pier fishing are popular pastimes, and boats heading for deep water are a common sight in Charleston Harbor. Freshwater fishing for the famous land-locked striped bass in the freshwater lakes of the Santee-Cooper is a challenge few anglers can resist, and in season crabbing and shrimping attract even novices.

The opportunity to bag quail, duck, and deer lures hunters to local hunting clubs. For those who hunt with binoculars and cameras, Bulls Island, part of the Cape Romain National Wildlife Refuge, is a wintering ground for many species of migratory birds and a nesting area for sea turtles. Drum Island shelters the largest wading bird rookery in the eastern United States.

Shopping and Dining

Two of the focal points for shopping in Charleston are the Old City Market area and King Street area, home to a number of antique shops. Antiques shoppers in Charleston can choose from more than a dozen shops with items ranging from crystal, china, and English mahogany furniture to oriental rugs. Charleston Place offers 50,000 square feet of elegant shops. Specialty shops abound, stocked with imported sportswear, resort wear, perfume, fine jewelry, lingerie, housewares, candies, and other items. The Charleston Farmers Market in Marion Square, open Saturdays from March through December, brims with fresh vegetables, fruit, and flowers. Juried arts and crafts are also available as are a variety of activities and amusements for children. The major malls are Citadel Mall, which contains three major anchors and more than 90 specialty shops, and Northwoods Mall, with more than 130 stores. Fountain Walk, Charleston's newest waterfront destination located at Aquarium Wharf, also has many shops and restaurants.

Eating well has long been a Southern tradition; in Charleston, however, that tradition was honored in homes, not in restaurants. The growth of tourism in the area has spurred development of new, first-rate eating establishments, and now visitors

and locals alike reap the benefits: American, Southern, Chinese, Italian, French, Indian, Japanese, German, Greek, and Mexican cuisine are available. In historic Charleston the atmosphere lends a special touch to dining. Along Shem Creek in Mt. Pleasant, several seafood restaurants afford patrons a view of the shrimp boats moving over the water, while another establishment south of the city is actually built on piers above the ocean. Almost all restaurants, regardless of ambience, feature seafood, a South Carolina staple. The nearby waters provide millions of pounds of seafood in a harvest that includes shrimp, crabs, oysters, mussels, clams, whiting, spot, mullet, red snapper, grouper, king mackerel, flounder, and catfish. Visitors to Charleston can sample the famous she-crab soup and other low country specialties such as soft shell crab, shrimp and grits, and red rice.

Visitor Information: Charleston Convention and Visitors Bureau, PO Box 975, Charleston, SC 29402; telephone (843)853-8000

Convention Facilities

The largest meeting facility in Charleston is the Charleston Convention Center Complex. The center boasts a 76,960 square foot exhibition hall, a 25,000 square foot ballroom, 20 meeting rooms, and the attached 2,300-seat Performing Arts Theater. The 14,000-seat North Charleston Coliseum offers an additional 30,000 square feet of exhibition space and is connected by covered walkway to the convention center. Completing the complex is an adjacent 255-room Embassy Suites hotel which services the ballroom and meeting rooms at the Convention Center.

Lodgings in the Charleston area range from small and medium hotels to gleaming full-range hostelries and provide more than 11,300 hotel/motel rooms. That figure was expected to grow by seven percent by the year 2006. Charleston Place hotel boasts a ballroom with a capacity of 1,700 people and 18 other rooms of varying capacities. In the heart of this historic district and adjacent to the Old City Market and King Street shops, Charleston Place also contains a fitness center and a parking garage in addition to its 320 guest rooms. The Riviera at Charleston Place is the hotel's conference center located across the street, featuring 9,000 square feet of space, with an amphitheater, ballroom, and rooftop terrace.

Visitors who value history, luxury, and personal service will not be disappointed in Charleston, where numerous historic buildings have been restored and furnished with reproductions of Charleston antique furniture. These highly individualized accommodations couple old world, international charm with modern, expert, personal attention. For those who prefer to stay in a home when away from home, some 60 rooms are available on a bed-and-breakfast basis. Next to its historic district, Charleston is best known for its nearby pristine barrier islands: Isle of Palms, Sullivan's Island, Folly Beach, Kiawah Island, and Seabrook Island, featuring top-rated resort amenities. Along with beachfront meeting facilities and conference rooms, seaside facilities offer opportunities for world-class golf, tennis, sailing, and fishing, plus secluded beach walks, nature safaris, and fine dining.

Convention Information: Charleston Convention and Visitors Bureau, PO Box 975, Charleston, SC 29402; telephone (843)853-8000. Charleston Area Convention Center Complex, 5001 Coliseum Drive, Charleston, SC 29418; Ed Riggs, Director of Sales, telephone (843)529-5011; fax (843)529-5040.

Transportation

Approaching the City

Visitors arriving at the Charleston International Airport will appreciate that the air exits, baggage claim area, and ground transportation facilities are all on one level for speedy accommodation to and from the terminal complex. The airport is located in North Charleston adjacent to the Charleston Air Force Base and uses the airport facilities and runways jointly with the USAF. Six commercial airlines (Continental Airlines, Delta, Northwest Airlines, Independence Air, U.S. Airways and United Express) offer national and international flights daily. Six private airports in the region can accommodate corporate and private aircraft.

For those motoring to Charleston, the major approaches from the north and south are U.S. Highway 17, a favorite coastal route, and I-95. Interstate 26, which terminates at Charleston, approaches from the west and links with Interstate 95 running north-south. U.S. Highway 52, paralleling Interstate 26 west of Charleston, and U.S. Highway 701 both approach Charleston from the north. Interstate 526, the Mark Clark Expressway, is a 19-mile freeway that forms a semicircle across the region from St. John's Island in the west to east of the Cooper River.

Traveling in the City

The peninsular city of Charleston is laid out in a grid pattern; however, city blocks are not uniform in size or shape. The downtown/historic district is bisected by King Street and Meeting Street. In the north, East Bay Street branches off Meeting Street and becomes East Battery Street and Murray Boulevard around the edge of the Battery. Ashley and

Rutledge connect with the west end of Murray Boulevard. Major east-west streets are Calhoun, Broad, and Tradd.

Public bus service in Charleston is provided by the Charleston Area Regional Transportation Authority (CARTA). The Downtown Area Shuttle (DASH) trolley provides affordable and convenient transportation from the Visitors Center to various points throughout the Historic District. The Mount Pleasant Shuttle provides service from the airport to area hotels. Charleston is easily explored on foot.

Communications

Newspapers and Magazines

One major daily (morning) newspaper serves the area: *The Post & Courier.* Publications for the African American community are the *Charleston Black Times, The Charleston Chronicle* and *Charleston Trident Black Pages. The Charleston City Paper* and the *Charleston Jewish News* are other local papers. Magazines published in Charleston include *Commerce Magazine, Good Dog!, South Carolina History Magazine,* and *Charleston Magazine.*

Television and Radio

The four television stations broadcasting from Charleston are network affiliates; additional television viewing is available through cable service. The city's seven radio stations broadcast educational, sports, religious, public, and special interest programming in addition to music ranging from popular and country-western to jazz and classical.

Media Information: *The Post & Courier,* Evening Post Publishing Company, 134 Columbus Street, Charleston, SC 29403; telephone (843)577-7111

Charleston Online

Charleston: A National Register of Historic Places Travel Itinerary. Available www.cr.nps.gov/nr/travel/charleston

Charleston Area Convention Center Complex. Available www.charlestonconvention.com

Charleston Area Regional Transportation Authority. Available www.ridecarta.com

Charleston Convention and Visitors Bureau. Available www.charlestoncvb.com

Charleston County Library. Available www.ccpl.org

Charleston Metro Chamber of Commerce. Available www.charlestonchamber.net

Charleston Regional Development Alliance. Available www.charleston-for-business.com

City of Charleston home page. Available www.ci.charleston.sc.us

The Post & Courier. Available www.charleston.net

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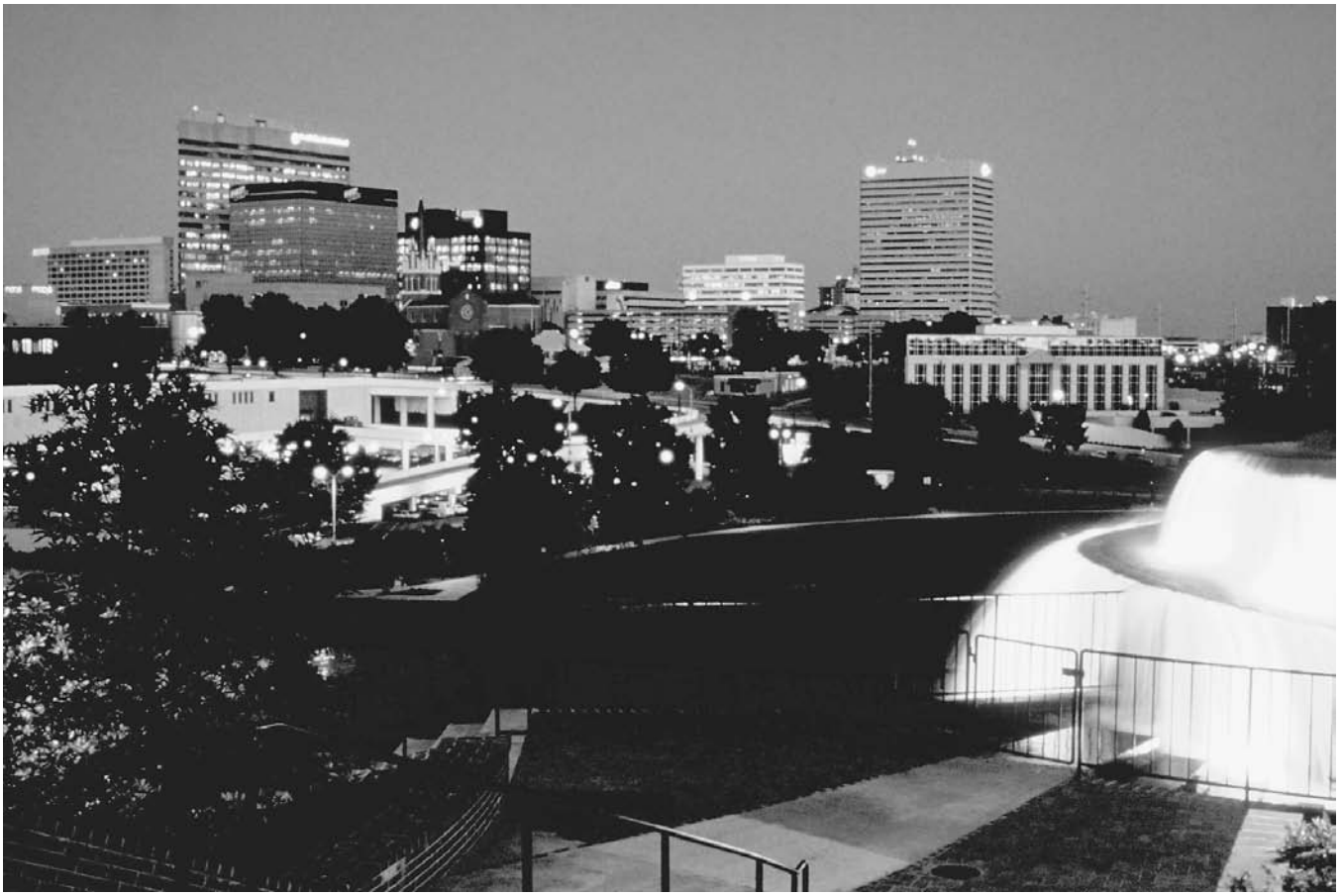
Columbia



The City in Brief

Founded: 1786 (chartered 1805)

Head Official: Mayor Bob Coble (D) (since 1990)

City Population
1980: 101,229
1990: 110,734
2000: 116,278
2003 estimate: 117,357
Percent change, 1990–2000: 1.6%
U.S. rank in 1990: 203rd
U.S. rank in 2000: 198th (State rank: 1st)

Metropolitan Area Population
1980: 410,000
1990: 454,000
2000: 536,691
Percent change, 1990–2000: 18.4%
U.S. rank in 1980: 82nd
U.S. rank in 1990: 79th
U.S. rank in 2000: 79th

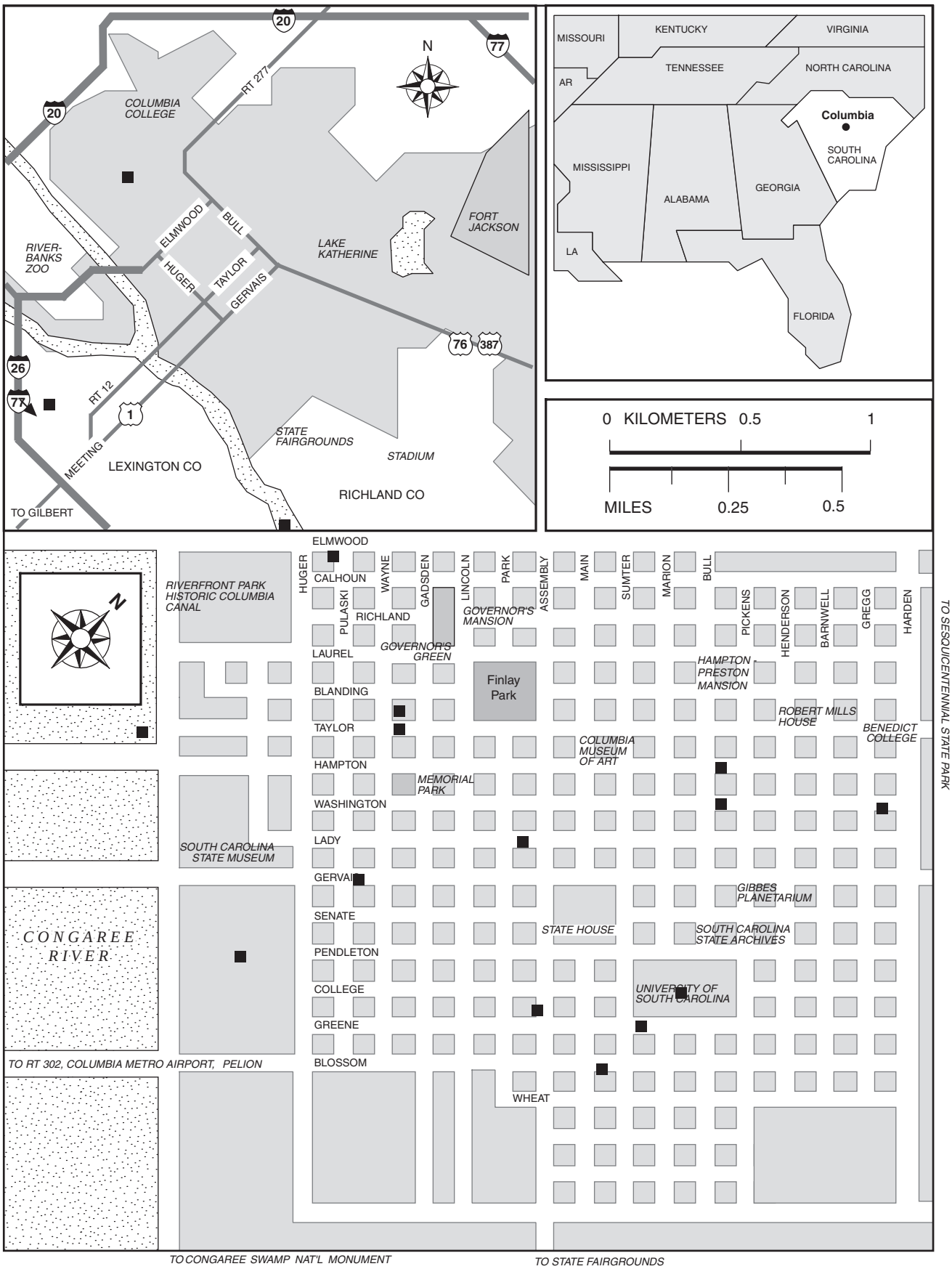
Area: 125 square miles (2000)
Elevation: Ranges from 200 to 350 feet above sea level
Average Annual Temperature: 65° F
Average Annual Precipitation: 50.14 inches

Major Economic Sectors: government, wholesale and retail trade, services
Unemployment rate: 4.9% (December 2004)
Per Capita Income: $18,853 (1999)

2002 FBI Crime Index Total: 10,307

Major Colleges and Universities: University of South Carolina, Benedict College, Columbia College

Daily Newspaper: *The State*


20
77
N
COLUMBIA COLLEGE
RT 277
ELMWOOD
BULL
HUGER
TAYLOR
GERVAIS
RIVER-BANKS ZOO
LAKE KATHERINE
FORT JACKSON
76
387
26
77
RT 12
1
MEETING
LEXINGTON CO
STATE FAIRGROUNDS
STADIUM
RICHLAND CO
TO GILBERT
MISSOURI
KENTUCKY
VIRGINIA
TENNESSEE
NORTH CAROLINA
AR
Columbia
SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
LA
FLORIDA
0 KILOMETERS 0.5 1
MILES 0.25 0.5
ELMWOOD
HUGER
CALHOUN
WAYNE
GADSDEN
LINCOLN
PARK
ASSEMBLY
MAIN
SUMTER
MARION
BULL
PICKENS
HENDERSON
BARNWELL
GREGG
HARDEN
PULASKI
RICHLAND
LAUREL
BLANDING
TAYLOR
HAMPTON
WASHINGTON
LADY
GERVAIS
SENATE
PENDLETON
COLLEGE
GREENE
BLOSSOM
WHEAT
RIVERFRONT PARK HISTORIC COLUMBIA CANAL
GOVERNOR'S MANSION
GOVERNOR'S GREEN
Finlay Park
HAMPTON PRESTON MANSION
ROBERT MILLS HOUSE
BENEDICT COLLEGE
COLUMBIA MUSEUM OF ART
MEMORIAL PARK
SOUTH CAROLINA STATE MUSEUM
GIBBES PLANETARIUM
STATE HOUSE
SOUTH CAROLINA STATE ARCHIVES
UNIVERSITY OF SOUTH CAROLINA
CONGAREE RIVER
TO RT 302, COLUMBIA METRO AIRPORT, PELION
TO SESQUICENTENNIAL STATE PARK
TO CONGAREE SWAMP NAT'L MONUMENT
TO STATE FAIRGROUNDS

Introduction

The capital city of South Carolina is a major industrial, cultural, and educational center located in the heart of a fertile farm region. The romance of the nineteenth century is writ large in the buildings and historical markers that grace its broad, tree-lined streets. Chosen as a compromise site for the interests of wealthy low country planters and fiercely independent small farmers and merchants from the hill country, this city located directly in the center of the state was specifically designed to serve as its seat of government. From the beautifully preserved antebellum architecture to the riverbanks and swamps to the State House with its battle-scarred walls and rich interiors, Columbia is an enchanting city. Columbia was ranked 2nd of ''America's Most Livable Mid-Sized Communities'' in 2005 by the national non-profit organization Partners for Livable Communities.

Geography and Climate

Columbia is situated near the geographic center of South Carolina, midway between New York City and Miami. Set near the ''fall line'' dividing the South Carolina Piedmont and Coast Plains, the rolling hills surrounding the city slope from approximately 350 feet above sea level in the city's northernmost part to 200 feet above sea level in the southeast. The Appalachian and Blue Ridge Mountains northwest of the city often delay the approach of cold weather, and the winters are mild with the lowest temperatures extending from November to mid-March. Below-freezing temperatures are experienced during only one-third of the winter days. Nearly every year brings one day with a one-inch snowfall. Temperatures in spring range from March's occasional cold snap to warm, pleasant days in much of May. Long summers are the norm, and short-lived late afternoon thundershowers a common occurrence. Typically, there are about 6 days of over-100 degree weather in summer, but the heat is eased by frequent summer showers. Sunny days and lack of rain characterize Columbia's typically beautiful fall weather.

Area: 125 square miles (2000)

Elevation: ranges from 200 to 350 above sea level

Average Temperatures: January, 44.7° F; July, 81.0° F; annual average, 65° F

Average Annual Precipitation: 50.14 inches

History

Located at the middle of South Carolina, the city of Columbia was carved out of the countryside by order of the state legislature, which wanted to establish a new capital more centrally situated than Charleston. By that time, the area had been important in the state's development for more than a century. Early settlers were mostly Scots-Irish, German, and English farmers who moved to the hills of northwestern South Carolina, having little in common with the wealthy planters of Charleston. ''The Congarees,'' a frontier fort on the river's west bank, was the head of navigation on the Santee River system. In 1754 a ferry service was initiated to connect the fort with the settlement that was developing on the east bank's higher ground.

The new capital, named Columbia in honor of Christopher Columbus, was set on Taylor's Hill where the Broad and Saluda rivers merge to form the Congaree River. The General Assembly moved to Columbia in 1791. History tells of a visit by George Washington during that year as part of his tour of South Carolina.

Development of America's First ''Planned City''

One of the first planned cities in America, Columbia was laid out in a two-mile square surrounding the site of the State House. The city's streets, designed in a grid, were named for heroes of the Revolution and for the state's agricultural products, such as rice, wheat, blossom, and indigo.

By the early 1880s the town had become an agricultural center, and soon the state had become the leading cotton producer in the nation. The first textile mill was introduced in 1832, and saw mills, cotton gins, tanneries, carriage manufacturers, and iron foundries were soon to follow. With the establishment of steamship connections to the Congaree and Santee rivers, many of the city's cotton merchants handled shipments that earlier had moved overland to the port at Charleston. South Carolina College (now the University of South Carolina) was founded in 1801, and the ensuing close relationship between the college, the city, and the legislature endures to the present day.

By mid-century, the local economy was strengthened by growing accessibility to the eastern United States via the railroad. A distinctive style of architecture, known as Columbia Cottage, had emerged. To help assuage the often unpleasant summer heat, builders designed a structure to maximize the effect of natural breezes. The building featured a raised cottage with an enclosed basement above the ground, halls from front to back, windows that reached the floor, and ceilings often 15 feet high.

Civil War Brings Destruction

Columbia, with a population of 8,000, was the site of the First Secession Convention and was instrumental in establishing the Confederacy and keeping it supplied with uniforms, swords, cannonballs, and other supplies over the course of the Civil War. The city was destroyed by the fiery rampage of General William T. Sherman in 1865, which left almost everything in ruins except the university. Reconstruction was a time of great hardship, but by the 1890s the city finally reemerged as a center of agricultural commerce.

Major Fort Important to City

By 1900 large cotton mills had been built and nearly 9,000 people worked in the city's mill district. The period prior to World War I and until the Great Depression of the 1930s was one of prosperity. Trade was growing, banks and hospitals multiplied, and the city became the state's business center. East of the city the U.S. Army built Fort Jackson, presently one of the country's largest infantry training bases. Thanks to a diversified economy, the city survived the Great Depression without as much pain as some other areas of the country. Between 1940 and 1950 the population grew by more than one-third, in part due to Fort Jackson's role in the training of soldiers for World War II.

Economic and Social Progress Made Since Mid-Century

By the post-War 1950s, small and medium-sized factories were developing, and new industries such as electronics, military equipment, textiles, cameras, and structural steel further diversified the economy. During the period of the civil rights struggle in the 1960s, Mayor Lester Bates and a biracial committee of 60 citizens worked together to quietly and systematically encourage the desegregation of the city. By 1963 the university was integrated, and in 1964, 24 African American students entered previously all-white public schools.

The 1970s saw the creation of downtown's Main Street Mall and the completion of Riverbanks Zoological Park. In subsequent years Riverfront Park was developed, the Koger Center for Performing Arts opened, and new interstate highways made the city even more accessible regionally and nationally. Today, more people are moving to Columbia and its crime rate has fallen 25 percent. The city is making strides to revitalize old neighborhoods, improve its city center streetscapes and make the area's river system more accessible and enjoyable for its residents. Foreign investors are realizing the benefits of locating their manufacturing and production businesses to the area and Columbia is becoming a leading research and technology center of the region.

Historical Information: South Carolina (State) Department of Archives and History, Archives and History Center, 8301 Parklane Rd., Columbia, SC 29223; telephone (803) 896-6100. South Carolina Confederate Relic Room and Museum Library, Columbia Mills Building, 301 Gervais Street, Columbia, SC 29214-0001; telephone (803)737-8095

Population Profile

Metropolitan Area Residents
1980: 410,000
1990: 453,932
2000: 536,691
Percent change, 1990–2000: 18.4%
U.S. rank in 1980: 82nd
U.S. rank in 1990: 79th
U.S. rank in 2000: 79th

City Residents
1980: 101,229
1990: 110,734
2000: 116,278
2003 estimate: 117,357
Percent change, 1990–2000: 1.6%
U.S. rank in 1990: 203rd
U.S. rank in 2000: 198th (State rank: 1st)

Density: 928.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 57,236
Black or African American: 53,465
American Indian and Alaska Native: 296
Asian: 2,008
Native Hawaiian and other Pacific Islander: 104
Hispanic or Latino (may be of any race): 3,520
Other: 1,582

Percent of residents born in state: 59.2% (2000)

Age characteristics (2000)
Population under 5 years old: 6,478
Population 5 to 9 years old: 6,495
Population 10 to 14 years old: 6,195
Population 15 to 19 years old: 13,248
Population 20 to 24 years old: 17,556
Population 25 to 34 years old: 19,541
Population 35 to 44 years old: 15,466
Population 45 to 54 years old: 12,381
Population 55 to 59 years old: 3,948
Population 60 to 64 years old: 2,988
Population 65 to 74 years old: 5,846
Population 75 to 84 years old: 4,595
Population 85 years and older: 1,541
Median age: 28.6 years (2000)

Births (Richland County, 2002)
Total number: 4,375

Deaths (Richland County, 2002)
Total number: 2,582 (of which, 29 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,853
Median household income: $31,141
Total households: 41,960

Number of households with income of . . .
less than $10,000: 7,012
$10,000 to $14,999: 3,535
$15,000 to $24,999: 6,666
$25,000 to $34,999: 5,976
$35,000 to $49,999: 6,409
$50,000 to $74,999: 5,721
$75,000 to $99,999: 2,647
$100,000 to $149,999: 2,128
$150,000 to $199,999: 760
$200,000 or more: 1,116

Percent of families below poverty level: 17.0% (38.1% of which were female householder families in poverty)

2002 FBI Crime Index Total: 10,307

Municipal Government

The city of Columbia has a mayor-council form of government. The mayor is elected at large and there are six council members, four elected from districts and two elected at large; all are elected to staggered four-year terms.

Head Official: Mayor Bob Coble (D) (since 1990; current term expires 2006)

Total Number of City Employees: 1,700 (2005)

City Information: Columbia City Hall, 1737 Main Street, PO Box 147, Columbia, SC 29217; telephone (803)545-3000

Economy

Major Industries and Commercial Activity

Columbia prides itself on a diverse and stable economy based on jobs in local and state government, manufacturing, and services and on being the site of the Fort Jackson military base. In recent years, distribution, manufacturing, and research and development have increased that diversity. The city is relying on its technology infrastructure, active entrepreneurial community, major research university, and diverse quality of life to attract and keep new business. Columbia's diverse economic base includes 31 *Fortune* 500 companies, and the city serves as a service center for the insurance, telecommunications, computer, and real estate industries. Dozens of international companies from Australia, France, Italy, Germany, Great Britain, Denmark, Japan, South Korea, Belgium, Luxembourg, Taiwan and Canada have operations in the region.

The University of South Carolina bolsters the economy through the expenditures of its more than 32,000 students as well as 7,900 faculty, staff, and support personnel. Fort Jackson, which is located within the city's boundaries, employs more than 4,400 civilians and spends nearly $716.9 million annually for salaries, utilities, contracts and other services, much of it in Columbia. It hires local firms for construction work and buys its supplies from local businesses.

Ample rainfall and the temperate climate promote the area's success as an agricultural center. The wholesale trade industry, which began its growth in the years prior to World War I, benefits from the fact that approximately 70 percent of the nation's population and 70 percent of its industrial/commercial power are within 24-hour ground access.

Items and goods produced: electronics, military equipment, marine products, chemicals, processed foods

Incentive Programs—New and Existing Companies

Local programs—The City of Columbia Economic Development Office stands ready to provide a wide range of services to companies interested in the Columbia region; incentives range from new business tax incentives to site planning. The Central Carolina Alliance is a public/private partnership engaged in the recruitment of capital investment and jobs to the Columbia region.

State programs—South Carolina is a ''right-to-work'' state and has the lowest unionization rate in the country at only 3.7 percent. The State provides a variety of business incentives. South Carolina emphasizes helping companies expand by offering low tax structures. The following incentives and financing sources may be available to qualifying companies: 20 percent state tax credit for development or lease of qualified office facilities; elimination of inventory, intangibles, unitary and value added taxes; job creation tax credits for five years up to $1,500 per employee; the Childcare Program Credit; Sales Tax Exemptions on a variety of production goods; fee-in-lieu of taxes option for investment and job creation; Enterprise Zones incentive; and property tax incentives.

Job training programs—The Columbia Work Initiative Program is a work training program developed by the City of Columbia and the Sumter-Columbia Empowerment Zone. It provides opportunities for empowerment zone residents to develop marketable skills in carpentry and masonry to supply area industry with a pool of trained workers. South Carolina's Special Schools program, a division of the State Board of Technical and Comprehensive Education, assumes the entire training responsibility and designs programs to suit a company's needs. The program may include trainee recruitment and testing, instructor recruitment and training, provision of training sites, development of instructional materials, and complete program management. South Carolina's Center for Accelerated Technology Training (CATT) pre-employment training program provides new and expanding companies with a fully trained and productive work force on the first day of operation. In Columbia, the Midlands Education and Business Alliance is one of the 16 School-to-Work consortiums, which offer pre-employment, internships and worker training programs to ensure that high school graduates are prepared to enter the workforce. South Carolina administers the Job Training Partnership Program.

Development Projects

Attracting area residents to live and work in Columbia is a main objective of the city's Economic Development Office. Its City Center Residential Initiative aims to increase the number of people living in the heart of the city. A 40,000 square foot Confederate Printing Plant has been redeveloped into a Publix grocery store, which opened in 2004 to accommodate the needs of urban residents. This redevelopment is part of an effort to revitalize the Huger Street corridor, which once housed a steel business. Other developments in the corridor include two office buildings and two multi-million dollar residential projects. Six other properties in the corridor have potential for redevelopment.

The Three Rivers Greenway is a multi-year ongoing project which has brought together a partnership of city and county governments and other area institutions to develop a 12-mile linear park system for the 90-mile interconnecting Saluda, Congaree and Broad Rivers. Conceived in 1995, the River Alliance has constructed parks, river walks, an amphitheater, bike lane, running trail, housing communities, and water sport activities along the rivers. In 2005, plans for student housing apartments and an upscale condominium project near the river were underway. Work on the Columbia side of the river is scheduled in phases.

The Charles R. Drew Wellness Center, scheduled for completion in late 2005, is one of the city's newest municipal projects. The 40,000 square foot complex features an indoor swimming pool and gymnasium, cardio/weight room, jogging track, and meeting and activity rooms. The Five Points District, Downtown Columbia's shopping and nightlife destination, is the beneficiary of a $28 million revitalization. Scheduled for completion in mid-2006, the two year project is designed to renovate and rejuvenate not only the streets, sidewalks, streetlights and signage, but to also repair some major underground sewer lines and other utility lines. Columbia's Main Street is also undergoing a renovation with new landscaping, paving, lighting and the installation of a fiber duct bank. Lady Street, Harden Street, and North Main Street are other city roads which have recently benefited from streetscape improvements. Other economic development projects on the city's drawing board include a plan to develop a technology-focused industrial park and plans to attract research projects to the University of South Carolina and the community.

Economic Development Information: Economic Development Division, Greater Columbia Chamber of Commerce, 930 Richland Street, P.O. Box 1360, Columbia, SC 29202-9896; telephone (803)733-1110. City of Columbia Economic Development Office; telephone (803)734-2700; email development@columbiasc.net.

Commercial Shipping

With the benefit of its location where three major interstate highways cross within its regional boundaries and two rail systems operate, Columbus is positively positioned for businesses that require major transportation access. The Columbia Metropolitan Airport handles more than 10,400 tons of cargo annually plus an additional 93 tons of airmail. The airport's Foreign Trade Zone #27 is a 108-acre tract with a 40,000 square foot warehouse and office building and an additional 52,000 square feet of multi-tenant space. The U.S. Customs Services offices, Port of Columbia, are also located in this zone along with several Custom House brokers. Columbia is served by more than 60 motor freight carriers and is the site of United Parcel Service's southeastern regional air cargo hub, ensuring low costs and timely delivery for local industry. Charleston, the second busiest seaport on the east coast, is just 110 miles away.

Labor Force and Employment Outlook

Columbia boasts a large and growing workforce, especially in the 20-to-40 age group. Many retirees from Fort Jackson choose to stay in the area, adding skill and maturity to the available workforce. Workers are described as efficient and productive, and work stoppages are rare. *Forbes* magazine ranked Columbia 17th of the best cities for business climate in 2003. South Carolina is a right-to-work state and is one of the country's least unionized states. The Columbia area workforce is also an educated one, ranking 23rd in the nation for doctoral degrees and 32nd for college degrees, according to the Columbia Office of Economic Development.

While Columbia has been successful in creating jobs, it has not achieved the same success in raising its residents' stan-

dard of living. Growth in wages in the state from 1994-2004 fell below the national average. Per capita income was 80 percent of the national average. The Columbia region, historically insulated because of State government, the University of South Carolina, and Fort Jackson, lost more than 10,000 jobs between 2002 and 2004. The city's challenge is to create more high-paying jobs, according to Mayor Bob Coble in his 2004 State of the City address. To that end, the city has plans to increasingly focus on attracting technology companies to the area and especially to the University of South Carolina Research Campus.

The following is a summary of data regarding the Columbia metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 303,800

Number of workers employed in . . .
construction and mining: 17,400
manufacturing: 23,800
trade, transportation and utilities: 55,800
information: 5,600
financial activities: 25,200
professional and business services: 33,800
educational and health services: 32,800
leisure and hospitality: 26,200
other services: 9,300
government: 73,800

Average hourly earnings of production workers employed in manufacturing: not reported

Unemployment rate: 4.9% (December 2004)

Largest private sector employers (Greater Columbia)	*Number of employees*
Palmetto Health	7,500
Blue Cross & Blue Shield of SC	5,100
Richland School District One	5,000
SCE&G	4,000
United Parcel Service	3,528
Wachovia Bank of South Carolina	3,422
Richland School District Two	2,500
Branch Banking and Trust Company	2,093
School District Five of Lexington and Richland Counties	2,000
Santee Cooper	1,650

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Columbia area.

2004 (3rd Quarter) ACCRA Average House Price:$246,380

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.2 (U.S. average = 100.0)

State income tax rate: Ranges from 2.5% to 7.0%

State sales tax rate: 5.0%

Local income tax rate: none

Local sales tax rate: none

Property tax rate: Millage rates set annually by local government tax authorities and applied to 4.0% of fair market value.

Economic Information: Greater Columbia Chamber of Commerce, 930 Richland, Columbia, SC 29202; telephone (803)733-1110

Education and Research

Elementary and Secondary Schools

Richland County has three school districts: Richland School District One and Two and School District Five of Lexington and Richland Counties. Richland School District Two is a suburban school district serving the rapidly growing northeast section of Richland County. Thirteen of its eighteen schools have been named national Blue Ribbon Schools by the U.S. Department of Education's Excellence in Education Program. Three elementary schools and two middle schools have been named ''Palmetto's Finest schools.''

The following is a summary of data regarding Richland County School District Two as of the 2003–2004 school year.

Total enrollment: 18,969

Number of facilities
elementary schools: 13
middle schools: 5
high schools: 4
other: 1 child development center with 5 satellites districtwide; 2 magnet schools; 1 secondary alternative school for non-violent, chronically disruptive students

Student/teacher ratio: 20.7:1

Teacher salaries
average: $41,321

Funding per pupil: $7,547

Greater Columbia is home to 72 private and parochial schools.

Public Schools Information: Richland School District Two, 6831 Brookfield Road, Columbia, SC 29206; telephone (803)787-1910

Colleges and Universities

Columbia is the home of ten institutions of higher learning, including the University of South Carolina (USC), which has gained regional recognition for its programs in law, marketing, geography, medicine, marine science, nursing, engineering, business administration, and social work. The Columbia campus of South University offers programs in accounting, business administration, computer information systems, medical assisting and paralegal/legal studies and a paralegal certificate program. Baptist-affiliated Benedict College, a traditionally African American college, offers four-year degrees in more than 30 majors. Columbia College, a Methodist-related women's liberal arts school, offers bachelor's of arts and science and master's of arts degrees in such areas as public affairs and human relations, business administration, and communications, as well as a coeducational Evening College and Graduate School. Allen University, an African Methodist Episcopal four-year college, offers liberal arts and teacher education. Midlands Technical College, a two-year multi-campus college, offers technical and academic training. Other local colleges are Newberry College, a Lutheran liberal arts college; Columbia International University and Lutheran Theological Southern Seminary, both specializing in religious studies; and Columbia Junior College, offering associate degrees in eleven professional programs.

Libraries and Research Centers

In addition to its main library, the Richland County Public Library has nine branches and a bookmobile. The library has more than 1.13 million volumes and subscribes to 2,840 periodical titles. It also has more than 45,554 audio materials and 30,630 visual materials. They include microforms, audio cassettes/tapes, compact discs, CD-ROM titles, maps, and art reproductions. Its special collections include a local history collection, large print books, and rare and out-of-print books. The library offers many programs for children and adults, including frequent lectures by authors. The library enjoys many programming partnerships with the University of South Carolina (USC), the Historic Columbia Foundation, and the Cultural Council of Richland and Lexington counties. Since 1987 it has co-sponsored the annual A(ugusta) Baker's Dozen—a Celebration of Stories with the College of Library and Information Science Department at USC. The celebration honors Augusta Baker and features well-known, award-winning authors and illustrators of children's books and outstanding storytellers each year.

Also located in Columbia is the South Carolina State Library, which houses nearly 250,000 volumes, more than 26,000 periodicals, plus microfilm, government publications, and audio visual materials. Its special collections include ERIC, Foundation Center Cooperating Collection, South Carolina collection, and state documents. A special feature of the library's web site home page is the South Carolina Reference Room, a guide to a broad range of information on state topics. The University of South Carolina campus library system has more than 2 million volumes and almost 17,000 periodical subscriptions.

Many of Columbia's research centers are affiliated within the University of South Carolina (USC). More than 80 institutes and centers comprise the University's research effort. In 2004, USC received $149 million in federal, state and private funding for its research, outreach and training programs. Notable among the funding recipients is the University's NanoCenter which is engaged in researching the applications of the world's smallest electronic circuits.

Public Library Information: Richland County Public Library, 1431 Assembly Street, Columbia, SC 29201; telephone (803)799-9084; fax (803)929-3448. South Carolina State Library, PO Box 11469, Columbia, SC 29211; telephone (803)734-8666.

Health Care

The city of Columbia prides itself on being a regional leader in providing quality health care services. The University of South Carolina's School of Medicine adds invaluable research and training resources. The university is one of the few in the country offering a graduate program in genetic counseling. Palmetto Health is the State's largest and most comprehensive health care systems; its institutions in Columbia include Palmetto Richland Memorial Hospital, a 649-bed regional community teaching hospital serving all of South Carolina, and Palmetto Baptist Medical Center with 489 beds. The Dorn Veterans Affairs Medical Center complex includes a 216-bed hospital and 5 community outpatient clinics located in Anderson, Florence, Greenville, Orangeburg, Rock Hill, and Sumter. Other Columbia hospitals are the William S. Hall Psychiatric Institute providing psychiatric and chemical addiction inpatient care for children and adolescents; G. Werber Bryan Psychiatric Hospital for adults; and the 64-bed Moncrief Army Community Hospital in Fort Jackson, among others. Also serving the health care needs of Columbia metropolitan area residents are Fairfield Memorial Hospital, a 50-bed hospital located in Winnsboro; Providence Hospital and Providence Heart Institute, a nationally recognized referral center for the diagnosis, prevention, and treatment of cardiovascular disease; and Lexington Medical Center, offering specialized care for breast cancer and prostate problems, plus advanced cardiac, vascular and pulmonary rehabilitation, outpatient surgery, a state-of-the-art emergency department, outpatient surgery

and diagnostics, radiation oncology, radiology, surgery, and physical therapy.

Recreation

Sightseeing

Columbia has an interesting array of historical, cultural, and recreational sites to delight both visitors and residents. Consistently rated as one of the top travel attractions in the Southeast, the Riverbanks Zoo and Botanical Garden is home to more than 2,000 mammals, reptiles, fish, and invertebrates. Animals roam freely in the zoo's unique recreated environment. Visitors can watch the daily feeding of penguins and sea lions. Across the Saluda River from the zoo, the Riverbanks Botanical Garden features 70 acres of woodlands, gardens, historic ruins, and plant collections. Gibbes Planetarium, located within the Columbia Museum of Art on the campus of the University of South Carolina, provides spectacular views of the skies through its permanent and changing programs.

Columbia's newest family attraction is the EdVenture Children's Museum. Opened to the public in November 2003, the $19.4 million facility is located next to the South Carolina State Museum and features 74,000 square feet of hands-on exhibit space in 8 indoor and outdoor galleries, as well as laboratories and other visitor amenities. Special exhibit areas are designed to appeal to very young children.

The Historic Columbia Foundation conducts bus and walking tours of the city and heritage education programs (such as the Black Heritage Trail). An especially popular sight is Governor's Green, a nine-acre complex made up of the 1830 Caldwell-Boylston House, the 1854 Lace House, and Governor's Mansion, home to the state's first family since 1868. Other historic houses are the Hampton-Preston Mansion, an elegant, restored antebellum society home, and the fully restored and furnished boyhood home of Woodrow Wilson. The State Archives has contemporary exhibits and houses the state and county official records. The South Carolina Criminal Justice Hall of Fame traces the history of law enforcement, including the gun collection of Melvin Purvis, the FBI agent who captured John Dillinger. The Robert Mills Historic House and Park, designed by the state's most famous architect, has been refurbished with period pieces and has park gardens covering an entire block.

Arts and Culture

Columbia boasts an active arts environment. The showcase of Columbia's cultural sites is the Koger Center for the Performing Arts, an acoustically excellent facility with three-tier seating for 2,300 patrons. The center is home to the South Carolina Philharmonic, which presents Saturday Symphonies, Friday Classics, and Philharmonic Pops. The Bolshoi Ballet, the Polish National Radio Symphony Orchestra, and many others perform at the Township Auditorium.

Theater in its many forms is available from the city's 10 professional theater groups. The Longstreet Theatre, an 1855 Greek Revival structure, is the site for many University of South Carolina-sponsored productions at its theater-in-the-round. Trustus Theatre presents quality alternative productions with a different show each month. The Town Theatre, the oldest continuously operating community theater in the nation, stages Broadway comedies and musicals. The Workshop Theatre offers modern and classical productions by its amateur group. The Chapin Community Theatre performs plays for children as well as musicals and dramatic productions. The South Carolina Shakespeare Company performs for a week in October at Finlay Park. Columbia Marionette Theatre is one of only 20 such theaters in the country.

The Columbia Museum of Art, the city's premier museum, maintains more than 5,000 objects, including pieces from the Baroque and Renaissance periods. The museum also offers a hands-on children's gallery and traveling exhibits, as well as European and American works of the eighteenth and nineteenth centuries, decorative arts, and contemporary crafts. The South Carolina State Museum, located in a renovated textile mill, contains a comprehensive array of exhibits on art, natural history, and science and technology. The Mann-Simons Cottage, a fine example of the Columbia Cottage style of architecture, is the site of the Museum of African-American Culture, which contains the history of the lives of an African American family in the antebellum period. The Confederate Relic Room and Museum contains relics from the Colonial period to the Space Age, with special emphasis on Civil War objects.

The original 1801 campus of the University of South Carolina is today known as the Historic Horseshoe. It has been restored and is open for tours. There visitors will find the McKissick Museum, which features changing exhibitions of art, science, and regional history and folk art; as well as the Baruch Silver Collection, the Mineral Library, and Fluorescent Minerals and Gemstones. The history of the American soldier is the focus of the Fort Jackson Museum, which displays photos, weapons, uniforms, and military items from the Revolution onward. Memorial Park is the site of the South Carolina Vietnam Monument, the largest monument of its type outside Washington, D.C.

Festivals and Holidays

The wearin' of the green is a common sight at the parade, children's areas, and arts and music events that highlight Columbia's St. Patrick's Day Celebration in Five Points.

The South Carolina State Capitol building.

The Earth Day festival in Finlay Park brings together environmental booths and traditional festival favorites. Also held in spring is the Riverfest Celebration featuring a 5K run, music, arts and crafts and food specialties. River activities, rides, and food are the focus of the Cayce Congaree Carnival and A Taste of Columbia in September at the Convention Center. Dance, arts and crafts, music, and a road race combine to celebrate spring's Mayfest. The spectacle of decorated boats, a parade, and fireworks light up the July Fourth celebration at Lake Murray. Peanuts galore—roasted, boiled and raw—are the stars of August's Pelion Peanut Party. Autumnfest in uptown Columbia in October brings street dances, music, arts and crafts, and catfish races to the grounds of the historic Hampton Mansion and Robert Mills House. Columbia's music festivals include the Three Rivers Music Festival, three days of national and regional musical acts, and Main Street Jazz which attracts world-renown jazz musicians. One of the biggest events in Columbia is the ten-day South Carolina State Fair in October, which draws more than one-half million visitors. The fair features agricultural and handicraft displays, rides, and entertainment. Jubilee: Festival of Heritage celebrates African American heritage with crafts, storytelling, music and dance. Vista Lights festival combines walking tours of area homes and musical entertainment with carriage rides through the antique district. The Christmas season is ushered in by December's Christmas Candlelight Tour of Historic Houses and Lights Before Christmas at the Riverbanks Zoo.

Sports for the Spectator

Sporting News' ''Best Sports Cities 2002'' ranked Columbia 54th among 300 U.S. and Canadian cities for its sports climate. The Columbia Inferno tear up the ice at the Carolina Coliseum. The Inferno are a professional hockey team in the East Coast Hockey League. The University of South Carolina's Fighting Gamecocks play football at the Williams-Brice Stadium. The university's basketball team plays at the Frank McGuire Arena in the Carolina Coliseum, and its soccer team is on view at ''The Graveyard.'' Male and female intercollegiate sports teams from other local colleges offer sporting opportunities for spectators. Major League baseball, NFL and NBA teams all play within easy driving distance in nearby Charlotte and Atlanta.

Sports for the Participant

Columbia's mild climate encourages outdoor recreation year-round. Water skiers, campers, windsurfers, fishermen, boating enthusiasts, bikers, and runners enjoy the myriad regional and municipal parks in and around Columbia. Lake Murray boasts 540 miles of scenic shoreline perfect for boaters of all types. Dreher Island State Park on its shores offers RV and primitive camping, fishing, boating and swimming. Columbia's Saluda River, a navigable whitewater river with thrilling rides down the rapids, also offers gentler waters for canoeists and rafters. The 1,445-acre Sesquicentennial State Park offers nature trails, camping and picnic sites, swimming, fishing, and miniature golf. The Congaree National Park and Monument, located 20 miles southeast of the city, is a national monument offering nature walks and self-guided canoe trails affording views of old-growth bottomland hardwood forest.

The City of Columbia maintains nearly 50 parks and green spaces. Finlay Park in the downtown area is host to many festivals and celebrations. Granby Park is the gateway to the rivers in Columbia. Memorial Park is a tribute to those South Carolinians who served their country. Soccer enthusiasts enjoy the nine fields located at Owens Park. Winding along the Congaree River is the Riverfront Park and Historic Columbia Canal. Planned around the city's original 1906 waterworks plant, the park features an old pump house and jogging and bicycle paths. City and county parks offer organized baseball, youth and adult basketball, youth football, soccer, softball, volleyball, racquetball, and roller skating, as well as a variety of other activities. City residents enjoy five public and eight semi-private golf courses, plus public tennis courts and swimming pools. Private tennis and golf clubs extend the recreational choices. Several local private golf clubs offer special golf packages to visitors. Rock climbers can master their skills at the Earth Treks Climbing Center, which features two large indoor climbing walls. The new Charles R. Drew Wellness Center offers indoor swimming, jogging, and weight training.

Shopping and Dining

Shopping is a many-dimensional affair in a city that offers spacious malls, fashionable boutiques, specialty stores, antique shops, and antique malls. Richland Mall features Belk's, Parisian, and The Bombay Co. among other stores. The most popular shopping center is Columbiana Centre, with more than 100 specialty shops. Columbia Place is the region's largest, offering more than 100 specialty stores. Old Mill Antique Mall and City Market Antique Mall offer out-of-the-ordinary shopping experiences. The Dutch Square Center's major shops include Belk's, Burlington Coat Factory, and Office Depot. The State Farmers Market, open daily across from the USC Football Stadium, is one of the largest produce markets in the southeast.

Dining out in Columbia presents myriad possibilities, from the fresh seafood provided by its proximity to the state's Atlantic Coast, to a variety of ethnic cuisines such as Greek, Chinese, Cajun, or Japanese, as well as traditional Southern. Southern cooking favorites may include tasty barbecue, vegetable casseroles, sweet potato pie, biscuits and gravy, red beans and rice, country fried steak, pecan pie, and the ever popular fried chicken. From simple lunchtime fare to

haute cuisine, the area boasts quality restaurant fare. Five Points and the Congaree Vista neighborhoods draw visitors to their nightlife.

Visitor Information: Columbia Metropolitan Convention and Visitors Bureau, P.O. Box 15, Columbia, SC 29202; telephone (803)545-0000; toll-free (800)264-4884

Convention Facilities

The newest jewel in the city's crown is the Columbia Metropolitan Convention Center which opened in summer 2004 in the historic downtown Vista area. It features 120,000 square feet of space including a 25,000 square-foot exhibit hall, 18,000 square-foot ballroom, divisible meeting rooms, and a full banquet kitchen. Construction on the 222-bed Columbia Hilton convention center hotel was expected to begin in spring 2005. Columbia's Carolina Coliseum offers 60,000 square feet of exhibit space. The South Carolina State Fair Grounds accommodates up to 3,000 delegates in 100,000 square feet of space. The Township Auditorium has a stage and seats 3,224 people. Special services such as teleconferencing are available. The Columbiana Hotel & Conference Center offers 12 meeting rooms and an 11,000 square foot ballroom which accommodates up to 1,800 people for receptions or 1,200 people for banquets. Other area meeting facilities include Williams Brice Stadium, Koger Center for the Arts, and Jamil Temple. Saluda Shoals Park offers a secluded 5,200 square-foot state-of-the-art facility on the shores of the Saluda River, located minutes from downtown. Columbia provides choice accommodations with 7,000 rooms in a variety of hotels and motels.

Convention Information: Columbia Metropolitan Convention and Visitors Bureau, PO Box 15, Columbia, SC 29202; telephone (803) 545-0000; toll-free (800)264-4884

Transportation

Approaching the City

Columbia is centrally located and easily accessible from cities throughout the state and the nation. Six airlines serve Columbia Metropolitan Airport, which is located eight miles from downtown. The airport recently underwent a $3.1 million road improvement project and the construction of a multilevel parking garage for 1,837 cars plus an additional 1,668 uncovered spaces. Airlines include Continental Airlines, Delta Airlines and Delta Connection, Northwest Airlines, Independence Air, United Express, and U.S. Airways Express. Amtrak offers daily rail departures and arrivals from the Eastern seaboard from New York City to Miami. Three interstate highways (I-20, I-26, I-77) crisscross the city of Columbia, with two other major interstates (I-85 and I-95) within an hour's drive. The area also has eight U.S. highways. Columbia is directly linked to Atlanta, GA; Richmond, VA; Jacksonville, FL; and Charlotte, NC, via these roadways. Greyhound/Trailways supplies inter-city bus service.

Traveling in the City

Columbia is an easily navigable city. While rush hour traffic is heavy on I-26 and other major thoroughfares, it most often moves steadily. The Central Midlands Regional Transit Authority (CMRTA) serves the heart of the Midlands, including Columbia, Cayce, West Columbia, Forest Acres, Arcadia Lakes, Springdale and the St. Andrews area. Its services include the trolleys in Downtown Columbia and the DART service (Dial-a-Ride Transit). Five taxi companies provide a fleet of more than 175 cabs.

Communications

Newspapers and Magazines

Columbia's daily (morning) newspaper, *The State,* is also South Carolina's major paper. In addition, the city publishes three weekly newspapers including the *Columbia Star,* which covers human interest and legal news, *Free Times,* Columbia's free paper, and *Columbia Black News.* About 20 magazines and journals are published in Columbia, including the *Business and Economic Review,* published by the University of South Carolina's Moore School of Business, *Columbia Metropolitan Magazine,* and *South Carolina Game and Fish,* and three magazines directed at farmers.

Television and Radio

Five television stations broadcast in Columbia, affiliates of ABC, NBC, CBS and FOX, as well as South Carolina Educational Television. Three cable stations also serve the area; a government information station is available on a local cable network. Six AM and 14 FM radio stations offer music, information, news, call-in talk programs, and religious programming.

Media Information: *The State,* Knight-Ridder, Inc., P.O. Box 1333, Columbia, SC 29202; telephone (800)888-5353

Columbia Online

Central South Carolina Alliance. Available www.centralsc.org

City of Columbia Home Page. Available www.columbiasc.net

Columbia Metropolitan Convention Center. Available www.columbiacvb.com

Columbia Today. Available www.columbiatoday.com

Greater Columbia Chamber of Commerce. Available www.columbiachamber.com/new/index.htm

Richland County Public Library. Available www.richland.lib.sc.us

Richland School District One. Available www.richlandone.org

Richland School District Two. Available my.richland2.org/portal/server.pt#

South Carolina State Library. Available www.state.sc.us/scsl

The State. Available www.thestate.com

Selected Bibliography

Edgar, Walter B. and Deborah K. Wolley, *Columbia: Portrait of a City,* 1976.

Maxey, Russell, *South Carolina's Historic Columbia: Yesterday and Today in Photographs,* 1980.

Moore, John Hammond, *Columbia and Richland County: A South Carolina Community, 1740–1990,* 1993.

Rawl, Miriam Freeman, *From the Ashes of Ruin* (Columbia, S.C.: Summerhouse Press, 1999)

TENNESSEE

Chattanooga 467
Knoxville 481
Memphis 495
Nashville 509

The State in Brief

Nickname: Volunteer State
Motto: Agriculture and commerce

Flower: Iris
Bird: Mockingbird

Area: 42,143 square miles (2000; U.S. rank: 36th)
Elevation: Ranges from 178 feet to 6,643 feet above sea level
Climate: Continental; mild weather with abundant rainfall in the east; hot humid summers in the western region; severe winters in mountains

Admitted to Union: June 1, 1796
Capital: Nashville
Head Official: Governor Phil Bredesen (D) (until 2007)

Population
- **1980:** 4,591,000
- **1990:** 4,877,185
- **2000:** 5,689,262
- **2004 estimate:** 5,900,962
- **Percent change, 1990–2000:** 3.7%
- **U.S. rank in 2004:** 16th
- **Percent of residents born in state:** 64.7% (2000)
- **Density:** 138 people per square mile (2000)
- **2002 FBI Crime Index Total:** 290,961

Racial and Ethnic Characteristics (2000)
- **White:** 4,563,310
- **Black or African American:** 932,809
- **American Indian and Alaska Native:** 15,152
- **Asian:** 56,662
- **Native Hawaiian and Pacific Islander:** 2,205
- **Hispanic or Latino (may be of any race):** 123,838
- **Other:** 56,036

Age Characteristics (2000)
- **Population under 5 years old:** 374,880
- **Population 5 to 19 years old:** 1,186,152
- **Percent of population 65 years and over:** 12.4%
- **Median age:** 35.9 years (2000)

Vital Statistics
- **Total number of births (2003):** 78,811
- **Total number of deaths (2003):** 56,909 (infant deaths, 717)
- **AIDS cases reported through 2003:** 5,817

Economy
- **Major industries:** Construction, chemicals, textiles, apparel, electrical machinery, furniture, leather goods, food processing, tobacco, leather, agriculture, automobiles, aluminum, tourism
- **Unemployment rate:** 5.2% (December 2004)
- **Per capita income:** $28,565 (2003; U.S. rank: 34th)
- **Median household income:** $37,529 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.3% (3-year average, 2001-2003)
- **Income tax rate:** Limited to dividends and interest income
- **Sales tax rate:** 7.0%

Chattanooga

The City in Brief

Founded: 1838 (chartered 1839)

Head Official: Mayor Bob Corker (R) (since 2001)

City Population
1980: 169,514
1990: 152,393
2000: 155,554
2003 estimate: 154,887
Percent change, 1990–2000: 2.1%
U.S. rank in 1980: 87th
U.S. rank in 1990: 113th (State rank: 4th)
U.S. rank in 2000: 148th (State rank: 4th)

Metropolitan Area Population
1980: 418,000
1990: 424,000
2000: 465,161
Percent change, 1990–2000: 9.7%
U.S. rank in 1980: 78th (MSA)
U.S. rank in 1990: 82nd (MSA)
U.S. rank in 2000: 89th (MSA)

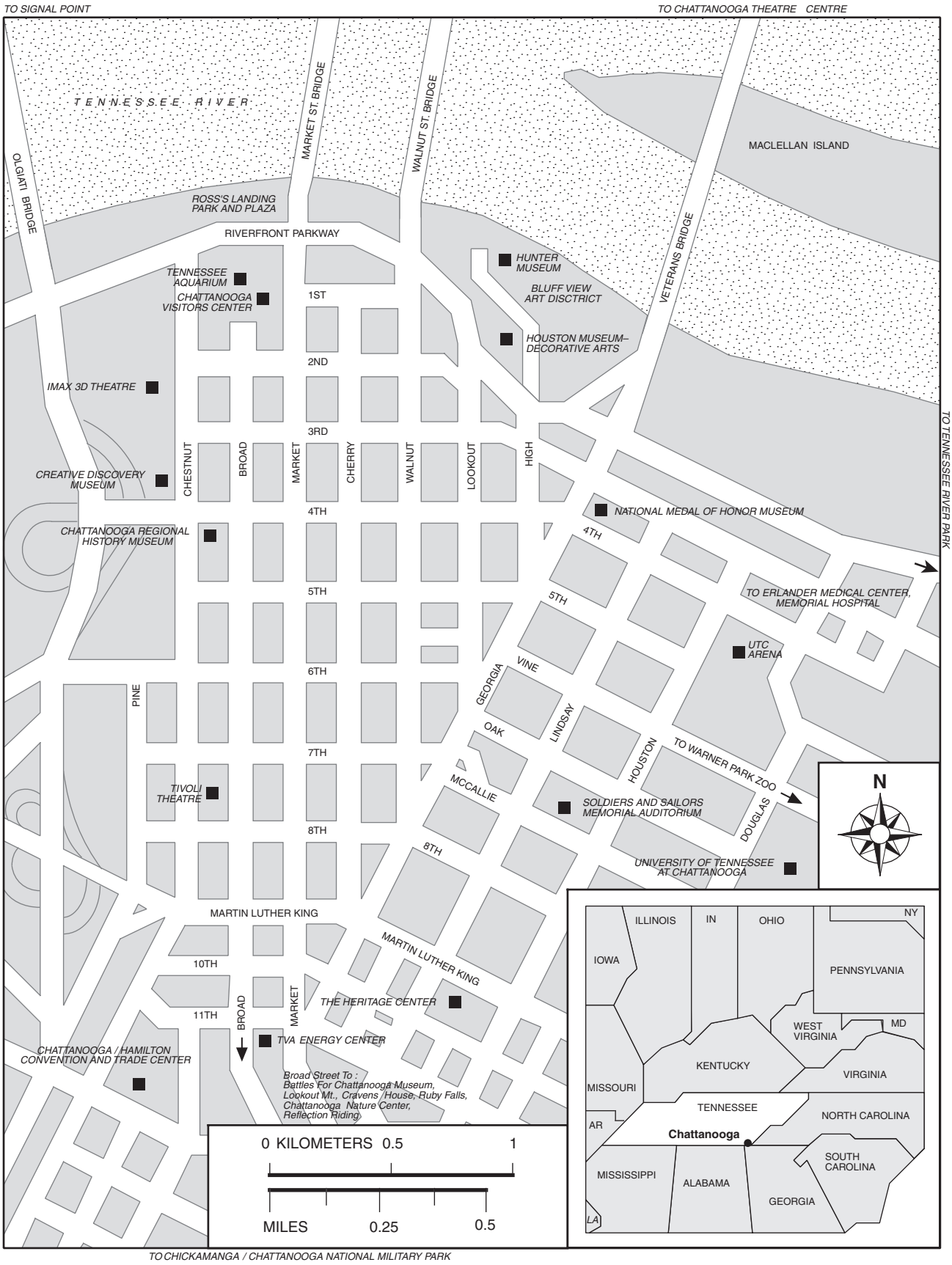
Area: 135.2 square miles (2000)
Elevation: Ranges from 675 feet above sea level in city to 2,391 feet at Lookout Mountain
Average Annual Temperature: 60.5° F
Average Annual Precipitation: 54.5 inches

Major Economic Sectors: wholesale and retail trade, services, manufacturing
Unemployment rate: 3.6% (December 2004)
Per Capita Income: $19,689 (1999)

2002 FBI Crime Index Total: 15,867

Major Colleges and Universities: University of Tennessee at Chattanooga

Daily Newspaper: *The Chattanooga Times Free Press*


TO SIGNAL POINT
TO CHATTANOOGA THEATRE CENTRE
TENNESSEE RIVER
OLGIATI BRIDGE
MARKET ST BRIDGE
WALNUT ST BRIDGE
VETERANS BRIDGE
MACLELLAN ISLAND
ROSS'S LANDING PARK AND PLAZA
RIVERFRONT PARKWAY
TENNESSEE AQUARIUM
CHATTANOOGA VISITORS CENTER
HUNTER MUSEUM
BLUFF VIEW ART DISCTRICT
HOUSTON MUSEUM– DECORATIVE ARTS
IMAX 3D THEATRE
CREATIVE DISCOVERY MUSEUM
CHATTANOOGA REGIONAL HISTORY MUSEUM
NATIONAL MEDAL OF HONOR MUSEUM
TO ERLANDER MEDICAL CENTER, MEMORIAL HOSPITAL
UTC ARENA
TO TENNESSEE RIVER PARK
1ST
2ND
3RD
4TH
5TH
6TH
7TH
8TH
CHESTNUT
BROAD
MARKET
CHERRY
WALNUT
LOOKOUT
HIGH
PINE
GEORGIA
VINE
OAK
LINDSAY
HOUSTON
MCCALLIE
DOUGLAS
TO WARNER PARK ZOO
TIVOLI THEATRE
SOLDIERS AND SAILORS MEMORIAL AUDITORIUM
UNIVERSITY OF TENNESSEE AT CHATTANOOGA
N
MARTIN LUTHER KING
10TH
11TH
THE HERITAGE CENTER
TVA ENERGY CENTER
CHATTANOOGA / HAMILTON CONVENTION AND TRADE CENTER
Broad Street To : Battles For Chattanooga Museum, Lookout Mt., Cravens House, Ruby Falls, Chattanooga Nature Center, Reflection Riding
0 KILOMETERS 0.5 1
MILES 0.25 0.5
ILLINOIS
IN
OHIO
NY
IOWA
PENNSYLVANIA
WEST VIRGINIA
MD
KENTUCKY
VIRGINIA
MISSOURI
TENNESSEE
NORTH CAROLINA
AR
Chattanooga
SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
LA
TO CHICKAMANGA / CHATTANOOGA NATIONAL MILITARY PARK

Introduction

Located in the heart of the beautiful Tennessee Valley, Chattanooga is a small industrial city rich in history. It is becoming well known today for its commitment to sustainable economic growth and quality of life. Perhaps nowhere in the country has a city undergone as dramatic an improvement as that experienced by Chattanooga, a city named America's most polluted by the U.S. Department of Health, Education, and Welfare in 1980. The privately-funded Vision 2000 program was initiated in 1982 to revitalize the city's riverfront and downtown by the year 2000 and change its grimy image. And change it did; by the twenty-first century Chattanooga is now one of the cleanest U.S. cities, known especially for its breathtaking beauty and natural attractions. Pride in this change is evident in more recent downtown revitalization projects, including the citywide 21st Century Waterfront Plan. Today's Chattanooga boasts a vital and diverse economy, rich cultural history, and gleaming new downtown attractions loved by residents and visitors alike.

Geography and Climate

Chattanooga is located at the juncture of Tennessee, Alabama, and Georgia, in a valley in southeastern Tennessee between the Appalachian and the Cumberland mountain ranges. The city lies on both banks of the Tennessee River at Moccasin Bend and is bordered by Signal Mountain on the north and Lookout Mountain to the south, with Missionary Ridge running through the eastern section of the city. The mountains shelter the city from major weather systems.

The city has a moderate climate, with cool winters and hot summers, and springs and falls characterized by plentiful sunshine and rainfall, mild temperatures, and lush foliage. Extreme cold is rare, and the annual average snowfall is only 2.8 inches.

Area: 135.2 square miles (2000)

Elevation: Ranges from 675 feet above sea level in city to 2,391 feet at Lookout Mountain

Average Temperatures: January, 39.4° F; July, 79.6° F; annual average, 60.5° F

Average Annual Precipitation: 54.5 inches

History

Native Americans Displaced by Early Settlers

In 1663 the British established the colony of Carolina, which included all of the Tennessee country. The French from the Mississippi Valley also claimed the land at that same time. About 1769, a crude structure known as the ''Old French Store'' was established, most likely on Williams Island, marking the first white settlement in the area. England gained undisputed title to the territory in 1763 at the end of the French and Indian War.

The Chickamaugas, a splinter group of the Cherokee tribe, moved to the South Chickamauga Creek villages in 1777. They resisted white settlement and cooperated with the British during the American Revolution. Frontiersmen destroyed the Chickamauga villages in 1779. Three years later, on the slope of Lookout Mountain, the Native Americans engaged the frontiersmen who had destroyed their villages. This confrontation has become known as the ''last battle of the American Revolution.'' In 1785, the United States government took control of Native American affairs.

Tennessee became the sixteenth state in 1796. At that time Native American lands made up about three-fourths of the region, including the Chattanooga area. Ross's Landing was established in 1816 as a trading post on the banks of the Tennessee River by Chief John Ross, leader of the Cherokee nation. Chattanooga became a center of education and culture for the Native Americans when the Brainerd Mission was created in 1817. Hamilton County was established in 1819 on land north of the Tennessee River. With the Cherokee removal in 1838, the county expanded south of the river to encompass Ross's Landing.

Cherokee removal was part of the 1837–1838 episode known as the ''Trail of Tears,'' one of the most shameful events in American history. As the result of a treaty from a disputed land sale, the Cherokee were driven from their homes in several southeastern states and were assembled at various camps, including Ross's Landing, for expulsion to Oklahoma. Forced on a harsh journey through wilderness and bad weather, more than one-half of the 16,000 Native Americans died along the way or upon arrival, largely because of the strenuous trip.

Railroads Key To Chattanooga's History

The name of Ross's Landing was changed to Chattanooga by the U.S. Post Office in 1838. Although the origin of the city's name is uncertain, some say the name was a Native American expression meaning the ''rock that comes to a point,'' describing Lookout Mountain. Legislation establishing Chattanooga and its boundaries was passed in 1839.

Rail transportation began in Chattanooga in the 1850s. Connections to other cities were constructed by the Western & Atlantic, Nashville & Chattanooga, Memphis & Charleston, and East Tennessee & Georgia Railroads. The city's population stood at approximately 2,500 people at the beginning of the Civil War. Although Chattanoogans supported secession, Hamilton County as a whole voted to remain in the Union. The county became one of the key battlegrounds of the war, as both the Confederate and Union armies attempted to keep possession of this important railway hub.

City Experiences Major Civil War Battles

Union soldiers, under the command of General William Rosecrans, marched into Chattanooga in September of 1863, intent on holding the key railroad center. The Battle of Chickamauga took place on September 19 and 20, 1863, followed by the Battle of Lookout Mountain (which was commanded by General Ulysses S. Grant) on November 24, and the Battle of Missionary Ridge on November 25. Confederate defenses were broken during the last battle and the southerners began their retreat into Georgia. According to Confederate General D. H. Hill, ''Chattanooga sealed the fate of the Confederacy.''

In November 1863, the nation's first National Cemetery was established in Chattanooga. Of the 12,000 Union soldiers buried at the cemetery, 5,000 are unknown. The cemetery is the site of 31,000 graves of soldiers from every American war and conflict. Most Confederate soldiers were buried at the city's Citizens Cemetery.

Gradual Recovery Follows War

Following the war, the city began to experience economic progress. Disaster struck in March 1867, when the largest flood on record—56.8 feet—washed away the city's only bridge spanning the Tennessee River. Chattanooga remained without a bridge until 1891 when the Walnut Street Bridge was built.

Major events occurring in the nineteenth century include the publishing of the first issue of *The Chattanooga Times* in 1869; creation of the public school system in 1872; a Yellow Fever epidemic in 1878 that claimed 366 lives; the advent of telephone service in 1880; and the introduction of the first electric lights in 1882.

During the late nineteenth century, as the city's rail access increased, so did the push to develop mineral and timber resources. Two industries that still thrive in the community today, manufacturing and tourism, began during that period. In 1899, Chattanooga became the site of the first franchised Coca-Cola bottling plant.

Early in the twentieth century there occurred a boom in downtown construction, and ''skyscrapers'' of the time, such as the James Building, were erected. The Hamilton County Courthouse, struck by lightning in 1910, was rebuilt, Market Street Bridge was dedicated in 1917, and airport facilities opened at Lovell Field in 1930.

Chattanooga entered the annals of musical history in 1923 when Bessie Smith, who began her career singing for coins on Chattanooga's streets, gained prominence with the release of her recording ''Downhearted Blues'' by Columbia Records. The city received special notoriety with the popularity of the Glenn Miller Orchestra's big band hit, ''Chattanooga Choo-Choo,'' in 1941.

TVA Crucial to City's Development

The Great Depression struck Chattanooga hard, as it did the rest of the country, and in 1933 the U.S. Congress created the Tennessee Valley Authority (TVA) which proved to be the most successful of all Franklin Roosevelt's New Deal programs. Construction of TVA's most dramatic plan, the Chickamauga Dam, began in 1936. TVA's extensive system of power-producing and flood-control dams created a number of lakes, which are widely used for commercial transportation and recreation. In 1941 the city became the center for all TVA power operations.

Suburbs Grow, Bridges Built

Over time, communities began to develop around the city in areas such as Cameron Hill, Riverview, Lookout Mountain, and Signal Mountain. Although these were primarily enclaves for the wealthy, middle-class communities developed in Brainerd, East Ridge, and Red Bank.

Beginning in the 1950s, the growth of the city necessitated the building of additional bridges to span the Tennessee River. The Wilkes T. Thrasher Bridge across Chickamauga Dam opened in 1955; the Olgiati Bridge was dedicated in 1959; the C. B. Robinson Bridge opened in 1981; and the Veterans Bridge opened in 1984.

Moves to Insure Racial Equality

The history of local race relations began a new era in 1962 when the Chattanooga and Hamilton County school systems were desegregated. More recently, in 1990 a new city council form of government was mandated by the federal court for the purpose of insuring fair racial representation.

A New City Emerges

From the late 1960s to the early 1980s, Chattanooga was known as America's dirtiest city. By 1982, city residents and leaders were tired of the bad reputation of the city, and an $850 million plan was devised to revitalize the city's downtown and riverfront by the year 2000.

In 1986 the River City Company was formed to promote, encourage, and assist local economic development along 22

miles of river frontage and in the central business district. It was succeeded by a new agency formed in 1993 when River City Company merged with Partners for Economic Progress, forming a public-private economic development agency called RiverValley Partners. Also in 1986, the Chattanooga Neighborhood Enterprise Housing Program was founded to make housing affordable for local residents and to eliminate substandard housing.

In the 1990s, Chattanooga Venture, a community think tank, was begun to introduce new programs for local residents. In 1991 the Target '96 Plan, an environmental initiative—the first of its kind in the country—was established to deal with education, business development, and community action in a comprehensive, coordinated manner. At the end of the century, Chattanooga's focus on sustainable development centers and creating an environment that would attract and retain companies that provide good jobs in businesses that would continue to grow in the twenty-first century. Today, Chattanooga is realizing those goals with a new focus enhancing its allure for conventioneers, tourists, and Chattanoogans alike through the completion of several major renovation projects throughout the city.

Historical Information: Chattanooga-Hamilton County Bicentennial Library, Local History and Genealogical Collections, 1001 Broad Street, Chattanooga, TN 37402; telephone (423)757-5317

Population Profile

Metropolitan Area Residents
1980: 418,000
1990: 424,347
2000: 465,161
Percent change, 1990–2000: 9.7%
U.S. rank in 1980: 78th (MSA)
U.S. rank in 1990: 82nd(MSA)
U.S. rank in 2000: 89th (MSA)

City Residents
1980: 169,514
1990: 152,393
2000: 155,554
2003 estimate: 154,887
Percent change, 1990–2000: 2.1%
U.S. rank in 1980: 87th
U.S. rank in 1990: 113th (State rank: 4th)
U.S. rank in 2000: 148th (State rank: 5th)

Density: 1,150.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 92,874
Black or African American: 56,086
American Indian and Alaska Native: 446
Asian: 2,396
Native Hawaiian and Pacific Islander: 164
Hispanic or Latino (may be of any race): 3,281
Other: 3,588

Percent of residents born in state: 63.5% (2000)

Age characteristics (2000)
Population under 5 years old: 9,449
Population 5 to 9 years old: 10,009
Population 10 to 14 years old: 9,811
Population 15 to 19 years old: 10,236
Population 20 to 24 years old: 12,114
Population 25 to 34 years old: 22,176
Population 35 to 44 years old: 22,610
Population 45 to 54 years old: 21,227
Population 55 to 59 years old: 7,673
Population 60 to 64 years old: 6,554
Population 65 to 74 years old: 12,203
Population 75 to 84 years old: 8,285
Population 85 years and older: 3,207
Median age: 36.8 years

Births (2003; Hamilton County)
Total number: 3,943

Deaths (2003; Hamilton County)
Total number: 3,166 (of which, 46 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,689
Median household income: $32,006
Total households: 65,513

Number of households with income of . . .
less than $10,000: 10,010
$10,000 to $14,999: 5,124
$15,000 to $24,999: 10,913
$25,000 to $34,999: 8,977
$35,000 to $49,999: 10,569
$50,000 to $74,999: 10,615
$75,000 to $99,999: 4,348
$100,000 to $149,999: 2,881
$150,000 to $199,999: 929
$200,000 or more: 1,147

Percent of families below poverty level: 14.0% (25.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,867

Municipal Government

The city of Chattanooga government consists of a full-time mayor elected at-large and a nine-member city council elected by districts. The mayor and council serve four-year terms.

Head Official: Mayor Bob Corker (R) (since 2001; current term expires 2005)

Total Number of City Employees: 2,363 (2000)

City Information: Chattanooga City Hall, Chattanooga, TN 37402; telephone (423)757-5152

Economy

Major Industries and Commercial Activity

Chattanooga, the hub of a thriving economic region, is located at the crossroads of three states: Alabama, Georgia, and Tennessee. Among the city's economic advantages are abundant natural resources (chiefly iron and steel), a strong tourism industry, a trained labor force, and a centralized location. An extensive system of highway, air, water, and rail transportation helps make the city a major transportation and distribution center. In addition, the city has a designated Foreign Trade Zone.

One of the nation's oldest manufacturing cities, Chattanooga's employment in that sector has decreased slightly in recent years (mirroring national trends) to 16.5 percent. Again mirroring national trends, increases have occurred in information, financial activities, and professional and business services. In addition, Chattanooga has experienced a modest growth trend in transportation, trade, and utilities. As a whole, the city is a diversified and profitable business location with no single dominant industry.

Locally based UNUM Provident Corp. is a *Fortune* 500 service company. Other large companies with headquarters in the city include Blue Cross/Blue Shield of Tennessee, Brach & Brock Confections, Chattem Inc., Dixie Yarns, The Krystal Company, McKee Banking Company, North American Royalties, and Olan Mills, Inc.

The city is the headquarters for the Division of Power of the Tennessee Valley Authority (TVA), the largest utility in the United States. TVA is a federal corporation that works to develop the natural resources of the Tennessee Valley. Chattanooga is in an enviable position: both electricity and natural gas are readily available at very reasonable rates. Water supplies are also plentiful and sewage treatment has considerable excess capacity to support industrial expansion. In addition, TVA and its power distributors offer a growth credit program that provides significant savings to new commercial and industrial customers requiring a large capacity.

Items and goods produced: processed foods, iron and steel products, textiles, apparel, cosmetics, pharmaceuticals, clay products, furniture, machinery, paper, petroleum products

Incentive Programs—New and Existing Companies

Local programs—The city of Chattanooga, Hamilton County, and the state of Tennessee have joined with the private sector to form RiverValley Partners, a non-profit public-private organization that has responsibility for economic development in Chattanooga and Hamilton County. The organization provides assistance to new and expanding businesses and industry in securing business financing. Services include networking with community financial resources, assistance in obtaining state aid, and business counseling for start-up operations experiencing difficulties. The city of Chattanooga Community Development Block Grant Program makes loans to locating or expanding businesses for terms of up to five years. The Enterprise Fund of Greater Chattanooga provides capital on a loan or equity basis to new and existing businesses in Chattanooga, Hamilton County, and surrounding areas for purposes of creating jobs and strengthening the tax base. The Local Development Corporation Revolving Loan Fund can provide limited fixed asset financing when necessary to leverage other loan funds or bridge a financing gap. The Tennessee Valley Authority provides loans to business and industry in Hamilton County and other regional counties. Valley Capital Corporation provides long-term debt and equity capital to small businesses which are at least 51 percent owned by economically or socially disadvantaged entrepreneurs.

State programs—Tennessee, a right-to-work state, provides a low cost of doing business. It boasts the lowest utility costs in the nation and offers numerous tax incentives. State-administered financial programs for businesses include: the Small and Minority-Owned Business Assistance Program, currently being developed by the state Treasury Department and expected to provide assistance to small and minority-owned businesses through loans, technical assistance, and program services; the Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff.

Job training programs—Tennessee's FastTrack Training Services Program is the state's primary source of financial

support for new and expanding business and industry training. FastTrack staff work with businesses to plan, develop, and implement customized training programs. Training may be done in a classroom setting, or on the job. The Southeast Tennessee Private Industry Council also assists businesses in meeting labor force training needs. The Council strives to provide businesses with a more competent workforce, higher employee productivity, a reduction in employee turnover, lower employee retraining costs, and highly motivated employees. The council works with Chattanooga State Technical Community College on vocational training, and helps new companies combine resources to meet their training needs. Several four-year institutions and two-year colleges serve the area with a wide range of programs designed to train personnel for new and expanding industry. The Tennessee Industrial Training Service provides specialized services at low or no cost to manufacturing, warehouse/distribution, and service industry employers, including task and job analysis, training program design and material development, coordination of programs with employee recruitment activities, provision of facilities and equipment for developing specific job skills, and provision of funding.

Development Projects

Perhaps the most visible sign of Chattanooga's renewal is its continuing revitalization to its riverfront area. The 21st Century Waterfront Project, a $120 million enhancement to 129 acres along both shores of the Tennessee River, is scheduled for completion in May of 2005. The project encompasses a $30 million expansion to the Tennessee Aquarium, a $19.5 million expansion to the Hunter Museum of Art, a $3 million renovation and enhancement to the Children's Creative Discovery Museum, a new pedestrian bridge with a lit glass deck, a new pier, waterfront parks and dining, unique retail, and a poignant pedestrian passageway, linking the downtown and river, that marks the beginning of the Trail of Tears and celebrates Native American culture.

Economic Development Information: Chattanooga Area Chamber of Commerce, 811 Broad Street, Chattanooga, TN 37402; telephone (423)756-2121; fax (423)267-7242; email info@chattanooga-chamber.com

Commercial Shipping

Chattanooga is located at the crossroads of several major U.S. highways, including Interstates 75, 24, and 59. The city is within one day's drive of nearly one-third of the major U.S. markets and population, and within 140 miles of Nashville, Atlanta, Knoxville, Huntsville, and Birmingham. Chattanooga is the distribution center for the region that includes southeast Tennessee, northwest Georgia, southwest North Carolina, northeast Alabama, and parts of several neighboring states. More than 70 motor freight lines are certified to transport shipments in the area. Two ports—the Port of Chattanooga and Centre South Riverport—are within city limits. Chattanooga remains an important port as a result of the Tennessee Valley Authority's system of locks and dams, and the Tombigbee waterway, which saves days, miles, and dollars on shipments to and from ports along the Ohio and Mississippi Rivers and the Gulf of Mexico. Freight rail transportation is provided by divisions of the CSX Transportation system and the Norfolk Southern Railway. Air cargo service carriers operate out of Chattanooga Metropolitan Airport/Lovell Field.

Labor Force and Employment Outlook

Chattanooga's work force is said to be distinguished by its pride in individual workmanship. Workers are prepared for specialized professions by the state's excellent industrial training programs. Tennessee is a right-to-work state, and the city's cost of labor remains lower than in many other areas of the United States. Between July of 2003 and July of 2004, Chattanooga netted 1,900 new jobs (the fastest job growth rate the city has seen in 4 years) and average wages rose 4.2 percent, compared with the national average of 2.7 percent.

The following is a summary of data regarding the Chattanooga metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 233,500

Number of workers employed in . . .
manufacturing: 35,400
trade, transportation and utilities: 55,100
information: 2,800
financial activities: 17,800
professional and business services: 25,400
educational and health services: 23,100
leisure and hospitality: 19,200
other services: 10,600
government: 35,100

Average hourly earnings of production workers employed in manufacturing: $13.24

Unemployment rate: 3.6% (December 2004)

Largest employers	*Number of employees*
Hamilton County Dept. of Education	4,723
BlueCross BlueShield	3,683
McKee Foods Corporation	3,300
UnumProvident Corporation	3,147
Memorial Health Care System	2,583

Cost of Living

At the end of 2004, Chattanooga's cost of living, based on average cost of housing, utilities, gasoline, doctor visits, and taxes, was nearly eight percent below the national average.

The following is a summary of data regarding several key cost of living factors for the Chattanooga area.

2004 (3rd Quarter) ACCRA Average House Price:$238,224

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.8 (U.S. average = 100.0)

State income tax rate: Limited to dividends and interest income

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 2.25%

Property tax rate: $2.52 per $100 of assessed valuation (2005)

Economic Information: Chattanooga Area Chamber of Commerce, 811 Broad Street, Chattanooga, TN 37402; telephone (423)756-2121; fax (423)267-7242; email info @chattanooga-chamber.com

Education and Research

Elementary and Secondary Schools

The Hamilton County Department of Education (HCDE) is the largest employer in Chattanooga. HCDE was formed in 1997 upon the merger of Chattanooga Public Schools and Hamilton County Schools. The resulting Hamilton County School system has built upon the strengths of Chattanooga's Paideia active learning curriculum, the county's site-based management approach, and other recognized programs. Hamilton County's 15 magnet schools, focusing on such areas of study as math, science, and technology, fine arts, liberal arts, and classical studies, add to the diversity of the school system.

The following is a summary of data regarding Hamilton County public schools as of 2002-2003.

Total enrollment: 44,217

Number of facilities
elementary schools: 47
junior high/middle schools: 15
senior high schools: 14
other: 15 magnet schools

Student/teacher ratio: 15.2:1

Teacher salaries
average: $34,494

Funding per pupil: $7,229

Chattanooga has a strong tradition of private and parochial elementary and secondary education, including the nationally recognized Girls' Preparatory School, the McCallie School for Boys, and the coeducational Baylor School. More than 15,000 students attend 33 private and parochial schools.

Public Schools Information: Hamilton County Schools, 6703 Bonny Oaks Drive, Chattanooga, TN 37421; telephone (423)209-8400

Colleges and Universities

There are 17 junior colleges, colleges, and universities located in the Chattanooga region. The University of Tennessee at Chattanooga (UTC), a primary campus of the University of Tennessee system, is comprised of a College of Arts and Sciences, College of Business Administration, College of Engineering and Computer Science, and College of Health, Education, and Professional Studies, schools of Nursing and Engineering, and a graduate school offering master's degrees in 22 subjects.

Chattanooga State Technical Community College, with more than 8,000 students, is a two-year college offering the following areas of study: arts and sciences; engineering, business, and information technologies; industrial technology; and nursing and allied health.

Three private colleges operate in the Chattanooga area: Tennessee Temple University, with more than 500 students; Southern Adventist University, in nearby Collegedale, TN, with nearly 2,300 students; and Covenant College, in Lookout Mountain, GA, with more than 1,200 students. Vocational education and training programs are also offered through continuing vocational education of the public school systems.

Libraries and Research Centers

The Chattanooga-Hamilton County Bicentennial Library consists of a main downtown library and four branches. The library has holdings of nearly 500,000 volumes, 1,382 periodical subscriptions, and 19,416 audio and video materials. Special collections include interviews on Chattanooga and Hamilton County history, Genealogy, and Tennesseana. The library also offers special events, concerts, and programs, including preschool story hours and film festivals.

The University of Tennessee at Chattanooga (UT) makes the following research and testing resources available to business and industry: The Center for Excellence in Computer Applications, which provides resources associated with high technology; and The Center for Economic Education and its associated Probasco Chair of Free Enterprise, which designs and implements research projects and education programs about basic economic principles. At UT's SimCenter, established in fall of 2002, research professionals, UT faculty,

and students serve government and industry through research in computational engineering. The Bass Research Foundation studies ways to increase the quantity of America's bass fishery resources. The Tennessee Valley Authority has several research centers in Chattanooga.

Public Library Information: Chattanooga-Hamilton County Bicentennial Library, 1001 Broad Street, Chattanooga, TN 37402-2652; telephone (423)757-5310; email library@lib.chattanooga.gov

Health Care

Among the health services available to Chattanooga residents are public and private mental health facilities, drug and alcohol abuse recovery facilities, rehabilitation centers, a sports medicine center, speech and hearing services, facilities for the handicapped, free standing emergency medical centers, and community hospitals. Erlanger Medical Center, the region's largest and oldest public hospital with 818 acute-care beds and 50 long-term beds, offers Miller Eye Center, T. C. Thompson Children's Hospital, Erlanger North Hospital, Regional Trauma Center, Regional Heart and Vascular Center, Regional Cancer Center, Regional Women's Center, Regional Burn Center, Kidney Transplant Center, the Southside/Dodson Avenue Community Health Centers, and Tennessee Craniofacial Center, and is the only medical center in the region offering LifeForce Air Ambulance. Memorial Hospital, a 365-bed affiliate of the Kentucky-based Sisters of Charity of Nazareth Health System, offers an ambulatory intensive care unit. North Park Hospital, an 83-bed acute-care facility, offers a 24-hour emergency room. The 109-bed Siskin Hospital for Physical Rehabilitation offers treatment programs in brain injury, amputation, stroke, spinal cord injury, orthopedics, and major multiple trauma. It is one of only two rehabilitation hospitals in the country specializing in treatment of lymphedema. Parkridge Medical Center, with 517 beds, is known for its strong open-heart and cardiac services program and bypass surgeries. Parkridge East Hospital (formerly East Ridge Hospital), provides specialty services including a women's center, a sleep disorder center, bariatric surgery services, neonatal intensive care, and a spine and orthopedic center. Parkridge Valley hospital specializes in behavioral health. Other Chattanooga health care facilities include HealthSouth Chattanooga Rehabilitation Hospital, which offers comprehensive physical rehabilitation services; Greenleaf Health Systems Psychiatric and Chemical Dependency Center; and Women's East Pavilion (a component of Erlanger Medical Center), the only area hospital exclusively for women.

Recreation

Sightseeing

More than four million people visit Chattanooga annually to explore the city's past, take part in activities, and enjoy the region's unique sights and diversions. The $45 million Tennessee Aquarium, the world's largest freshwater aquarium, takes spectators everywhere a river goes— from small mountain streams, to raging currents, to deep reservoirs, to the sea. Displays of thousands of living plants, fish, birds, and other river animals show how water supports life. A $30 million, 60,000 square foot addition, scheduled to open in April 2005, will hold 650,000 gallons of water, with ten-foot sharks, stingrays, and barracuda swimming among coral formations. This expansion is only part of a $120 million Waterfront Plan scheduled for completion by May 2005, which includes a $19.5 million expansion to the Hunter Museum of American Art, and a $3 million renovation and enhancement to the Children's Creative Discovery Museum, as well as other riverside revitalization projects. The story of Chattanooga's rich cultural, historical, and geographical significance is related through chronologically progressive exhibits at Ross's Landing Park and Plaza, which is adjacent to the Aquarium. The Chattanooga Regional History Museum was established in 1978 to collect, preserve, and exhibit the written, spoken, pictorial, and artifactual record of Chattanooga and the surrounding region.

The Chattanooga Zoo at Warner Park presents a variety of exotic animals and birds, including primates, jaguars, nocturnal animals, and a petting zoo, as well as classes about animal life. Its newest exhibit, ''Himalayan Passage'' features red pandas. The Tennessee Valley Railroad Museum offers an impressive collection of classic railroad memorabilia, including a 1911 steam locomotive, a 1917 office car with three bedrooms, a 1926 dining car, a Pullman sleeping car, and a 1929 wooden caboose. Visitors can ride the train on its 40-acre site with its four railroad bridges and a historic tunnel through Missionary Ridge; four-hour roundtrip train rides to historic Chickamauga, Georgia, are also available. The National Knife Collector Association and Museum, which promotes the hobby of knife collecting, has many interesting knives on display.

The Chattanooga Choo-Choo is a 30-acre complex offering accommodations in restored Victorian railroad cars, dining options including dinner in an elegant dining car, browsing in unique shops, and touring the entertainment complex via old-fashioned trolley. At Ross's Landing, the sternwheeler *Southern Belle,* which can carry 500 people, conducts excursions up the Tennessee River on its dining and entertainment cruises. The river's newest excursion boat, the *Chattanooga*

Star, is an authentic side paddle wheeler that can accommodate up to 145 passengers.

The Lookout Mountain Incline Railway ascends and descends the mountain every half hour with trolley-style railcars, offering panoramic views of the city. One of the steepest railways in the world, its gradient reaches 72.7 percent. The self-guided tour of famous Rock City on Lookout Mountain reveals giant prehistoric rock formations, breathtaking views, and visits to Fairyland Caverns and Mother Goose Village, where fairy tales are celebrated. Ruby Falls-Lookout Mountain Caverns is a cave providing a view of a 145-foot waterfall that is 1,120 feet underground. The Tennessee Wildlife Center is an environmental educational facility featuring exhibits such as a wildlife diorama, interactive computer games, and a crawl-in beaver lodge, as well as a 1,200-foot Wetland Boardwalk, and a Wildlife Rehabilitation laboratory. Adjoining Lookout Mountain is Reflection Riding, a 300-acre nature preserve that permits visitors to drive through a grand variety of trees, shrubs, and wildflowers similar to those in an English landscape.

Straddling the Tennessee-Georgia border, the 9,000-acre Chickamauga and Chattanooga National Military Park is the nation's oldest and largest preserved area of Civil War sites. Chickamauga Battlefield unit offers ''living history'' programs, the Fuller gun collection, a self-guided tour, and a multimedia presentation on the battle. Lookout Mountain unit offers free programs, the Craven's House Museum, and magnificent views from Point Park. The National Medal of Honor Museum displays memorabilia, artifacts, equipment, and history about the Medal of Honor. An exciting three-dimensional presentation of Chattanooga's Civil War history is presented at the Battles for Chattanooga Museum, which features 5,000 miniature figures, 650 lights, sound effects, and details of major battles. Signal Point, atop Signal Mountain, is the site where messages were relayed to clear the way for supplies coming down the Tennessee River for Union soldiers during the Civil War.

A number of interesting historical houses and buildings are located around the city. The Brabson House, built in 1857 and later used as a hospital during the 1878 yellow fever epidemic, was destroyed by fire in 1881 and rebuilt in the early 1990s. The John Ross House, a memorial to the man who was the greatest chief of the Cherokee Nation, was built in 1779 by Ross's grandfather. Craven's House, built circa 1854, was the center of action in the Battle of Lookout Mountain, and the 1840s Gordon Lee Mansion served as headquarters to General William Rosecrans in 1863 as well as serving as a soldiers' hospital. After the Confederate evacuation of Chattanooga in 1863, General Braxton Bragg established his headquarters at the Lee & Gordon's Mill.

Other area attractions include water fun at the Alpine Slide, views of the underground lake of Lost Sea at Sweetwater, tours of the Jack Daniels Distillery at Lynchburg, and the games and rides at Lake Winnepesaukah Amusement Park.

Arts and Culture

Chattanooga has a very active performing arts community. The Symphony and Opera Association presents symphony concerts, operas, chamber music, pops programs, young people's concerts and operas, and youth orchestras, with guest artists of international renown at the Tivoli Theatre. The restored Tivoli is a fine example of 1920s baroque elegance. With its ample stage depth and first-rate backstage and rehearsal facilities, the theater is the site of some of the city's major entertainment and cultural events, including touring Broadway productions. The Soldiers and Sailors Memorial Auditorium was built in 1924 and rededicated in 1991 after being refashioned into a theatrical venue with a sloped concert hall with permanent seating. The auditorium is an ideal venue for concerts, theatrical performances, meetings, andconventions.

Founded in 1923 as the Little Theatre of Chattanooga, the Chattanooga Theatre Centre is a 40,000 square-foot facility with a main stage seating 380 and a smaller Circle stage seating 200. The Theatre Center offers a variety of locally produced programs featuring professionally directed local and regional talent in its eight main stage shows, four smaller and more adventurous Circle Series shows, and four youth theater productions each year. The Backstage Dinner Playhouse, the Mountain Opry, and other area and regional theaters offer a variety of locally produced performances year-round.

Chattanooga has a number of dance companies including Ballet Tennessee, Chattanooga Ballet, Contemporary Performing Arts of Chattanooga, and Dance Theatre Workshop. These companies present a variety of programs from the holiday classic *The Nutcracker* to avant garde drama. The Chattanooga Boys Choir, which includes approximately 200 boys in the program each year, and Girls Choir, composed of nearly 150 girls, travel throughout the United States and abroad. Rock and popular concerts are held at Memorial Auditorium.

The Heritage Center features the 264-seat Bessie Smith Performance Hall, a legacy of the city's ''Empress of the Blues.'' Adjacent to the Bessie Smith Hall is the Chattanooga African-American History Museum, which contains a library and a collection of artifacts including African art, original sculptures, paintings, musical recordings, and local African American newspapers. The Houston Museum of Decorative Arts is famous for its outstanding collection of American decorative arts assembled by Anna S. Houston, a local antiques dealer. The museum features beautiful pieces of porcelain, glass, furniture, and ceramics. With one of the largest and finest

collections of American art in the Southeast, the Hunter Museum of American Art is situated high on a bluff overlooking the Tennessee River. The museum houses masterworks from Thomas Hart Benton, Winslow Homer, and Andrew Wyeth. As of March 2005, the museum is undergoing a $19.5 million expansion and renovation; its new addition will be home to temporary exhibits and galleries.

The University of Tennessee at Chattanooga (UTC) provides the community with numerous offerings in the cultural and fine arts. The University Theatre presents several stage productions annually while faculty, student, and guest musicians participate in the Cadek Department of Music and Conservatory offerings. The University's Cress Gallery of Art, part of the UTC Fine Arts Center, houses visiting exhibitions as well as local and student art work. Patten Performances, formerly The Dorothy Patten Fine Arts Series, hosts top quality theatrical, concert, and dance presentations.

Festivals and Holidays

Held in May, the two-day 4 Bridges Arts Festival celebrates the visual arts. The annual River Roast, also in May, draws thousands to the riverfront and features a barbeque, volleyball tournament, and Mayor's Regatta. The Bessie Smith Traditional Jazz Festival, another May event, is a three-day jazz extravaganza held at the Chattanooga Choo Choo's Station House. One of the recreational highlights in Chattanooga is June's nine-day Riverbend Festival, a musical celebration on the riverfront at Ross's Landing, which draws more than 540,000 people each year to see top-name entertainers. Musical performances on its six stages range from jazz, blues, rock, folk, country, bluegrass, classic and more. At the Southern Brewers Festival in Auguest, microbrewers from across the country offer more than 30 ales and lagers; the event also features music and food. October brings visitors from across the country to attend the two-week Fall Color Cruise and Folk Festival, which includes boat trips down the Tennessee River, food events, music, and crafts. The holiday season is highlighted by Christmas on the River, a parade of festively decorated lighted boats on the Tennessee River.

Sports for the Spectator

Chattanooga boasts professional sports teams in baseball (Chattanooga Lookouts, Class AA Southern League) and football (Chattanooga Locomotion, National Women's Football Association Southern Division), and major collegiate sports entertainment at the University of Tennessee at Chattanooga (UTC). The Lookouts play in the 6,500-seat BellSouth Park, which opened for the 2000 season, while as of April 2005 the Locomotion will play home games at Howard Stadium, at Howard School of Academics and Technology. UTC's NCAA Division I basketball Mocs play at the McKenzie Arena, formerly called the UTC Arena (capacity 11,218), while the Division I-AA Mocs football team plays its Southern Conference schedule at the 20,668-seat Max Finley Stadium, the site for the annual NCAA Division I-AA National Football Championship Games. UTC also fields NCAA Division I teams in cross country, golf, softball, tennis, indoor/outdoor track and field, volleyball, and wrestling.

Sports for the Participant

Surrounded by parks, mountains, and nearly 50,000 acres of rivers and lakes, the Chattanooga area offers recreation opportunities of all kinds. The mountains circling the city feature camping, rock climbing, rappelling, and spelunking. The mountain rivers offer exciting white water rafting, kayaking, and canoeing. Fishing on the Tennessee River is always an attraction, and nearby Lake Chickamauga provides more than 35,000 acres of water for sailing, water skiing, and rowing. Another site for water enthusiasts is the 192 miles of shoreline on Nickajack Lake.

More than 200 tennis courts, as well as hundreds of basketball courts, softball and baseball fields, dot city neighborhoods. Golfers are beckoned by 25 area golf courses. Chattanooga has dozens of recreation centers and supervised playgrounds to occupy the young set. Around the city, organized team sports include softball, baseball, wrestling, polo, boxing, soccer, rugby, gymnastics, and swimming, while sporting clubs center on hunting, fishing, running, biking, and skiing.

The Tennessee Riverwalk, a scenic pedestrian pathway connecting a string of parks and playgrounds along the riverfront, was largely the reason for that designation. The Passage, slated to open in May of 2005, is a new pedestrian link between the river and the downtown area. One of the jewels in the Tennessee Riverpark system is Coolidge Park, located on Chattanooga's north shore waterfront. The 6-acre park is named in honor of Charles Coolidge, a World War II Medal of Honor recipient. The park boasts a restored Denzel carousel originally built in 1895 for Atlanta's Grant Park; it features 52 intricately painted, hand-carved animals created by students of artisan Bud Ellis at Horsin' Around, a year-round carousel animal carving school in Chattanooga.

Shopping and Dining

Chattanooga is a shopping mecca for a region covering a 50-mile radius in Tennessee, Alabama, and Georgia. Residents are served by more than 40 shopping centers, including several enclosed major malls. Hamilton Place, with more than 200 stores, is the state's largest shopping mall; it is located in southeast Hamilton County. Rehabilitation efforts in the city's downtown have restored its vitality as a popular shopping and dining site. There, Warehouse Row, a $30 million upscale outlet complex, features designer shops located in 8 cavernous former turn-of-the-century railroad

warehouses. Chattanooga's riverfront area has numerous shops alongside piers, boatslips, and waterfront parks. The East Ridge Flea Market, open on weekends and holidays, is a huge indoor/outdoor market featuring more than 200 vendors selling new and used items, and three restaurants.

Dining experiences in Chattanooga can be as varied as having dinner while walking or cruising along the Tennessee River or while watching a stage production or eating in a former railway dining car. Fine dining and more moderately priced traditional American fare are offered in many areas of the city. Casual eateries include burger joints, delis, buffets and cafeterias, and novelty settings. Ethnic cuisine runs the gamut from Chinese, Italian, and Tex-Mex to Jamaican.

Visitor Information: Chattanooga Area Convention & Visitors' Bureau, 2 Broad Street, Chattanooga, TN 37402; telephone (423)756-0001; toll-free (800)962-5213

Convention Facilities

Chattanooga offers several facilities designed to hold such diverse events as trade shows, conventions, meetings, banquets, or any other special event. The Chattanooga/Hamilton Convention Center and Trade Center underwent a $56 million renovation completed in the summer of 2002. Located in the heart of downtown, the 298,000 square-foot trade center offers 180,000 square feet of exhibit space and has a seating capacity of 8,500. The Tivoli Theatre, which is listed on the National Register of Historic places and was once known as ''The Jewel Box of the South,'' can host meetings and conventions for more than 1,700 people. Soldiers & Sailors Memorial Auditorium features two theaters, the larger of which seats 3,866, and an exhibit hall providing 9,600 square feet of display space, suitable for small trade shows. For larger groups, McKenzie Arena at the University of Tennessee seats 12,000 people, and can provide 27,000 square feet of exhibit space.

Convention Information: Chattanooga Area Convention & Visitors' Bureau, 2 Broad Street, Chattanooga, TN 37402; telephone (423)756-8687; toll-free (800)964-8600

Transportation

Approaching the City

Three interstate highways, I-75, I-24, and I-59 converge near the city. I-75 runs southwest toward the city from Knoxville, and north-northwest from Atlanta; I-59 runs north, then east from Birmingham; and I-24 runs south, then east from Nashville. The city is a convenient stop en route to cities such as New Orleans, Orlando, and many other deep south destinations. Chattanooga Metropolitan Airport/ Lovell Field, just 15 minutes from downtown, offers 52 flights daily, including direct flights to New York City, Washington D.C., Chicago, Memphis, Cincinnati, and Charlotte. Greyhound/Trailways Bus Lines provides interstate service.

Traveling in the City

The three Interstate Highways, I-75, I-24 and I-59, are particularly busy during the rush hour to and from work. Major thoroughfares include Hixson Pike, which runs north-south, and Brainerd Road, which runs east-west then turns north into Lee Highway. Ringgold Road is another important east-west route. Riverside Drive curves around many major downtown sites. The Chattanooga Area Regional Transportation Authority (CARTA) provides regularly scheduled public bus transportation for the area. CARTA also offers free downtown electric shuttle service for visitors, residents, and downtown workers.

Communications

Newspapers and Magazines

The *Chattanooga Times Free Press* is the city's daily morning paper. The Chattanoogan.com is a daily internet-only news source available at www.chattanoogan.com. There are several general and special weekly newspapers, among them the *Chattanooga Courier,* which serves the area's African American community, and *The Pulse,* which provides alternative news. Magazines covering Chattanooga include *Commerce* and *Tennessee Business Journal,* both published monthly; and *Chattanooga CityScope* and *Chattanooga Magazine,* published quarterly.

Television and Radio

Seven television stations and 15 radio stations serve the Chattanooga area.

Media Information: *The Chattanooga Times/Chattanooga Free Press,* 400 E. 11th St., PO Box 1447, Chattanooga, TN 37403; telephone (423)756-6900

Chattanooga Online

Chattanooga Area Chamber of Commerce. Available www .chattanooga-chamber.com

Chattanooga Area Convention & Visitors Bureau. Available www.chattanoogafun.com

Chatanooga-Hamilton County Bicentennial Library. Available www.lib.chattanooga.gov

Chattanooga Regional History Museum. Available www.chattanoogahistory.com

City of Chattanooga Home Page. Available www.chattanooga.gov

Free Press and Times. Available www.timesfreepress.com

Hamilton County School System. Available www.hcde.org

Virtual Chattanooga. Available www.chattanooga.net

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Wann, Libby, *Chattanooga: Delivering the Dream* (Nashville, TN: Towery Publishing Co., 1991).

Knoxville

The City in Brief

Founded: 1786 (incorporated 1791)

Head Official: Mayor Bill Haslam (R) (since 2003)

City Population
1980: 175,045
1990: 169,761
2000: 173,890
2003 estimate: 173,278
Percent change, 1990–2000: 2.4%
U.S. rank in 1980: 77th
U.S. rank in 1990: 101st (State rank: 3rd)
U.S. rank in 2000: 135th (State rank: 3rd)

Metropolitan Area Population
1980: 546,488
1990: 585,960 (MSA)
2000: 687,249 (MSA)
Percent change, 1990–2000: 17.3%
U.S. rank in 1980: 60th (MSA)
U.S. rank in 1990: 65th (MSA)
U.S. rank in 2000: 62nd (MSA)

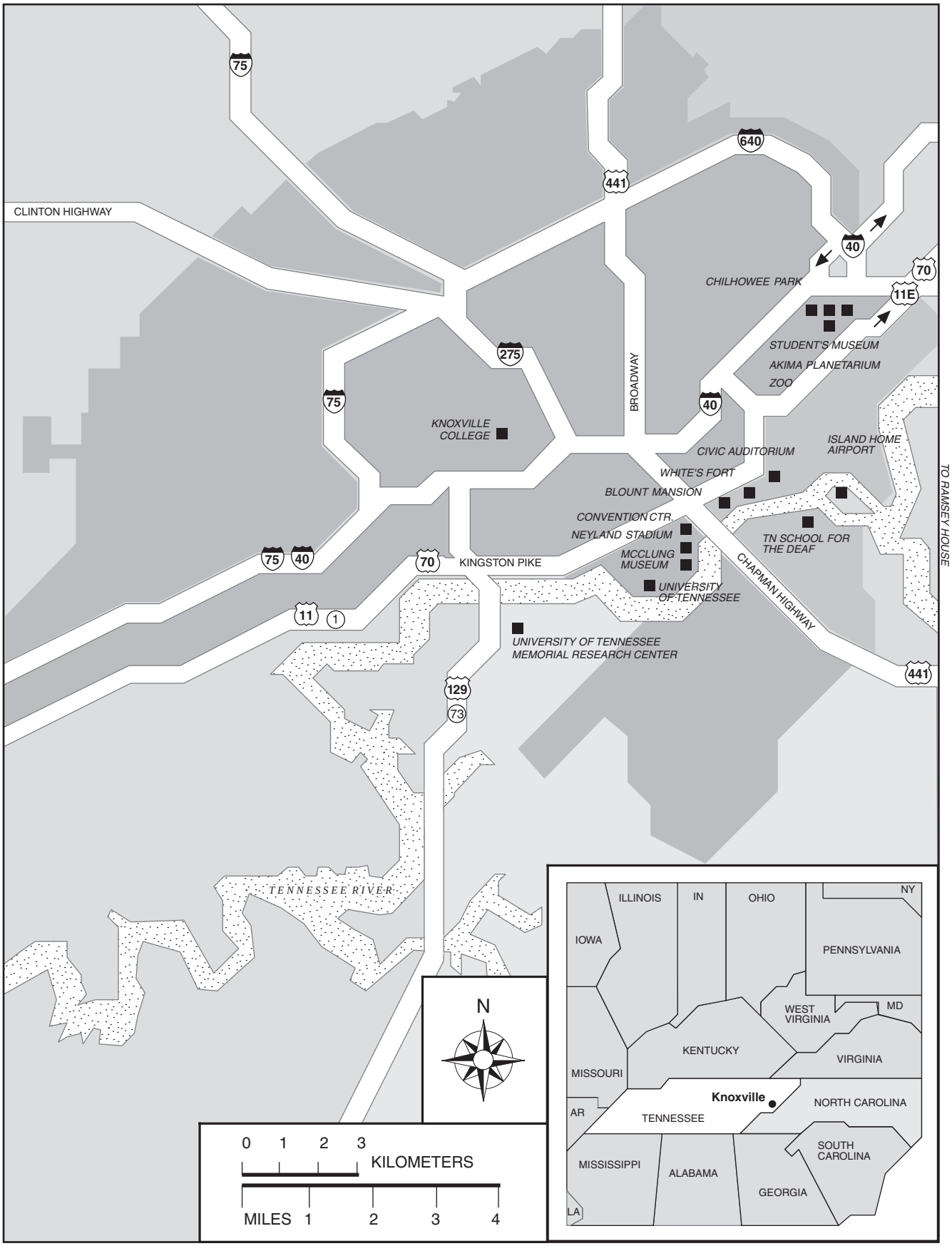
Area: 92.7 square miles (2000)
Elevation: Approximately 936 feet above sea level
Average Annual Temperature: 60.0° F
Average Annual Precipitation: 48.2 inches

Major Economic Sectors: wholesale and retail trade, services, government
Unemployment rate: 3.3% (December 2004)
Per Capita Income: $18,171 (1999)

2002 FBI Crime Index Total: 11,983

Major Colleges and Universities: University of Tennessee at Knoxville, Knoxville College, Pellissippi State Technical Community College

Daily Newspaper: *The Knoxville News-Sentinel*


75
640
441
CLINTON HIGHWAY
40
70
CHILHOWEE PARK
11E
STUDENT'S MUSEUM
AKIMA PLANETARIUM
ZOO
275
BROADWAY
75
40
KNOXVILLE COLLEGE
ISLAND HOME AIRPORT
CIVIC AUDITORIUM
WHITE'S FORT
BLOUNT MANSION
CONVENTION CTR.
NEYLAND STADIUM
TN SCHOOL FOR THE DEAF
MCCLUNG MUSEUM
75
40
70
KINGSTON PIKE
CHAPMAN HIGHWAY
UNIVERSITY OF TENNESSEE
11
1
UNIVERSITY OF TENNESSEE MEMORIAL RESEARCH CENTER
441
129
73
TO RAMSEY HOUSE
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VIRGINIA
MISSOURI
Knoxville
NORTH CAROLINA
AR
TENNESSEE
SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
LA

Introduction

Just 30 miles north of the country's most visited national park, Knoxville, Tennessee, has long been known as the ''Gateway to the Smokies.'' The greater Knoxville area has won accolades for its ''livability''—a combination of qualities that encompasses such factors as economic outlook, climate, cost of living, education, transportation, and the arts. The corporate hub of east Tennessee and home to the Tennessee Valley Authority (TVA) and the University of Tennessee at Knoxville's main campus, the city is not yet among the South's urban giants. In the last several decades Knoxville has experienced impressive gains, particularly in high-technology industries and related firms. Because of the influence of TVA, the University of Tennessee at Knoxville and world-famous Oak Ridge, 30 miles away, Knoxville has become known as one of the foremost energy centers in the world. Knoxvillians are determined to enjoy the fruits of development without sacrificing those qualities that have made their city stand out among the country's smaller urban areas.

Geography and Climate

Knoxville is located at the headwaters of the Tennessee River in a broad valley between the Cumberland Mountains to the northwest and the Great Smoky Mountains to the southeast. Both mountain ranges modify the type of weather that plains areas at the same latitude experience by slowing and weakening cold winter air from the north and tempering hot summer winds from the west and south. Precipitation is usually in the form of rain, and falls primarily during the winter and in late spring, though sudden thunderstorms are also quite common in summertime and provide relief on extremely warm days in the valley. Snowfall averages approximately 12 inches annually, most often in amounts of less than four inches at one time; it rarely stays on the ground for more than a week.

Area: 92.7 square miles (2000)

Elevation: Approximately 936 feet above sea level

Average Temperatures: January, 37.6° F; July, 77.7° F; annual average, 60.0° F

Average Annual Precipitation: 48.2 inches

History

Settlement Becomes Supply Center

Archaeological evidence suggests that the first humans to live in what is now Knoxville were of the Woodland tribe, a group of hunters and trappers driven south from the Great Lakes region by climatic changes, probably about 1000 B.C. Their simple culture eventually gave way to that of the more sophisticated mound builders, whose influence was felt throughout most of the South. By 1761, the year the first white men were known to have explored Knoxville, the mound builders had been displaced by yet another group of Native Americans, the Cherokee.

Early contacts between the white settlers and the Cherokee were fairly cordial, which encouraged colonial expansion into the land west of the Great Smoky Mountains. In 1783 North Carolina's James White and several friends crossed the mountains in search of a place to stake a claim. White later returned to the area with his family, and in 1786 he became Knoxville's first permanent settler when he built a log cabin on a hill overlooking a stream that fed into the Tennessee River. A peace treaty with the Cherokee sparked additional migration into the region, and soon White's cabin was joined by several others. After the pioneers connected their cabins with a stake fence, the settlement took on the name White's Fort. Because of its strategic location, it quickly began serving as a repair and supply center for westbound wagon trains.

In 1790 William Blount, newly appointed governor of the territory south of the Ohio River and superintendent of Indian affairs for the same region, arrived at White's Fort and established his headquarters there. One of his first tasks was to meet with the Cherokee and establish territorial boundaries; this he accomplished almost immediately, purchasing from the Cherokees much of the East Tennessee Valley and opening the area to even more settlers. In 1791, at Blount's suggestion, streets were laid out around White's Fort and a town was incorporated that the governor named Knoxville in honor of the Secretary of War, Major General Henry Knox. By 1792, Knoxville had become the county seat, and it continued to grow steadily as a trading post. When Tennessee was admitted to the Union in 1796, Knoxville even served as the state's first capital, a designation it retained until 1812. Despite its political and economic status, Knoxville at the turn of the century was little more than a rowdy village of taverns and smithies that catered to teamsters, flatboatmen, soldiers, and homesteaders on their way west.

City Grows Slowly

Knoxville's first industries were related to its function on the frontier; among the most common were grist mills, saw-

mills, tanyards, cotton-spinning factories, and wool-carding mills. Because of the transportation difficulties posed by the mountains and unnavigable parts of the Tennessee River, no attempt was made to mine nearby coal, iron, and marble for shipping out of the region. As a result, Knoxville grew rather slowly in comparison with the rest of the state, posting a population of barely more than 2,000 people in 1850. The arrival of the railroad in the 1850s promised change, but the advent of the Civil War put a halt to further development.

A majority of east Tennessee citizens were loyal to the Union before and even during the Civil War, and their opposition to secession made Tennessee the last state to join the Confederate States of America. Alarmed at the thought of so many Union sympathizers in a critical border state, the Confederate Army occupied the city from early 1861 until August 1863, shortly before Union troops arrived and established headquarters there. In November of that same year, Confederate troops tried to recapture Knoxville. After a two-week-long siege, they were eventually repulsed, but victory for the Union forces came at a great cost to Knoxville—railroad shops, factories, virtually all public buildings, and some private homes were either burned to the ground or badly damaged.

The Reconstruction period was a boon to the city as hundreds of former Union soldiers chose to return to Knoxville to settle permanently, bringing with them the business and labor skills so desperately needed to rebuild what had been destroyed during the war. The population swelled to almost 10,000 people in 1870, up from less than 3,000 people in 1860. The rest of the century brought still more development; iron plants, cloth mills, furniture factories, marble quarries, and foundry and machine companies were established, and Knoxville began to emerge as a major southern commercial center.

Economic Problems Abound

Throughout much of the twentieth century, however, Knoxville saw its postwar progress eroded by racial tension, periodic economic downturns, the Great Depression of the 1930s, loss of population to the suburbs, and a series of ineffective city governments. The 1920s provided a brief respite from economic woes as the city benefited from the national boom, but social and political conditions continued to deteriorate when conservative leaders clashed with progressive elements over the best way to tackle Knoxville's problems. Like so many other cities, Knoxville was hit hard by the Great Depression; factories closed, major banks failed, and the optimism of the previous decade faded, leaving in its place a cautiousness that influenced decision-makers for years to come.

Wartime Brings Prosperity

World War II brought prosperity to the area, especially at Alcoa Aluminum, Oak Ridge National Laboratory, the Tennessee Valley Authority, and Rohm & Haas, manufacturers of plexiglass for airplanes. The influx of federal money and jobs led to increased activity in other areas, including construction, service industries, and retail and wholesale trade. But Knoxville failed to capitalize on the wartime gains and instead entered another period of stagnation during the 1950s.

City Celebrates Progressive Spirit

Since the mid-1960s, however, Knoxville has been busy reversing the trends of previous years. A new generation of progressive business and political leaders has worked to make the city more attractive to developers, initiating facelifts for downtown buildings, arranging financing for new projects, cleaning up the riverfront, and demolishing or upgrading substandard housing. The 1982 World's Fair and its theme of ''Energy Turns the World'' focused even more attention on the city's attempts to stage a comeback. New industries, especially high-technology ones, have established facilities in the area, and old industries have expanded. This in turn has led to gains in construction, services, and retail trade as thousands of young, well-educated, and affluent workers have followed the high-technology firms to Knoxville. In 2005, *Expansion Management* magazine ranked Knoxville 14th on its list of ''America's 50 Hottest Cities'' for businesses looking to expand or relocate. Knoxville intends to build on the progress of the past to make the twenty-first century the best years yet for the ''Gateway to the Smokies.''

Historical Information: East Tennessee Historical Society, McClung Historical Collection, 314 W. Clinch Ave., Knoxville, TN 37902; telephone (865)544-5744

Population Profile

Metropolitan Area Residents

1980: 546,488
1990: 585,960
2000: 687,249
Percent change, 1990–2000: 17.3%
U.S. rank in 1980: 60th (MSA)
U.S. rank in 1990: 65th (MSA)
U.S. rank in 2000: 62nd (MSA)

City Residents

1980: 175,045
1990: 169,761
2000 estimate: 173,890
2003 estimate: 173,278
Percent change, 1990–2000: 2.4%

U.S. rank in 1980: 77th
U.S. rank in 1990: 101st (State rank: 2nd)
U.S. rank in 2000: 135th (State rank: 2nd)

Density: 1,876.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 138,611
Black or African American: 28,171
American Indian and Alaska Native: 541
Asian: 2,525
Native Hawaiian and Pacific Islander: 60
Hispanic or Latino (may be of any race): 2,751
Other: 3,982

Percent of residents born in state: 67.6% (2000)

Age characteristics (2000)
Population under 5 years old: 10,296
Population 5 to 9 years old: 9,610
Population 10 to 14 years old: 9,033
Population 15 to 19 years old: 13,652
Population 20 to 24 years old: 20,800
Population 25 to 34 years old: 27,311
Population 35 to 44 years old: 24,062
Population 45 to 54 years old: 20,702
Population 55 to 59 years old: 7,361
Population 60 to 64 years old: 6,069
Population 65 to 74 years old: 11,977
Population 75 to 84 years old: 9,393
Population 85 years and older: 3,624
Median age: 33.4 years

Births (2003; Knox County)
Total number: 5,058

Deaths (2003; Knox County)
Total number: 3,661 (of which, 39 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,171
Median household income: $27,492
Total households: 76,550

Number of households with income of . . .
less than $10,000: 14,282
$10,000 to $14,999: 7,255
$15,000 to $24,999: 13,643
$25,000 to $34,999: 10,878
$35,000 to $49,999: 11,958
$50,000 to $74,999: 10,089
$75,000 to $99,999: 4,085
$100,000 to $149,999: 2,690
$150,000 to $199,999: 705
$200,000 or more: 965

Percent of families below poverty level (2000): 14.4% (29.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 11,983

Municipal Government

Knoxville operates via a mayor-council form of government. The mayor and nine council members are elected to four-year terms.

Head Official: Mayor Bill Haslam (R) (since 2003; current term expires 2006)

Total Number of City Employees: 2,858 (2004)

City Information: City of Knoxville, PO Box 1631, 400 Main St., Knoxville, TN 37902; telephone (865)215-2000

Economy

Major Industries and Commercial Activity

The stable economy of the Greater Knoxville Area is one of the region's major assets. It is highly diversified with no one employment sector accounting for more than 22 percent of the area's total employment. Recent years have seen substantial growth in the areas of trade, transportation, utilities, and financial activities.

Knoxville's economy is bolstered by the presence of the Tennessee Valley Authority headquarters and the University of Tennessee at Knoxville. Added benefits accrue with the location of ORNL, a major U.S. Department of Energy facility, in nearby Oak Ridge. Scientists and engineers at ORNL labs do research and development work to bring scientific knowledge and technological solutions that strengthen U.S. leadership in the area of science; increase the availability of clean energy; restore and protect the environment; and contribute to national security. These institutions provide unlimited education and training opportunities for area businesses and are active in a cooperative technology transfer program that has successfully spawned many spin-off companies. The Spallation Neutron Source (SNS) project, based in Oak Ridge, is scheduled for completion in mid 2006. SNS development is carried out by collaboration of six national laboratories, and is based at an 80-acre site at ORNL. The $1.4 billion project will produce the most powerful pulsed neutron sources in the world for scientific research and industrial

development, making the region a world leader in technology. The project is expected to have applications in the areas of chemistry, physics, biology, genetics, semiconductors and aerospace engineering.

As another nurturing aspect of the local business climate, the area features an unusually high number of incubator facilities, particularly in Oak Ridge—a city whose roots can be traced to the Manhattan Project of the late 1930s and early 1940s.

Through the assistance of the ORNL and University of Tennessee (UT), spin-off companies have been formed. UT, Lockheed Martin Energy Systems, and TVA, have been successful in recruiting national high-technology consortiums. The city itself is very technology-forward, with fiber-optic lines threaded throughout its downtown core. Knoxville Telecommunication infrastructure is a critical factor in the site selection process of relocating companies, and Knoxville's state-of-the-art telecommunications structure has helped the city attract several telemarketing divisions of large corporations.

Another key element in the Greater Knoxville area's economic prosperity is location. Knoxville is at the center of the eastern half of the United States and within one day's drive of three-fourths of the U.S. population. Location is one important reason why many manufacturing businesses have relocated or expanded in the area. In 2004, new or expanding industrial businesses in the Knoxville Metropolitan MSA invested $283,345,000; those investments were made by 4 new businesses and 16 existing companies. Location is also a factor in the area's booming tourism industry, particularly in nearby Sevier County, where approximately 10 million people annually visit the Great Smoky Mountains National Park—the most visited national park in the United States—and the many other attractions in Gatlinburg, Pigeon Forge and Sevierville.

Knoxville remains an urban center for mining in the Cumberland range. Zinc and coal mining are carried on in the region. Burley tobacco and a variety of food crops are harvested on farms just outside the city, and livestock and dairy products are also important to the local economy. Knox County ranks fifth in the state of Tennessee for visitor expenditures; in 2001 tourism brought the county $549 million.

Items and goods produced: motor vehicles supplies, manufactured housing, aluminum products, clothing, computer peripherals, electrical equipment, plastics, pleasure boats, processed foods

Incentive Programs—New and Existing Companies

Local programs—Knoxville has a Foreign Trade Zone, is an inland Port of Entry, and has a U.S. Customs Office. The city and county offer sales tax exemptions on new equipment and special revenue bond financing programs. Knoxville's Jobs Now! campaign, launched in 2003, aims to attract new businesses to the Knoxville area and encourage expansion of local businesses, primarily through marketing, via advertising, trade show exhibitions, distribution of brochures, and calling on prospects. The city of Knoxville and Knox County have been the campaign's biggest backers, with annual contributions of $400,000 each; approximately 200 other backers bring the annual figure to $2 million.

State programs—Tennessee is a right-to-work state and its overall state and local tax burden is among the lowest of all 50 states. Tennessee has no personal income tax on wages or salaries. Finished goods inventories are exempt from personal property tax and industrial machinery is totally exempt from state and local sales taxes. Manufacturers receive other tax exemptions and reduced property assessments under specified circumstances. State-administered financial programs for businesses include: the Small and Minority-Owned Business Assistance Program, currently being developed by the state Treasury Department and expected to provide assistance to small and minority-owned businesses through loans, technical assistance, and program services; the Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff.

Job training programs—Tennessee's FastTrack Training Services Program is Tennessee's primary source of financial support for new and expanding business and industry training. FastTrack staff work with businesses to plan, develop, and implement customized training programs. Training may be done in a classroom setting, or on the job. The Southeast Tennessee Industrial Training Service provides specialized services at low or no cost to employers, including task and job analysis, training program design and material development, coordination of programs with employee recruitment activities, provision of facilities and equipment for developing specific job skills; and provision of funding. Pellissippi State Technical Community College offers technical programs, and the Knoxville State Area Vocational Technical School offers career-oriented programs.

Development Projects

Knoxville's healthy economy is exemplified by the many renovation and expansion projects underway or recently completed around the city. The newly-expanded Knoxville Convention Center, opened in July of 2002, is a sparkling, technologically-advanced facility boasting a 119,922

square-foot exhibit hall, a 27,300 square-foot divisible ballroom, 14 functional meeting rooms seating attendees in theater style, a lecture hall with seating for 461, and three luxury conference rooms. The East Tennessee Historical Center's Museum of East Tennessee History, McClung Historical Collection, and Knox County Archives will double in size upon the completion of a $20 million expansion in 2005. This will bring more exhibit and collection space to the museum; more space for growing number of books, manuscripts, and microfilm of the McClung Historical Collection; and more room for the Knox County Archives' permanent records of historic Knox County. An extensive $23.5 million restoration of the magnificent Tennessee Theatre was completed in January of 2005, returning the 1928 theatre to its former glory. Several new exhibits have opened at the Knoxville Zoological Park in recent years, including an elephant preserve and African grasslands exhibit, both opened in 2002, and a meerkat exhibit opened in 2003; the zoo's Kid's Cove, a fun environment designed for children, is scheduled to open in April of 2005.

Economic Development Information: Knoxville Area Chamber Partnership, 601 West Summit Hill Drive, Suite 300, Knoxville, TN 37902; telephone (865)637-4550

Commercial Shipping

All major air shipments in Knoxville originate out of McGhee Tyson Airport. A new cargo facility was constructed in the early 1990s, more than doubling the airport's cargo capacity. In the fall of 2000, McGhee Tyson Airport completed a $70 million renovation and expansion project of its main terminal and concourses. Rail is another option for those needing to transport freight to and from the Greater Knoxville area. Main rail service is provided by the Norfolk/Southern and the CSX rail systems. Fifty-seven regular-route, common-carrier truck lines have terminals in Knox County. Many irregular routes and special-contract carriers also supply the area with efficient ground freight services.

Because of navigation improvements made by the Tennessee Valley Authority on the Tennessee River system, Knoxville enjoys barge commerce with 21 other states on the Tennessee, Ohio, and Mississippi Rivers. This interconnected inland water system runs from the Gulf of Mexico to the Great Lakes, allowing shipments on water to such distant points as Houston, Tampa, Pittsburgh, Minneapolis, and Little Rock.

Labor Force and Employment Outlook

The Knoxville area labor force is drawn from a nine-county region in eastern Tennessee. The presence of a variety of instructional centers, combined with the city's proximity to key U.S. markets and the state's commitment to nurturing research and development firms, has made Knoxville a considerable force in the world of high-technology industry. The labor force has one of the lowest turnover and absenteeism rates in the country.

The following is a summary of data regarding the Knoxville metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 355,400

Number of workers employed in . . .
manufacturing: 42,100
trade, transportation and utilities: 74,700
information: 6,300
financial activities: 18,000
professional and business services: 40,400
educational and health services: 37,600
leisure and hospitality: 45,800
other services: 14,800
government: 58,700

Average hourly earnings of production workers employed in manufacturing: $14.10

Unemployment rate: 3.3% (December 2004)

Largest employers	*Number of employees*
Covenant Health	8,000
The University of Tennessee at Knoxville	7,934
Knox County Public School System	7,848
Wal-Mart Stores, Inc.	4,600
St. Mary's Health System	3,461
Baptist Health System of East Tennessee	3,000
City of Knoxville	2,858
University of Tennessee Medical Center	2,764

Cost of Living

Knoxville's overall cost of living, assisted by low taxes and low utility charges, is among the most reasonable in the country. Home buyers everywhere in the Greater Knoxville Area benefit from housing prices that are lower than the national average, as well as low taxes and low utility bills. Electric power rates here are among the lowest in the nation. The Tennessee Valley Authority, a publicly owned utility, is headquartered in Knoxville and generates much of the electrical power used in homes.

The following is a summary of data regarding key cost of living factors for the Knoxville area.

2004 (3rd Quarter) ACCRA Average House Price:$192,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 87.8 (U.S. average = 100.0)

State income tax rate: Limited to dividends and interest income

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 2.25%

Property tax rate: $2.96 per $100 assessed value in Knox County, $3.05 per $100 assessed value in city of Knoxville (2004)

Economic Information: Knoxville Area Chamber Partnership, 601 West Summit Hill Drive, Suite 300, Knoxville, TN 37902; telephone (865)637-4550

Education and Research

Elementary and Secondary Schools

Knoxville public schools are considered models of quality. They recently received an A+ rating from the Tennessee State Department of Education. The system offers diverse options, including advanced programs for gifted students, and comprehensive services for students with learning disabilities or physical challenges. Knox county's five magnet schools offer enhanced arts and science curriculums.

The following is a summary of data regarding Knox County public schools as of spring 2004.

Total enrollment: 62,000

Number of facilities
elementary schools: 51
junior high/middle schools: 14
senior high schools: 12
other: 12 (2 vocational schools and 10 special education centers)

Student/teacher ratio: 16:1

Teacher salaries (2004-2005)
minimum: $30,530
maximum: $51,770

Funding per pupil: $5,701 (2000-2001)

In addition to the public schools, students in metropolitan Knoxville may attend one of the area's 31 private or parochial schools. Hearing-impaired children from across the state attend the Knoxville-based Tennessee School for the Deaf.

Public Schools Information: Knox County Public School System, PO Box 2188, Andrew Johnson Building, 912 S. Gay St., Knoxville, TN 37901; telephone (865)594-1800

Colleges and Universities

Knoxville is home to one public and three private institutions of higher learning. The largest and most influential by far is the main campus of the University of Tennessee at Knoxville (UT), located near downtown. The centerpiece of a statewide university system, it has 21 different schools and colleges (among them a College of Veterinary Medicine). UT offers bachelor's, master's, doctoral, and professional degrees in a total of 809 fields of study ranging from engineering and business to history and music. Several of the university's programs are highly ranked nationally, including its Physician Executive MBA program (ranked 1st), graduate program in printmaking (ranked 3rd), pharmacy (ranked 7th), and nuclear engineering (ranked 11th). The university works closely with area industries and research centers, including the Tennessee Valley Authority and nearby Oak Ridge National Laboratory, to provide leadership and expertise in a variety of high-technology fields.

The city's other major facilities are Knoxville College and Johnson Bible College, both of which provide four-year degrees in liberal arts and sciences, and Bristol University which offers bachelor of science degrees in business and computer science. Located nearby are Carson-Newman College and Maryville College. Pellissippi State Technical College offers two-year college transfer and technical programs, and State Area Vocational Technical School at Knoxville offers career-oriented programs.

Libraries and Research Centers

The Knox County Public Library System (KCPLS) consists of the Central Library downtown (the East Tennessee Historical Center and Lawson McGhee) and 17 branches located throughout Knox County. Its annual circulation is over two million. The system's holdings encompass approximately one million volumes as well as numerous films, videos, compact discs, and other materials. Special interest fields include the history and genealogy of Tennessee, and the city of Knoxville and Knox County archives. The KCPLS offers free Internet access to patrons. The University of Tennessee (UT) at Knoxville and Knoxville College also maintain their own large libraries. Additionally, several Knoxville-area hospitals and city, county, and federal offices maintain libraries.

In addition to the Tennessee Valley Authority and Oak Ridge National Laboratory, the region's two largest research and development facilities, Knoxville is home to several other research centers, most of which are affiliated with the University of Tennessee at Knoxville. In 2000, UT created nine Research Centers of Excellence in the following areas: information technology research, food safety, neurobiology of brain diseases, diseases of connective tissue, environmental biotechnology, structural biology, vascular biology, genomics and bioinformatics, and advanced materials.

Public Library Information: Knox County Public Library System, Lawson McGhee Library, 500 West Church Ave-

nue, Knoxville, TN 37902-2505; telephone (865)544-5750; email kplref@aztec.lib

Health Care

Quality, affordable health care is available through the Knoxville region's five general-use hospitals, offering about 2,590 beds and providing practically every imaginable specialty, including many that are generally not found in communities of this size. In addition, Knoxville's East Tennessee Children's Hospital devotes itself exclusively to prenatal and intensive care, pediatrics, and children's surgery.

The largest hospital in the area is the University of Tennessee Medical Center at Knoxville (UT). UT is nationally renowned for its research programs in heart disease, cancer, and genetics. Pediatrics, intensive care for newborns, and organ transplants are among its expanding services. Another of Knoxville's outstanding hospitals is Fort Sanders Regional Medical Center. Fort Sanders features the Patricia Neal Rehabilitation Center, an $8 million facility specializing in treatment for disabled accident or stroke victims and a Kidney Stone Treatment Center with lithotripsy, the latest in kidney stone treatment. The hospital houses the Thompson Cancer Survival Center, a $20 million regional cancer unit closely affiliated with the prestigious Duke University Cancer Center. East Tennessee Baptist Hospital, offering a full range of services, is particularly known for its heart clinic.

St. Mary's Health System features a substance abuse center, a diabetes management center, and an Alzheimer treatment and research program. The hospital excels in laser eye care treatment as well as programs related to adolescent emotional behavior problems and home health care. Baptist Hospital of East Tennessee is known for its leading edge techniques in carotid artery treatment, and has the only Gamma Knife treatment center in the region, offering an alternative for brain tumor patients facing traditional surgery. Parkwest Medical Center's specialties include bariatric surgery, and treatment of breast cancer and heart disease.

Recreation

Sightseeing

A good place to begin a tour of Knoxville is at Volunteer Landing on the riverfront, the site of the Women's Basketball Hall of Fame, which recounts the first 100 years of women's basketball, and the new Gateway Regional Visitor Center, 500,000 square feet of total space showcasing information about the scenic beauty surrounding Knoxville. In the four-county Knoxville area are hundreds of thousands of acres of parks and recreational space, including 800 miles of forests, 800 square miles of trout streams, and seven major Tennessee Valley Authority lakes that provide more than 11,000 miles of shoreline and 1,000 square miles of water surface. Knoxville itself boasts the east-side Chilhowee Park and Tyson Park in the University of Tennessee at Knoxville area, and the Ijams Nature Center, a non-profit regional environmental education center located minutes from downtown Knoxville. A raptor center and snapping turtle exhibit were added in 2004.

Much of Knoxville's outdoor and tourism activity centers around the Great Smoky Mountains National Park, America's most visited national preserve, with more than nine million visitors annually. The Smokies—located 45 minutes from downtown Knoxville and skirted by Gatlinburg, Pigeon Forge, Sevierville and Townsend—provide both active and passive recreation. The park boasts 800 square miles, 95 percent of which is forested, including 20 percent old-growth forest; 700 miles of trout streams; and more than 800 miles of trails.

Many more miles of trails and trout streams are found in Cherokee National Forest, an hour's drive south of Knoxville. Five whitewater rivers flow through Cherokee National Forest's 640,000 acres. Commercial outfitters will rent equipment or provide guided trips on some of the rivers. There are five state parks located nearby: Big Ridge State Park, Cove Lake State Park, Frozen Head State Park and Natural Area, Norris Dam State Park, and Panther Creek State Park.

The area's lakes, known as the Great Lakes of the South, are a major source of pleasure to residents and visitors. They include Norris Lake to the north, recognized nationwide for its striper fishing, and Melton Hill Lake in Oak Ridge, known for its world-class rowing conditions. The climate stays warm from May through September, and water skiing, sailing, and swimming are popular pastimes.

The site of the 1982 World's Fair has developed into a permanent recreation area in the heart of the city. The 266 foot-tall Sunsphere is still within the park, and is Knoxville's unofficial symbol. Visitors can take in a 365-degree view of Knoxville from 26 stories up on the observation deck of the Sunsphere.

Historical homes are also popular with sightseers. Among the best known in Knoxville are the Armstrong-Lockett House (often called Crescent Bend because of its location in a bend of the Tennessee River), a stately mansion built in 1834 as the centerpiece of a 600-acre farm; Blount Mansion, the oldest frame house west of the Allegheny Mountains (it

was built in 1792 by Governor William Blount); the Craighead-Jackson House, a brick home built in 1812 adjacent to Blount Mansion; and Ramsey House, a two-story stone structure built in 1797. James White's Fort, Knoxville's most visited historic site, is still standing on a bluff high above the Tennessee River near downtown; seven log cabins now house pioneer artifacts and furnishings, giving a glimpse into regional life of the past.

Built in 1858, Mabry-Hazen House retains its original furniture. The site is on eight acres atop the highest hill north of the Holston River. It was once a fort—first for Confederate soldiers and then for Union troops. Mark Twain memorialized the home's builder, Joseph A. Mabry, Jr., in *Life on the Mississippi.* The second generation to live in the house was fictionalized in the best seller *Christy,* and the third and last generation at Mabry-Hazen House was featured in *Life Magazine.*

With more than 800 exotic animals, many in their natural habitats, including gorillas, red pandas, and rhinos, the Knoxville Zoological Park is full of family fun, adventure, and learning. The zoo is nationally known for its work with red pandas (it has the highest birth rate of red pandas in the Western Hemisphere), white rhinoceroses, and reptiles. Popular exhibits include Gorilla Valley, Penguin Rock, North American River Otters, and the Birds of Central America Aviary. Special attractions include the Bird Show, featuring free-flying birds of prey, and camel rides, elephant encounters, and a children's petting zoo. The zoo's Kid's Cove, a fun environment designed for children, is scheduled to open in April of 2005; an elephant preserve and African grasslands exhibit opened in 2002, and a meerkat exhibit opened in 2003.

The historic Candy Factory Building was built circa 1917. There visitors can see chocolatiers at work at the South's Finest Chocolate Factory, which features more than 100 candies made and sold on the site. Nearby, visitors will encounter a row of beautifully restored Victorian houses. These quaint, brightly hued dwellings were built in the 1920s and are now home to antique and curiosity shops as well as studios and art galleries.

Arts and Culture

Organizations like the Arts Council of Greater Knoxville support an active arts community. The Tennessee Amphitheater, located in World's Fair Park, is a popular venue and is used for numerous free concerts and productions sponsored by the city of Knoxville and private groups. The Oak Ridge Art Center is also a boon for the cultural climate of the region. It has a studio and a gift shop and displays both local and traveling artists' and photographers' exhibits. Classes are offered in such artistic endeavors as pottery, oil painting, watercolor, drawing, and sculpture.

Knoxville boasts two symphony orchestras: the world-class Knoxville Symphony Orchestra (KSO) and the Knoxville Chamber Orchestra. KSO, established in 1935, plays several concerts a year to sold-out houses at the magnificent Tennessee Theatre, which reopened in January of 2005 following an extensive $23.5 million restoration, and at the Civic Auditorium/Coliseum. The orchestra's core group also makes up the Knoxville Chamber Orchestra, which was founded in 1981 and performs a five-concert series in the historic Bijou Theatre.

The Knoxville Opera Company, which has achieved a position of prominence among American opera companies, produces several major operas annually. The Civic Music Association brings internationally known musicians to Oak Ridge; their performances alternate with concerts by the Oak Ridge Symphony and Chorus, composed of local musicians and with full-time professional directors.

A variety of dance forms are presented to Knoxville audiences by the Appalachian Ballet Company, Circle Modern Dance Company, the City Ballet, and the internationally acclaimed Tennessee Children's Dance Ensemble.

The University of Tennessee at Knoxville and Maryville College also serve as cultural centers for the region. UT's Department of Theatre is committed to providing drama education and exposure to outstanding theatrical productions—both to university students seeking a career in theater and to East Tennessee audiences desiring quality dramatic fare. The Ula Love Doughty Carousel Theatre, the Music Hall, and the Clarence Brown Theatre present musical, comedies, dramas and dance performances. Maryville College supports a Playhouse and College-Community Orchestra series.

The Knoxville Civic Auditorium/Coliseum brings to the area the best in professional traveling companies presenting Broadway hits. Local residents can not only view fine theater but also are encouraged to participate at the Oak Ridge Community Playhouse. The playhouse has a full-time professional director and offers a full season of plays and musicals.

Highlighting the history of the Knoxville region are many excellent museums and historic sites. The history of the entire area is the focus at the Museum of East Tennessee History, housed at the East Tennessee Historical Center along with the public library's McClung Historical Collection and the Knox County Archives. The Museum, Historical Collection, and Archives will double in size upon the completion of a $20 million expansion in 2005. African American history and culture reaching as far back as the 1840s is chronicled at the Beck Cultural Exchange Center in downtown Knoxville. Confederate Memorial Hall, an antebellum mansion that once served as General Longstreet's headquarters during the siege of Knoxville, is now a museum that houses artifacts, documents, and furniture of the Civil War era. The University of

Tennessee at Knoxville's McClung Museum highlights collections of history, anthropology, archaeology, natural history, science, fine arts, and furnishings.

The Knoxville Museum of Art is a dynamic institution providing exciting exhibitions from the surrounding region, the country, and the world. This state-of-the-art facility, located in downtown Knoxville's World's Fair Park, presents an average of 20 traveling exhibitions annually in its five galleries; its permanent collection is drawn from American art of the twentieth century and later. The Arts Council of Greater Knoxville sponsors exhibits and varied galleries at the Candy Factory at World's Fair Park, at the Ewing Gallery of Art and Architecture, and at the Joseph B. Wolffe Sculpture Gallery. The University of Tennessee Gallery Concourse focuses on the work of local, regional, and national artists.

To the north of Knoxville, Oak Ridge lures visitors with its American Museum of Science and Energy. One of the world's largest energy exhibitions, it features interactive displays, live demonstrations, computer games, and films for all ages.

In nearby Norris, the Museum of Appalachia offers the most authentic and complete documentation of the Appalachian way of life in the world. The museum houses one of the nation's largest collections of pioneer, country, mountain, and contemporary artifacts such as baskets, coverlets, quilts, early animal traps, thousands of tools, and early musical instruments. Enhancing the main display are 35 other authentic log structures—houses, cabins, a school, a church, and barns—all fully furnished with period relics.

Festivals and Holidays

Knoxville presents a variety of popular seasonal activities for residents and visitors. The 17-day Dogwood Arts Festival in April offers more than 350 events. The Dogwood Arts Festival is the largest civic celebration in North America, with more than 8,000 volunteers helping with its staging. This nationally renowned festival includes craft shows, concerts and sporting events, and features 500 miles of marked motor trails in Knoxville to showcase the abundant spring blossoms on the dogwood trees. The Bearden Festival of Art is the newest Festival event. Visitors can enjoy the galleries, shops, and restaurants of Bearden Village.

The Tennessee Valley Fair runs for 10 days every September, followed by the Foothills Fall Festival in October, featuring music from local and famous entertainers, arts and crafts, and a Children's Adventure Land. Tennessee Fall Homecoming, also in October, celebrates Appalachian crafts and mountain music. December's Christmas in the City is sponsored jointly by the city of Knoxville and downtown businesses. This two-month long center-city event is a combination of more than 100 activities featuring music, lights, a parade, trees on the rooftops, whimsical window scenes, and memories of Christmases past.

Sports for the Spectator

The Tennessee Smokies provide professional baseball for the area; they play at Smokies Baseball Park, located in Sevierville, Tennessee, just 15 miles from downtown Knoxville. The Knoxville Ice Bears, part of the Atlantic Coast Hockey League, play at the Knoxville Civic Coliseum. Area residents also enthusiastically attend the sporting events of the University of Tennessee at Knoxville. The 104,079-seat Neyland Stadium on the UT campus is the largest collegiate stadium in the South, and the second largest in the country. The Thompson-Boling Assembly Center and Arena, a 25,000-seat basketball arena, is home to the University of Tennessee Volunteers and the Lady Volunteers basketball teams. It also hosts a variety of other community events.

Sports for the Participant

Knoxville city and county parks contain more than 5,700 acres of parks and recreational space. Facilities include 144 playgrounds; 103 tennis courts, including some of the finest facilities in the South at Tyson Park, located just minutes from downtown Knoxville; 20 public golf courses; 27 recreation centers; numerous ball fields; and a variety of country clubs and indoor commercial recreation establishments. At Volunteer Landing Marina, watercraft including houseboats, pontoons, paddleboats, and aqua-cycles can be rented. In March 2005 Knoxville will host its first Knoxville Marathon, a 26.2-mile run beginning at World's Fair Park and ending at UT's Neyland Stadium.

Shopping and Dining

Knoxville boasts three large shopping malls, Knoxville Center, Simpson Enterprises, and West Town Mall, and more than two dozen other shopping centers. In the downtown area, there are several areas of retail activity, including Market Square Mall. Knoxville's historic downtown warehouse district, called The Old City, is a bustling area of dining, shopping, and entertainment nestled in restored nineteenth-century brick warehouses. Near the University of Tennessee at Knoxville campus, Cumberland Avenue is noted for its shops.

Visitors and residents alike can sample a broad array of foods at Knoxville-area dining establishments. Barbecue and country-style cooking are especially popular, but other choices abound, among them continental cuisine and ethnic specialties such as Greek, Italian, Mexican, and Asian.

Visitor Information: Knoxville Convention and Visitors Bureau, 301 S. Gay Street, Knoxville, TN 37920, telephone (865)523-7263 or (800)727-8045

Convention Facilities

Knoxville played host to the world in 1982 when the city staged a highly successful World's Fair. Situated within World's Fair Park is the Knoxville Convention Center, a sparkling, technologically-advanced facility boasting a 119,922 square-foot exhibit hall, a 27,300 square-foot divisible ballroom, 14 functional meeting rooms seating attendees in theater style, a lecture hall with seating for 461, and three luxury conference rooms. Opened in July of 2002, the Convention Center is within walking distance of excellent dining, charming shops, and major hotels.

While the Knoxville Convention Center is the area's newest and largest meeting facility, the Knoxville Civic Auditorium and Coliseum has served the community well for many years. It has been the site of political rallies, rock concerts, major theatrical presentations, international circuses, glitzy ice shows, and grueling sports events. Conveniently situated in the downtown area, the Coliseum Convention Hall provides 34,000 square feet of uninterrupted exhibition space, with an additional 11,000 square feet available for storage. Seating capacity in the Convention Hall is 2,200 people. Smaller shows can be accommodated in the 11,130-square-foot Exhibition Hall. The ballroom is a multifunctional area of the Civic Coliseum used for banquets, exhibits, dancing and meetings. It has a seating capacity for meetings of 500 people. The Civic Auditorium, which seats up to 2,407 people, features two balconies, upholstered seating arranged in tiers, excellent acoustics, and a fully equipped stage.

Unusual meeting spaces include the Lamar House—Bijou Theatre and the Tennessee Theater. Knoxville's fine hotels and motor lodges not only furnish more than 7,500 rooms throughout the county (with approximately 1,200 in the downtown/convention area), but also provide additional private meeting rooms.

Convention Information: Knoxville Convention and Visitors Bureau, 301 S. Gay Street, Knoxville, TN 37902; telephone (865)523-7263

Transportation

Approaching the City

Knoxville's McGhee Tyson Airport, located 12 miles south of downtown, is served by three national carriers and six regional carriers. The city's other major facility is downtown's Island Home Airport, which is a base for smaller general aviation traffic and privately-owned planes.

Access to the city via car, truck, or bus is made easy by the fact that three of the nation's busiest interstate highways—I-40, I-75, and I-81—intersect in Knoxville. Completion of an extension of the Pellissippi Parkway, designed to relieve congestion on Alcoa Highway, is expected in June of 2005.

Traveling in the City

Public transportation is provided in Knoxville by Knoxville Area Transit (KAT) buses; lift service for the disabled and handicapped is available. KAT routes reach within a quarter-of-a-mile of 90 percent of Knoxville's population, with discount rates offered to students and senior citizens. Colorful trolleys reminiscent of those of the turn of the century provide free service in the downtown area.

Communications

Newspapers and Magazines

Knoxville has one daily (morning) newspaper, *The Knoxville News-Sentinel.* Numerous other weekly, bi-weekly, and monthly publications are published in Knoxville, as well as quarterly academic journals on such topics as mental health nursing, education for the gifted, nematology, economics, and journalism.

Television and Radio

Five television stations—four network affiliates, and one public education channel—operate in Knoxville. In addition, 17 AM and FM stations broadcast to listeners in metropolitan Knoxville, offering programs to suit every taste.

Media Information: Knoxville News-Sentinel Co., 208 W. Church Avenue, P.O. Box 59038, Knoxville, TN 37950; telephone (423)523-3131

Knoxville Online

City of Knoxville Home Page. Available www.ci.knoxville.tn.us

Knox County Public Library System. Available www.knoxcounty.org/library

Knox County Schools. Available www.kcs.k12tn.net

Knoxville Area Chamber Partnership. Available www.knoxvillechamber.com

Knoxville News-Sentinel. Available www.knoxnews.com

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Agee, James, *A Death In The Family,* (New York: McDowell Oblensky, 1957)

Manning, Russ, and Sondra Jamieson, *Historic Knoxville and Knox County* (Norris, Tenn.: Mountain Laurel Place, 1991)

Memphis

The City in Brief

Founded: 1818 (incorporated 1826)

Head Official: Mayor Willie W. Herenton (D) (since 1992)

City Population
1980: 646,174
1990: 618,652
2000: 650,100
2003 estimate: 645,978
Percent change, 1990–2000: 5.1%
U.S. rank in 1980: 14th
U.S. rank in 1990: 18th (State rank: 1st)
U.S. rank in 2000: 24th (State rank: 1st)

Metropolitan Area Population
1980: 939,000
1990: 1,007,000
2000: 1,135,614
Percent change, 1990–2000: 12.8%
U.S. rank in 1980: 40th (MSA)
U.S. rank in 1990: 41st (MSA)
U.S. rank in 2000: 43rd (MSA)

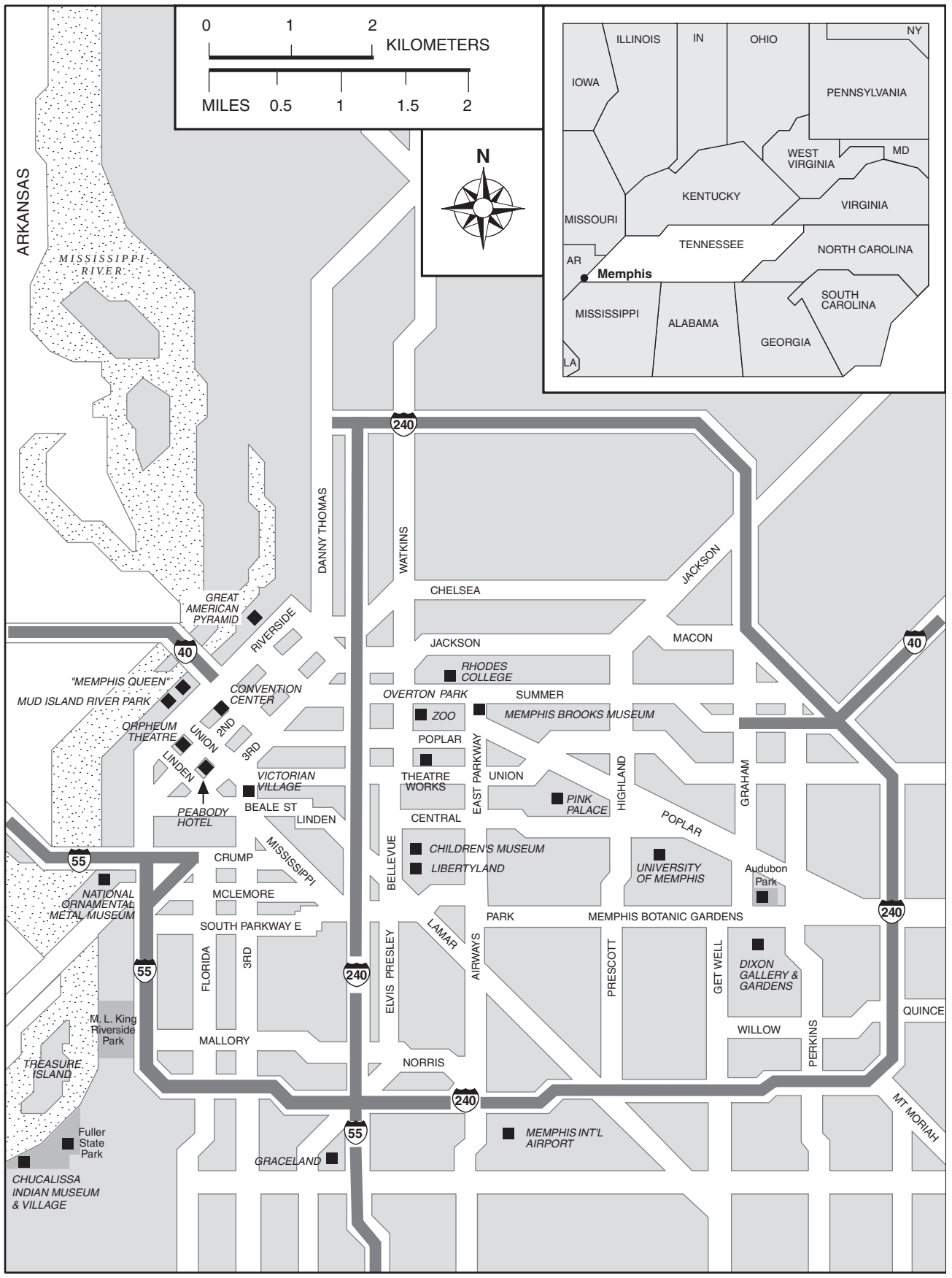
Area: 279.3 square miles (2000)
Elevation: 331 feet above sea level
Average Annual Temperature: 62.0° F
Average Annual Precipitation: 48.9 inches

Major Economic Sectors: services, wholesale and retail trade, government
Unemployment rate: 6.1% (December 2004)
Per Capita Income: $17,838 (1999)

2002 FBI Crime Index Total: 51,034

Major Colleges and Universities: The University of Memphis, Rhodes College, University of Tennessee Center for Health Sciences, Christian Brothers University

Daily Newspaper: *The Commercial Appeal*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Memphis
SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
LA
ARKANSAS
MISSISSIPPI RIVER
240
DANNY THOMAS
WATKINS
JACKSON
CHELSEA
GREAT AMERICAN PYRAMID
RIVERSIDE
40
JACKSON
MACON
"MEMPHIS QUEEN"
MUD ISLAND RIVER PARK
CONVENTION CENTER
RHODES COLLEGE
OVERTON PARK
SUMMER
ZOO
MEMPHIS BROOKS MUSEUM
ORPHEUM THEATRE
UNION
2ND
3RD
LINDEN
POPLAR
VICTORIAN VILLAGE
THEATRE WORKS
EAST PARKWAY
UNION
HIGHLAND
GRAHAM
PEABODY HOTEL
BEALE ST
LINDEN
CENTRAL
PINK PALACE
POPLAR
55
MISSISSIPPI
CRUMP
BELLEVUE
CHILDREN'S MUSEUM
LIBERTYLAND
UNIVERSITY OF MEMPHIS
Audubon Park
NATIONAL ORNAMENTAL METAL MUSEUM
MCLEMORE
PARK
MEMPHIS BOTANIC GARDENS
SOUTH PARKWAY E
LAMAR
AIRWAYS
PRESCOTT
GET WELL
DIXON GALLERY & GARDENS
FLORIDA
3RD
ELVIS PRESLEY
M. L. King Riverside Park
MALLORY
WILLOW
PERKINS
QUINCE
TREASURE ISLAND
NORRIS
MT MORIAH
Fuller State Park
MEMPHIS INT'L AIRPORT
GRACELAND
CHUCALISSA INDIAN MUSEUM & VILLAGE

Introduction

Situated on bluffs overlooking the Mississippi River, Memphis, Tennessee, has historically served as a commercial and social center for western Tennessee, northern Mississippi, and eastern Arkansas, and is considered by many to be the true capital of the Mississippi River delta. The city's rich history includes eighteenth-century French and Spanish forts, colorful riverboat traffic, and a driving economic force—cotton. The city numbers barbecue cooking among its contributions to the national culture and calls itself ''Home of the Blues'' and ''Birthplace of Rock 'n Roll.'' A five-time winner of the ''Nation's Cleanest City'' award, Memphis boasts a high quality of life enhanced by a pleasant climate, top-notch schools, and abundant recreational opportunities. Already a distribution hub and headquarters for leaders in services such as hotels and package express, Memphis proceeded through the end of the twentieth century with a technological focus on agribusiness and health care. Today, its Memphis Medical Center and St. Jude Children's Hospital are leaders in research and medical care, and the city continues to be an important commercial center; despite its development, Memphis retains an unhurried approach to life and remains close to its musical roots.

Geography and Climate

Located in southwestern Tennessee on the east bank of the Mississippi River, Memphis is surrounded by slightly rolling countryside. The area, while subject to frequent changes in weather, experiences few temperature extremes. Precipitation is fairly evenly distributed throughout the year. May and October are considered to be particularly pleasant months in Memphis.

Area: 279.3 square miles (2000)

Elevation: 331 feet above sea level

Average Temperatures: January, 41.2° F; July, 81.2° F; average annual temperature, 62.0° F

Average Annual Precipitation: 48.9 inches

History

Jackson Helps Found City

Lush wilderness covered the Mississippi River bluffs (now known as the Memphis metropolitan area) when Spanish explorer Hernando De Soto encountered the area's Chickasaw inhabitants in 1541. In 1673, French explorers Louis Joliet and Jacques Marquette explored the region, called the Fourth Chickasaw Bluffs, which in 1682 was claimed for France by Robert Cavelier de La Salle as part of the vast Louisiana Territory. The French established Fort Assumption at the Fourth Chickasaw Bluffs in 1739. As ownership of the region was disputed by various nations, Fort Assumption was followed by the Spanish Fort San Fernando, built on the site in 1795, and the American Fort Adams, erected in 1797. The Chickasaw ceded West Tennessee to the United States in 1818, and the following year John Overton, James Winchester, and Andrew Jackson founded a settlement on the Mississippi River bluffs that they named Memphis, after an ancient Egyptian city on the Nile River.

''King Cotton'' Spurs City's Growth

Irish, Scots-Irish, Scottish Highlanders, and German immigrants joined westward-advancing pioneers from the eastern United States in settling the new town, which was incorporated in 1826. They served as gunsmiths and blacksmiths and operated saw mills, cotton mills, and cotton warehouses. The economy of the region was based primarily on the cotton industry, which utilized slave labor, and Memphis became the largest slave market in the mid-South. The necessity of transporting cotton to the marketplace made Memphis the focus of transportation improvements. The Memphis-to-New Orleans steamship line was established on the Mississippi River in 1834; six miles of railroad had been constructed around Memphis by 1842; and four major roads were carved out in the 1850s. In 1857 the Memphis-to-Charleston railroad line linked the Mississippi River to the Atlantic Coast. From 1850 to 1860 Memphis's population more than quintupled, swelling to 33,000 people.

When the economic and social differences between northern and southern states that led Tennessee to secede from the United States and join the Confederacy erupted in war, Memphis served temporarily as Tennessee's state capital. But in 1862 a Confederate fleet near Memphis was defeated by Union forces, which then captured Memphis. At the conflict's conclusion, Tennessee was the first state to rejoin the Union and the following year, in 1867, Memphis was made Shelby County seat. A series of yellow fever epidemics in the 1870s ravaged the city, leaving it deserted and bankrupt; in 1879 its charter was revoked.

Subsequent improvements to the city's sewage and drinking water systems helped reduce the threat of epidemic, trade resumed in Memphis, and its population mounted to almost 65,000 by 1890. The first railroad bridge across the Mississippi south of St. Louis opened in Memphis in 1892, increasing the city's trade opportunities. The following year Memphis regained its city charter, and by the turn of the

century the city was once again established as a booming trading center for cotton and lumber.

King Assassinated in City

In the first half of the twentieth century adversities in Memphis—such as the 1937 Mississippi River flood that brought 60,000 refugees into the city—were offset by advances—such as the formation of the Memphis Park Commission, the establishment of colleges, airports, military installations, and municipal utilities, and construction of port improvements. In the 1960s Memphis annexed neighboring areas and was the subject of federal court decisions ordering desegregation of the city's schools, parks, and recreational facilities. The city's sanitation workers, protesting discriminatory labor practices in a 1968 strike, attracted civil-rights leader Martin Luther King Jr., to their cause. On April 4, 1968, King, an advocate of nonviolent protest, was slain by a sniper at a Memphis motel. A steel structure entitled ''The Mountaintop'' honors King in Memphis's Civic Center Plaza. By 1973 court-ordered busing for school desegregation in Memphis was adopted without major incident, and the 1980 Memphis Jobs Conference, a broad-based economic planning initiative, was praised for its thorough integration of various Memphis sectors.

Economic Growth

Present-day Memphis boasts renovated historic districts and city landmarks, striking new developments, and a diversified community of residents and workers. Traditional economic mainstays (such as cotton, lumber, and distribution) mix with services (including overnight package express, insurance, and hoteliery) and with newer enterprises (especially agricultural technology and biomedical technology) to make Memphis a strong economic community. Its strength supports academic institutions, health care facilities, and recreational assets and draws on a rich cultural and historical heritage, attracting both tourists and new residents to the river city on the bluffs.

Historical Information: Western Tennessee Historical Society Library, University of Memphis, McWherter Library Special Collections, Memphis, TN 38152; telephone (901)678-2210. Center for Southern Folklore Archives, 119 South Main Street, Memphis, TN 38103; telephone (901)525-3655. Memphis Pink Palace Museum Library, 3050 Central Avenue, Memphis, TN 38111; telephone (901)320-6368

Population Profile

Metropolitan Area Residents
1980: 939,000
1990: 1,007,306
2000: 1,135,614
Percent change, 1990–2000: 12.8%
U.S. rank in 1980: 40th (MSA)
U.S. rank in 1990: 41st (MSA)
U.S. rank in 2000: 43rd (MSA)

City Residents
1980: 646,174
1990: 618,652
2000: 650,100
2003 estimate: 645,978
Percent change, 1990–2000: 5.1%
U.S. rank in 1980: 14th
U.S. rank in 1990: 18th (State rank: 1st)
U.S. rank in 2000: 24th (State rank: 1st)

Density: 2,327.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 223,728
Black or African American: 399,208
American Indian and Alaska Native: 1,217
Asian: 9,482
Native Hawaiian and Pacific Islander: 239
Hispanic or Latino (may be of any race): 19,317
Other: 16,226

Percent of residents born in state: 64.4% (2000)

Age characteristics (2000)
Population under 5 years old: 50,396
Population 5 to 9 years old: 53,115
Population 10 to 14 years old: 49,652
Population 15 to 19 years old: 47,761
Population 20 to 24 years old: 50,832
Population 25 to 34 years old: 102,417
Population 35 to 44 years old: 97,060
Population 45 to 54 years old: 80,832
Population 55 to 59 years old: 26,061
Population 60 to 64 years old: 20,948
Population 65 to 74 years old: 36,730
Population 75 to 84 years old: 25,476
Population 85 years and older: 8,820
Median age: 31.9 years

Births (2003; Shelby County)
Total number: 14,155

Deaths (2003; Shelby County)
Total number: 7,768 (of which, 211 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,838
Median household income: $32,285
Total households: 250,907

Number of households with income of . . .
less than $10,000: 37,061
$10,000 to $14,999: 19,816
$15,000 to $24,999: 39,227
$25,000 to $34,999: 37,471
$35,000 to $49,999: 41,547
$50,000 to $74,999: 40,510
$75,000 to $99,999: 16,841
$100,000 to $149,999: 10,811
$150,000 to $199,999: 3,194
$200,000 or more: 4,429

Percent of families below poverty level: 17.2% (33.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 51,034

Municipal Government

Since 1966 Memphis has operated via a mayor-council form of government. The thirteen council members serve four-year terms; six are elected at-large, and seven are elected by district.

Head Official: Mayor Willie W. Herenton (D) (since 1992; current term expires 2008)

Total Number of City Employees: 6,680 (2005)

City Information: Memphis City Hall, 125 North Main Street, Memphis, TN 38103-2017; telephone (901)576-6766

Economy

Major Industries and Commercial Activity

At the center of a major distribution network, Memphis works from a broad economic base as it continues to diversify its employment opportunities. Historically a trading center for cotton and hardwood, Memphis is the headquarters for major manufacturing, services, and other business concerns.

The city is home to three *Fortune* 500 company headquarters: FedEx, AutoZone, and International Paper. FedEx began its operations in 1973, with 14 small aircraft delivering packages from Memphis International Airport. Today, FedEx averages more than 6 million shipments per day, and serves more than 220 countries and territories. AutoZone opened its first Auto Shack in Forrest City, Arkansas, in 1979; the company is now a leading auto parts retailer, with more than 3,400 stores nationwide. International Paper, organized in 1878, is the largest paper and forest products company in the world, with operations in more than 40 countries.

Memphis's economy is diverse. Services centered in Memphis include banking and finance (First Tennessee, National Commerce Bancorp, Union Planters); real estate (Belz Enterprises, Boyle Investment Co., and Weston Co.); nonprofits including the world's largest waterfowl and wetlands conservation organization (Ducks Unlimited); and a restaurant chain (Backyard Burgers). Science and technology business is very well represented in Memphis; Brother Industries USA, Buckman Laboratories, Medtronic Sofamor Danek, Morgan-Keegan, Sharp Manufacturing of America, Smith & Nephew, and Wright Medical Technologies all have headquarters there. Memphis is considered a mid-South retail center and an attractive tourist destination. Its early and continued role as a major cotton market makes agribusiness an economic mainstay in Memphis. Forty percent of the nation's cotton crop is traded in Memphis, home of three of the world's largest cotton dealers: Dunavant Enterprises, Hohenburg Brothers (now Cargill Cotton), and the Allenberg Company. Memphis is important in other areas of agribusiness. The city has long been established as a prime marketing center for hardwood, as well as wood and paper products. Memphis concerns are also major processors of soybeans, meats, and other foods. Enhancing Memphis's position at the center of agribusiness is Agricenter International, an $8 million, 140,000 square foot exhibition center for agricultural exhibitions, experimentation, and information exchange. It brings together the most technologically advanced methods of farming and farm equipment available in one location. The exhibition hall, where independent farm-related companies (chemical concerns, irrigation businesses, farm management companies, etc.) lease space, is totally computerized, allowing farmers and consumers to ask specific information of the computer and receive specific answers. The facility also includes about 1,000 acres of farmland, 120 acres of field displays, and a 600-seat amphitheater. Agricenter, a nonprofit entity that operates on a management contract with the Shelby County Agricenter Commission, was built amid 2,000 acres of old Shelby County penal farm land, in the eastern section of the county about 30 minutes from downtown Memphis.

Memphis business activities are facilitated by the city's Uniport Association, which coordinates a Foreign Trade Zone, and river, air, rail, and road transportation services into a top-ranked distribution network.

In the late 1990s Memphis made a name for itself as a center for movie making. Movies filmed there since then include *Mystery Train, Great Balls of Fire, The Firm, The Client, The People Vs. Larry Flynt, A Family Thing, The Rainmaker, Cast Away, 21 Grams, Forty Shades of Blue,* and *Walk the Line.*

Items and goods produced: chemicals, machinery, clothing, foodstuffs, electronic equipment, pharmaceuticals, cosmetics, ceiling fans, smokeless tobacco, gift wrap, bubble gum

Incentive Programs—New & Existing Industries

Local programs—Think Memphis: Partnership for Prosperity is a public-private initiative whose goal is to make Memphis and Shelby County more globally competitive and attractive to businesses looking to relocate and expand. The program is in part a continuation of Memphis 2005, an economic development program begun in 1996 that aimed to diversify the economy, raise the per capita income, generate 12,000 net new jobs annually, increase minority and woman-owned business development, and lower the crime rate. Memphis 2005 has been credited with Memphis' average nonresidential capital investment of more than $1 billion a year, 10,000 net new jobs annually, and increased per capita income above the national average. Further, Think Memphis aims to enhance the economic vitality of the Memphis area through collaboration with its chambers of commerce, local and state governments, and other organizations; and aims to attract 10,000 newcomers to the region, and encourage Memphis residents to remain here, through a ten-year, multi-million dollar marketing effort.

State programs—Tennessee is a right-to-work state and its overall state and local tax burden is among the lowest of all 50 states. Tennessee has no personal income tax on wages or salaries. Finished goods inventories are exempt from personal property tax, and industrial machinery is totally exempt from state and local sales taxes. Manufacturers receive other tax exemptions under specified circumstances and reduced property assessments. State-administered financial programs for businesses include: the Small and Minority-Owned Business Assistance Program, currently being developed by the state Treasury Department and expected to provide assistance to small and minority-owned businesses through loans, technical assistance, and program services; the Small Business Energy Loan Program, which helps qualified Tennessee-based businesses upgrade their level of energy efficiency in their buildings and manufacturing processes; the FastTrack Infrastructure Program, which assists in the funding of infrastructure improvements for businesses locating or expanding in Tennessee; and the FastTrack Training Services Program, which helps companies provide training for their staff.

Job training programs—The state of Tennessee provides funds for eligible projects that can offset costs that are incurred during the training process. Each project is considered separately based on its economic impact to the state. This program does not include wage payments to persons involved in the training program. Vocational training in Memphis is available through the Tennessee Technology Center, State Technical Institute of Memphis, Mid-South Quality Productivity Center, Southeast College of Technology, and through the public schools.

Development Projects

In January of 2003, Cannon Center, a world-class performing arts center at the north end of Main Street, opened its doors. On the South end, Peabody Place Entertainment and Retail Center, a multifaceted entertainment center, opened in fall of 2001. This city within a city attracts more than 8 million visitors annually; it encompasses three blocks of Beale Street, and includes the Peabody Hotel, the Orpheum Center, Fed Ex Forum (home of the NBA Memphis Grizzlies) and Autozone Park (home of the AAA Memphis Redbirds), plus 80 restaurants. A $30 million Westin Hotel is being built next to the Fed Ex Forum, replacing a parking lot. Autozone park is a world-class baseball stadium that has been credited with stimulating nearby developments ranging from restaurants, night clubs, retail developments, and commercial and residential projects. The major one is Echelon at the Ballpark, a residential/business facility whose amenities include nine-foot ceilings, pass-through fireplaces, balconies with a ballpark view, a fitness center, and business facilities. In 2005 projects include the renovation of the Kress Building (listed in the National Historic Register) into an annex of the adjacent Marriot hotel, and renovation of the Lawrence Building into a luxury condominium with unique ''live/work'' areas on the first floor for professionals who work at home.

Economic Development Information: Memphis Chamber of Commerce, 2969 Elmore Park Road, Memphis, 38134, telephone (901) 372-9457. Tennessee Department of Economic & Community Development, 312 Eighth Avenue North, Nashville, TN 37243; telephone (615)741-1888

Commercial Shipping

Memphis's Uniport combines a Foreign Trade Zone with river, air, rail, and road facilities to make Memphis one of the nation's most important distribution centers. The Memphis River Port, which connects the city to 25,000 miles of interconnected inland waterways, is the second largest inland port on the Mississippi River, and the fourth largest port in the nation. There are three still-water harbors, which include public terminals, loading facilities, grain elevators, and intermodal connections.

Memphis International Airport is less than 15 minutes from most business centers in the area and serves major airlines and commuter lines. One of the nation's fastest-growing airports, it is often the site of expansion projects, including improvements to cargo facilities. It is the world's busiest cargo airport because of FedEx, UPS, and other air freight

companies that move approximately 2.4 million tons of cargo annually.

Transport Topics, a national newspaper for the trucking industry, has called Memphis ''an intermodal transportation hub like no other.'' The area is served by over 300 common carriers, including all major truck lines. Over 100 terminals offer direct services to all 48 contiguous states, as well as to Canada and Mexico. The presence of five Class I rail systems makes Memphis a center for world distribution in the new economy; Memphis is one of only three U.S. cities served by five or more such systems. Eight federal highways, three interstate highways, and seven state highways connect the Memphis trucking industry with both the rest of the nation and with other vital forms of transportation.

Labor Force and Employment Outlook

Memphis boasts a diverse work force, prepared by nationally recognized schools and training programs. Memphis ranks high among business analysts for low taxes, competitive wages, and cost of living.

Memphis has seen substantial job growth in recent years; its Memphis 2005 program is credited with adding an average of 10,000 new jobs annually during the years 1996 to 2004. Currently, the high-tech bio and agri-research and health-related industries are thought to have particularly impressive growth potential, and the city's chamber of commerce seeks to attract technically skilled and creative workers to contribute leadership and manpower to those and other areas.

The following is a summary of data regarding the Memphis metropolitan area labor force, 2003–2004 annual averages.

Size of nonagricultural labor force: 616,400

Number of workers employed in . . .
construction and mining: 26,400
manufacturing: 53,000
trade, transportation and utilities: 169,300
information: 8,800
financial activities: 33,000
professional and business services: 72,200
educational and health services: 71,700
leisure and hospitality: 67,700
other services: 24,400
government: 90,100

Average hourly earnings of production workers employed in manufacturing: $14.96

Unemployment rate: 6.1% (December 2004)

Largest employers	*Number of employees*
Federal Express Corp.	30,000
Memphis City Schools	16,000
United States Government	14,800
Methodist Healthcare	10,000
Baptist Memorial Healthcare	8,000
Shelby County Government	7,183
Memphis City Government	6,680
Wal-Mart Stores, Inc.	6,500

Cost of Living

The city of Memphis has a relatively low cost of living in comparison to other major cities in the country. The following is a summary of data regarding key cost of living factors for the Memphis area.

2004 (3rd Quarter) ACCRA Average House Price:$194,150

2004 (3rd Quarter) ACCRA Cost of Living Index: 90.7 (U.S. average = 100.0)

State income tax rate: Limited to dividends and interest income

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: None; Shelby County sales tax is 2.25%

Property tax rate: In October 2003, the tax rate was $3.23 per $100 of property assessment. Property assessment is 25% of the property appraisal for residential real estate property.

Economic Information: Memphis Chamber of Commerce, 2969 Elmore Park Road, Memphis, 38134; telephone (901)372-9457.

Education and Research

Elementary and Secondary Schools

The Memphis City Schools is the largest school system in the state of Tennessee and the 21st largest metropolitan school system in the nation. All Memphis City Schools are accredited; in comparison, 60 percent of elementary and 62 percent of secondary schools statewide are accredited. Shelby County schools have the largest PTA membership in Tennessee. Through Memphis' Adopt-A-School program, recognized by the U.S. Department of Labor as the best program of its kind in the nation, local businesses ''adopt'' a school to provide special support. All Memphis public schools are partnered with area businesses, and the program is so successful that many schools have numerous adopting sponsors.

Memphis City Schools offers gifted and talented programs, alternative schools for students who have problems in a regular school environment, and optional school programs that focus on such areas as college preparation, creative and performing arts, aviation, travel, tourism, health sciences, banking and finance, international studies and a variety of approaches to education.

The following is a summary of data regarding Memphis's public schools as of the 2004–2005 school year.

Total enrollment: 120,162

Number of facilities
elementary schools: 112
junior high/middle schools: 25 middle, 4 junior high
senior high schools: 31
other: 6 vocational, 6 charter schools, 7 alternative/specialty schools

Student/teacher ratio: 15:1

Teacher salaries
average: $38,000

Funding per pupil: $6,326

Residents of Memphis and Shelby County also support a network of 70 private elementary and secondary schools. Premier among the list are St. Mary's Episcopal School, a school for girls in grades junior kindergarten through graduation, and Memphis University School, an all-boys preparatory school. Both are located within scenic surroundings in the eastern section of Memphis. Others often considered stepping stones to National Merit Scholarships are the Briarcrest Christian School System, Presbyterian Day School, and Harding Academy.

Public Schools Information: Memphis City School System, 2597 Avery Avenue, Memphis, TN 38112; telephone (901)416-5300

Colleges and Universities

The University of Memphis (U of M) is the largest college campus in Shelby County, both in size and student enrollment (more than 20,000). The U of M offers 15 bachelor's degrees in more than 50 majors, master's degrees in more than 45 subjects, and doctoral degrees in more than 20 disciplines. Set on 1,160 acres, its sprawling campus includes a College of Arts and Sciences, Fogelman College of Business and Economics, College of Communication and Fine Arts, College of Education, Herff College of Engineering, University College, Loewenberg School of Nursing, Humphreys School of Law, and Graduate School.

Rhodes College, recognized by *Time* magazine as ''one of the nine colleges challenging the nation's elite schools for prominence'' is the oldest four-year liberal-arts school in the city. Founded before the Civil War (in 1848) in Clarksville, Tennessee, the college was moved to Memphis in 1925 and quartered in ivy-covered Gothic buildings, 13 of which are now listed on the National Register of Historic Places.

LeMoyne-Owen College, a four-year liberal-arts college, was founded in 1862 as LeMoyne to educate emancipated slaves; it later merged with Owen College and offers majors in 21 areas of study leading to three degrees: bachelor of arts, bachelor of science, and bachelor of business administration. The Memphis College of Art is an independent professional college of artistic study that offers bachelor's and master's of fine arts degrees in a number of visual arts disciplines.

Future doctors, pharmacists, dentists, research academicians, and others interested in the medical field flock to Memphis to attend and graduate from the University of Tennessee (UT) Memphis. Among the colleges of the system are those of Allied Health Sciences, Dentistry, Health Science Engineering, Medicine, Nursing, and Pharmacy, in addition to the UT Graduate School. UT is ranked among the largest and most progressive health science centers in the country.

Christian Brothers University is one of only a few private colleges in the nation to offer degrees in mechanical, electrical, civil, and chemical engineering. Chrichton College awards bachelor's degrees through its schools of arts and sciences; bible and theology; education and behavioral studies; and business.

Vocational schools such as State Technical Institute at Memphis provide a further dimension to educational opportunities available in Memphis and Shelby County.

Libraries and Research Centers

The Memphis/Shelby County Public Library and Information Center has an annual circulation of more than 3.3 million books. Its special collections focus on Memphis history, art and architecture, and business and management. The system maintains 23 branches and a bookmobile. Its Central Library, designed by Memphis architect Frank Ricks, opened in 2001; it is more than twice the size of the previous Main Library. The University of Memphis Libraries hold more than 1.1 million books, more than 10,000 periodical subscriptions, and many special collections, such as Confederate history, Lower Mississippi Valley history, and blues and jazz oral histories.

There are more than 40 research centers in Memphis. Research activities at the University of Memphis focus on such areas as business and economics, substance addiction, earthquakes, child development, neuropsychology, women, anthropology, ecology, oral history, educational policy,

communication disorders, and genomics. Research conducted at centers affiliated with the University of Tennessee Center for the Health Sciences in Memphis focuses on fields such as neuroscience, vascular biology, genomics, and a variety of diseases and disorders. Christian Brothers University supports the M. K. Gandhi Institute for Nonviolence. St. Jude Children's Research Hospital studies pediatric diseases and abnormalities and is the only independent pediatric research center supported by a National Cancer Institute support grant.

Public Library Information: Memphis-Shelby County Public Library, 3030 Poplar Avenue, Memphis, TN 38111; telephone (901)415-2700

Health Care

The Memphis and Shelby County region supports numerous hospitals, including Methodist and Baptist Memorial health systems, two of the largest private hospitals in the nation. Methodist Healthcare system operates seven hospitals as well as several rural clinics; it is the largest healthcare provider in the Mid-South. *Modern Healthcare* magazine recently ranked Methodist Healthcare among the top 100 integrated healthcare networks in the nation. Baptist Memorial Healthcare operates 15 hospitals, three of which are within the city of Memphis, including Baptist Memorial Hospital for Women, one of only a few freestanding women's hospitals in the nation. For nine consecutive years (1996-2004) Mid-Southerners have named Baptist Memorial Hospital–Memphis their ''preferred hospital choice for quality'' according to *Health Care Market Guide*'s annual studies. Memphians point with pride to St. Jude's Children's Research Hospital, a premier research/treatment facility for children with catastrophic diseases, particularly pediatric cancers. The institution was conceived and built by the late entertainer Danny Thomas in 1962 as a tribute to St. Jude Thaddeus, patron saint of impossible, hopeless, and difficult causes. Recent research at St. Jude's has focused on gene therapy, bone marrow transplant, chemotherapy, the biochemistry of normal and cancerous cells, radiation treatment, blood diseases, resistance to therapy, viruses, hereditary diseases, influenza, pediatric AIDS, and the psychological effects of catastrophic diseases. A billion-dollar expansion to double the size of St. Jude's and bolster its research facilities is well underway and parts of it will be completed and functional in early 2005: the new GMP building, an on-site facility for research/production of highly specialized medicines and vaccines; the Integrated Research Center, with a Children's Infection Defense Center; and an enlarged Immunology Department. Further expansion will include a new Integrated Patient Care and Research Building. Shelby County has more than 100 specialty clinics, including the nationally known Campbell orthopaedic center, Semmes-Murphey Neurologic and Spine Institute, and Shea Ear Clinic. Memphis has two mobile intensive care units providing prehospital emergency care.

Recreation

Sightseeing

Sightseeing in Memphis encompasses historical and modern attractions. At Chucalissa Archaeological Museum and Village in south Shelby County it is easy to step back in time—via slide shows, case exhibits, and village reconstruction—and learn about the Indian farmers, craftsmen and artists who lived in the area from 1000 to 1500 A.D. Operated by the University of Memphis, the archaeological site features tours and craft demonstrations by members of the Choctaw tribe.

The city's oldest private museums are located in an area known as Victorian Village, just a few miles east of downtown Memphis. Where once horse-drawn carriages kicked up dust as settlers arrived for afternoons of ''calling'' on their friends, Victorian Village today is a busy hubbub of tourist buses, cars, and bicycles as thousands come to see what life was like before electricity—when tea was poured from silver pots and ladies wore long, billowing frocks. The two most notable museum houses are the Woodruff-Fontaine House and the Mallory-Neely House (which, in 2005 is temporarily closed and awaiting funding). Woodruff-Fontaine, built in 1870, is French Victorian in style; Mallory-Neely was built in 1852. Several blocks away is the Magevney House; also temporarily closed, it is the oldest and by far the quaintest of the homes-turned-museums. The small white-frame building was built circa 1836. The home is furnished as it would have been in the 1850s.

Memphis's cultural heritage is strongly rooted in the mystical, magical sounds of jazz, blues, and rock and roll. W. C. Handy, the father of the blues, lived in Memphis when he heard bluesy music on Beale Street and then wrote such memorable songs as ''The Memphis Blues'' and ''The Beale Street Blues.'' Beale Street has been restored and redeveloped, serving as both a center for African American culture and entertainment and as a tourist attraction since 1983. A restaurant and nightclub district, historic Beale Street also contains the renovated Old Daisy Theatre; just across the street is the new Daisy Theater, a blues and jazz venue for all ages. The Center for Southern Folklore documents Southern traditions through live entertainment, folk art, and photography exhibits.

Sightseers in Memphis also visit the Peabody, the classic hotel in downtown that was originally built in the 1920s and renovated in 1981. Of interest are the hotel's Art Deco elevator doors, its stained glass work above the lobby bar, its reconstructed 1930s nightclub, and its resident ducks. By a tradition that started as a practical joke, a group of ducks occupies the hotel lobby's baroque fountain from eleven in the morning until five in the evening. During their arrival and departure, to the strains of John Phillip Sousa's ''King Cotton March,'' they march over a red carpet unrolled between the fountain and the elevator that rises to the ducks' rooftop quarters. The Peabody's Plantation Roof attracts crowds of several hundred for Thursday evening Sunset Serenades. It is the very same spot where Paul Whiteman's and Tommy Dorsey's bands were once heard after their familiar radio introduction, ''from high atop the Hotel Peabody, overlooking Ole Man River, in beautiful, downtown Memphis, Tennessee.'' In 2005, the Peabody will undergo a multimillion dollar renovation and refurbishment.

Fun can be found in many colors and hues at Libertyland, an educational and recreational theme park in Memphis. Built in 1976, the nonprofit park incorporates the themes of adventure, patriotism, and freedom under one giant, outdoor umbrella. The Memphis Zoo features 2,000 mammals, reptiles, birds, and fish in facilities that include an aquarium and a petting zoo. In March of 2005, a motion simulator ride opened at the zoo to take visitors on a thrilling trip to ''Dino Island.''

More than 700,000 people annually visit Memphis's Graceland, home of the late world-famous musician Elvis Presley; the entertainer moved to Memphis at age twelve, attended school there, and recorded his first songs at a studio in the city. He made Graceland, built in 1939, his home in 1957. Set on nearly 14 acres of lush grounds, Graceland is open to the public for tours that include glimpses of Presley's exotic Jungle Room, his gold-leafed piano, numerous television sets, and mirrored walls. Graceland's Trophy Building contains the singer's gold and platinum records, his costumes, and other memorabilia; the carport houses Presley's vehicles, including his legendary pink Cadillac. Graceland's Meditation Garden, the Presley family burial site, is also on view, as is the singer's private jet.

Another prime Memphis attraction is the mid-river Mud Island. What began as a sandbar in the Mississippi River grew into what is now called Mud Island, which was officially declared to be above the flood stage in 1965. Development of the island eventually resulted in the entertainment complex opened in 1982. It features a monorail, marina, amphitheater, playgrounds, River Museum, and a spectacular four-block-long River Walk that is an exact working replica of the Mississippi River; office workers and children alike are encouraged to wade in the River Walk's flowing waters. Mud Island affords visitors a magnificent view of the Memphis skyline. Another Memphis-style experience is a sightseeing cruise along the Mississippi River aboard riverboat replicas.

Arts and Culture

Touring Broadway productions are presented at the Orpheum Theatre, a lavish turn-of-the-century theater in downtown Memphis. Memphians and mid-South residents enthusiastically support other area theaters, including Theatre Memphis, Germantown Community Theatre, Jewish Community Center, Old Daisy Theatre (located on renovated Beale Street), Playhouse on the Square, and Circuit Playhouse. In addition, the University of Memphis and Rhodes College theater groups mount stage productions. Dance companies performing in Memphis include Ballet Memphis and the Memphis Youth Concert Ballet. Opera Memphis also performs in the city.

Besides the Memphis Symphony Orchestra, musical groups performing in the Memphis area include Roscoe's Surprise Orchestra, devoted to presenting audiences with the top new compositions in modern serious music. The University of Memphis and Rhodes College also support musical performances in the city. Live popular music is plentiful in Memphis, where audiences can hear the unique blend of blues, soul, and rock and roll that has been identified as the ''Memphis Sound.'' Jazz, bluegrass, and country music are also found at Memphis nightspots, which thrive on historic Beale Street and at Overton Square. Next door to Beale Street, the new Gibson Guitar Plant is an active manufacturing facility that offers tours plus the Smithsonian Institute's ''Rock 'n Soul: Social Crossroads,'' a permanent exhibit of the social and cultural history of music in the Mississippi Delta and Memphis.

Memphis-area museums and galleries display a range of art and artifacts. The Memphis Brooks Museum of Art exhibits Renaissance pieces, English portraits and landscapes, regional works, and traveling shows. The Art Museum of the University of Memphis features Egyptian and African collections, as well as regional, faculty, and student work. Exhibits are also mounted at the Memphis College of Arts (formerly the Memphis Academy of Arts.) The Dixon Gallery and Gardens showcases French and American impressionist art and 17 acres of landscaped formal gardens. At the Memphis Botanic Garden, 96 acres form the setting for roses, irises, wildflowers, magnolias, lemon trees, banana trees, orchids, and a Japanese garden. Also located in Memphis is the National Ornamental Metal Museum, which displays weapons, model trains, sculpture, furniture, fencing, tools, and utensils. The Memphis Pink Palace Museum and Planetarium, named for the pink marble used in its construction in the 1920s, houses archaeological gems, prehistoric fossils, a Civil War display, regional exhibits, and a highly ranked planetarium; the museum is one of the largest of its kind in the Southeast.

Festivals and Holidays

The Memphis in May International Festival is a month-long series of festive activities offering celebrations to suit every taste. Events include foot races, canoe and kayak races, a triathlon competition, fireworks, and seminars. A main feature of the festival is the International Fair held at Tom Lee Park, each year honoring a different foreign country with exhibitions and demonstrations of arts, crafts, foods, and culture. The festival also hosts the World Championship Barbecue Cooking Contest, which rewards showmanship as well as culinary talent; the Desti-Nations International Family Festival; the Beale Street Music Festival with top-name jazz and blues artists; and the Sunset Symphony, a beloved Memphis in May tradition with orchestral selections including ''Ole Man River,'' and the ''1812 Overture,'' a bombastic symphonic standard by nineteenth-century Russian composer Petr Ilich Tchaikovsky; the concert is played as the sun sets over the Mississippi River.

In late May and early June the Great River Carnival is celebrated with a river pageant, exhibits, parades, and a MusicFest. The Elvis Tribute Week held in mid-August honors the late entertainer Elvis Presley, who made his home in Memphis and inspired intense fan loyalty. During Labor Day weekend in Memphis, historic Beale Street is the center of the Memphis Music and Heritage Festival, which underlines Memphis's claim as the birthplace of blues, soul, and rock music. September is also the month for the Mid-South Fair, featuring one of the largest rodeos east of the Mississippi, and agricultural, commercial, and industrial exhibits and events. October events in Memphis include the Oktoberfest and the week-long Pink Palace Crafts Fair.

Sports for the Spectator

Memphis provides sports enthusiasts with a variety of spectator action. The NBA Memphis Grizzlies play professional basketball at the Pyramid Arena, a spectacular structure which, at 32 stories high, is the third largest pyramid in the world; it provides seating for 21,000. It is also home to the University of Memphis's basketball team, the Tigers. Baseball fans can cheer for the Memphis Redbirds, AAA affiliate of the St. Louis Cardinals, who play at the 12,000-seat AutoZone Stadium downtown. The Memphis Riverkings of the Central Hockey League provide hockey action. Early each spring, tennis buffs can enjoy the Kroger/St. Jude International Indoor TPA Tennis Tournament. During midsummer, golfing devotees can enjoy the FedEx/St. Jude Classic PGA Golf Tournament, a professional golfing championship held each year at Colonial Country Club. Motorsports are increasingly popular in Memphis, and more than 200 events take place at Motorsport Park, which has a three-quarter-mile paved track and quarter-mile drag strip. Dog racing is also popular in the Memphis area; fans place wagers on favorites at Southland Greyhound Park in nearby West Memphis, Arkansas.

Sports for the Participant

Memphis has 187 parks, totaling 5,387 acres; the oldest and most notable is Overton Park, where 342 acres offer picnic areas, sports fields, natural woods hiking, and bicycle trails, combined with a nine-hole golf course, the zoo, and the Memphis Brooks Museum of Art. Other large parks are M. L. King-Riverside, with facilities for golf and tennis; and Audubon, offering water skiing, boating, swimming, and sailing. Memphis offers a total of 11 public golf courses and more than 100 public tennis courts. The T. O. Fuller State Park, at the southern city limits, is the only State Park within Memphis. Its 1,138 acres, primarily of forest land, feature a swimming pool, picnic area, nature trails, and 18-hole golf course. In the north end of Shelby County is 13,467-acre Meeman-Shelby Forest State Park. Located parallel to the Mississippi River 15 miles north of the heart of Memphis, Meeman-Shelby offers horseback riding, swimming, fishing, and miles of camping and hiking trails.

Boating, sailing, and water skiing are popular leisure-hour pursuits at dozens of lakes in the Memphis/Shelby County area. The Memphis Yacht Club, located next to Mud Island, accommodates a vast array of member craft, ranging from small houseboats to ocean-going vessels. Visiting craft are also accommodated at the club's dock.

Hunting dogs from all over the United States compete each year in the National Bird Dog Championship just outside Memphis. Climate allows year-round fishing for bass, crappie, trout, bream, and catfish. Lichterman Nature Center, an urban nature center in the heart of metropolitan Memphis, encompasses 65 acres of sanctuary and nature trails and an exhibit center.

Shopping and Dining

Notable among the city's shopping centers and malls is the Main Street Mall, a downtown array of department stores, boutiques, and eating establishments that together form one of the world's largest pedestrian shopping malls. The city's largest enclosed malls include Southland, Hickory Ridge, and Oak Court malls; the region's largest shopping mall is Wolfchase Galleria, with more than 130 stores, in eastern Shelby County. The city's historic Beale Street district contains unusual shops, including A. Schwab Dry Goods Store, a landmark on Beale Street since 1876, where general merchandise is enhanced by the Beale Street Museum housed in the establishment's basement. Overton Square in the city's midtown features antique shops and art galleries along with cafes and restaurants.

For those who like to combine dining with entertainment, Memphis offers Peabody Place Retail & Entertainment Cen-

ter, a mixed-use development and historic preservation project. Opened in 2001, Peabody Place offers sports restaurants and bars, video games, dancing, bowling, billiards, and restaurants. A veritable city within the city, Peabody Place encompasses three blocks of Beale Street, and includes the Peabody Hotel, the Orpheum Center, Fed Ex Forum, Autozone Stadium, plus 80 restaurants; it attracts more than 8 million visitors annually. Overton Square and Beale Street boast a concentration of sidewalk cafes, restaurants, and nightclubs that contribute to the range of culinary experiences awaiting diners in Memphis. Besides European, Asian, and Mexican cuisines, Memphis-area restaurants offer traditional American choices such as steaks and seafood, as well as a number of typically Southern dishes. Regional specialties include main dishes such as fried chicken, catfish, ham hocks, chitlins, and seafood gumbo; side dishes such as turnip greens, sweet potato souffle, black-eyed peas, collard greens, yams, and cornbread; and desserts such as banana pudding, fruit cobblers, pecan pie, strawberry shortcake, and fried pie—a type of portable filled pastry. But Memphis is mainly known for its pork and barbecue masterpieces, ranging from dry ribs—prepared without sauce—to barbecue sandwiches.

Visitor Information: Memphis/Shelby County Visitors Center, 12036 Arlington Trail, Arlington, TN 38002; telephone (901)543-5333. Memphis Convention and Visitors Bureau, 47 Union Avenue, Memphis, TN 38103; telephone (901)543-5300; fax (901)543-5350

Convention Facilities

The advantages of Memphis's meeting sites include accessibility, adequate space, elegant places for overnight visits, leisure sites to visit, and fine dining. Located at the north end of Main Street Mall, the recently expanded, 350,000 square-foot Memphis Cook Convention Center offers 190,000 square feet of exhibition space. The convention center has 31 meeting rooms; an Executive Conference Center; a 125,000 square foot, column-free exhibit hall; a second, 35,000 square foot hall; a 28,000 square-foot ballroom; and the 2,100-seat Cannon Center for the Performing Arts.

There are more than 3,000 hotel rooms in downtown Memphis. Many hotels and motels throughout the city provide elegantly decorated spots for meetings. Among them are The Peabody, the renovated ''grand old lady'' famed the world over for its lobby fountain and daily parade of ducks across a red carpet from the hotel's elevators to the fountain; the Holiday Inn Select Downtown, a hotel directly across from The Peabody; Radisson Hotel adjacent to the Peabody; and the Holiday Inn Select Airport. At the Holiday Inn Select, a sprawling, contemporary-styled hotel within minutes of Memphis International Airport, accommodations provide 33,000 square feet of meeting space.

Convention Information: Memphis Convention and Visitors Bureau, 47 Union Avenue, Memphis, TN 38103; telephone (901)543-5300

Transportation

Approaching the City

Located minutes from downtown, Memphis International Airport is served by international, regional, and commuter airlines. Expansion efforts in the late 1990s valued at $100 million included improvements to the concourse, taxiways, control tower, waiting areas, ticketing operations, parking facilities, and servicing systems, as well as land acquisition for further development. More enhancements at a cost of approximately $25 million are currently underway with completion expected in summer of 2005, including a concourse renovation, jet bridge improvements, and concessionaire upgrades. Other airports in the Memphis area include General DeWitt Spain Airport, Charles W. Baker Airport, Arlington Municipal Airport, Olive Branch Airport, and West Memphis Municipal Airport. Interstate highway I-40 approaches Memphis from North Carolina to the east and California to the west, while interstate highway I-55 approaches the city from Chicago, Illinois, to the north and New Orleans, Louisiana, to the south. Interstate loop I-240 rings the city. Motor traffic also enters Memphis via U.S. highways 51, 61, 64, 70, 72, 78, and 79. Amtrak offers passenger train service through Memphis's historic, recently renovated Central Station.

Traveling in the City

A fleet of more than 200 buses and vans operated by Memphis Area Transit Authority (MATA) meets public mass transportation needs. Ten specially designed double-decker Showboat buses connect major activity centers in midtown Memphis with downtown Memphis. The Main Street Trolley, utilizing vintage trolley cars, operates between Auction and Calhoun streets.

Communications

Newspapers and Magazines

Memphis is served by *The Commercial Appeal,* a morning-circulated daily newspaper. Business and local news is re-

ported weekday mornings in *The Daily News,* while the *Memphis Business Journal* and *Tri-State Defender* are published weekly. *Memphis Magazine* is the area's monthly general-interest magazine. *The Memphis Flyer* is a weekly tabloid that discusses the arts, entertainment, and lifestyles, while the *Mid-South Hunting & Fishing News* is a bi-weekly tabloid covering outdoor recreation. Special-interest publications originating in Memphis focus on such subjects as environmental legislation, poetry, and hunting, and such industries as glass and metal, trucking, rice and cotton growing, and other agricultural concerns.

Television and Radio

Memphis-area television viewers are served by seven stations: affiliates of ABC, CBS, NBC, UPN, Fox, PBS, and one independent. 33 AM and FM radio stations present Memphis audiences with a range of programming from classical, jazz, blues, folk, bluegrass, reggae, easy listening, contemporary, and country music to religious, news, public radio, talk-show, agricultural, and educational broadcasts.

Media Information: *The Commercial Appeal,* E. W. Scripps Co., 495 Union Avenue, Memphis, TN 38103; telephone (901)529-2211. *The Daily News,* 193 Jefferson Avenue, Memphis, TN 38103; telephone (901)523-1561; fax (901)526-5813

Memphis Online

City of Memphis Home Page. Available www.ci.memphis.tn.us

Commercial Appeal. Available www.commercialappeal.com

Daily News. Available www.memphisdailynews.com

Memphis Chamber of Commerce. Available www.memphischamber.com

Memphis City Schools. Available www.memphis-schools.k12.tn.us

Memphis Convention and Visitors Bureau. Available www.memphistravel.com

Memphis Shelby County Public Library. Available www.memphislibrary.lib.tn.us

Tennessee Department of Tourist Development. Available www.tourism.state.tn.us/index.html

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Grisham, J, *The Firm* (New York: Doubleday, 1991)

Guralnick, Peter, *Last Train to Memphis: The Rise of Elvis Presley* (Boston: Little, Brown, and Company, 1994)

Nashville

The City in Brief

Founded: 1779 (incorporated 1784)

Head Official: Mayor Bill Purcell (D) (since 1999)

City Population
1980: 455,651
1990: 488,366
2000: 545,524
2003 estimate: 544,765
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 25th
U.S. rank in 1990: 25th (State rank: 2nd)
U.S. rank in 2000: 32nd (State rank: 2nd)

Metropolitan Area Population
1980: 851,000
1990: 985,000
2000: 1,231,331
Percent change, 1990–2000: 25.0%
U.S. rank in 1980: 40th (MSA)
U.S. rank in 1990: 40th (MSA)
U.S. rank in 2000: 38th (MSA)

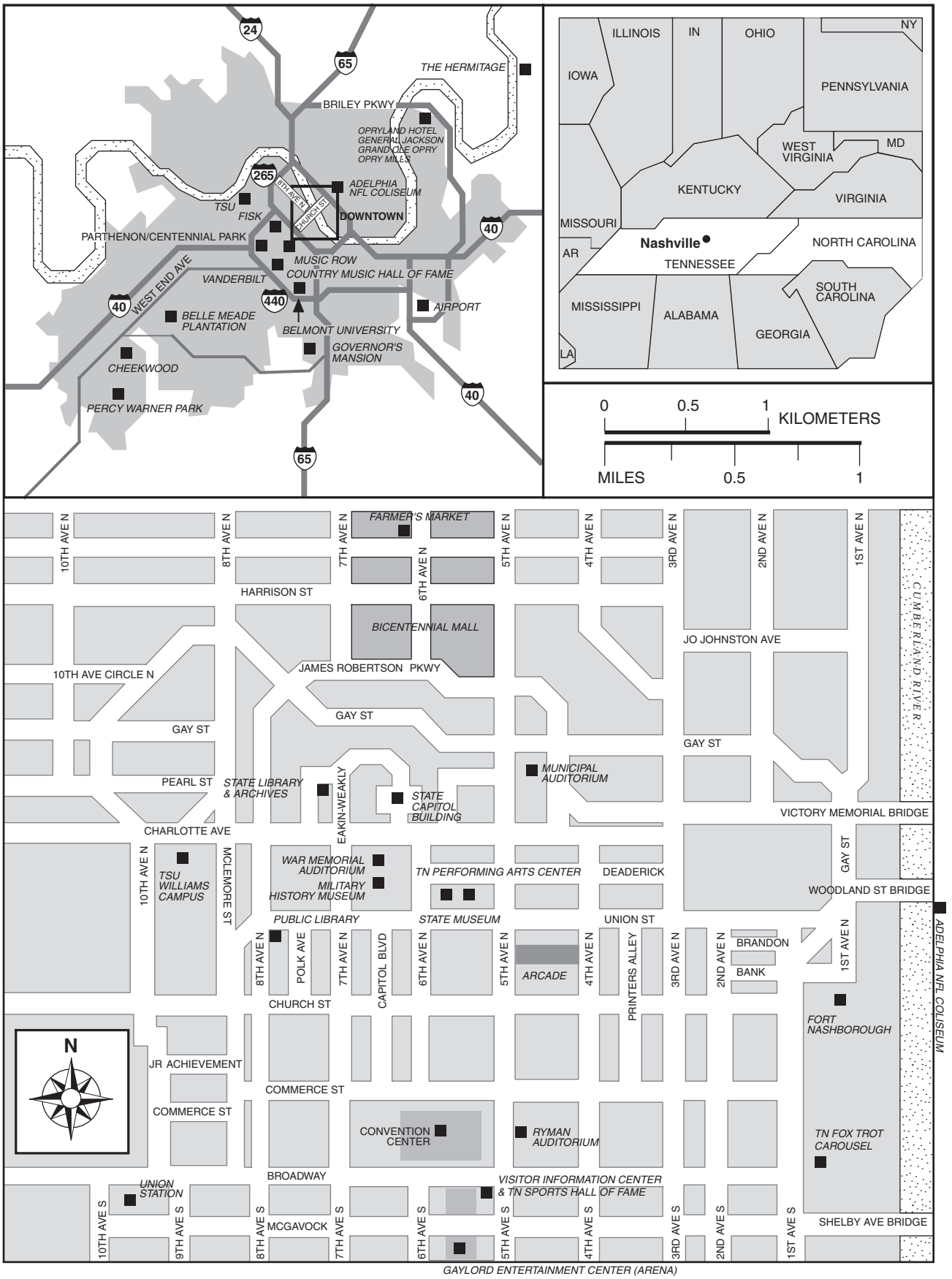
Area: 473 square miles (Nashville-Davidson) (2000)
Elevation: 550 feet
Average Annual Temperature: 59.5° F
Average Annual Precipitation: 48.0 inches

Major Economic Sectors: services, wholesale and retail trade, manufacturing
Unemployment rate: 3.5% (December 2004)
Per Capita Income: $22,018 (1999)

2002 FBI Crime Index Total: 46,018

Major Colleges and Universities: Vanderbilt University, Fisk University, Tennessee State University, Belmont University, David Lipscomb University

Daily Newspaper: *The Tennessean*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65
THE HERMITAGE
BRILEY PKWY
OPRYLAND HOTEL
GENERAL JACKSON
GRAND OLE OPRY
OPRY MILLS
265
8TH AVE N
CHURCH ST
ADELPHIA
NFL COLISEUM
TSU
FISK
DOWNTOWN
40
PARTHENON/CENTENNIAL PARK
MUSIC ROW
COUNTRY MUSIC HALL OF FAME
VANDERBILT
WEST END AVE
440
AIRPORT
BELLE MEADE
PLANTATION
BELMONT UNIVERSITY
GOVERNOR'S
MANSION
CHEEKWOOD
PERCY WARNER PARK
ILLINOIS
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4TH AVE N
3RD AVE N
2ND AVE N
1ST AVE N
CUMBERLAND RIVER
HARRISON ST
BICENTENNIAL MALL
JO JOHNSTON AVE
10TH AVE CIRCLE N
JAMES ROBERTSON PKWY
GAY ST
GAY ST
GAY ST
PEARL ST
STATE LIBRARY
& ARCHIVES
EAKIN-WEAKLY
STATE
CAPITOL
BUILDING
MUNICIPAL
AUDITORIUM
VICTORY MEMORIAL BRIDGE
CHARLOTTE AVE
10TH AVE N
TSU
WILLIAMS
CAMPUS
MCLEMORE ST
WAR MEMORIAL
AUDITORIUM
MILITARY
HISTORY MUSEUM
TN PERFORMING ARTS CENTER
DEADERICK
GAY ST
WOODLAND ST BRIDGE
PUBLIC LIBRARY
STATE MUSEUM
UNION ST
8TH AVE N
POLK AVE
7TH AVE N
CAPITOL BLVD
6TH AVE N
5TH AVE N
ARCADE
4TH AVE N
PRINTERS ALLEY
3RD AVE N
2ND AVE N
BRANDON
BANK
1ST AVE N
ADELPHIA NFL COLISEUM
CHURCH ST
FORT
NASHBOROUGH
N
JR ACHIEVEMENT
COMMERCE ST
COMMERCE ST
CONVENTION
CENTER
RYMAN
AUDITORIUM
TN FOX TROT
CAROUSEL
BROADWAY
VISITOR INFORMATION CENTER
& TN SPORTS HALL OF FAME
UNION
STATION
10TH AVE S
9TH AVE S
8TH AVE S
MCGAVOCK
7TH AVE S
6TH AVE S
5TH AVE S
4TH AVE S
3RD AVE S
2ND AVE S
1ST AVE S
SHELBY AVE BRIDGE
GAYLORD ENTERTAINMENT CENTER (ARENA)

Introduction

Nestled in rolling hills in the part of the state known as Middle Tennessee, Nashville is often called the ''garden spot of the world.'' The lush natural vegetation, changing seasons, and mild climate of the area make a pretty picture that is the setting for miles of green neighborhoods, shaded shopping districts, thick forests, and wide-open pastures, all inside the city limits. It is a city large enough to be headquarters for scores of international corporations, yet small enough for the neighborhood banker to call his customers by name. Local people can hear the Nashville Symphony perform *Pagliacci* one night and see The Grand Ole Opry in all its glory the next. They can live in steel and glass high-rise condominiums near the center of the city or in secluded frame farmhouses on rural routes.

Nashville is not only a choice city, but it also is a city of choices. The traditional values of the rural people who settled the area have blended with influences brought in by international business, film crews, gourmet restaurants, university scholars, couture clothiers, and conventioneers to create an unusual blend of lifestyles. The combination of country charm and city savvy makes Nashville attractive to residents and visitors alike.

Geography and Climate

Situated in the center of middle Tennessee on the Cumberland River, Nashville is rimmed on three sides by an escarpment rising three to four hundred feet. The city ranks with Houston, Texas, and Los Angeles, California, as one of the nation's largest cities in terms of area. Nashville's climate is moderate, with seasonal variation rarely lapsing into temperature extremes. Its humidity is also considered moderate for the Southeast. Precipitation is heaviest in winter and early spring, though when it falls in the form of snow it is seldom disruptive. Thunderstorms in Nashville are moderately frequent from March through September. Tornados occur occasionally, such as one in 1933 and more recently in 1998; the 1998 tornado caused property damages in excess of $100 million.

Area: 473 square miles (Nashville-Davidson) (2000)

Elevation: 550 feet above sea level

Average Temperatures: January, 38.7° F; July, 79.4° F; average annual temperature, 59.5° F

Average Annual Precipitation: 48.0 inches

History

First Settlers Face Perils

The first settlers in the area that now forms Nashville were attracted by the fertile soil, huge trees, plentiful water, and an abundance of animal life. Native Americans such as the Cherokee, Chickasaw, and Shawnee hunted throughout Middle Tennessee in the 1700s, but ongoing fighting over hunting rights kept them from establishing any permanent settlements. The first Europeans to reach the area were French fur traders, who built trading posts in the dense woods. As more and more hunters brought glowing reports back to settlements in the East of the abundant, unoccupied land in the ''west,'' 400 people in North Carolina eventually decided to band together and move to the area.

On Christmas Eve 1779, they reached the future site of Nashville. The men, women, and children of the James Robertson party (named for the man who would eventually become an early community leader) first survived in primitive camps at the base of what is now the state Capitol Hill. As spring arrived, they spread out to build cabins, the largest group settling on the banks of the Cumberland River in a ''fort'' of log blockhouses. They christened the community ''Nashborough'' for North Carolina's General Francis Nash, a hero of the American Revolution. Months later the pioneers found themselves swept up in war as the settlement became a western front for the American Revolution. Incited by the British, the Native Americans in the area turned on the white settlers, which caused most of them to move to safer ground in nearby Kentucky. The 70 people who remained gathered in the fort and managed to hold off their attackers until frontier conditions became less hostile.

In 1784 the community incorporated and changed its name to Nashville, dropping the English ''borough'' as a result of anti-British sentiment. The years following the war were a time of growth and prosperity. James Robertson helped to establish Davidson Academy, which would later become the University of Nashville. Churches were erected, public buildings developed, doctors' offices opened, and stores began doing business. In 1796, Tennessee became the sixteenth state of the Union.

''The Age of Jackson''

The period in Nashville history between 1820 to 1845 is quite simply known as ''The Age of Jackson.'' Andrew Jackson, a brash, young local lawyer and public prosecutor, was a formidable figure in the new frontier. He first came to national attention as a hero of the Creek (Native American) War. When he trounced the British army in New Orleans at the end of the War of 1812, he was wildly embraced as a

national hero. Jackson served in the U.S. House of Representatives and the Senate, and he was eventually elected the seventh president of the United States in 1829. Jackson's popularity gave Nashville considerable prestige, power, and clout in the nation's eye, and the city was made the permanent capital of Tennessee in 1843. State leaders soon commissioned construction of a new state capitol building, an impressive neo-classic structure erected over the next 14 years on the summit of the city's highest hill. Designed by noted nineteenth-century architect William Strickland, the Capitol ushered in an era of unprecedented building and design in Nashville of which Strickland was the uncontested leader. His distinct, clean, classic structures shaped the frontier town into a city, and left a lasting imprint on the community. Many buildings, such as the Capitol and St. Mary's Roman Catholic Church, are still in use today.

The mid-1800s was also an era of unprecedented development for the city. Traffic on the Cumberland River made Nashville a shipping and distribution center. Wealthy businessmen built lavish estates. A medical school was founded. The Adelphi Theater opened with a series of plays by Shakespeare. The first passenger train pulled into the depot. A board of education was established. P. T. Barnum even brought Jenny Lind, the world-renowned singer, to town. By 1860, all the qualities that had made Nashville such a boom town in times of peace also made it a city of strategic importance in times of war. At first a giant supply arsenal for the Confederates, Nashville was soon taken during the Civil War by Union troops who seized control of the railroad and river. They occupied the city for three years. In a last attempt to turn the war around, Southern troops tried to retake the town in December of 1864. The Battle of Nashville was one of the bloodiest confrontations between the North and South, and the last major conflict of the Civil War.

Post-War Rebuilding

It took nearly ten years to pick up the pieces, but Nashville recovered to experience new growth in business and industry. The city became a printing center, an educational center (both Vanderbilt University and Fisk University were established in 1873), and an important distributing and wholesale center. An elegant new hotel, the Maxwell House, opened its doors and began serving a special blend of coffee that President Teddy Roosevelt said was ''good to the last drop.'' One hundred years after Tennessee was admitted to the Union, the city celebrated with a giant Centennial Exposition that attracted visitors from throughout the United States. A wood and stucco replica of the Parthenon built for the fair was such a popular attraction that the city constructed a permanent version that now stands in Centennial Park. The railroad built a magnificent terminal building, Union Station, making Nashville a major railway center and greatly spurring population growth.

Development During Twentieth Century and into Twenty-First Century

The twentieth century brought business and skyscrapers. The National Life and Accident Company was formed along with Life & Casualty Insurance Company. In the area, local financial institutions blossomed, manufacturing reached all-time highs, and the city's neighborhoods swelled with workers as a result of World War I and World War II. After the wars, Nashville was part of the country's new wave of technology with a new airport, factory automation, and even a local television station. In time, the recording industry became a mainstay of the local economy, and tourism and convention business became big business. By the 1960s, Nashville was infused with a spirit of urban renewal. Surrounding Davidson County had become a fragmented collection of local governments that lacked unified direction. On April 1, 1963, the city voted to consolidate the city and the county to form the first metropolitan form of government in the United States.

The system of metropolitan government has streamlined the city's organization and become an effective agent of progress. The city has undergone major municipal rehabilitation projects, and has renovated the historical district near the old Ft. Nashborough site. Second Avenue, once a row of dilapidated turn-of-the-century warehouses, has become a bustling center of shopping, offices, restaurants, clubs, and apartments. In recent years, many historic buildings have been saved from the wrecking ball. The Hermitage Hotel, built in 1910 as a showplace of Tennessee marble floors and staircases, was totally renovated in the 1990s and is once again packed with guests. Renovation has also come to Union Station, the massive railroad house that now towers over Broadway as one of Nashville's premiere hotels. Unprecedented investment in Nashville in the mid-1990s placed the city on the verge of explosive growth as a sports and entertainment venue. Its Gaylord Entertainment Center, home of the National Hockey League team the Nashville Predators, has become a major catalyst for urban development, which continues into the twenty-first century. In addition to Nashville's mainstay industries of banking, insurance, printing, education, health, and medicine, the city is becoming recognized for its growth as a hotspot for biotechnology and plastics companies, and growing real estate market. Nashville enters the twenty-first century as a thriving metropolis with extensive kudos for its quality of life, business climate, diversified economy, and top tourist destinations.

Historical Information: Nashville Public Library, The Nashville Room, 615 Church Street, Nashville, TN 37219; telephone (615)862-5782. Tennessee State Museum Library, Fifth and Deaderick Streets, Nashville, TN 37243; telephone (615)741-2692. Tennessee Western History Association Library, PO Box 111864, Nashville, TN 37222; telephone (615)834-5069

Population Profile

Metropolitan Area Residents
1980: 851,000
1990: 985,026
2000: 1,231,331
Percent change, 1990–2000: 25.0%
U.S. rank in 1980: 40th (MSA)
U.S. rank in 1990: 40th (MSA)
U.S. rank in 2000: 38th (MSA)

City Residents
1980: 455,651
1990: 488,366
2000: 545,524
2003 estimate: 544,765
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 25th
U.S. rank in 1990: 25th (State rank: 2nd)
U.S. rank in 2000: 32nd (State rank: 2nd)

Density: 1,152.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 359,581
Black or African American: 146,235
American Indian and Alaska Native: 1,639
Asian: 12,992
Native Hawaiian and Pacific Islander: 400
Hispanic or Latino (may be of any race): 25,774
Other: 24,677

Percent of residents born in state: 57.7% (2000)

Age characteristics (2000)
Population under 5 years old: 36,335
Population 5 to 9 years old: 34,022
Population 10 to 14 years old: 31,536
Population 15 to 19 years old: 36,972
Population 20 to 24 years old: 46,482
Population 25 to 34 years old: 97,370
Population 35 to 44 years old: 89,589
Population 45 to 54 years old: 70,963
Population 55 to 59 years old: 23,445
Population 60 to 64 years old: 18,931
Population 65 to 74 years old: 31,468
Population 75 to 84 years old: 20,762
Population 85 years and older: 7,649
Median age: 33.9 years

Births (2003; Davidson County)
Total number: 8,900

Deaths (2003; Davidson County)
Total number: 5,187 (of which, 69 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,018
Median household income: $39,232
Total households: 227,559

Number of households with income of . . .
less than $10,000: 23,404
$10,000 to $14,999: 13,316
$15,000 to $24,999: 30,873
$25,000 to $34,999: 33,863
$35,000 to $49,999: 40,219
$50,000 to $74,999: 43,207
$75,000 to $99,999: 20,355
$100,000 to $149,999: 14,075
$150,000 to $199,999: 3,696
$200,000 or more: 4,551
Percent of families below poverty level (2000): 10.2% (31.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 46,457

Municipal Government

Since 1963, when Nashville merged with surrounding Davidson County, Nashville has operated via a consolidated metropolitan mayor-council government. Voters elect 40 council members, 35 of which serve separate districts.

Head Official: Mayor Bill Purcell (D) (since 1999; current term expires 2007)

Total Number of City Employees: approximately 12,000 (2005)

City Information: City of Nashville, 107 Metro Courthouse, Nashville, TN 37201; telephone; (615)862-5000

Economy

Major Industries and Commercial Activity

Nashville's strength as a community truly rests on one solid foundation—its economic diversity. The city is a great ''neighborhood'' of private and public business and industry, where people are as likely to go to work each morning in banks, hospitals, or government offices as to drive trucks, punch cash registers, or work on assembly lines. The area has benefited from low unemployment, consistent job growth, heavy outside investment and expansion, and a broadening of

the labor force. Although the city's economy is not reliant on any one area of production, Nashville is a leader in finance and insurance, health care, music and entertainment, publishing, transportation technology, higher education, biotechnology, plastics, and tourism and conventions. In June 2003, Moody's Investors Service placed Nashville 8th in a ranking of the top 10 most diversified local economies. Also in 2003, Nashville ranked 25th in *Forbes* magazine's May issue listing top places for business and careers.

Health care is one of Nashville's top industries; according to the Nashville Health Council, the city is known as the nation's health care center. Twenty-one healthcare companies are based within the city; in total 350 health care companies have operations here. Many service firms specializing in the industry (including accounting, legal, and others) are based in Nashville, including 12 investment and venture capital companies dealing primarily with health care. Health care services companies based in Nashville control more than 2,400 operations outside the city, as well. In 2002, almost 90,000 people in the Nashville metro area worked in the health care industry, earning more than a $4 billion payroll.

Nashville is the largest publishing center in the Southeast and one of the top ten largest in the country. Some of the nation's leading printers operate alongside scores of small, family-owned shops. The city is home to Thomas Nelson, the world's foremost publisher of Bibles, and two of the country's largest religious publishing houses. Nashville is also becoming a major distribution center for books and other print media.

Of all of the products manufactured in the city, music is what makes Nashville most famous. The local recording industry and its offshoots have not only brought worldwide recognition to what was once a sedate southern city, but they have also pumped billions of dollars into the local economy, created a thriving entertainment business scene ranked behind only New York and Los Angeles, and given the city a distinctly cosmopolitan flavor. Nashville music—country, pop, gospel, and rock—generates well over a billion dollars in record sales each year. As a result, spinoff industries have flourished: booking agencies, music publishing companies, promotional firms, recording studios, trade publications, and performance rights associations such as BMI, the Broadcast Music Inc. There are approximately 200 recording studios in Nashville, and most major record labels have offices on Nashville's Music Row, Sony, RCA, Mercury Nashville, MCA, Warner Brothers, Capitol, and Columbia. As Nashville remains a center for the music industry, it continues to draw support businesses and industry to the area. Local music-related advertising firms (especially jingle houses) bring in vast revenues, music video production in the city is at an all-time high, while a burgeoning radio, television, and film industry has enticed some of the country's top producers, directors, and production houses to set up shop in Nashville. The music industry in Nashville is responsible for a good chunk of the city's tourism activity.

An influx of new industry in recent years has resulted in hundreds of jobs and on-site training opportunities for local actors, editors, artists, technicians, and other production people. Nashville's entertainment scene brings in more than revenue, however. It draws millions of people to the city each year as well. Tourism is one of Tennessee's biggest businesses with annual revenues of $2.2 billion, and Nashville is known as the hottest spot in the state.

New technology is a burgeoning factor in the Nashville economy. Dell Computers operates a manufacturing and technical support center near the airport, which opened in 1999 and employs about 3,000 people. The plastics industry is growing here, as is the biotechnology (including pharmaceuticals and life sciences) industries.

Partnership 2010 (formerly Partnership 2000) was created as a regional, public-private economic development initiative for the region. The four cornerstones of the program strategy are business recruiting of corporate headquarters and administrative offices, retention of existing businesses, entrepreneurship through fostering growth and supporting start-up businesses, and community improvement. By 2005 the initiative has resulted in more than 350 companies relocating their corporate headquarters to Nashville. Expectations for the initiative include a $10 billion impact on the region's economy as well as the creation of 50,000 new jobs. Partly as a result of the initiative, Nashville ranked among Expansion Management's 2005 ''America's 50 Hottest Cities.''

Items and goods produced: printing and publishing, automotive products, trucks, automotive parts, clothing, shoes, lawnmowers, bicycles, telecommunications equipment, aerospace products, thermos bottles, kerosene lamps, computers

Incentive Programs—New and Existing Companies

Local programs—The One Stop Business Assistance Program helps new and expanding businesses avoid delays by expediting their dealings with local, state, and federal government offices regarding regulatory permits, and by assisting with any problems they may have in the process. The Payment in Lieu of Tax (PILOT) program offers qualifying businesses a property tax freeze or reduction on projects involving a large capital investment or creating large numbers of new jobs. Requests for PILOT assistance are considered on a case-by-case basis by the city and county. Industrial Revenue Bonds are available to eligible companies for land, building, or equipment purchases.

State programs—The Jobs Tax Credit incentive provides qualified new or expanding businesses with a $2,000 tax credit when the business creates at least 25 new full-time jobs and makes a capital investment of $500,000. The Corporate Excise Tax Credit allows companies a one percent tax

credit on industrial machinery for new or expanding businesses. Sales tax exemptions or reductions are available to qualified companies purchasing industrial machinery, or products used in the manufacturing of resale items. The program also offers credits of 5.5 percent towards building materials, equipment, and machinery for company headquarters with a construction price tag over $20 million. The Economic Development Loan Fund assists new and expanding industrial companies with loans for up to $2 million.

Job training programs—The State of Tennessee FastTrack Job Assistance program offers training assistance for new or existing businesses that are investing in facilities, equipment, or new jobs. FastTrack utilizes educational facilities and FastTrack staff to develop and implement customized training programs. The Tennessee Job Skills program is a work force incentive grant program for new and existing businesses that focuses on elevating employees skill levels.

Development Projects

Nashville's aggressive Partnership 2010 program was responsible for a flurry of business activity in the early part of the new century, including company relocations, expansions, and new corporations. According to the Partnership 2010 annual report for 2003-2004, Asurion relocated its corporate headquarters to Nashville in 2003, creating 800 jobs by late 2004. In that year, 90 companies announced expansions or relocations to the Nashville region.

A major private investment in Nashville marks Dell's first U.S. expansion outside of Central Texas. In fall of 2000, Dell opened new manufacturing and office facilities in Nashville, and has since increased its Tennessee workforce from approximately 200 to nearly 3,000. Nashville has been building upon its considerable cultural cache in recent years, with the opening of the First Center for the Performing Arts, and a new main public library four times the size of the former library. Nashville expects to reap significant benefits when the state completes I-840, a limited-access highway that will form another outer ring of roadway around the city. The new highway, partially complete at the end of 2004, had already influenced business location decisions in Middle Tennessee.

Economic Development Information: Nashville Area Chamber of Commerce, 211 Commerce Street, Nashville, TN 37201; telephone (615)743-3000

Commercial Shipping

Nashville's central location has made it one of the busiest transportation centers in the Mid-South. Today more than 80 miles of interstate highways weave in and out of the city, making Nashville a vital link to every corner of the region.

The bulk of local transportation services are designed to move freight. For high priority or overnight deliveries Nashvillians often turn to the rapidly expanding air freight industry. However, Nashville's strength as a distribution center for the Southeast still lies in the traditional and highly competitive industries of trucking, rail freight, and river barge.

Millions of tons of goods are moved through the city each year via truck by a multitude of motor freight lines serving the area. Nashville has become a regional headquarters for the trucking industry primarily because of its tight, efficient network of accessible interstate highways, its conveniently centralized location, and the fact that approximately 150 local terminals provide easy break-bulk distribution and specialized services for products such as produce (refrigeration), gasoline, and hazardous waste.

Since the turn of the century, Nashville has historically been considered the hub of railway activity for the Southeast. The local division of CSX provides service over 2,700 route miles to 23 states, the District of Columbia, and two Canadian provinces. An average of 90 trains pass through Nashville each day. The CSX Intermodal provides Nashville with a piggyback loading/unloading system that is one of the most modern in the nation, handling about 8,300 containers or trailers each month. Rail service is also provided by the Nashville Eastern and the Nashville Western short line railroads.

The Cumberland River, an artery of the Ohio River that weaves in and out of the Nashville Metropolitan area, links the city to points on the Mississippi River and the Gulf of Mexico coast. More than 30 commercial operators operate barges on the river. The distance to Gulf ports was cut by 563 miles in the mid-1980s when the United States Army Corps of Engineers opened its $1.8 billion Tennessee-Tombigbee Waterway, connecting the Tennessee River in northern Alabama with the Tombigbee River of southern Alabama 234 miles away. This ambitious man-made water route connected Nashville to the port of Mobile, resulting in an estimated savings of millions in shipping costs.

The Nashville Air Cargo Link is designated as foreign trade zone and is an all-cargo complex serving the Nashville International Airport. In 2003, more than 65 thousand tons of cargo was shipped through Nashville.

Labor Force and Employment Outlook

Nashville has experienced significant economic expansion in recent years, to the extent that employers in certain sectors, such as skilled production and the hospitality industry, are experiencing labor shortages. Population growth continues, however, especially in suburban Nashville, which offers a long-term solution to the labor supply problem. With the influx of expansions and new businesses, and in concert with Nashville's diverse and stable economy and growing population, continued economic expansion is predicted.

The following is a summary of data regarding the Nashville metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 680,800

Number of workers employed in . . .
manufacturing: 78,400
trade, transportation and utilities: 139,000
information: 19,600
financial activities: 44,300
professional and business services: 82,600
educational and health services: 93,100
leisure and hospitality: 71,000
other services: 30,200
government: 89,400

Average hourly earnings of production workers employed in manufacturing: $14.44

Unemployment rate: 3.5% (December 2004)

Largest employers (excludes government agencies)	*Number of employees*
Vanderbilt University & Medical Center	13,601
HCA, The Healthcare Company	10,525
Saturn Corporation	7,609
Nissan Motor Manufacturing USA	6,500
Gaylord Entertainment	4,950
Shoney's Incorporated	3,670
The Kroger Company	3,350
CBRL Group Inc.	3,275
Dell Computer Corporation	3,000
BellSouth	3,000

Cost of Living

The following is a summary of data regarding key cost of living factors for the Nashville area.

2004 (3rd Quarter) ACCRA Average House Price: $194,533

2004 (3rd Quarter) ACCRA Cost of Living Index: 94.5 (U.S. average = 100.0)

State income tax rate: Limited to dividends and interest income

State sales tax rate: 7.0%

Local income tax rate: None

Local sales tax rate: 2.25%

Property tax rate: For 2005 the tax rate was $2.52 per $100 of assessed value; residential property is assessed at 25 percent

Economic Information: Nashville Area Chamber of Commerce, 211 Commerce Street, Nashville, TN 37201; telephone (615)743-3000

Education and Research

Elementary and Secondary Schools

In 1855 Nashville became the first southern city to establish a public school system. A program started in Nashville in 1963 became the prototype for Head Start. That same year the Metropolitan Nashville Public Schools, the 42nd largest urban school district in the country as of fall 2004, was formed when the city and Davidson County governments were consolidated. The schools offer diverse educational opportunities recognized statewide for their innovation. There are programs in Nashville for the gifted, the handicapped, and the foreign student who wants to catch up. Sixty-four percent of the city's high-school students continue their education after graduation. A nine-member elected board and its appointed director of schools are responsible for the running of the public schools.

The following is a summary of data regarding the Metro Nashville-Davidson County public schools as of the 2002-2003 school year.

Total enrollment: 67,954

Number of facilities
elementary schools: 72
junior high/middle schools: 38
senior high schools: 23

Student/teacher ratio: 14.7:1

Teacher salaries
average: $40,440

Funding per pupil: $6,648 (2001)

Numerous school-age children in Davidson County attend private schools. There are 66 preparatory academies, church-affiliated, and alternative schools operating in the area, focusing on specific academic and religious needs. A number of widely renowned preparatory schools are found on this list.

Public Schools Information: Nashville Metropolitan Schools, 2601 Bransford Avenue, Nashville, TN 37204; telephone (615)259-8400

Colleges and Universities

Perhaps the most famous school in Nashville is Vanderbilt University, alma mater of Vice President Al Gore and recording artist Amy Grant. The private, independent institution is highly competitive, maintains impeccable standards, and prides itself on what it calls a ''quality liberal arts'' undergraduate program. In addition, the school is widely known for its advanced academic offerings in medicine, law, business, nursing, divinity, and education. *U.S. News and*

World Report, in a recent study of U.S. universities, named Vanderbilt's Peabody College 4th (among graduate schools of education); ranked Vanderbilt's law school 17th; and ranked Vanderbilt 18th overall.

The first predominantly African American institution in the country to be awarded university status—Fisk University—is also located in Nashville. Fisk, alma mater of social critic and NAACP co-founder W. E. B. DuBois, is a four-year, private school designed to meet the special needs of minority students. Fisk offers three bachelors degrees along with a master of arts. Nashville's Meharry Medical College, established to train African American physicians, provides specialized instruction in medical science, public health, and dental surgery.

Nashville's largest state-operated university, Tennessee State University (TSU), maintains two campuses in the city. TSU offers undergraduate and graduate programs in arts and sciences, agriculture, health professions, business, education, engineering and technology, nursing, and public administration.

Belmont University, a private, four-year Baptist school located near downtown's Music Row, offers 50 undergraduate degree programs as well as graduate programs in accountancy, business administration, education, English, music, nursing, occupational therapy, physical therapy, and sport administration. Belmont's notable Mike Curb College offers majors in Audio Engineering Technology and Music Business, and a specialization in Entertainment and Music Business is offered within the University's M.B.A. program. Students from all over the country who want a career in the record industry have enrolled in specialized courses ranging from record promotion to studio engineering.

Libraries and Research Centers

The Public Library of Nashville and Davidson County boasts more than 1.4 million volumes and more than 3,100 periodical subscriptions in a system that includes 20 branches and a bookmobile. Annual circulation is approximately four million. The main library also holds recordings, audio- and videotapes, compact discs, and maps. Its special collections include government documents, business, ornithology, genealogy, and oral and regional history. A new Main Library of approximately 300,000 square feet, quadruple the size of the library it replaced, was completed in 2001; it faces the Tennessee State Capitol building.

Special libraries in the Nashville area include two at Cheekwood Botanical Garden and Museum of Art. The Botanical Gardens Library specializes in works on environmental studies, garden design, horticulture, landscape architecture, plant science, wildflowers, arranging, and botanical illustration. The art museum library collects works on art, art history, decorative arts, contemporary U.S. artists, and photography. Many research facilities in the city are linked to the academic community. Fisk University supports research on computing and molecular spectroscopy. Meharry Medical College's research activities focus on health sciences and the college has a research center devoted to the study and treatment of sickle cell disease. Research centers affiliated with Tennessee State University conduct studies in such areas as agriculture and the environment, information systems, business and economics, health, and education. Vanderbilt University is quite active in the research sector, promoting research through more than 120 centers and institutes devoted to a wide variety of subjects in such fields as sociology and culture, medicine, and science.

Public Library Information: Nashville Public Library, 615 Church Street, Nashville, TN 37219; telephone (615)862-5800

Health Care

Nashville boasts more than 350 health care companies operating in the city, 21 of which are headquartered in the city. More than 2,700 doctors work in Nashville's 30 hospitals, medical centers, and specialty centers. Nashville is home to HCA Inc., which manages 191 hospitals and 82 outpatient surgery centers throughout the U.S.—including Nashville's Centennial, Skyline, and Southern Hills medical centers—as well as in England and Switzerland. Centennial Medical Center is recognized for its work in cardiology, stroke, orthopaedics, and breast cancer management. Its campus includes The Women's Hospital at Centennial, and the Parthenon Pavilion, a full-service mental health center. Skyline Medical Center, a 59-acre campus overlooking downtown Nashville, opened in September 2000. It is notable for its treatment of stroke, back and neck surgery, and spinal fusion. Southern Hills Medical Center is a smaller, community hospital with a full range of heart, oncology, orthopaedic, and neurology services. Baptist Hospital is the Nashville region's largest not-for-profit medical center, with 685 beds. It offers a number of specialty units, including the Mandrell Heart Center, Institute for Aesthetic and Reconstructive Surgery, and Sports Medicine Center. St. Thomas Hospital, with 515 staffed beds, was founded by the Daughters of Charity and is nationally recognized for its heart and cancer units, while Meharry Medical College, one of the country's most prestigious predominantly African American colleges, has been a leading producer of African American physicians and dentists since its founding in 1876. Two Veterans Administration medical centers exist within the city.

The Vanderbilt University Medical Center, which adjoins the university's campus near downtown Nashville, is one of

the most noted research, training, and health care facilities in the country. The main hospital boasts 658 beds, ultramodern surgical units, a labor and delivery area designed around the birthing room concept, a comprehensive burn center, and a coronary care wing. Vanderbilt Children's Hospital, formerly housed within the University Medical Center, moved to a new eight-floor facility in 2004. Patients and their families were involved in planning the new hospital, which took five years to build at a cost of $172 million. The hospital offers comprehensive pediatric care, boasting 19 specialty services. For adults and children who need immediate medical attention because of accident or sudden illness, Vanderbilt University also operates a helicopter ambulance service called ''Life Flight,'' which quickly moves patients within a 130-mile radius of the city to the hospital.

Recreation

Sightseeing

A roster full of sports, the unspoiled countryside, and an endless choice of attractions have made Nashville one of the most popular vacation spots in the nation. Foremost among the city's historical attractions is The Hermitage, home of the seventh president of the United States, Andrew Jackson. The beautiful 1821 plantation house sits nestled in rolling farmland on the eastern edge of the city. The mansion has been a national shrine since the years shortly following Jackson's death there in 1845. Its vintage rooms display original pieces such as the Jackson family's furniture, china, paintings, clothes, letters, books, and wallpaper. Also on the grounds are the president's official carriage, his wife's flower garden, and both of their tombs.

Beautiful Belle Meade Plantation on the west side of the city is also open to the public. The restored antebellum farm has been called ''Queen of the Tennessee Plantations.'' The mansion itself, built in 1853, displays period furniture and decor, while the mammoth stables on the grounds provide a glimpse of one of the most famous thoroughbred horse farms of that time.

Perched on a hill in the center of the downtown area is the Tennessee State Capitol Building, a renowned architectural monument constructed in 1859. Also open for tours is Belmont Mansion, an 1850s Italianate villa on the Belmont University campus, recognized as one of the most elaborate and unusual houses in the South. Cheekwood Botanical Garden and Museum of Art is a horticulturalist's delight. The sprawling complex, nestled in Nashville's prime residential area, showcases 55 acres of lush gardens, including a color garden, water garden, seasons garden, and the woodland sculpture trail. The huge Georgian mansion houses a permanent display of 20th-century American art and American and English decorative arts.

More than 10,000 acres of land in 99 parks and greenways are operated by the Metro Board of Parks and Recreation, including Centennial Park, famous for its full-size replica of the ancient Greek temple to the goddess Athena, the Parthenon. Sitting in the midst of the busy central city near Vanderbilt University, the Parthenon was originally built as part of Tennessee's Centennial Exposition of 1897, but it has remained one of the most popular places in town for a century. The city maintains impressive gardens around the structure, which houses rotating art exhibits in a permanent gallery. Just down the street in the heart of the historical district is Riverfront Park, home to historic Fort Nashborough. Here the public can stroll along the banks of the Cumberland River or listen to concerts under the stars. The Tennessee Fox Trot Carousel by artist Red Grooms is housed in Riverfront Park. The 36 ''horses'' are actually characters depicting the state's history and culture.

The Nashville Zoo features exotic animals from around the world, including a 300-pound anaconda, in a themed setting plus educational programs. Cumberland Science Museum underwent a $2.7 million renovation and emerged as Adventure Science Center in 2002. The center offers unique health and science programs, hands-on exhibitions, live animal shows, and the Sudekum Planetarium. The Nashville Toy Museum presents a priceless display of more than 1,000 antique toys, including an entire room of rare toy trains from the U.S. and Europe.

The Grand Ole Opry, America's oldest and most cherished live country music show, is one of the most popular attractions in the city. Fans from all over the world pack the 4,400-seat Opry House each weekend to see top stars of traditional and country music. Begun in 1925 as the WSM Barn Dance, the Opry is still broadcast over WSM Radio to points all along the Eastern seaboard, providing audiences with a rare behind-the-scenes look at a tradition that literally launched popular country music. The Opry House, built in 1974 at a cost of $22 million, is said to be one of the most acoustically perfect auditoriums in the country; another is the famed Ryman Auditorium, home of the Opry from 1943-1974, recently renovated and now used as a performance venue for concerts and plays. The Opryland complex also includes the impressive Gaylord Opryland hotel, Opry Mills shopping and entertainment complex.

Arts and Culture

Taking center stage in the area of performing arts, the Nashville Symphony Orchestra has a reputation as one of the leading city orchestras in the Southeast. Since 1980, the symphony has regularly performed on the stage of the Tennessee

Belle Meade Mansion.

Performing Arts Center (TPAC), the first state-funded facility of its kind in the nation, which also is home to the Nashville Ballet, the Nashville Opera, and the Tennessee Repertory Theatre. Built in a cantilevered style that allows large auditoriums to be column-free, TPAC houses state offices, the State Museum, and three acoustically advanced theaters with expansion capabilities for nearly any kind or size of production imaginable. One of the oldest companies in town is the Nashville Children's Theater, a group that has been entertaining the area's children and young adults for six decades. Started by the Junior League as a strictly volunteer organization, the Children's Theater is now partially funded by the metropolitan government and stages its shows in facilities especially built for the group by the city of Nashville. Nashville is also home to the American Negro Playwright Theatre, Darkhorse Theatre, and Tennessee Dance Theatre, which presents dance with a Southern theme.

In the area of visual arts, Nashville is a city-wide gallery of creativity. Cheekwood is the area's foremost cultural arts center and its most physically impressive gallery as well. Part of a 55-acre complex that once formed the estate of prominent Nashville businessman Leslie Cheek, the fine arts center is housed in a magnificent 60-room Georgian mansion that sits high atop a hill overlooking most of West Nashville. The Van Vechten Gallery at Fisk University houses more than 100 pieces from the collection of Alfred Stieglitz. Donated to Fisk in 1949 by Stieglitz's widow, noted artist Georgia O'Keeffe, the collection includes works by Cezanne, Picasso, Renoir, Toulouse-Lautrec, and O'Keeffe. The seat of Tennessee's government overlooks a plaza of government office buildings that house parts of the State Museum, a collection of more than 2,000 historical objects from the city's past. The museum includes 15,000 square feet of artifacts from the period in Tennessee history between 1840 and 1865. As it did in mid-nineteenth-century life, the Civil War dominates the collection: battle flags, pistols, and portraits of the war's most colorful personalities are displayed alongside period silver, sewing handiwork, furniture, and photographs. A vast collection of permanent and traveling exhibits is on display at the Frist Center for the Visual Arts downtown, which opened in 2000 with an exhibit on loan from Ontario, featuring works by Rubens, Renoir, Monet, Van Gogh, Picasso, Sargent, and others.

In downtown Nashville, the heart of the country music business beats on a single square mile of city streets known to the world as Music Row. A hodgepodge of contemporary office buildings and renovated houses, Music Row houses complexes belonging to all the major record labels and many individual recording artists. The top attraction on Music Row is the Country Music Hall of Fame and Museum, a quaint building resembling a chapel, which anchors the neighborhood to the surrounding business community. This is the most visited museum in the South, and it houses one of the country's finest collections of country music artifacts and memorabilia. The Hall of Fame moved from its home on Music Row to a new state-of-the-art downtown facility in 2001. Admission includes a visit to RCA Studio B, the oldest surviving recording studio in Nashville, where Elvis Presley, Dollie Parton, Charlie Pride and other music greats recorded their hits.

Visitor Information: Nashville Convention and Visitors Bureau, 211 Commerce Street, Nashville, TN 37201; telephone (615)259-4700

Festivals and Holidays

Nashville's musical heritage is the focus of many of the city's festivals, including Tin Pan South and Gospel Week, both in April; Nashville River Stages in May; and Fan Fair, held in June. Dancing is added to the mix during Dancin' in the District, a huge street party held on Thursdays throughout the summer. The three-day Fest de Ville Nashville premiered in September 2000; this three-day outdoor festival on the streets of downtown Nashville features 60 hours of the best of the commercial and non-commercial music and entertainment made and performed in Nashville.

The winter holidays are celebrated in a series of events taking place throughout November and December. Highlights are A Country Christmas at the Opryland Hotel, and Victorian Celebrations at Belle Meade Plantation. Other events include decorated antebellum homes and the Christmas Sampler Craft, Folk Art and Antique Fair, which features 200 craftspersons and artisans from 28 states.

Sports for the Spectator

The Tennessee Titans play football at The Coliseum, a 67,000-seat, open-air, natural-grass venue. The Gaylord Entertainment Center is home to the National Hockey League Predators, the Nashville Kats arena football team, and the new Tennessee Sports Hall of Fame.

Each spring and summer, crowds turn out in record numbers at Herschel Greer Stadium to cheer on the Nashville Sounds, the local Triple A minor league baseball club that is the farm team for the Pittsburgh Pirates. In college action, fall brings Southeastern Conference football with the Commodores of Vanderbilt University. The university also boasts outstanding basketball and tennis teams. Across town, Tennessee State University's Tigers have consistently been a powerhouse in football. The school is also famous for its internationally recognized track team, the Tiger Belles, which has produced Olympic runners like Wilma Rudolph.

On weekends, NASCAR stock-car racing takes off at the Nashville Speedway, where top drivers compete in the weekly Winston Racing series. Special events are also held throughout the year at the speedway. Each May, Percy

Warner Park is the site for what Nashville sports writers call the city's ''Rite of Spring,'' the Iroquois Memorial Steeplechase, 2- to 3-mile amateur races that pit the area's top riders and ponies in a benefit run for Vanderbilt Children's Hospital. And the Electrolux Ladies Professional Golfer's Association Golf Tournament in May at Hermitage Golf Course is just one of the special events that bring top U.S. golfers to Nashville.

Sports for the Participant

Two major lakes flank the city of Nashville, Old Hickory to the north and Percy Priest to the east. They offer miles of peaceful, accessible shoreline to the entire Middle Tennessee region. Just a short drive from downtown, these man-made wonders are favorite weekend spots for local outdoor enthusiasts. A series of public docks houses nearly every kind of freshwater craft and campgrounds are plentiful. The 385-acre Nashville Shores, with more than 2,500 feet of white sandy beach and three miles of lakefront, is Nashville's largest water playground. Here families can enjoy waterslides, a waterfall, pools, a pond, a young children's play area, parasailing, jet skiing, and banana boat rides.

Nashville is an angler's dream and fishing enthusiasts seek out the crystal-clear reservoirs that lie beneath Nashville area dams. Although most popular in the spring and summer, fishing is excellent year-round. The Harpeth River, which meanders through the western part of Davidson County, provides a peaceful look at the quiet countryside for canoers, while a little further west the Buffalo River, one of the few designated ''wild'' rivers in the nation, provides the challenge of white water.

Nashville has more than 10,000 acres of city, state, and federal parks in or near its borders, providing a full range of activities for people of all ages. The Metro Board of Parks and Recreation operates 99 parks and greenways that include 85 ball fields, 16 indoor and outdoor swimming pools, 7 golf courses, and 26 community centers. Percy and Edwin Warner Parks provide 2,665 acres of woods and meadows that dominate the southwestern side of Nashville.

Shopping and Dining

Shopping opportunities in Nashville include unique choices that reflect the local attractions. For instance, shoppers seeking musical recordings might visit the Ernest Tubb Record Shop, where radio's ''Midnight Jamboree'' is broadcast live on Saturday nights. Cowboy boots and western clothing are featured in several Nashville-area establishments, such as Robert's Western World, by day a shop and by night a musical free-for-all. On the banks of the Cumberland River, The District is a trendy shopping scene housed in Victorian-era buildings. Shoppers interested in collectibles frequent the city's many antiques malls, or attend the Tennessee State Fairgrounds Flea Market, a monthly gathering of hundreds of traders considered among the top 10 flea markets in the country. CoolSprings Galleria, one of the city's largest shopping centers, also houses a variety of eating establishments; other area malls include Hickory Hollow, Rivergate, and Bellevue Center, home to the Tennessee Museum Store. Exclusive shops are found at the Mall of Green Hills. More than 28 stores can be found at Factory Stores of America, across from the Opryland Hotel. Alongside the Opry House is the 1.2-million-square-foot Opry Mills. This shopping/dining/entertainment complex features top designers and manufacturers, theme restaurants such as Rainforest Café and Jillian's, and entertainment venues including an IMAX theater and the Gibson Bluegrass Showcase.

Nashville restaurants offer diners a wide range of cuisines, including continental, oriental, Mexican, French, Italian, and German menus, as well as traditional choices of steaks and seafood. Regional specialties (and often music) are showcased at several Nashville-area establishments that feature entrees such as fried chicken, catfish, barbecue, and country ham; side dishes such as okra, turnip greens, black-eyed peas, yams, cornbread, beans and rice, and biscuits; and desserts such as chess pie, fudge pie, and fruit cobblers.

Visitor Information: Nashville Convention and Visitors Bureau, 211 Commerce Street, Nashville, TN 37201; telephone (615)259-4700. The Visitor's Center, main entrance of the Gaylord Entertainment Center, corner of Fifth and Broadway; telephone (615)259-4747.

Convention Facilities

Convention business and tourism form one of the Nashville area's most important industries, launched primarily by the growth of country music and entertainment. One of the most versatile convention-oriented hotels in Nashville is the Gaylord Opryland Resort and Convention Center, offering more than 600,000 square feet of meeting and exhibit space. Its Ryman Exhibit Hall is the largest in-hotel exhibit facility in the world, at 289,000 square feet. The elegant, white-columned facility is located on 30 acres of rolling Tennessee countryside just 8 miles east of downtown Nashville. It is approximately five minutes from the airport and close to shopping, restaurants, and attractions, with the Grand Ole Opry House next door.

The Nashville Convention Center offers 118,675 square feet of meeting space, ballrooms, and 25 meeting rooms. The city's Municipal Auditorium seats more than 9,600 people. For conventions and trade shows, the exhibit floor contains 63,000 square feet of space. Gaylord Entertainment Center

offers 49,000 square feet of exhibition and meeting space. The Adelphia Coliseum offers a total of 200,000 square feet of space on the club levels for special events and functions; one side of the coliseum offers sweeping vistas of downtown Nashville. Parts of the Tennessee Performing Arts Center and the Tennessee State Fairgrounds are also available for sizable events.

Two miles west of the center city, the Loew's Vanderbilt Hotel rises next to Vanderbilt University in the middle of one of Nashville's busiest areas of commercial office development. Promoting itself as an ''executive-class'' hotel, the Vanderbilt has more than 24,000 square feet of flexible meeting space.

Convention Information: Nashville Convention and Visitors Bureau, 211 Commerce Street, Nashville, TN 37201; telephone (615)259-4730

Transportation

Approaching the City

East of the city, the Nashville International Airport, located just eight miles from the central business district, is approximately a 12-minute ride away. Passengers landing in Nashville may choose from any number of commercial vehicles to take them to their destinations. There is an airport limousine service available along with metered taxicabs, Metro Transit Authority buses, shuttle service to downtown hotels, and car rental agencies with representatives in the lobby of the terminal building.

Six major highways intersect in the heart of Nashville: Interstate-65 N leads to the industrialized cities of Chicago, Indianapolis, and Pittsburgh; I-40 takes travelers to the cities of Richmond, Washington, D.C., and Philadelphia, plus the Carolina ports; I-24 E extends to Atlanta and Florida; I-65 S reaches Birmingham, New Orleans, and the Gulf; I-40 W leads to Dallas, Oklahoma, and the West Coast; and I-24 W extends to St. Louis and Kansas City, the midwestern heartland.

The inner-city loop, I-265, encircles the downtown area to facilitate a smooth flow of interstate traffic, while an extensive outer loop, I-440, rings the city. The southern half of Interstate-840, a project that will circle the city at a 30-mile radius, is nearly complete at the end of 2004, while development of the northern half is on hold.

Traveling in the City

Within Nashville, visitors usually travel by cab, rental or private car, or public bus. The Metropolitan Transit Authority provides a large network of bus service both in the downtown area and outlying suburbs. Serving approximately 35,000 passengers daily, MTA buses cover 39 routes, including many neighborhood park-and-ride lots designed especially for commuters. Trolleys running around downtown and the Music Valley area are a fun way to see the city.

Communications

Newspapers and Magazines

The Tennessean, the daily paper, is published every morning and prints the Opry lineup in its Friday edition. *Nashville Scene,* a weekly alternative newspaper, offers the most in-depth coverage of local events. *Urban Journal* is a weekly alternative newspaper representing Nashville's African American community; *Nashville Pride,* a weekly, is read by a large portion of the African American community. Professional periodicals published in Nashville serve the furniture, insurance, banking, logging, agriculture, and paper industries, and the music and education fields. Numerous directories and newsletters are published in Nashville.

Television and Radio

Nashville-area television viewers are served by seven stations affiliated with PBS, ABC, NBC, CBS, UPN, and Fox plus two independents. 30 AM and FM radio stations in Nashville offer educational, cultural, religious, and foreign language programming as well as rock and roll, gospel, blues, jazz, and country music.

Media Information: *The Tennessean*, 1100 Broadway St., Nashville, TN 37203; telephone (615)259-8000

Nashville Online

Metropolitan Government of Nashville and Davidson County. Available www.nashville.gov

Metropolitan Nashville-Davidson County Schools. Available www.nashville-schools.davidson.k12.tn.us

Nashville Area Chamber of Commerce (including JobsLink). Available www.nashvillechamber.com

Nashville Convention and Visitors Bureau. Available www.nashvillecvb.com

Nashville/Davidson County Public Library. Available www.nashv.lib.tn.us

The Nashville Digest. Available www.nashvilledigest.com

Tennessean. Available www.tennessean.com

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Feiler, Bruce S., *Dreaming Out Loud: Garth Brooks, Wynonna Judd, Wade Hayes, and the Changing Face of Nashville* (New York: Spike, 1999)

Goodstein, Anita S., *Nashville, 1789–1860: From Frontier to City.* (Gainesville, FL: University Press of Florida, 1989)

Squire, James D. *The Secrets of the Hopewell Box: Stolen Elections, Southern Politics, and a City's Coming of Age.* (New York: Times Books/Random House, 1996)

TEXAS

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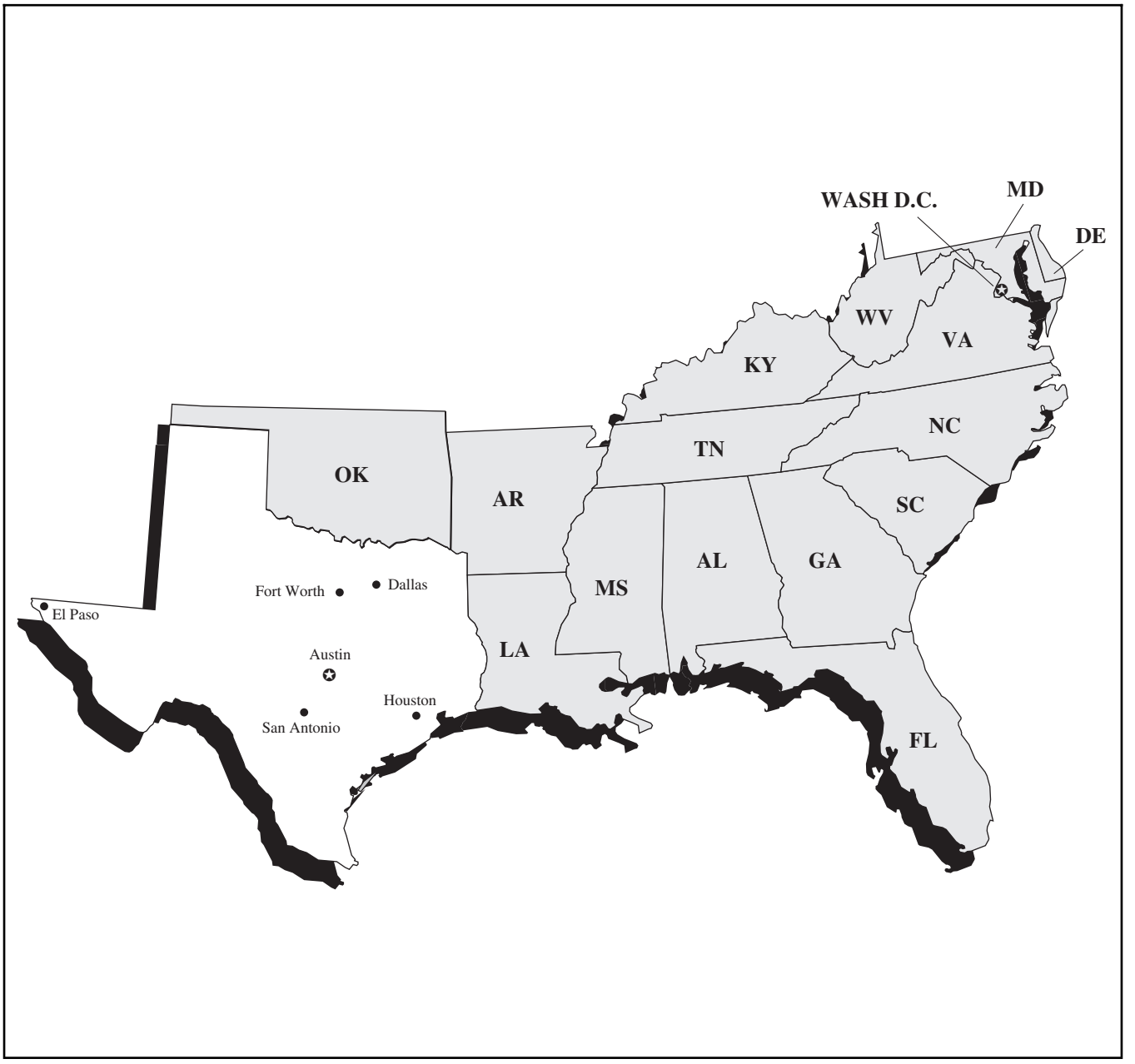
Dallas 539
El Paso 553
Fort Worth 567
Houston 579
San Antonio 593



The State in Brief

Nickname: Lone Star State
Motto: Friendship

Flower: Bluebonnet
Bird: Mockingbird

Area: 268,580 square miles (2000; U.S. rank: 2nd)
Elevation: Ranges from sea level to 8,749 feet above sea level
Climate: Semi-arid in western region and central plains; subtropical on coastal plains; continental in the panhandle

Admitted to Union: December 29, 1845
Capital: Austin
Head Official: Governor Rick Perry (R) (until 2007)

Population
- **1980:** 14,229,000
- **1990:** 16,986,510
- **2000:** 20,851,820
- **2004 estimate:** 22,490,022
- **Percent change, 1990–2000:** 22.8%
- **U.S. rank in 2004:** 2nd
- **Percent of residents born in state:** 62.2% (2000)
- **Density:** 79.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 1,130,292

Racial and Ethnic Characteristics (2000)
- **White:** 14,799,505
- **Black or African American:** 2,404,566
- **American Indian and Alaska Native:** 118,362
- **Asian:** 562,319
- **Native Hawaiian and Pacific Islander:** 14,434
- **Hispanic or Latino (may be of any race):** 6,669,666
- **Other:** 2,438,001

Age Characteristics (2000)
- **Population under 5 years old:** 1,624,628
- **Population 5 to 19 years old:** 4,921,608
- **Percent of population 65 years and over:** 9.9%
- **Median age:** 32.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 377,414
- **Total number of deaths (2003):** 153,944 (infant deaths, 2,400)
- **AIDS cases reported through 2003:** 30,043

Economy
- **Major industries:** Machinery, agriculture, chemicals, food processing, oil, transportation equipment
- **Unemployment rate:** 5.8% (December 2004)
- **Per capita income:** $29,076 (2003; U.S. rank: 30th)
- **Median household income:** $40,934 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 15.8% (3-year average, 2001-2003)
- **Income tax rate:** None
- **Sales tax rate:** 6.25% (food and prescription drugs are exempt)

Austin

The City in Brief

Founded: 1835 (incorporated 1839)

Head Official: Mayor Will Wynn (since 2003)

City Population
1980: 345,890
1990: 472,020
2000: 656,562
2003 estimate: 672,011
Percent change, 1990–2000: 39.0%
U.S. rank in 1980: 42nd
U.S. rank in 1990: 27th (State rank: 5th)
U.S. rank in 2000: 22nd (State rank: 4th)

Metropolitan Area Population
1980: 585,000
1990: 846,227
2000: 1,249,763
Percent change, 1990–2000: 47.7%
U.S. rank in 1980: 63rd
U.S. rank in 1990: 52nd
U.S. rank in 2000: 37th

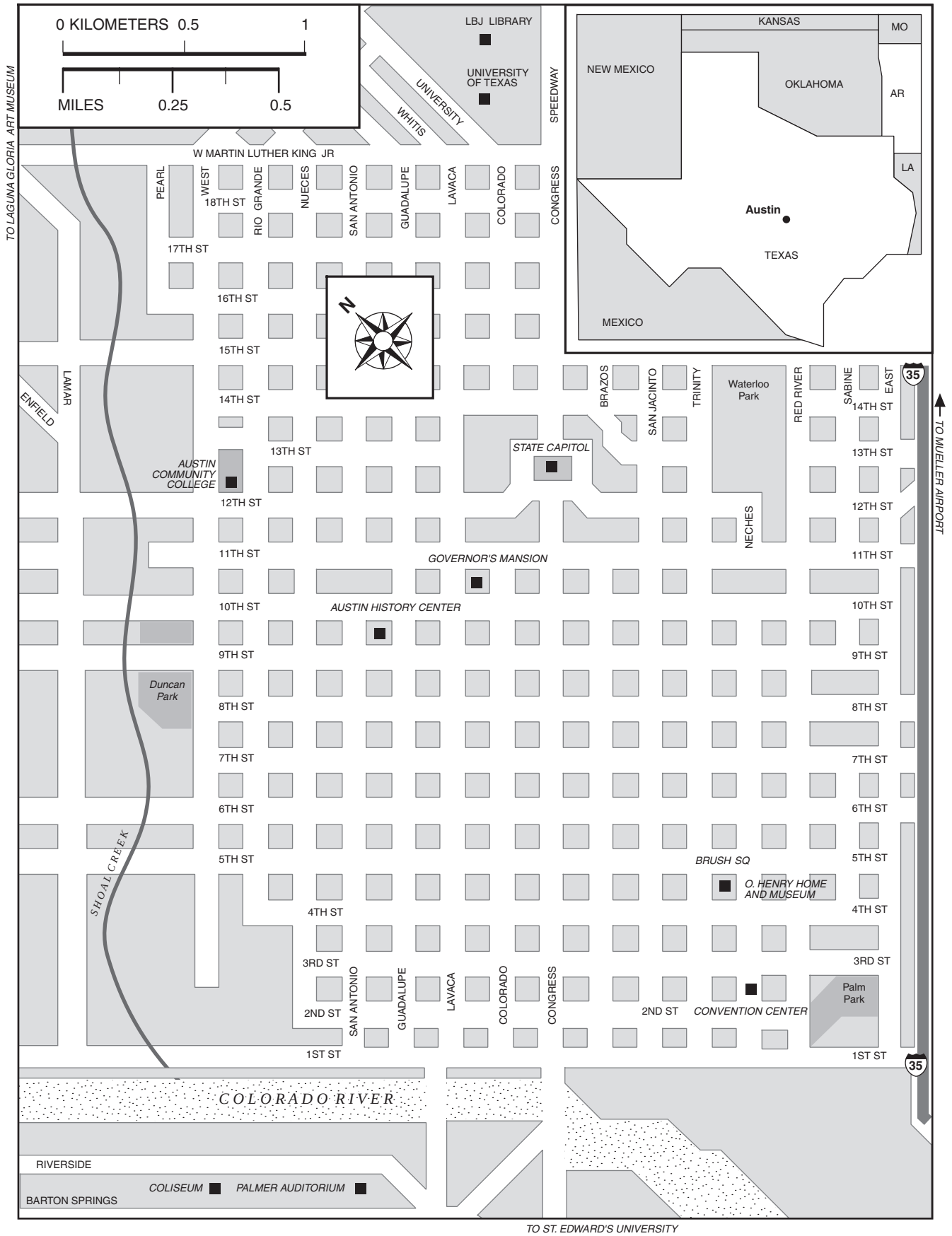
Area: 258.43 square miles (2000)
Elevation: Ranges from 425 feet to 1,000 feet above sea level
Average Annual Temperature: 68.6° F
Average Annual Precipitation: 31.35 inches

Major Economic Sectors: services, government, wholesale and retail trade
Unemployment rate: 4.0% (December 2004)
Per Capita Income: $24,163 (1999)

2002 FBI Crime Index Total: 42,979

Major Colleges and Universities: University of Texas at Austin, St. Edward's University, Houston-Tillotson College

Daily Newspaper: *Austin American-Statesman*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3RD ST
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1ST ST
LAMAR
ENFIELD
AUSTIN COMMUNITY COLLEGE
STATE CAPITOL
GOVERNOR'S MANSION
AUSTIN HISTORY CENTER
Duncan Park
SHOAL CREEK
BRAZOS
SAN JACINTO
TRINITY
Waterloo Park
RED RIVER
SABINE
EAST
NECHES
BRUSH SQ
O. HENRY HOME AND MUSEUM
CONVENTION CENTER
Palm Park
TO MUELLER AIRPORT
35
COLORADO RIVER
RIVERSIDE
COLISEUM
PALMER AUDITORIUM
BARTON SPRINGS
TO ST. EDWARD'S UNIVERSITY
KANSAS
MO
NEW MEXICO
OKLAHOMA
AR
LA
Austin
TEXAS
MEXICO

Introduction

Nestled in the Texas Hill Country, Austin strikes a balance between nature, education, the arts, and commerce. Austin, the Texas state capital and the Travis County seat, is fueled by an entrepreneurial attitude that has resulted in the city's placement at the top of numerous business and cultural lists. Austin is known for its quality of life, which enables companies to attract and retain the very best talent from around the world. Its good jobs, easy living, excellent health care facilities, and low crime rate are a few of the reasons that *Men's Journal* ranked Austin the fifth best place to live in America in June 2004.

Geography and Climate

Austin is located in south central Texas, where the Colorado River crosses the Balcones Escarpment, separating the Texas Hill Country from the black-land prairies to the east. The Colorado River flows through the heart of the city, creating a series of sparkling lakes that stretch for more than 100 miles. Austin's climate is subtropical with prevailing southerly winds and an average of 300 days of sunshine each year. Summers are hot; winters are mild, with only occasional brief cold spells. Most precipitation falls in the form of rain in late spring and early fall. Snow is rare; Austin may experience several winters in succession with no measurable amount.

Area: 258.43 square miles (2000)

Elevation: Ranges from 425 feet at lakeside to 1,000 feet in the northwest city hills

Average temperatures: January, 50.1° F; July, 84.3° F; annual average, 68.6° F.

Average Annual Precipitation: 31.35 inches

History

City Named State Capital

Lured to the area by tales of seven magnificent cities of gold, Spanish explorers first passed through what is now Austin during the 1530s. But instead of gold, they encountered several hostile Native American tribes; for many years, reports of the natives' viciousness (which included charges of cannibalism) discouraged further expeditions and restricted colonization. Spain nevertheless retained control of the region for nearly 300 years, withdrawing after Mexico gained its independence in 1821.

All of eastern Texas then experienced a boom as hundreds of settlers sought permission to establish colonies in the ''new'' territory. One of these early settlements was the village of Waterloo, founded in 1835 on the north bank of the Colorado River. In 1839 Mirabeau B. Lamar, vice-president of the Republic of Texas, recommended that Waterloo be chosen as the capital, noting among its assets its central location, elevation, mild climate, and freedom from the fevers that plagued residents of the republic's coastal areas. Despite stiff competition from those whose preference was Houston, Lamar's proposal was eventually accepted, and Waterloo was incorporated as Austin in 1839 and renamed in honor of Stephen F. Austin, ''Father of Texas.'' Austin remained the capital when Texas was annexed by the United States in 1845.

During the 1850s the country's regional conflicts mounted, and Texans were fractured into three distinct camps: those who advocated supporting northern policies, those who wished to ally themselves with secessionist southern states, and those who urged the reestablishment of the independent Republic of Texas. Although Travis County citizens voted strongly against secession, Texas as a whole sided with the South when the Civil War erupted. Austin's contributions to the war effort included the manufacture of arms and ammunition and the mustering of the Austin City Light Infantry and a cavalry regiment known as Terry's Texas Rangers after its leader, B. F. Terry.

Despite some political strife following the Civil War, Reconstruction brought prosperity to Austin. The coming of the Houston & Texas Central Railroad in 1871 and the International-Great Northern five years later provided stimulus to the city's growth and commerce.

Modern Development Linked to University

Austin's development received further impetus when, in 1883, the University of Texas at Austin held its first classes. In its early decades, the school was rich in real estate but poor in cash. The discovery of oil on university land in 1924 led to enormous wealth which, along with private donations and federal assistance, has made the University of Texas at Austin one of the best-endowed schools in the country.

Much of Austin's growth and development in the twentieth century was linked to the University of Texas at Austin. Its presence lent a cosmopolitan air to the city; visitors who expected to see cowboy boots and hats in abundance were usually disappointed because Austin was the least ''Texan'' of all the cities in the state. Besides making Austin a bastion of liberalism and tolerance, the university attracted much high-technology industry and fostered the city's image as the arts capital of Texas.

The recession of the early 2000s hit technology companies especially hard. As a result of its over-reliance on the high technology industry, Austin suffered an economic slump, losing jobs along with public and private revenues. The economy's road toward recovery coincided with the implementation of Opportunity Austin, an initiative launched in 2003 to rejuvenate the industries of existing companies and to diversify into such segments as automotive, biomedicine and pharmaceuticals, and corporate and regional headquarters.

Meanwhile, the resident of the Governor's Mansion moved from Austin into the White House. After a protracted recount effort centered on Florida ballots, George W. Bush resigned as Texas governor in December 2000 to accept his new post as the 43rd President of the United States. He was succeeded as governor by Rick Perry, Bush's lieutenant governor.

Historical Information: Austin History Center, 9th and Guadelupe, PO Box 2287, Austin, TX 78768-2287; telephone (512)974-7480

Population Profile

Metropolitan Area Residents

1980: 585,000
1990: 846,227
2000: 1,249,763
Percent change, 1990–2000: 47.7%
U.S. rank in 1980: 63rd
U.S. rank in 1990: 52nd
U.S. rank in 2000: 37th

City Residents

1980: 345,890
1990: 472,020
2000: 656,562
2003 estimate: 672,011
Percent change, 1990–2000: 39.0%
U.S. rank in 1980: 42nd
U.S. rank in 1990: 27th (State rank: 5th)
U.S. rank in 2000: 22nd (State rank: 4th)

Density: 2,610.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 429,100
Black or African American: 65,956
American Indian and Alaska Native: 3,889
Asian: 30,960
Native Hawaiian and Pacific Islander: 469
Hispanic or Latino (may be of any race): 200,579
Other: 106,538

Percent of residents born in state: 54.9% (2000)

Age characteristics (2000)
Population under 5 years old: 46,715
Population 5 to 9 years old: 41,227
Population 10 to 14 years old: 37,108
Population 15 to 19 years old: 48,809
Population 20 to 24 years old: 82,945
Population 25 to 34 years old: 138,643
Population 35 to 44 years old: 104,874
Population 45 to 54 years old: 75,844
Population 55 to 59 years old: 21,440
Population 60 to 64 years old: 15,052
Population 65 to 74 years old: 23,008
Population 75 to 84 years old: 15,074
Population 85 years and older: 5,823
Median age: 29.6 years

Births (2002)
Total number: 12,387

Deaths (2002)
Total number: 3,370 (of which, 59 were infants under the age of 1 year)

Money income (1999)
Per capita income: $24,163
Median household income: $42,689
Total households: 265,594

Number of households with income of . . .
less than $10,000: 24,799
$10,000 to $14,999: 14,492
$15,000 to $24,999: 32,628
$25,000 to $34,999: 35,546
$35,000 to $49,999: 43,524
$50,000 to $74,999: 51,029
$75,000 to $99,999: 27,568
$100,000 to $149,999: 21,889
$150,000 to $199,999: 6,742
$200,000 or more: 7,377

Percent of families below poverty level: 9.1% (39.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 42,979

Municipal Government

Austin operates via a council-manager form of government. The mayor and six council members appoint the city manager, who is the chief administrator for the city. Each member serves staggered three-year terms. Term limits allow the mayor and council members to serve in their respective seat for a maximum of six years, or two consecutive terms.

Head Official: Mayor Will Wynn (since 2003; current term expires June 2006)

Total number of city employees: 10,692 (2004)

City Information: City of Austin, PO Box 1088, Austin, TX 78767; telephone (512)974-2000

Economy

Major Industries and Commercial Activity

Austin's role as a center for high technology made it particularly vulnerable to the recession that struck the nation's economy in the early 2000s. For three consecutive years, Austin suffered layoffs and job reductions; even the city government slashed 1,000 jobs. In an effort to reverse the tide, the city launched Opportunity Austin in September 2003. This plan aimed to bolster existing industries, such as computer software, digital media, wireless technology, semiconductors, and tourism, as well as attract new companies from diverse segments, like automotive, medical products, transportation and logistics, and national and regional headquarters. The 5-year goal of Opportunity Austin is to add 72,000 new jobs and a $2.9 billion increase in payroll.

An off-shoot of Austin's leadership in the semiconductor and software industries is the wireless segment. With a developed infrastructure of telecommunication, transportation, electric, and water capacities, Austin is a leading site for wireless technologies. Named one of the hottest wireless cities by *Newsweek* magazine in June 2004, Austin offers more free wireless spots—including its city parks—per capita than any other city in the nation. Moreover, the University of Texas at Austin is the nation's most unwired university in the country. Qualcomm Corp. constructed a computer chip design center in Austin in 2004, the same year that Verizon Wireless selected Austin as the first city for the launch of its BroadbandAccess 3G Network, a high-speed wireless Internet access service. Other wireless companies with a presence in Austin include AT&T Wireless Corp., Dell Inc., Intel Corp., and T-Mobile.

Drawing on the same expertise in high technology and innovation, the city is venturing into the biomedical and pharmaceuticals industry. The University of Texas at Austin is a primary asset in this arena. It has world-class programs in bioengineering, nanotechnology, bioinformatics, and pharmaceutical research, and is a leader in the number of science and engineering doctoral degrees it awards. Austin ranks high in patent activity—a measure of innovation. The 2,789 patents that were granted to Austin inventors in 2003 translates to 200 patents per 100,000 residents, more than 5 times the national rate of 36 patents per 100,000 residents. The city is home to approximately 85 biotech/pharmaceutical companies, including Apogent Technologies Inc., Luminex Corp., and TOPAZ Technologies Inc.

Austin has a history of success in striving to attract regional office and national headquarters. Dell Inc. is not only based in Austin, it is one of the area's largest employers. A diverse array of companies also elected to make Austin their headquarters: Hoover's Inc. (business/market intelligence), National Instruments Corp. (industrial automation), Schlotzsky's Inc. (sandwich chain), and Whole Foods Market Inc. (natural foods chain). In 2004 alone, a number of companies established or expanded their Austin headquarters, including 360Commerce Inc. (software), Britestream Networks Inc. (semiconductors), HealthTronics Inc. (surgical services/medical devices), Opus Healthcare Solutions (medical software), SigmaTel Inc. (semiconductors), Silicon Laboratories Inc. (integrated circuits), TriCoast Funding (mortgages), and the wireless industry association Wi-Fi Alliance. The city also serves as divisional or regional headquarters for such companies as 3M Co. (conglomerate well-known for adhesives), Progressive Corp. (insurance), and Waste Management Inc. (garbage collection).

Items and goods produced: computers, computer peripherals, software, electronic instruments, semiconductors, biotechnology, pharmaceuticals, business equipment, video games

Incentive Programs—New and Existing Companies

Local programs—The city of Austin offers tax abatements, enterprise zone exemptions, public utility incentives, and financing programs for qualified new and existing companies. The Economic Development staff of the Greater Austin Chamber of Commerce can provide ongoing assistance to relocating companies, from initial inquiry to full employment. Chamber staff can act as area-wide resources for community presentations, initial interface with company employees, spousal employment assistance, residential real estate brokers/tours, special mortgage and banking programs, child care/elder care, and cultural acclimation.

State programs—The state of Texas offers a number of incentive programs to attract new and expanding businesses to the state. The Texas Economic Development Act of 2001 encourages large-scale manufacturing, research and development, and renewable energy by offering an eight-year reduction in property taxes. Other property tax incentives are offered to companies owning certain abated property and those that are located in specified areas known as reinvestment zones. The Texas Enterprise Zone Program offers sales and use tax refunds to companies that create jobs in certain economically distresses areas of the state. Other sales and use tax refunds are extended toward manufacturing ma-

chinery and equipment, with agricultural products and semiconductor components targeted in particular. Research and development expenditures may be qualified for franchise tax credits, as can businesses creating jobs or injecting capital into ''strategic investment areas.''

Job training programs—The Texas Workforce Commission (TWC) provides workforce development assistance to employers and jobseekers across the state through a network of 28 workforce boards. Programs for employers include recruitment, retention, training and retraining, and outplacement services for employees. TWC also administers the Skills Development Fund, a program that assists public community and technical colleges create customized job training for local businesses. In the 2000-2001 school year alone, the Center for Career and Business Development, operated by Austin Community College, trained more than 5,800 employees of local high technology companies. This college also developed the Robotics and Automated Manufacturing program to produce skilled technicians for such highly automated industries as automotive manufacturing, an industry targeted by the city for growth. The Greater Austin Chamber of Commerce and the city of Austin founded the Capital Area Training Foundation (CATF) as an industry-led, non-profit organization dedicated to establishing long-term education and workforce development solutions. CATF courses provide college credit, internships, industry tours, and guest speakers who help students make the connection between high school and the world of work.

Development Projects

Defined by the Opportunity Austin initiative, the city's focus for the mid-2000s was to strengthen its core high technology industry while attracting new diverse businesses and national, regional, or divisional headquarters. The first company recruited under this program was TASUS Corp., which announced plans in January 2004 to relocate from Indiana to Austin in a move that will create 100 new jobs in the area. Harris Publishing Co. announced a 150-job expansion the following month. In a large coup for the city, The Home Depot Inc. started construction in July 2004 on a new technology center that will create 500 new jobs and have an economic impact of $30 million each year. U.S. Aquaculture broke ground in February 2005 on a $5 million, 60,000 square foot facility that will produce organically raised fish.

In the culture and recreation arena, Austin continued to develop projects that would improve the quality of life for residents and visitors. Construction began in 2005 on the Lozano Long Center for the Performing Arts as well as the Lance Armstrong Crosstown Bikeway, named for the seven-time winner of the Tour de France, which will provide a six-mile bike route through downtown Austin. The Jack S. Blanton Museum of Art is scheduled to open at the University of Texas at Austin in February 2006. In the planning stage are the Austin Museum of Art and the Mexican-American Cultural Center, a 126,000 square foot facility that will be dedicated to Mexican-American cultural arts and heritage.

Economic Development Information: Greater Austin Chamber of Commerce, 210 Barton Springs Rd., Ste. 400, Austin, TX 78704; telephone (512)478-9383; fax (512)478-6389

Commercial Shipping

Expansion Management magazine ranked the Austin-San Marcos area one of the top metropolitan areas for logistics, taking into account its transportation/distribution climate, road infrastructure and traffic, railroads, water ports, and air service. Austin-Bergstrom International Airport has a 338,000-square-foot cargo port, and handled more than 254 million pounds of freight in 2004. Of this figure, international cargo totaled more than 12 million pounds, a 45 percent increase over the previous year. The airport's freight carriers are Federal Express, Airborne Express, and Menlo Worldwide Forwarding. Austin's busy Port of Entry is served by three brokers: LE Coppersmith Inc., Robert F. Barnes, and UPS Supply Chain Solutions Inc. Freight also travels to and from the city via Burlington Northern, Santa Fe Railway, Union Pacific Railroad, Georgetown Railroad, and Austin Area Terminal Railroad.

Labor Force and Employment Outlook

Austin boasts a high quality labor force, based in large part on its highly trained, youthful population. In 2003 the percentage of college graduates in the Austin metropolitan area was 36.7 percent, compared to 26.5 percent nationally. The region's seven colleges and universities, particularly the University of Texas at Austin, produce highly skilled, innovate graduates seeking entry into the workforce. At the same time, 47 percent of the area's population was between the ages of 18 and 44 years, while the national average was 39 percent. As a result of these and other factors, *Business 2.0* magazine ranked Austin number four on its ranking of ''Boom Towns'' in March 2004.

The following is a summary of data regarding the Austin metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 652,300

Number of workers employed in . . .
natural resources and mining: 1,500
construction: 35,700
manufacturing: 57,700
trade, transportation and utilities: 112,000
information: 20,900
financial activities: 39,400
professional and business services: 85,500

educational and health services: 65,700
leisure and hospitality: 63,500
other services: 24,500
government: 145,800

Average hourly wage of production workers employed in manufacturing: $13.94 (2003 statewide annual average)

Unemployment rate: 4.0% (December 2004)

Largest employers	*Number of employees*
Austin Independent School District	(each employs
City of Austin	5,000 people
Dell Inc.	or more)
Federal Government	
Freescale Semiconductor Inc.	
IBM Corp.	
St. David's Healthcare Partnership	
Seton Healthcare Network	
State of Texas	
Texas State University-San Marcos	
University of Texas at Austin	

Cost of Living

Austin was ranked one of the nation's top 40 real estate markets by *Expansion Management* magazine in 2003. With a rate of 114.2 percent, the area also ranked first in fastest growing household income between 1990 and 2003, according to *Cities Ranked & Rated,* published by Wiley Publishing in 2004.

The following is a summary of data regarding several key cost of living factors for the Austin area.

2004 (3rd Quarter) ACCRA Average House Price: $216,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 94.1 (U.S. average = 100.0)

State income tax rate: none

State sales tax rate: 6.25% (food and prescription drugs are exempt)

Local income tax rate: none

Local sales tax rate: 2.0% (of which, 1.0% goes to Metropolitan Transit Authority)

Property tax rate: 2.6431%

Economic Information: Greater Austin Chamber of Commerce, 210 Barton Springs Rd., Ste. 400, Austin, TX 78704; telephone (512)478-9383; fax (512)478-6389. Texas Workforce Commission, 101 E. 15th St., Rm. 651, Austin, TX 78778-0001; telephone (512)463-2236; email customers @twc.state.tx.us

Education and Research

Elementary and Secondary Schools

The Austin Independent School District (AISD), the largest public school system in the metro Austin area, was ranked one of the nation's top eight public education systems by *Forbes* magazine in March 2004. Magnet schools such as the Science Academy and the Liberal Arts Academy serve outstanding students from throughout the school district. Through the Austin Partners in Education program, every school in Austin is in partnership with one or more businesses and organizations that donate millions of dollars in cash and in-kind resources such as school supplies, lab and technology equipment, and landscape materials to support AISD schools and programs. In an effort to enhance its fundraising capacities, Austin Partners in Education reorganized as a non-profit organization in 2004.

The following is a summary of data regarding Austin Independent School District as of the 2004–2005 school year.

Total enrollment: 79,788

Number of facilities
elementary schools: 74
junior high/middle schools: 17
senior high schools: 12
special campuses: 4

Student/teacher ratio: 22:1 (kindergarten through grade 4); 25-26:1 (grades 5-6); 28:1 (grades 7-12)

Teacher salaries
minimum: $35,080
maximum: $56,800

Funding per pupil: $6,644

A number of private and parochial schools also offer diverse educational opportunities to city students.

Public Schools Information: Austin Independent School District, 1111 W. Sixth Street, Austin, TX 78703; telephone (512)414-1700

Colleges and Universities

When it comes to higher education, Austin has a proud tradition. The city had barely been established when the Congress of the Republic of Texas mandated establishment of a ''university of the first class.'' Today, the University of Texas at Austin is joined by six other institutions of higher education in the metropolitan area. The city's 2000 census paints a picture of a learned populous: 83.4 percent of adults have a high school diploma, while 25.7 percent have earned

a bachelor's degree, and 14.7 percent have obtained a graduate degree. Austin's educational bent is a major attraction for businesses. The University of Texas at Austin is the nation's third largest university (Fall 2004 enrollment) and has a well-deserved reputation as one of the top research institutions in the country. Its network of research and resources creates a stimulating environment for businesses, and companies benefit from a highly trained workforce.

The area's other institutions of higher education include Austin Community College, St. Edward's University, Concordia University at Austin, Huston-Tillotson College, Southwestern University at Georgetown, Texas State University at San Marcos, and Episcopal and Presbyterian seminaries.

Libraries and Research Centers

Best-selling author and Austin resident James Michener once commented, ''The libraries in Austin—you can't imagine how good they are.'' The large central public library and its 20 branches maintain a collection of more than 1.5 million volumes and about 2,500 periodical titles; special collections are maintained at the Austin History Center near the main library. Each of the colleges and universities has its own library whose collection reflects that institution's research interests and curriculum. Austin is also home to numerous special libraries that preserve the records of businesses, research firms, associations, and governmental agencies; the Lyndon Baines Johnson Library and Museum houses the 36th president's papers and other memorabilia. At least 80 research centers affiliated with the University of Texas at Austin sponsor investigations into everything from classical archaeology to artificial intelligence. Other of the city's notable research centers are Sematech, a consortium of U.S. semiconductor producers and the U.S. government; and the National Wildflower Research Center, brainchild of former first lady Lady Bird Johnson, whose facilities are open for tours.

Public Library Information: Austin Public Library (Faulk Central Library), 800 Guadalupe, Austin, TX 78701; telephone (512)974-7400

Health Care

Austin offers the best that modern medicine can supply and serves as a base for innovative technologies such as remote telecommunications uplinks and telephonic monitoring systems that carry health services into outlying areas or extend it to the home. With a total of 2,500 beds, the area has 12 major hospitals, including the Austin Women's Hospital that opened in 2004. These facilities provide an array of specialized services such as major trauma care, coronary care, organ transplants, cancer treatments, and kidney dialysis. Other facilities specialize in mental health services, including chemical dependency treatment and counseling, and several also offer health classes and fitness centers for both individual and corporate clients. Families who are experiencing traumatic injury or illness also find a supportive environment. The community's Ronald McDonald House, located near Children's Hospital of Austin, and Seton League House, located near Seton Medical Center, each provide families with comfortable, affordable accommodations, regardless of which hospital cares for the patient. Hospice Austin and its affiliate in Williamson County provide comprehensive in-home services for those with terminal illnesses.

Recreation

Sightseeing

Austin beckons the tourist with its carefully maintained natural beauty, historic buildings, art museums and galleries, and vibrant night life. On a walking tour of the downtown area, highlights include the Texas State Capitol, a pink granite structure with a magnificent rotunda, and the antebellum Greek Revival Governor's Mansion. Early Texas history is reflected in the French Legation, a French provincial cottage built in 1841 for the French Charge d'Affaires to the Republic of Texas. Visitors may take guided tours of all three attractions. The State Cemetery, considered the Arlington of Texas, is the final resting place of many notable historical figures. The Umlauf Sculpture Gardens display 130 sculptures by Charles Umlauf. Both the curious and the lover of wildlife may appreciate seeing the largest colony of urban bats in North America. More than one million Mexican free-tailed bats—the namesake of the Austin Ice Bats hockey team—live under the Congress Avenue Bridge between April and September.

Other facets of Austin's past and present are reflected in the landmarks on the University of Texas at Austin campus. In addition to several museums, notable sights include the Center for American History, containing the most extensive collection of Texas history ever assembled; 1893 Littlefield House; and one of only five Gutenberg Bibles in the United States.

Zilker Park, the city's largest, is a popular destination for Austinites wanting to go for a swim, take a canoe ride, play soccer with friends, or just stroll through the gardens. Just a few minutes from downtown, it features Barton Springs, fed by natural spring water, as well as a nature center, a fanciful

playground, several specialized gardens, a miniature train, large picnic and play areas, and a theater. Wild Basin Wilderness Preserve's 227 acres offer hiking and educational opportunities. Also within the city limits is the 744-acre McKinney Falls State Park.

Arts and Culture

Austin is hailed as the ''Live Music Capital of the World,'' and has more than 120 live music venues (including the Austin-Bergstrom International Airport). The PBS television program ''Austin City Limits'' has brought the city nationwide attention as a major center for progressive country music, popularized by such entertainers as Willie Nelson, a native Austinite. This is only part of a cultural scene that includes private theaters, two ballet companies, a symphony orchestra, an opera company, dozens of film theaters, and numerous art galleries and museums. The University of Texas Cultural Entertainment Committee hosts a constant stream of visiting entertainers, many of whom perform at the lavish University of Texas at Austin Performing Arts Center, comprised of Bass Concert Hall, Hogg Auditorium, Bates Recital Hall, B. Iden Payne Theatre, McCullough Theatre, and Oscar G. Brockett Theatre. Construction began in 2005 on the Joe R. and Teresa Lozano Long Center for the Performing Arts, which will serve 250 performing groups including the Austin Symphony, Ballet Austin, and the Austin Lyric Opera. Other classical groups in the city include the Austin Vocal Arts Ensemble and the Austin Civic Orchestra.

Aficionados of the stage may choose from traditional or more avant-garde fare presented by Austin's 35 independent theater companies. The Paramount Theatre, a restored 1915 vaudeville house, hosts traveling and children's productions. Repertory venues include Live Oak Theater, Capitol City Playhouse, and Zachary Scott Theatre. The city supports Shakespearean productions and a children's troupe. Musical theater is the forte of the Gilbert and Sullivan Society, which stages an annual ''grand production'' and free monthly musicales. Satirical performances are staged by Esther's Follies.

Austin claims to be home to the highest number of artists per capita of any city in Texas, and offers a wide variety of art galleries. Among Austin's 35 galleries and museums is the Elisabet Ney Museum, which displays the work of the state's first important sculptress in her former home. One of the world's largest collections of Latin American art is on display at the two locations of the Huntington Art Gallery on the University of Texas at Austin campus, while the Jack S. Blanton Museum of Art at the university has a large collection of Old Master paintings and drawings.

Austin's other museums celebrate Texas history and some of its notable citizens. For instance, the General Land Office Building, where William Sydney Porter, better known as O. Henry, once worked, was used as the setting for one of his stories and is open for tours. The O. Henry Home and Museum exhibits the writer's personal effects, and on the first Sunday of May, is the site of the O. Henry Pun-Off. The collections of the Daughters of the Republic of Texas are on view at the Republic of Texas Museum. The George Washington Carver Museum and Cultural Art Center is Texas' first African American history museum. The Lyndon B. Johnson Presidential Library and Museum maintains a collection of the late president's documents and displays memorabilia and a re-creation of his White House Oval Office. The state's natural history is the focus of the Texas Memorial Museum. Old and young alike enjoy Discovery Hall, a hands-on science museum, and the Austin Children's Museum.

Festivals and Holidays

Austin hosts several major events throughout the year, the largest of which are centered on the arts. The South by Southwest (SXSW) music, film, and media festival is an internationally acclaimed, 10-day extravaganza held each March. Spring brings the Old Settler's Music Festival, the Austin International Poetry Festival, and the Austin Fine Arts Festival. The Austin City Limits Music Festival, an extension of the popular ''Austin City Limits'' television show, has been held each September since its 2002 debut. The following month is the Austin Film Festival, a showcase of commercial and independent films. Festivals with an ethnic flavor include the Carnival Brasiliero, a celebration of Brazilian culture and music held each February, and Cinco de Mayo (May 5th) and Diez y Seis (September 16th), which honor Mexican Independence. The Star of Texas Fair & Rodeo takes place over two weeks in March at the Travis County Exposition Center, which is also the site of the Republic of Texas Biker Rally in June. Numerous holiday celebrations, including Chuy's Christmas Parade, enliven the winter.

Sports for the Spectator

Austin's first professional sports team was the Ice Bats of the Western Professional Hockey League. Named for the world-famous bats that live under the Congress Avenue Bridge, the team plays at the Travis County Exposition and Heritage Center. The Round Rock Express, a AA baseball affiliate of the Houston Astros, began play in the nearby city of Round Rock after relocating there from Mississippi in 2000. Four years later the city added another professional team, the Austin Wranglers, the nineteenth franchise of the Arena Football League. Spectators can watch the Dallas Cowboys at their pre-season football training camp at St. Edward's University in July and August. Professional basketball fans can view the National Basketball Association's San Antonio Spurs train at the University of Texas at Austin Rec Center.

In college action, the city is gripped with football fever each fall as the University of Texas at Austin Longhorns take on the Big 12 Conference at Memorial Stadium. University athletes engage in a full range of other sports as well, including volleyball, baseball, basketball, cross country, golf, track, tennis, swimming, rowing, diving, and women's soccer.

Sports for the Participant

Amateur athletes delight in Austin's extensive sports facilities. The city's 208 parks and playgrounds total about 16,800 acres, and the city boasts numerous municipal golf courses and more than 28 miles of hiking and biking trails. The 150-mile chain that makes up Highland Lakes offers opportunities for swimming, canoeing, fishing, and boating. Austin has earned a reputation as one of the best tennis and golf environments in the nation.

Annual sporting events invite residents and visitors to put their best foot forward. The Freescale Marathon, a 26.2 mile race from Northwest Austin to Auditorium Shores, draws more than 7,000 participants each February. Texas' largest footrace, the Capitol 10,000, takes place in April and attracts approximately 10,000 runners on a 10K course between Congress Avenue and Auditorium Shores.

Shopping and Dining

The infusion of wealthy high tech, film, and music professionals into Austin has turned it into a retail boom town. Austin offers residents and visitors a variety of shopping experiences. Downtown, for example, the streets around the capitol and other government buildings feature a wide array of upscale shops. One of the city's liveliest areas for both shopping and other forms of entertainment is Old Pecan Street, also known as Sixth Street, a seven-block strip of renovated Victorian and native stone buildings. Sporting more than 70 shops, restaurants, and clubs, Old Pecan Street displays a Bourbon Street flair in the evening. Adjacent to the University of Texas at Austin campus—especially along a street known as ''The Drag''—are dozens of small clothing boutiques and bookstores; on weekends, sidewalk vendors sell handcrafted items. More traditional mall shopping is common in the fast-growing northern part of the city.

Austin has more fine restaurants and clubs per capita than any other city in the nation. The city's restaurants feature everything from down-home Texas barbecue to the most elegant continental cuisine. Mexican restaurants are particularly abundant, and Asian restaurants have been proliferating.

Visitor Information: Austin Convention & Visitors Bureau, 301 Congress Ave., Ste. 200, Austin, TX 78701; telephone (512)474-5171; toll-free 800-926-2282; email visitorcenter @austintexas.org

Convention Facilities

With its mild climate, many restaurants and live entertainment, and proximity to other Texas cities, Austin offers convention planners an attractive package. Its facilities, which include more than 12,000 hotel rooms, are well suited to the needs of large gatherings. The Austin Convention Center boasts 246,000 square feet of exhibit space, and its 54 meeting rooms total 61,440 square feet of space. At 43,300 square feet of space, its Grand Ballroom is the largest ballroom in Texas. In 2005 construction began to transform the Lester E. Palmer Auditorium into the Joe R. and Teresa Lozano Long Center for the Performing Arts. This $77 million project will produce a grand performance hall with seating for 2,400, as well as a smaller theater to accommodate conventions and receptions. The Texas Exposition and Heritage Center lies east of the downtown area. The Performing Arts Center and the Erwin Center on the University of Texas at Austin campus offer a variety of large meeting and performance spaces, while a number of hotels can provide banquet and meeting rooms for smaller gatherings.

Convention Information: Austin Convention & Visitors Bureau, 301 Congress Ave., Ste. 200, Austin, TX 78701; telephone (512)474-5171; toll-free 800-926-2282; email visitorcenter@austintexas.org

Transportation

Approaching the City

Located eight miles from downtown, the Austin-Bergstrom International Airport offers nonstop flights to 32 destinations, including New York, Chicago, Washington DC, Atlanta, Phoenix, Los Angeles, and Detroit. Total passenger traffic exceeded 7.2 million in 2004, up eight percent from the previous year. The airport is served by seven airlines: Southwest, American, Continental, Delta, Northwest, America West, and Frontier.

Drivers approach Austin via Interstate Highway 35, which runs north-south through the city and links it with Dallas and San Antonio, and Interstate Highway 10, running east-west along the southern edge of the city. Austin is also accessed via U.S. highways 79, 90, 183, and 290. Rail riders can board

Amtrak's Texas Eagle line (from Chicago to San Antonio) or its Sunset Limited line (Orlando to Los Angeles).

Traveling in the City

Austin is bisected by interstate highways 10 and 35, and is also served by federal highways 79,90,183, and 290. Two other main roads, Loop 360 and Route 1, run north-south. The city is easy to explore by car and parking is plentiful. Visitors should note that only vehicles with special permits are allowed to drive through or park on the University of Texas at Austin campus.

Capital Metropolitan Transportation Authority provides the city's bus service. Each day, an average of 130,000 one-way passengers ride the system, which stops at more than 3,000 points throughout central Texas. The downtown area is served by the Armadillo Express trolleys known as 'Dillos, which offer free service to such places as the State Capitol and the University of Texas at Austin. Students and visitors to the University of Texas campus enjoy their own shuttle bus system.

Communications

Newspapers and Magazines

Austin's major daily newspaper is the *Austin American-Statesman,* a morning paper. Readers also have available the *Austin Daily Herald. The Daily Texan* is the student newspaper of the University of Texas at Austin. Weekly publications include the *Austin Chronicle,* a free tabloid that publishes entertainment listings, and the *Austin Business Journal,* which reports on local commerce. *Texas Monthly* chronicles state politics and culture. Also among the more than 80 newspapers and periodicals published in Austin are *Southwestern Historical Quarterly,* published by the Texas State Historical Association; *Capitol Times; El Mundo; Buddhist-Christian Studies; El Norte; Borderlands: Texas Poetry Review;* and *The Southwestern Musician.*

Television and Radio

Seven television stations broadcast in Austin: one independent and affiliates of ABC, CBS, Fox, NBC, PBS, and WB. Access to dozens of cable channels is also available. The number and variety of the radio stations reflect Austinites' passion for music. Thirty-two AM and FM stations offer everything from contemporary and Christian music to talk radio.

Media Information: *Austin American-Statesman,* 305 S. Congress Ave., PO Box 670, Austin, TX 78767; telephone(512)445-4040; toll-free (800)445-9898; email circulation@statesman.com

Austin Online

Austin American-Statesman. Available www.statesman.com

Austin Convention & Visitors Bureau. Available www.austintexas.org

Austin Independent School District. Available www.austinisd.org

Austin Public Library. Available www.ci.austin.tx.us/library

City of Austin Home Page. Available www.ci.austin.tx.us and www.cityofaustin.org

Greater Austin Chamber of Commerce. Available www.austinchamber.org

Texas Workforce Commission. Available www.twc.state.tx.us

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Dallas

The City in Brief

Founded: 1841 (incorporated 1871)
Head Officials: Mayor Laura Miller (since 2002)

City Population
1980: 904,599
1990: 1,007,618
2000: 1,188,580
2003 estimate: 1,206,667
Percent change, 1990–2000: 17.95%
U.S. rank in 1980: 7th
U.S. rank in 1990: 8th (State rank: 2nd)
U.S. rank in 2000: 12th (State rank: 2nd)

Metropolitan Area Residents
1980: 2,055,000 (PMSA)
1990: 4,037,282 (CMSA)
2000: 5,221,801 (CMSA)
Percent change, 1990–2000: 29.3 % (CMSA)
U.S. rank in 1980: 10th (CMSA)
U.S. rank in 1990: 9th (CMSA)
U.S. rank in 2000: 9th (CMSA)

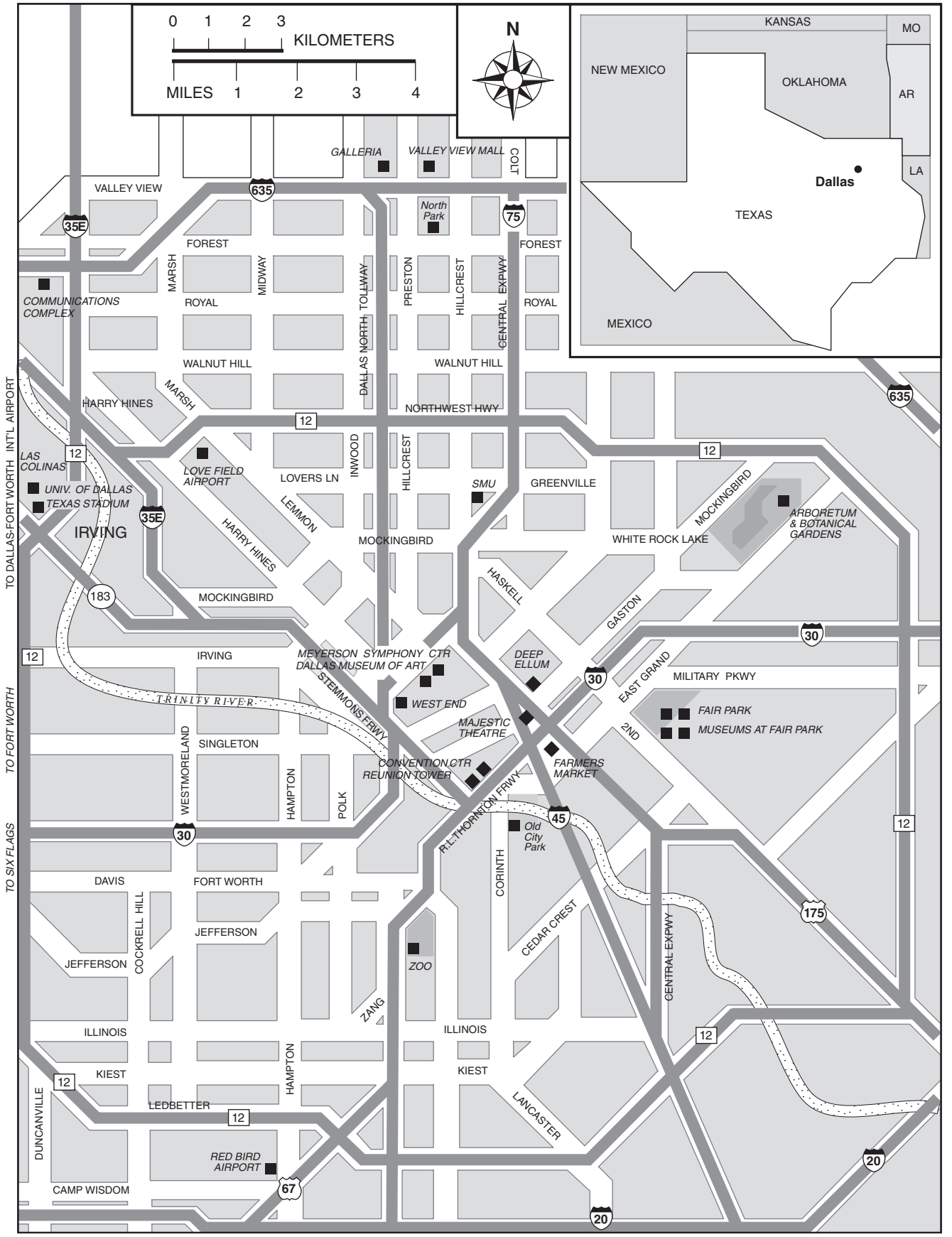
Area: 342.54 square miles (2000)
Elevation: Ranges from 500 to 800 feet above sea level
Average Annual Temperature: 66.42° F
Average Annual Precipitation: 35.77 inches

Major Economic Sectors: professional, scientific and technical services, finance and insurance, trade, utilities
Unemployment rate: 5.5% (December 2004)
Per Capita Income: $22,183 (1999)

2002 FBI Crime Index Total: 112,040

Major Colleges and Universities: Southern Methodist University, University of Dallas, University of Texas at Dallas, Dallas Baptist University

Daily Newspaper: *Dallas Morning News*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KILOMETERS
MILES 1 2 3 4
N
KANSAS
MO
NEW MEXICO
OKLAHOMA
AR
LA
Dallas
TEXAS
MEXICO
GALLERIA
VALLEY VIEW MALL
COLT
VALLEY VIEW
635
35E
North Park
75
FOREST
MARSH
MIDWAY
DALLAS NORTH TOLLWAY
PRESTON
HILLCREST
CENTRAL EXPWY
ROYAL
COMMUNICATIONS COMPLEX
WALNUT HILL
HARRY HINES
NORTHWEST HWY
12
LAS COLINAS
UNIV. OF DALLAS
TEXAS STADIUM
IRVING
LOVE FIELD AIRPORT
LOVERS LN
INWOOD
SMU
GREENVILLE
LEMMON
MOCKINGBIRD
WHITE ROCK LAKE
ARBORETUM & BOTANICAL GARDENS
183
HASKELL
GASTON
30
TO DALLAS-FORT WORTH INT'L AIRPORT
TO FORT WORTH
TO SIX FLAGS
MEYERSON SYMPHONY CTR
DALLAS MUSEUM OF ART
DEEP ELLUM
MILITARY PKWY
EAST GRAND
2ND
TRINITY RIVER
STEMMONS FRWY
WEST END
MAJESTIC THEATRE
FAIR PARK
MUSEUMS AT FAIR PARK
SINGLETON
WESTMORELAND
CONVENTION CTR
REUNION TOWER
FARMERS MARKET
HAMPTON
POLK
R.L. THORNTON FRWY
45
Old City Park
DAVIS
FORT WORTH
CORINTH
CEDAR CREST
175
JEFFERSON
COCKRELL HILL
ZOO
ZANG
CENTRAL EXPWY
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KIEST
LEDBETTER
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DUNCANVILLE
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Introduction

Nestled in the rolling prairies of north-central Texas, Dallas is a sophisticated, bustling metropolis that has earned its reputation in the marketplace of the world. Dallas is separated from its Fort Worth neighbor by less than 30 miles, leading many to link the two cities and their surrounding suburbs in the term ''Metroplex,'' but each retains a distinctive identity. Basking in the glow of the nation's Sun Belt, Dallas has attracted people and businesses from colder regions for a number of years. The steady influx has caused Dallas to grow in size and importance, resulting in its status as a leader in culture, industry, fashion, transportation, finance, and commerce. The Dallas/Fort Worth area is the country's ninth most populated metropolitan area; with its continuous population growth, by 2010 it is expected to rank fourth.

Geography and Climate

Dallas is located in north-central Texas, 70 miles south of the Oklahoma border, 174 miles west of Louisiana, and approximately 250 miles north of the Gulf of Mexico. The city is situated on the rolling plains near the headwaters of the Trinity River in an area known as the black-land prairies, midway between the Piney Woods of east Texas and the Great Plains. The general area has an unusual concentration of man-made lakes. Its climate is humid and subtropical, characterized by hot summers and mild winters, with snowfall rare. Within a 100-mile radius of the city, there are more than 60 lakes and over 50,000 acres of public parkland. The rainy season occurs in April and May; July and August are the driest summer months.

Area: 342.54 square miles (2000)

Elevation: Ranges from 500 to 800 feet above sea level

Average Temperatures: January, 45.44° F; August, 85.72° F; annual average, 66.42° F

Average Annual Precipitation: 35.77 inches

History

Bryan Designs Town

Since its pioneer days, Dallas has grown from a fledgling frontier trading post to a bustling city of more than one million people. Dallas was founded in 1841 when a bachelor lawyer from Tennessee, John Neely Bryan, settled on a small bluff above the Trinity River to open a trading post and lay claim to free land. The area, where three forks of the river merge, was part of a large government land grant, Peters Colony. Bryan decided the location was ideal for a town. He quickly sketched a plan, designating a courthouse square and 20 streets around it. He planned for his settlement to become the northernmost port on the river, which stretched to the Gulf of Mexico, but the unpredictable, too-shallow Trinity thwarted efforts at navigation.

Without a navigable river, an ocean harbor or plentiful natural resources, Dallas had little reason to thrive. Fortunately, Bryan's town was close to a shallow spot in the river often used by Native Americans and early traders as a natural crossing, and the Republic of Texas was already surveying two ''national highways,'' both of which were to pass nearby. As a result, farmers, tradesmen, and artisans were attracted to the small community.

In 1849 Dallas County was created and named after George Mifflin Dallas, supporter of the annexation of Texas and vice president of the United States under James Knox Polk. The city of Dallas is thought to be named after either the vice president or his brother, Alexander James Dallas, a commander of the U.S. Navy's Gulf of Mexico squadron.

Railroad spurs Growth

Although the Civil War never actually reached Dallas, its effect on the town was significant. Dallas became a food-producing and Texas recruitment center for the Confederacy. In 1872, when the railroad line from Houston reached Dallas, the town claimed 3,000 inhabitants, and in 1873, the east-west line of the Texas & Pacific Railroad was completed through Dallas, making it the first railroad crossing town in the state. The railroads made Dallas a major distribution center and the home of merchants, bankers, insurance companies, and developers. By 1890, Dallas was the largest city in Texas, with a population of more than 38,000 people.

Economy Forms Around Oil

In 1920, the Trinity River, a source of some early central city flooding, was re-channeled westward as part of an ambitious construction project of the U.S. Army Corps of Engineers. Farming gained importance in the early twentieth century and Dallas was the largest cotton trading center in the nation. The city's position as a regional financial center was enhanced when a branch of the Federal Reserve Bank opened in 1914. Dallas attracted oil company headquarters, partly because Dallas banks were willing to finance exploration and production. Manufacturing arrived as companies were formed to produce supplies for the petroleum industry and, later, for the defense effort in World War II.

City Experiences Tragedies

No city is without its share of fires (Dallas' worst destroyed most of its business district in 1860), floods, other tragedies, and infamous citizens. The notorious thieves Bonnie Parker and Clyde Barrow were Depression-era Dallas residents who captured the imagination and property of a large segment of the American public before their deaths in 1934. But Dallas' greatest trauma came on November 22, 1963, when President John F. Kennedy was assassinated in a cavalcade through the Dallas streets. Harsh world attention was focused on the city and its leaders. As a result, Goals for Dallas, a private planning program that helped promote a climate of involvement, openness, and sensitivity, was formed.

Recent Economic Patterns

While much of the nation suffered an economic recession during the late 1970s and early 1980s, Dallas enjoyed unprecedented growth. As northern factories were idled, a rush to the ''Sun Belt'' created new businesses, industry, and jobs in Dallas. The downtown skyline changed rapidly as construction boomed. In 1984 Dallas was the site of the Republican National Convention, and many saw the occasion as a chance for the city to erase some lingering negative memories in the minds of the American public. In the 1980s Dallas witnessed a real estate bust that drove prices so low that in time many thriving businesses began to move in and take advantage of the bargain real estate. By 1990 Dallas ranked first in the country for the number of its new or expanded corporate facilities.

In the mid-1990s Dallas ranked as Texas' second largest city, next to Houston, and the eighth largest in the United States. Closing in on the twenty-first century, the city continued to thrive with a healthy and diversified economy and ranked high in the nation in convention activity, as an insurance and oil industry center, in concentration of corporate headquarters, in manufacturing, and in electronics and other high-technology industries.

After national economic downturns in the early part of the new century, Texas is primed for growth. Abundant job growth in many business sectors, coupled with a rapidly-growing population and a healthy economy, mean Dallas is poised for a bright future.

Historical Information: Dallas Historical Society, G.B. Dealey Library, Hall of State, Fair Park, PO Box 150038, Dallas, TX 75315; telephone (214)421-4500

Population Profile

Metropolitan Area Residents

1980: 2,055,000
1990: 4,037,282 (CMSA)
2000: 5,221,801 (CMSA)
Percent change, 1990–2000: 29.3 % (CMSA)
U.S. rank in 1980: 10th (CMSA)
U.S. rank in 1990: 9th (CMSA)
U.S. rank in 2000: 9th (CMSA)

City Residents

1980: 904,599
1990: 1,007,618
2000: 1,188,580
2003 estimate: 1,206,667
Percent change, 1990–2000: 17.95%
U.S. rank in 1980: 7th
U.S. rank in 1990: 8th (State rank: 2nd)
U.S. rank in 2000: 12th (State rank: 2nd)

Density: 3,469.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 630,419
Black or African American: 314,678
American Indian and Alaska Native: 11,334
Asian: 36,665
Native Hawaiian and Pacific Islander: 1,461
Hispanic or Latino (may be of any race): 422,587
Other: 227,850

Percent of residents born in state: 53.8% (2000)

Age characteristics (2000)
Population Under 5 years: 98,785
Population 5 to 9 years: 89,942
Population 10 to 14 years: 79,546
Population 15 to 19 years: 81,733
Population 20 to 24 years: 106,190
Population 25 to 34 years: 235,824
Population 35 to 44 years: 184,218
Population 45 to 54 years: 132,491
Population 55 to 59 years: 44,247
Population 60 to 64 years: 33,303
Population 65 to 74 years: 53,554
Population 75 to 84 years: 35,808
Population 85 years and over: 12,939
Median age: 30.5 years

Births (2002)
Total number: 42,863

Deaths (2002)
Total number: 14,103 (of which, 285 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,183
Median household income: $37,628
Total households: 452,009

Number of households with income of . . .
Less than $10,000: 47,522
$10,000 to $14,999: 27,270
$15,000 to $24,999: 65,666
$25,000 to $34,999: 68,020
$35,000 to $49,999: 77,132
$50,000 to $74,999: 74,160
$75,000 to $99,999: 36,030
$100,000 to $149,999: 29,478
$150,000 to $199,999: 10,896
$200,000 or more: 15,835

Percent of families below poverty level: 14.9% (42.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 112,040

Municipal Government

Dallas is the third largest city in the country with the council-manager form of government. Citizens adopted this form of municipal government in 1931. The system divides responsibility between a policy-making council and the administration of a city manager. The Dallas City Council is comprised of 15 members elected by voters in non-partisan elections. Fourteen are elected from single-member districts, while the mayor is elected at-large.

Head Official: Mayor Laura Miller (since 2002; current term expires 2006)

Total Number of City Employees: 17,640 (2004)

City Information: Dallas City Hall, 1500 Marilla, Dallas, TX 75201; telephone (214)670-3302

Economy

Major Industries and Commercial Activity

Dallas boasts a broadly diverse business climate, with technological industries in the lead. Major industries include defense, financial services, information technology and data, life sciences, semiconductors, telecommunications, transportation, and processing. According to the Greater Dallas Chamber of Commerce, the Dallas-Fort Worth Metroplex holds about 43 percent of the state's high-tech workers. Further, 13 privately-held companies with at least $1 billion in annual revenues are headquartered in the area. Among the 19 *Fortune* 500 companies headquartered in the area are Advance PCS, Dean Foods, ExxonMobil, Kimberly-Clark, Neiman Marcus, Southwest Airlines, and Texas Instruments.

Dubbed the ''Silicon Prairie,'' Dallas is among the country's largest employment centers for high technology. In addition, Dallas is known as a center for telecommunications manufacturing employment in the United States. The Telecom Corridor is an area in Richardson, Texas, north of Dallas. Its nickname is in recognition of the proliferation of telecommunications companies in a small section of the community. The area is a strip about three miles long on Highway 75, north of Interstate 635; Nortel, Ericsson, Alcatel, Southwestern Bell and other telecom companies call the area home.

Real estate and tourism are other major industry sectors in Dallas.

Items and goods produced: chemicals and allied products, electronic components, parts for defense and airline industries, machinery, transportation equipment, and food products

Incentive Programs—New and Existing Companies

Local programs—Tax Increment Finance Districts (TIFs) are designated areas targeted for development, redevelopment, and improvements. Increases in tax revenues from new development and higher real estate values are paid into TIF funds to finance improvements. Public Improvement Districts (PIDs) are created at the request of property owners in the district, who pay a supplemental tax which is used for services beyond existing city services, such as marketing, security, landscaping, and other improvements. There are seven TIFs and five areas designated as PIDs in Dallas.

State programs—State-designated Enterprise Zone Projects may be eligible for state sales or use tax refunds of taxes paid for building materials, machinery and equipment for use in the enterprise zone. Other state sales tax refunds and franchise tax refunds or reductions are available to qualified businesses in state-designated enterprise zones. Classification by the Public Utilities Commission as a qualified business in a state designated enterprise zone may qualify the business for up to a 5 percent reduction on electric utility rate upon negotiation with local electric utility service provider.

Job training programs—The Greater Dallas Chamber promotes economic opportunities for all women through a series of seminars and training sessions. The College for Texans statewide campaign launched in the fall of 2002 by the Texas Higher Education Coordinating Board (THECB) works to send more Texans to college, training them for the workforce beyond. Through this program, GO Centers, a grassroots network of community-managed college recruit-

ing centers, serve as primary points of coordination between the campaign efforts and local communities. Leadership Dallas is a program that trains business leaders in community responsibility through discussion of issues, consideration of options, and first-hand exploration of the needs and concerns of the Greater Dallas Region.

Development Projects

The Dallas-Fort Worth (DFW) Airport has invested $2.7 billion in its five-year Capital Development Program (CPD), which includes a two million square foot international terminal with an integrated Grand Hyatt Hotel and a high-speed train. Airfield, roadway, and airport infrastructure support projects make up the rest of the program. The development program is expected to generate an estimated $34 billion impact on the North Texas economy and create 77,000 new jobs during the next 15 years. Currently, DFW has more than 2.6 million square feet of cargo facilities.

Among the city's seven Tax Increment Finance Districts (TIFs) is the City Center TIF at the historic center of downtown Dallas. With a budget of nearly $62 million, City Center TIF projects focus on streetscaping, lighting, acquisition and restoration of historic buildings, façade improvements, and others. Due in part to the TIF program, the City Center TIF area has brought about more than 1,300 already-built or in-planning residential units; more than 2,300 planned or completed hotel rooms; and more than 300,000 square feet of retail space. Another Tax Increment Finance District, the Sports Arena TIF contains about 65 acres of land surrounding the American Airlines Center. Funds to the tune of nearly $26 million will be used mainly for roadway improvements and future development of entertainment and retail space, residential units, and office space.

Economic Development Information: Greater Dallas Chamber, Economic Development, 700 North Pearl Street, Suite 1200, Dallas, TX 75201; telephone (214)746-6600

Commercial Shipping

A major mid-continent gateway to the world, the Dallas-Fort Worth International Airport's international cargo shipments have more than tripled in the last 10 years, reaching 244,515 metric tons in 2004, a nearly 28 percent increase over 2003. In addition to its excellent airport services, interstate highways, and railroad connections, Dallas maintains its edge as a leading distribution center of the Southwest with a healthy trucking industry whose carriers offer direct service to major points in the United States.

Labor Force and Employment Outlook

Dallas' job market is primed to grow slightly faster than the nation in 2005. The expansion of the professional and business sector and the leisure and hospitality services sector is aiding the state's improving economy, along with solid growth in health and educational services. Additionally, the construction and transportation sectors are reporting accelerating year-over-year job growth, while the economic drag from the ailing manufacturing and information sectors is diminishing. Professionals are moving back to the urban center to take advantage of the educational and health care opportunities as well as professional business services that Dallas provides. Many of these new residents were enticed to relocate by the expanding leisure and hospitality industry, which has finally seen a revival since the September 11, 2001 terrorist attacks. This influx of new residents provides the metro area with an abundant labor supply and increased prospects for local lenders. The Dallas area enters the twenty-first century experiencing some of the highest economic expansion in the nation. Dallas' entrepreneurial spirit and pro-business atmosphere paved the way for the city to be named ''the best city in North America for business'' twice by *Fortune* magazine. The Sprint Business Survey called Dallas the most productive area in the U.S., based on its vibrant economic climate and its fast-growing industries in technology, communications, professional services, banking and financial services.

The following is a summary of data regarding the Dallas metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 1,901,600

Number of workers employed in . . .
construction and mining: 104,900
manufacturing: 200,000
trade, transportation and utilities: 410,500
information: 80,600
financial activities: 168,100
professional and business services: 269,000
educational and health services: 188,400
leisure and hospitality: 170,300
other services: 73,400
government: 236,400

Average hourly earnings of production workers employed in manufacturing: $13.50

Unemployment rate: 5.5% (December 2004)

Largest employers	*Number of employees*
AMR (American Airlines)	26,700
Wal-Mart Stores, Inc.	19,200
Lockheed Martin Aeronautics Co.	15,500
SBC Communications, Inc.	14,100
Verizon Communications, Inc.	13,000
Baylor Health Care System	12,600
Brinker International Inc.	12,000
Citigroup, Inc.	9,400
Electronic Data Systems Corp.	9,000
Raytheon	8,000

Largest employers	*Number of employees*
Bank of America Corp.	7,700
Parkland Health and Hospital System	7,350
TXU Corporation	7,000
Southwest Airlines Co.	6,200
Bell Helicopter Textron Inc.	5,950
United Parcel Service, Inc.	5,550
Delta Airlines	5,000
FedEx Corp.	4,050

Cost of Living

The following is a summary of several key cost of living factors for the Dallas area.

2004 (3rd Quarter) ACCRA Average House Price: $189,137

2004 (3rd Quarter) ACCRA Cost of Living Index: 93.9 (U.S. average = 100.0)

State income tax rate: none

State sales tax rate: 6.25% (food and prescription drugs are exempt)

Local income tax rate: none

Local sales tax rate: 8.25%, of which 1.0% is a transit system tax

Property tax rate: $2.93 per $100 of assessed valuation; ratio of assessment = 100% of market value (2003)

Economic Information: The Greater Dallas Chamber of Commerce, 700 North Pearl Street, Suite 1200, Dallas, TX 75201; telephone (214)746-6600

Education and Research

Elementary and Secondary Schools

The Dallas Independent School District is the 12th largest school district in the nation, covering 351 square miles and 11 municipalities. Its commitment to student success and a progressive learning environment is reflected in a challenging core curriculum and special programs, such as career education, character education, advanced placement, talented and gifted, science and engineering, fine arts, and multilingual and multicultural enrichment.

The following is a summary of data regarding the Dallas Public Schools as of the 2003–2004 school year.

Total enrollment: 161,000

Number of facilities
elementary schools: 157 (including charter, magnet, and special programs)
junior high/middle schools: 27 (grades 7-8)
senior high schools: 21
other: 14 (7 magnet high schools and 7 alternative programs)

Student/teacher ratio: 23:1

Teacher salaries
minimum: $38,500
maximum: $63,828

Funding per pupil: $7,178

More than 140 accredited private schools, both secular and parochial, are located in the Dallas area.

Public Schools Information: Dallas Independent School District, 3700 Ross Avenue, Dallas, TX 75204; telephone (972)925-3700

Colleges and Universities

The Dallas County Community College District educates almost 80,000 credit and non-credit students and operates seven campuses in Dallas County, each offering two-year programs in a variety of fields. Southern Methodist University in Dallas is a private school with undergraduate and graduate degree programs and an enrollment of 10,000. Other Dallas colleges include the University of Texas Southwestern Medical Center educating 3,520 students annually; Dallas Christian College, offering biblical and theological study; Louise Herrington School of Nursing of Baylor University; Baylor College of Dentistry; Other institutions offering biblical or religious studies or programs from a religious perspective include The Criswell College, Dallas Theological Seminary, Dallas Baptist University, Paul Quinn College, and the University of Dallas.

The University of Texas at Dallas is located in Richardson and consists of seven schools, which educate 14,000 students annually. In 2004 the university broke ground on an $85 million Natural Science and Engineering Research Building. The new building is part of the university's 25-year master plan, which proposes a host of new buildings on its growing campus. In downtown Dallas a unique consortium of educational institutions exists in a former department store building on Main Street. The Universities Center at Dallas is operated by the Federation of North Texas Area Universities and offers undergraduate and graduate courses by seven partner institutions including Midwestern State University, Texas A&M University–Commerce, Texas Woman's University, University of North Texas, University of Texas at Arlington, University of Texas at Dallas, and Dallas County Community College District.

Libraries and Research Centers

The Dallas Public Library system consists of a central library and 22 branch libraries. The system has nearly 2.6

million volumes and serials and a large collection of government documents. The library also maintains a historical section that contains an extensive collection of books, letters, and historical documents of Texas, Dallas, and Dallas black history. The Dallas Public Library in Downtown Dallas has one of the original copies of the Declaration of Independence, printed on July 4, 1776 and William Shakespeare's First Folio of Comedies, Histories' Tragedies on permanent display at the library. The library's Children's Center is one of the largest in the country. Southern Methodist University's library has more than 2.5 million volumes, with special collections on Western Americana and Texana. Most of the other area universities and colleges also operate their own libraries.

Dallas has nearly 60 research centers, many affiliated with local colleges, universities, and hospitals. For example, at Baylor University, research is carried out on hair and treatment, bone marrow transplantation, biomedicine, and sports science. The University of Texas Southwestern Medical Center at Dallas conducts more than 2,000 research projects each year at a cost of more than $330 million. Eight of the nine Texas medical members of the National Academy of Sciences, three recent Nobel Laureates, and thirteen of the most-cited scientists in the world, are on faculty at the University of Texas Southwestern Medical Center. The Institute of Biomedical Sciences and Technology conducts interdisciplinary projects with a focus on cures for disease and enhancing health and quality of life.

Public Library Information: Dallas Public Library, 1515 Young Street, Dallas, TX 75201; telephone (214)670-1400; fax (214)670-1752

Health Care

The Dallas area has an extensive network of public and private hospitals, including six major hospital systems with more than 13,000 beds.

Parkland Memorial Hospital, a public hospital operated by the Dallas County Hospital District, is the major trauma center for North Texas and the principal teaching hospital for the University of Texas Southwestern Medical Center. Parkland, considered among the top 25 hospitals in the country, offers specialized care in its pediatric trauma and burn centers.

Baylor Health Care System's University Medical Center at Dallas—consistently ranked by *U.S. News & World Report* as among the best hospitals in the United States—offers many areas of specialty. The Kimberly H. Courtwright and Joseph W. Summers Institute of Metabolic Disease at the center provides comprehensive diagnostic and treatment services to children and adults suffering from metabolic diseases. Baylor Dallas has several specialty centers that focus on diabetes: The Ruth Collins Diabetes Center, The Professional Diabetes Educator Program, and the Louise Gartner Center for Hyperbaric Medicine.

The Dallas Craniofacial Center at Medical City Children's Hospital is one of the world's leading medical centers for treatment of children with craniofacial birth defects and facial trauma. A member of the National Association of Epilepsy Centers, The Center for Epilepsy at Medical City treats adult and pediatric patients with complex neurological disorders. Methodist Dallas Transplant Institute is one of the largest and most active transplant centers in the southwestern United States.

Other major medical facilities in Dallas include Presbyterian Hospital of Dallas, Veterans Affairs Medical Center, St. Paul Medical Center, and other facilities that specialize in psychiatric, orthopedic, or mental health.

Recreation

Sightseeing

Dallas is rich in entertainment opportunities. Whether one's preference runs to culture, sports, nightlife, or family fare, the Metroplex—including Fort Worth, Arlington, Irving, Grand Prairie, the ''Mid-Cities,'' and many suburbs—has plenty to offer. Beginning in downtown Dallas, visitors can see Dallas founder John Neely Bryan's log cabin at Founder's Plaza, wander through the city's historic districts, enjoy a shopping excursion among the shops and stores located in the underground network of downtown office buildings, or seek out merchandise at Neiman-Marcus department store, which maintains a unique fifth-floor museum. Other downtown Dallas attractions include the beautifully restored Majestic Theatre, the chimes in the bell tower, Thanks-Giving Square, the marvelous bronze steers of Pioneer Plaza, the bargains at Farmers Market, the observation deck on top of the 50-story tall Reunion Tower, and the ice rinks at Plaza of the Americas complex and at downtown's West End (open December through March).

Fair Park is a 277-acre entertainment, cultural, and recreational complex located on the site of the Texas Centennial Exposition of 1936 and home each year to the State Fair of Texas, the country's largest. Fair Park includes the Cotton Bowl Stadium, a 3,400-seat Music Hall, a 7,200-seat coliseum, a 4,000-seat open-air Band Shell, Starplex Amphitheatre, six major exhibit buildings, livestock facilities, a permanent Midway amusement park, the technologically

Fair Park, designated a National Historic Landmark in 1986, is home to nine museums and six peformance facilities.

advanced TI Founders IMAX Theater, and nine museums including the Museum of Natural History, African American Museum, Texas Hall of State, Dallas Horticulture Center, Dallas Aquarium, The Science Place I and II, and Age of Steam Railroad Museum. Fair Park has the largest collection of art-deco structures in the world. More than seven million people visit Fair Park events each year, with 3.5 million visiting during the State Fair of Texas each fall.

Six Flags over Texas in nearby Arlington is a 205-acre theme park that includes more than 100 rides, shows, concerts, games, and restaurants. Six Flags, themed for the six nations that have governed Texas, is open for special events during the holidays. Fossil Rim Wildlife Center in Glen Rose, southwest of Dallas, is dedicated to conservation of endangered species. Programs here focus on conservation, management of natural resources, and public education. Most of the animals here are free to roam the 1,500 acres of savannahs and woodlands, offering visitors a rare chance to see and learn about how species live in the wild.

The Dallas Zoo features more than 2,000 animals, including many rare and endangered species. The 25-acre Wilds of Africa exhibit features a mile-long monorail, nature trail, African plaza, gorilla conservation center, and lots of animals in their natural habitats. ''Lemur Lookout'' features several examples of the endangered, primitive primate in a 4,000-square-foot naturalistic exhibit. The Zoo's Monorail Safari takes visitors on a one-mile tour through the six habitats. The Dallas Nature Center has 4.5 miles of hiking trails and picnic areas amid a variety of native wildflowers. Dallas Arboretum and Botanical Garden has 66 acres of gardens plus the historic DeGolyer Mansion and features the largest public selection of azaleas in the United States.

Old City Park is a living history museum portraying life in North Texas from 1840-1910. The museum features 38 historic structures, including a working Civil War era farm, a traditional Jewish household, Victorian homes, a school, a church, and commercial buildings. Deep Ellum, a former industrial neighborhood and center of the Dallas jazz scene is home to avant-garde culture in the form of a variety of restaurants, nightclubs, galleries, and shops.

Arts and Culture

The performing arts enjoy a healthy patronage in Dallas. The Dallas Symphony Orchestra (DSO), acclaimed as one of the world's premier orchestras, presents numerous subscription concerts, pops concerts, youth concerts, and free park concerts. The DSO performs at the magnificent Morton H. Meyerson Symphony Center (designed by renowned architect I.M. Pei) in the 60-acre downtown Arts District, the largest urban arts district in the country. Classical music is also provided by the Dallas Chamber Orchestra, the Dallas Classic Guitar Society, and the Greater Dallas Youth Orchestra.

The Kalita Humphreys Theatre, home to the Dallas Theater Center, is the only public theater designed by Frank Lloyd Wright. It houses the city's professional theater company, which offers live drama and conducts a children's theater. The Theater Center has a second performance facility in the downtown Arts District. Dallas Children's Theater offers special fare for youngsters. Others on the Dallas theater scene include Water Tower Theatre, Deep Ellum Opera Theatre, Pocket Sandwich Theatre, Pegasus, Theatre Three, Actors' Theatre of Dallas, Dallas Summer Musicals, the Junior Black Academy of Arts and Letters, and Undermain Theatre. Teatro Dallas features plays about Hispanic culture, and the Callier Theatre for the Deaf offers performances throughout the year.

The Dallas Opera, an international company founded in 1957, presents numerous performances each winter and spring in the Music Hall at Fair Park and the Morton H. Meyerson Symphony Center. Three operettas in English are performed each year by the Lyric Opera. The Music Hall at Fair Park is home of the Dallas Summer Musicals and hosts annual shows during the State Fair each October. The Grapevine Opry and Mesquite Opry are sites for country music performances. One of Dallas' oldest dance troupes, Anita N. Martinez Ballet Folklorico, is particularly active during Dance for the Planet festivals. Dallas Black Dance Theatre is a contemporary modern dance company that performs a modern, jazz, ethnic, and spiritual works by nationally and internationally known choreographers.

Dallas-area museums and galleries offer a wide range of exhibits and displays. The Dallas Museum of Art has 370,000 square feet of space on an 8.9-acre site in the Arts District. Its collections include works by renowned American and European artists; the Crow Collection of Asian Art features more than 600 paintings, objects, and architectural pieces from China, Japan, India, and Southeast Asia.

The Dallas Aquarium at Fair Park features electric eels, moon jellyfish, and endangered green sea turtles among the 5,000 aquatic animals from around the world. Also at Fair Park, the Dallas Museum of Natural History contains native-habitat displays of animals—including a hall housing tremendous dinosaur fossils—and minerals, birds, and plants, a photographic gallery, and changing exhibits. Other Fair Park museums include: Hall of State, built in 1936 and home to the Dallas Historical Society; The Science Place, featuring science exhibits, a planetarium, and IMAX theater; The Age of Steam Railroad Museum, a collection of railroad locomotives; the African American Museum; Texas Discovery Gardens; and The Women's Museum.

Old City Park in downtown Dallas is an architectural and cultural museum whose authentic restorations trace Texas history from 1840 to 1910. Buildings include a depot, rail-

road section house, hotel, physician's office, bank, church, school, and various homes. The Biblical Arts Center features early Christian architecture, Biblical and secular art, a 30-minute light-and-sound presentation of the ''Miracle at Pentecost'' mural, and an atrium gallery that displays a replica of the garden tomb of Christ. The cultures and lifestyles of South American Indians are depicted at the International Museum of Cultures, where exhibits include pottery, habitat displays, and scenes of everyday life. The Sixth Floor Museum at the former Texas School Book Depository chronicles the life and legacy of President John F. Kennedy. The 30-foot-high JFK Memorial downtown commemorates the late president.

The Nasher Sculpture Center is a 54,000-square-foot building and outdoor sculpture garden featuring the art collection of philanthropist and collector Ray Nasher and his late wife, Patsy. Considered by many as one of the foremost private or public collections of twentieth-century sculpture in the world, consists of more than 300 pieces by artists such as Matisse, Picasso, Rodin and others.

The Dallas Firefighters Museum permits visitors to walk through Dallas' oldest in-service fire station, which houses ''Old Tige,'' a turn-of-the-century steam pumper, and a variety of antique fire-fighting equipment. The Dallas Memorial Center for Holocaust Studies includes a museum, library, and educational institute. The Dollhouse Museum of the Southwest features displays of international dolls and toys.

Festivals and Holidays

Dallas starts off its year with New Year's celebrations and continues strong throughout the year with numerous festivals featuring art, music, food, fun, and more. The Wildflower! Arts & Music Festival is held every May and features national, regional, and local entertainment. The Shakespeare Festival is held each summer and features Camp Shakespeare and Festival Workshops for kids. ArtFest is held each year in Fair Park, a celebration of art, food and drink, and good times. Dallas Farmers Market is the scene of seasonal festivals, and the great State Fair of Texas is held each year at Fair Park from late September through mid-October. Additionally, One of the largest wine festivals in the Southwest is Grapefest, held in Grapevine, Texas, a suburb of Dallas.

Sports for the Spectator

Dallas sports fans can follow their local favorites at the professional or college level. Since 1972 the Dallas Cowboys professional football team has made its home at Texas Stadium in Irving. The American Airlines Center is home to National Basketball Association's expansion franchise team Dallas Mavericks, as well as the Dallas Desperados of the Arena Football League (AFL). Also at the American Airlines Center, the Dallas Stars face-off against other National Hockey League teams from September through April. The Texas Rangers play Major League Baseball from April thru October at Ameriquest Field in Arlington. Major League Soccer's FC Dallas (formerly the Dallas Burn) play at the Frisco Soccer & Entertainment Center, opened in 2005. The new 115-acre facility features a 20,000-plus-seat soccer stadium.

Real championship cowboys compete at the Mesquite Championship Rodeo at Resistol Arena from April to September in Mesquite, Texas. In May, the TPC at Four Seasons Resort in Irving, Texas hosts the annual Byron Nelson Golf Classic, one of the major events on the professional golf tour.

College and university sports fans follow the Southern Methodist University Mustang teams and the Texas Christian University Horned Frogs. The Cotton Bowl Football Classic each year pits two of the nation's best college teams.

Sports for the Participant

The city of Dallas has more than 21,000 acres of parks and 17 lakes, with nearly 62 miles of jogging and biking paths. Residents and visitors can find almost every kind of recreation in one or more of the municipal facilities. The system's 406 neighborhood, community, and regional parks offer 263 tennis courts, 146 soccer fields, 226 pools, 45 recreation centers, 6 golf courses, and a variety of other fields, shelters, play areas, and recreational facilities.

Sixty lakes and reservoirs lie within a 100-mile radius of Dallas. The largest within the city is Lake Ray Hubbard, with more than 20,000 acres and a public marina. The Dallas Nature Center features 360 acres of preserved wilderness and mesquite prairie, including six miles of hiking trails.

In 2002 and after six years in development, Lake Tawakoni State Park opened 50 miles east of Dallas. The park covers 376 rolling, wooded acres on the shore of a large reservoir and provides a variety of recreational activities, including catfish and bass fishing.

Shopping and Dining

Dallas offers visitors a unique blend of Southwestern warmth, cosmopolitan flair, Old West charm and modern sophistication. One of the wholesale and retail centers of the nation, Dallas has more shopping centers per capita than any major American city. Valley View Center is one of the city's largest shopping centers with more than 175 merchants occupying 1.5 million square feet of space. NorthPark Mall is home to more than 160 stores. The Galleria Dallas features more than 200 stores, including high-end retailers like Tiffany & Co., Gianni Versace, Gucci, Louis Vuitton, Nordstrom and others; the mall also features an ice skating rink inspired by the Galleria Vittorio Emanuele in Milan, Italy. The West End Marketplace downtown has over 30

specialty shops featuring Texas/Dallas memorabilia and unique gifts; shoppers also have their choice from a variety of restaurants and night clubs in the renovated historic district. More than three million antique and bargain hunters visit Traders Village in Grand Prairie, Texas each year. Spread over 120 acres, more than 2,500 dealers set up shop each weekend in the open-air bargain hunters' paradise.

Dallas, with four times more restaurants per person than New York City, can serve up Texas beef or French cuisine, fiery Texas chili, or a variety of ethnic specialties. According to the Texas Restaurant Association, Dallas has more than 7,000 restaurants to enjoy. TexMex fare is supplemented by the ethnic dishes of Greece, Mexico, Germany, Japan, China, Vietnam, India, and Italy at fine restaurants and eateries. Although some restaurants specialize in traditional southern cooking, this fare is mostly served at home in Dallas. Dallas boasts the invention of the frozen margarita, a popular cocktail made of tequila, lime juice, sugar, and salt.

Visitor Information: Dallas Convention and Visitors Bureau, 325 North St. Paul Street, Suite 700, Dallas, TX 75201; telephone (214)571-1000; fax (214)571-1008

Convention Facilities

Dallas ranks among the top cities in the nation in convention and meeting attendees, with more than 3.8 million people attending more than 3,600 conventions and spending more than $4.2 billion annually. With more than 65,000 hotel rooms available in a variety of hotels throughout the city, the Dallas metro area is the top visitor destination in the state. The city's convenient location in the central United States makes Dallas no more than a three-hour flight from either coast. And Dallas' outstanding airport facilities make coming and going even easier. Major hotels with meeting facilities include the Adam's Mark, Wyndham Anatole, the Adolphus, the Doubletree Hotel, the Hyatt Regency, the Dallas Hilton, and the Fairmont Hotel.

Visitors to Dallas have available to them other fine convention facilities. The Dallas Convention Center, one of the country's largest, offers more than one million square feet of exhibit space, with 203,000 square feet in its column-free exhibit hall, which is the largest in the U.S.; a 9,816 seat arena, a 1770-seat theater, 105 meeting rooms, and 2 ballrooms. The center underwent its most recent expansion in 2002.

Convention Information: Dallas Convention & Visitors Bureau, 325 North St. Paul Street, Suite 700, Dallas, TX 75201; telephone (214)571-1000; toll-free 800-C-DALLAS (232-5527); fax (214)571-1008. Dallas Convention Center, 650 South Griffin Street Dallas, TX 75202; telephone (214)939-2700; fax (214)939-2795

Transportation

Approaching the City

Most visitors to Dallas arrive via the Dallas/Fort Worth International (DFW) Airport, located approximately 17 miles from the downtown areas of both cities and is served by 22 airlines. DFW is four hours or less by air from nearly every major North American market, with direct service to more than 165 nonstop destinations worldwide. Current construction at the airport includes a new international terminal and high-speed train scheduled to open in summer 2005. Future development is planned to keep up with national expectations of air travel increases by 2010.

Prior to construction of DFW Airport, Dallas' principal airfield was the city-owned Love Field. Today it is both a general aviation and commercial air facility with Southwest Airlines serving other Texas cities and adjacent states. Love Field is conveniently close to Dallas' central business district. Redbird Airport and many smaller municipal airports serve the Metroplex.

The Dallas area is served by four major highways: Interstate 20 (east-west); I-35 E (north-south); I-30 (northeast-west); and I-45 (south). All Dallas highways are connected by a twelve-lane loop—LBJ Freeway (I-635)—that encircles the city. Loop 12 is situated primarily within the city limits of Dallas. A third loop circles the Dallas central business district. Amtrak operates an intercity passenger line.

Traveling in the City

Dallas Area Rapid Transit (DART) moves more than 200,000 passengers per day across a 700-square-mile service area of 13 cities with rail, bus, paratransit, light rail system, HOV lane and rideshare services. DART serves DFW International Airport and Fort Worth via the Trinity Railway Express' (TRE) commuter rail system links downtown Fort Worth, downtown Dallas, and DFW Airport.

Communications

Newspapers and Magazines

Dallas is served by one daily newspaper, the *Dallas Morning News,* and by the weeklies *Dallas Observer* and *Dallas*

Business Journal. Residents are able to subscribe to a variety of suburban and neighborhood papers, and numerous magazines, such as *D Magazine.*

Television and Radio

Dallas-area residents are entertained and informed by 9 commercial and public television stations. Other stations are available through cable subscription. Dallas PBS station, KERA, is the most watched public television station in the nation. The 19 radio stations serving Dallas broadcast a variety of program formats, including all-news and country, rock, and classical music.

The Dallas Communications Complex, a multimillion-dollar film production center developed by Dallas real estate magnate Trammell Crow, includes a 15,000-square-foot soundstage and has been the site for the filming of several major motion pictures and television specials. The Dallas-Fort Worth Teleport is a full-service satellite communications facility specializing in broadcast quality video transmission.

Media Information: *The Dallas Morning News,* PO Box 655237, Dallas, TX 75265; telephone (800)925-1500

Dallas Online

City of Dallas Home Page. Available www.dallascityhall.com

Dallas Convention & Visitors Bureau. Available www.dallascvb.com

Dallas Independent School District. Available www.dallasisd.org

Dallas Morning News. Available www.dallasnews.com

Dallas Observer. Available www.dallasobserver.com

Dallas Public Library. Available dallaslibrary.org

The Greater Dallas Chamber. Available www.gdc.org

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Warren, Leslie, *Dallas Public and Private: Aspects of an American City* (Dallas, Tx.: Southern Methodist University Press, 1998)

El Paso

The City in Brief

Founded: 1598 (incorporated 1873)

Head Official: Mayor Joe Wardy (since 2003)

City Population
1980: 425,259
1990: 515,342
2000: 563,662
2003 estimate: 584,113
Percent change, 1990–2000: 9.4%
U.S. rank in 2000: 22 (State rank: 5th)

Metropolitan Area Population
1980: 479,899
1990: 591,610
2000: 679,622
Percent change, 1990–2000: 14.9%
U.S. rank in 2000: 64th

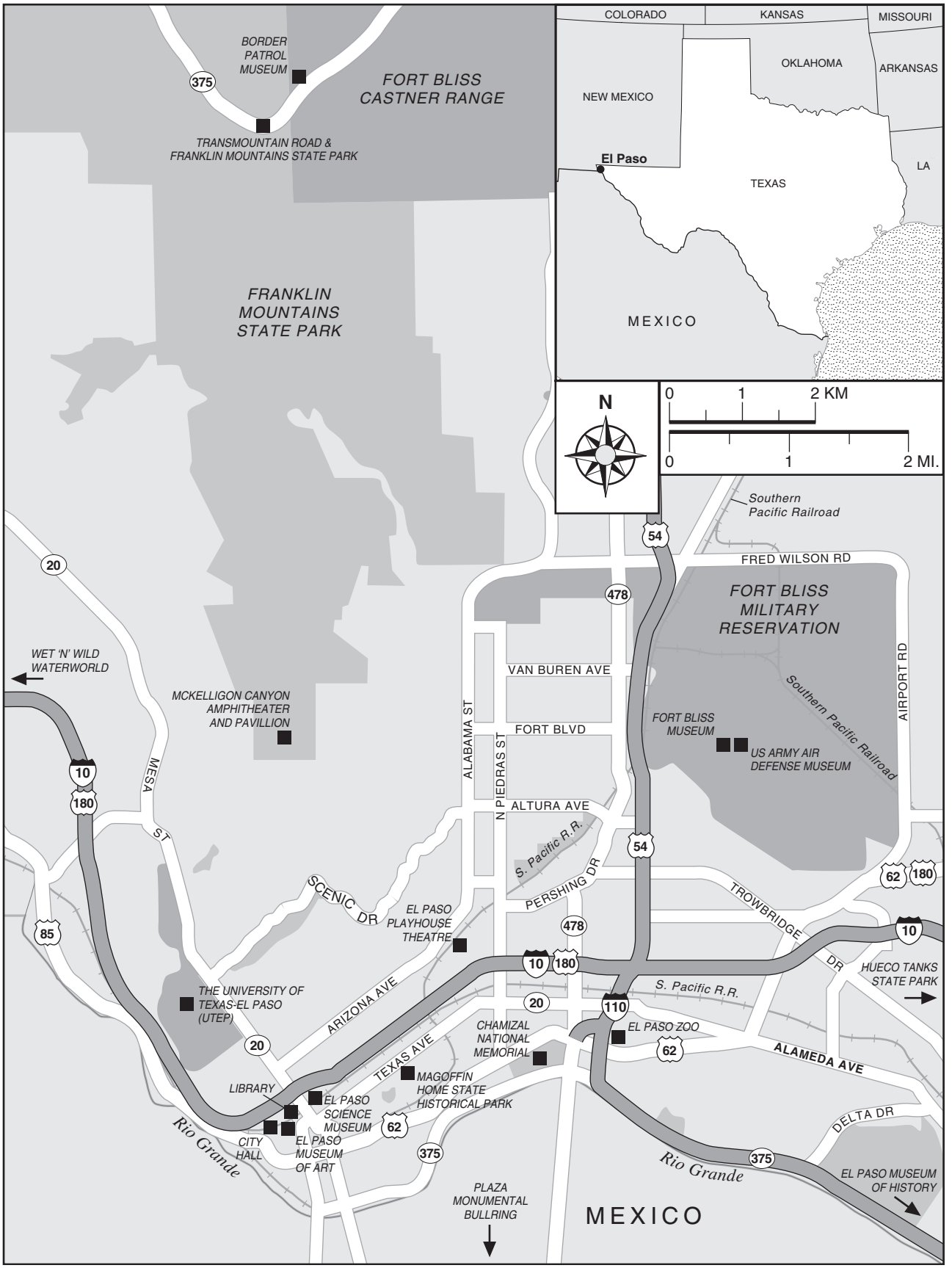
Area: 249 square miles (2000)
Elevation: Average 3,762 feet above sea level
Average Annual Temperature: 63.3° F
Average Annual Precipitation: 8.81 inches

Major Economic Sectors: agriculture, clothing, oil, retail, military
Unemployment rate: 7.7% (December 2004)
Per Capita Income: $14,388 (1999)

2002 FBI Crime Index Total: 26,998

Major Colleges and Universities: University of Texas at El Paso, El Paso Community College, New Mexico State University, and Texas Tech University Health Sciences Center.

Daily Newspaper: *El Paso Times*


COLORADO
KANSAS
MISSOURI
OKLAHOMA
ARKANSAS
NEW MEXICO
El Paso
TEXAS
LA
MEXICO
N
0 1 2 KM
0 1 2 MI.
BORDER PATROL MUSEUM
375
FORT BLISS CASTNER RANGE
TRANSMOUNTAIN ROAD & FRANKLIN MOUNTAINS STATE PARK
FRANKLIN MOUNTAINS STATE PARK
Southern Pacific Railroad
54
FRED WILSON RD
478
FORT BLISS MILITARY RESERVATION
20
WET 'N' WILD WATERWORLD
VAN BUREN AVE
AIRPORT RD
MCKELLIGON CANYON AMPHITHEATER AND PAVILLION
ALABAMA ST
FORT BLVD
FORT BLISS MUSEUM
US ARMY AIR DEFENSE MUSEUM
Southern Pacific Railroad
10
180
MESA ST
N PIEDRAS ST
ALTURA AVE
S. Pacific R.R.
54
62
180
SCENIC DR
PERSHING DR
TROWBRIDGE DR
EL PASO PLAYHOUSE THEATRE
478
85
10
180
10
HUECO TANKS STATE PARK
S. Pacific R.R.
ARIZONA AVE
20
110
THE UNIVERSITY OF TEXAS-EL PASO (UTEP)
CHAMIZAL NATIONAL MEMORIAL
EL PASO ZOO
20
62
ALAMEDA AVE
TEXAS AVE
MAGOFFIN HOME STATE HISTORICAL PARK
LIBRARY
EL PASO SCIENCE MUSEUM
62
DELTA DR
Rio Grande
CITY HALL
EL PASO MUSEUM OF ART
375
375
Rio Grande
EL PASO MUSEUM OF HISTORY
PLAZA MONUMENTAL BULLRING
MEXICO

Introduction

The county seat of El Paso County, El Paso is located on the far western edge of Texas on the north bank of the Rio Grande. At Mexico's border, El Paso and its Mexican sister city, Ciudad Juárez (in Chihuahua, Mexico), have downtowns that are within walking distance from one another. The fertile valley and surrounding mountains of El Paso del Norte (the Pass of the North), christened by Don Juan de Oñate in 1598, was the first all-weather pass through the Rockies. El Paso is a major transportation hub and is known for its cutting-edge medical facilities, top educational institutions, year-round recreation, vibrant cultural and entertainment life, and favorable cost of living. El Paso boasts a diverse population, with a majority of its residents speaking both English and Spanish. El Paso attracts new residents with its favorable weather, tax rates, comparably low cost of living, and multiple educational opportunities. United States Army Air Defense Center, Fort Bliss, has made El Paso its home for nearly 150 years. The fourth (in 2005) largest city in Texas, El Paso is the 22nd largest city in the U.S. and the country's third fastest-growing metropolitan area.

Geography and Climate

Located in the westernmost corner of Texas, El Paso resides in the Chihuahuan Desert at the confluence of Texas, New Mexico, and Mexico, nestled between the Franklin Mountains and the Rio Grande. With only about 8 inches of precipitation per year, a summer high of 95 degrees and mild winter temperatures, El Paso residents enjoy sun about 300 days of the year.

Area: 249 square miles (2000)

Elevation: Average 3,762 feet above sea level

Average Temperatures: January, 42.8° F; July, 82.3° F; annual average, 63.3° F

Average Annual Precipitation: 8.81 inches

History

Spanish Lay Claim Over a Vast Land

Inhabited for centuries by various Indian groups, El Paso saw its first Europeans when Spaniards passed through in the mid-1500s. During 1540 to 1542, an expedition under Francisco Vázquez de Coronado explored the area now known as the American Southwest. These earliest Spanish explorers saw on their approach from the Rio Grande two mountain ranges rising from the desert, with a deep chasm between. They named the site ''El Paso del Norte, '' or ''the Pass of the North.'' The Rodríguez-Sánchez expedition in 1581 was the first party of Spaniards to explore the Pass of the North, bringing about the beginning of El Paso's modern history. Further expeditions followed, culminating in an April 30, 1598 ceremony near the site of present-day San Elizario in which expedition leader Juan de Oñate took formal possession of the territory drained by the Rio del Norte (now the Rio Grande). Called ''La Toma,'' (the claiming) this act brought Spanish civilization to the Pass of the North, laying the foundation for more than two centuries of Spanish rule.

Population of the area grew when the Pueblo Indian Revolt of 1680 sent Spanish colonists and Tigua Indians of New Mexico southward in search of safety. By 1682, five settlements were thriving on the south bank of the Rio Grande. By the middle of the eighteenth century, approximately 5,000 people populated the El Paso area; among them were Spaniards, *mestizos,* and Indians. The region became known for its vineyards, with residents producing wine and brandy. In 1789, the presidio of San Elizario was founded to defend the El Paso settlements against encroaching Apaches.

Spanish Rule Ends, Tensions Begin

With Mexico's independence from Spain in 1821, the entire El Paso area became part of Mexico. Agriculture and commerce flourished, but the unpredictable levels of the Rio Grande made for difficulties with crops, fields, and structures frequently damaged by the rising water levels. In the 1830s, the river flooded much of the lower Rio Grande valley, creating a new channel and displacing several towns.

May 1846 saw more difficulties as hostilities erupted between the United States and Mexico. During the Mexican War, Col. Alexander Doniphan and a force of American volunteers defeated Mexican fighters at the battle of Brazito, entering El Paso del Norte. The Treaty of Guadalupe Hidalgo on February 2, 1848, ended the dispute and again changed the boundary between the two nations, bringing El Paso territory under the blanket of the United States.

El Paso's settlements grew in 1849 as easterners rushed west in search of gold. Lines between Mexico and the United States were revised yet again; this time the three Mexican towns of Ysleta, Socorro, and San Elizario ended up on the United States side of the line. The military post of Fort Bliss was established in 1858; one year later pioneer Anson Mills completed his plat of the town of El Paso. The name ''El Paso'' brought about confusion with the Mexican town

across the Rio Grande, El Paso del Norte, so the Mexican town's name was changed to Ciudad Juárez in 1888.

During the Civil War, El Paso's alliance was to the South, though the Union presided and local Southern sympathizers eventually received pardons. In 1877, Texans and Mexicans became embroiled in a bitter civil war, the Salt War of San Elizario, which lasted six months.

A Modern City Emerges

A rail system was established through the area in 1881–82, which transformed the village into a lively frontier community with a growing population. El Paso's early years are tinted by a colorful reputation from its many saloons, brothels, and high crime. By 1890 citizens were demanding reform, and by 1905 El Paso ordinances banned gambling and prostitution. At the turn of the century El Paso's frontier image was fading and its fresh start as a modern city began. The population grew from 15,906 in 1900 to 77,560 in just 25 years. Refugees of the Mexican Revolution contributed to the city's growth, as did burgeoning commercial, industrial, agricultural, and transportation business, along with El Paso's strategic location as a gateway to Mexico. Prohibition boosted the city's tourism as neighboring residents flocked to El Paso to cross the border for drinking and gambling in Juárez.

In 1930 census reports showed 102,421 residents in El Paso, though the city's growth began to slow soon after with the census reporting only 96,810 residents in 1940. After the war, development brought new residents and the 1950 census once again showed growth, with 130,003 people living in El Paso. Fort Bliss grew as well in the 1940s and 1950s. The 1960 census saw a doubling of residents; steady growth continued and by 1970 the population was 339,615. El Paso's population grew again when the city absorbed the Mexican town of Isleta, stretching the reaches of the metropolitan area even further. By the mid-1980s, Fort Bliss' military personnel and family members made up nearly a quarter of the city's population. Petroleum, textiles, tourism, metals, cement, and food processing became major industries by the 1980s.

Since 1990 El Paso's economy has suffered from competition with low labor rates from abroad and the closure of its main copper smelter. As well, El Paso has the unpleasant distinction of being one of the main entry points for drug smuggling into the United States, an attribute that has plagued the area for decades. The North American Free Trade Agreement (NAFTA) passage helped local service and transportation firms to expand their businesses, but hurt the city's industrial industry. Since El Paso is sensitive to changes in Mexico's economy, the devaluation of the Mexican peso in the 1990s and the border traffic controls instituted after the September 11, 2001 terrorist attacks both affected El Paso's economy. Still, the area is recovering from these incidences, and the El Paso of today consists of a rich mix of culture with a strong military presence and the excitement of a border town. The El Paso-Juárez international metropolitan area is the largest bi-national community on an international border in the world.

Historical Information: Texas State Historical Association, 1 University Station D0901, Austin, TX 78712-0332; telephone (512)471-1525; fax (512)471-1551

Population Profile

Metropolitan Area Population
1980: 479,899
1990: 591,610
2000: 679,622
Percent change, 1990–2000: 14.9%
U.S. rank in 2000: 64th

City Residents
1980: 425,259
1990: 515,342
2000: 563,662
2003 estimate: 584,113
Percent change, 1990–2000: 9.4%
U.S. rank in 2000: 22 (State rank: 5th)

Density: 2,263 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 413,061
Black or African American: 17,586
American Indian and Alaska Native: 4,601
Asian: 6,321
Native Hawaiian and Pacific Islander: 583
Hispanic or Latino (may be of any race): 431,875
Other: 102,320

Percent of residents born in state: 54.3% (2000)

Age characteristics (2000)
Population under 5 years old: 47,646
Population 5 to 9 years old: 50,170
Population 10 to 14 years old: 47,996
Population 15 to 19 years old: 46,858
Population 20 to 24 years old: 38,564
Population 25 to 34 years old: 80,568
Population 35 to 44 years old: 83,703
Population 45 to 54 years old: 65,808
Population 55 to 59 years old: 22,636
Population 60 to 64 years old: 19,592
Population 65 to 74 years old: 35,041

Population 75 to 84 years old: 19,279
Population 85 years and older: 5,801
Median age: 31.1 years

Births (2001, El Paso County)
Total number: 14,189

Deaths (2001, El Paso County)
Total number: 4,035 (of which, 66 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,388
Median household income: $32,124
Total households: 182,237

Number of households with income of . . .
less than $10,000: 25,341
$10,000 to $14,999: 15,622
$15,000 to $24,999: 30,009
$25,000 to $34,999: 26,661
$35,000 to $49,999: 30,185
$50,000 to $74,999: 29,283
$75,000 to $99,999: 12,585
$100,000 to $149,999: 8,127
$150,000 to $199,999: 1,946
$200,000 or more: 2,478

Percent of families below poverty level: 19.0% (51.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 26,998

Municipal Government

El Paso operates under a mayor-council form of government. The mayor is elected every four years; the eight council members are also elected and serve staggered two- or four-year terms. The city manager oversees operations. Residents, who are appointed by the council or the mayor, serve as volunteers on a variety of boards and commissions that help to steer the direction of municipal issues.

Head Official: Mayor Joe Wardy (since 2003; current term expires May 2007)

Total Number of City Employees: 6,500 (2005)

City Information: City of El Paso, 2 Civic Center Plaza, El Paso, TX, 79901; telephone (915)541-4000

Economy

Major Industries and Commercial Activity

More than 70 *Fortune* 500 companies call El Paso their home, including Hoover, Eureka, Boeing, and Delphi.

El Paso is an important entry point to the U.S. from Mexico. Once a major copper refining area, chief manufacturing industries in El Paso now include food production, clothing, construction materials, electronic and medical equipment, and plastics. Cotton, fruit, vegetables, livestock, and pecans are produced in the area. With El Paso's attractive climate and natural beauty, tourism has become a booming industry as well as trade with neighboring Ciudad Juárez.

Education is also a driving force in El Paso's economy. El Paso's three large school districts are among the largest employers in the area, employing more than 19,000 people between them. The University of Texas at El Paso (UTEP) has an annual budget of nearly $250 million and employs nearly 3,600 people. A 2002 study by the university's Institute for Policy and Economic Development stated that the University's impact on local businesses has resulted in $349 million.

The military installation of Fort Bliss is a major contributor to El Paso's economy. Fort Bliss began as a Calvary post in 1848. Today, Fort Bliss is the site of the United States Army's Air Defense Center and produces approximately $80 million in products and services annually, with about $60 million of those products and services purchased locally. Fort Bliss' total economic impact on the area has been estimated at more than $1 billion, with 12,000 soldiers currently stationed at the Fort. A February 2005 article in the *El Paso Times* stated that as many as 20,000 troops could be arriving at Fort Bliss pending the Defense Department's removal of thousands of troops from overseas assignments. This would be in addition to 3,800 soldiers who would arrive as part of a new brigade combat team stationed at the Fort. The growth is expected to create a strong economic ripple throughout the El Paso area.

In addition to the military, the federal government has a strong presence in El Paso to manage its status and unique issues as a border region. The Immigration and Naturalization Service (INS), the Drug Enforcement Agency (DEA), and the U.S. Customs Service all have agency operations in El Paso to regulate traffic and goods through ports of entry from Mexico. Including these agencies, government job growth in the area is expected to rise to 64,390 jobs by 2007.

Call center operations make up 7 of the top 10 business employers in El Paso. With no signs of growth slowing in this industry, in 2005 the 14 largest call centers in El Paso

employed more than 10,000 people. The largest of these in terms of employees are EchoStar, MCI/GC Services, and West Telemarketing.

Analysts in the area say that job growth in 2005 will be in the form of health care, business and trade services, international trade, and telecommunications.

Items and goods produced: petroleum, metals, medical devices, plastics, machinery, automotive parts, food, defense-related goods, tourism, boots

Incentive Programs—New and Existing Companies

El Paso's economy is impacted significantly by the Mexican government's Maquiladora Program. Established in 1965, the program was created to help alleviate unemployment on the U.S.–Mexico border by allowing non-Mexican companies to establish manufacturing operations in Mexico to produce goods for exportation. El Paso's sister city Ciudad Juárez has more than 300 such plants employing approximately 195,000 workers, many of them El Paso residents. More than 70 of the maquiladora plants established in Ciudad Juárez are owned by *Fortune* 500 companies operating in telecommunications, manufacturing of medical supplies, consumer appliances, electronics, and automotive parts.

The Texas Workforce Commission (TWC) provides assistance to new companies in screening and pre-qualifying applicants for employment to the client's specifications. TWC is also the agency for the Federal Targeted Job Tax Credits Program. The state of Texas targets many of its incentive programs toward smaller and rural communities.

Local programs—The City of El Paso gives consideration for tax abatements for projects within specified Strategic Redevelopment Zones. The Tax Abatement Policy is organized to stimulate capital investment needed for residential, retail, commercial, and industrial redevelopment within the zones.

State programs—Texas is a right-to-work state. The Texas Enterprise Zone Programs offer tax abatement at the local level, and refunds of state sales and use taxes under certain circumstances to businesses operating in enterprise zone areas. Parts of El Paso benefit from the state's designation as Foreign Trade Zone #68. The state of Texas targets many of its incentive programs toward smaller and rural communities.

El Paso is a designated United States Department of Housing and Urban Development Empowerment Zone, which provides special tax incentives and bond provisions to encourage private investment in housing development. El Paso was the only city in Texas to receive this type of designation. The Enterprise Business program and the Micro-Loan program both assist new businesses with start-up funding.

Job training programs—The Greater El Paso Chamber Foundation and a coalition of El Paso workforce development agencies partnered to develop The Center for Workforce Preparedness. The Center houses several agencies and projects, and helps custom-train workers for local businesses. The Upper Rio Grande @ Work organization provides help with recruitment, job fairs, locating tax incentive programs, researching labor and employment laws, labor market details, and other services.

On-the-Job Training allows participants to work for an employer, receive payment, and develop the skills necessary to continue working. The program provides reimbursement to the employer for up to half of the wages paid for a maximum of three months.

The Texas Workforce Commission administers the Skills Development Fund, which helps Texas community and technical colleges finance customized job-training programs for local businesses. Qualifying companies are allowed up to $1,000 per trainee.

The Advanced Technology Center at El Paso Community College provides workforce training for local industry. The College also administers programs through the Workforce Development Center, the Career Training Center, and other centers throughout its four campuses.

Development Projects

The city of El Paso has been involved in extensive improvement projects since 2000, when a plan for specific ''Quality of Life Capital Improvements'' was approved to span a 10-year period. New zoo facilities were completed, and still underway are plans for a new $6.65 million History Museum building (construction began in 2004), and improvements to city parks and libraries. As part of that initiative, the city's 5-year plan for capital improvements begins in 2005 and includes specific projects such as new fire stations, additional library branches, new animal care facilities, new parks and recreation facilities, further renovations and improvements to the zoo, street improvements, airport improvements, and public transportation improvements. At the end of 2009, projected spending for the 5-year improvement plan is a massive $440,924,631.

Developments completed in 2004 included a new $27.4 million, 110,000 square foot wing at Thomason Hospital. The wing generated an additional 100 high-paying jobs and expanded the number of critical care beds at the hospital from 18 to 30. The new unit includes an ambulatory surgery unit, an emergency department observation unit, a critical care unit, and a new labor and delivery unit. After $9 million in renovations, the 60-year-old El Paso County Coliseum is bringing in record revenues; additional seats and new air conditioning were part of the renovations.

Underway in 2005 were plans for a new golf course, federal courthouse, and restoration of a historic theatre. Slated for finish in 2006, the tentatively-named The Dunes at Butterfield Trail golf course will be a high-end course, designed by renowned golf course designer Tom Fazio. To be built near the airport, the course and its 8,800 square foot clubhouse will cost $11 million. Construction is expected to start in 2005 on the new downtown courthouse, with a budget of $63.4 million. The 8-story, 235,000 square foot courthouse will be built on two city blocks. Plans to restore the city's historic Plaza Theatre, at a cost of $25 million, began in 2005. An adjacent building will become the theatre's annex and will be converted into a restaurant on the first floor and a performing arts center, seating about 195 people, on the second floor.

Construction projects to the tune of $50 million were underway in 2005 at University of Texas at El Paso, including a new academic services building, biosciences building, a softball complex, an expansion of the engineering building, and a new research and business development complex. Projects in the planning stages in early 2005 include a new 5-level garage.

Economic Development Information: City of El Paso Department of Economic Development, 2 Civic Center Plaza, El Paso, TX 79901; telephone (915)533-4284; fax (915)541-1316

Commercial Shipping

According to the U.S. Department of Transportation, El Paso is the nation's ''fifth busiest land border gateway by value for imports and exports transported across the border by highways, railroads, and pipelines.'' In 2003, $39 billion in merchandise trade passed through El Paso. Trucks carry most of the freight passing through the city, followed by rail. The Union Pacific Railway provides intermodal and other services to Los Angeles, Chicago, and Dallas. The Burlington Northern Santa Fe Railroad also travels to Los Angeles and Chicago. El Paso's position as an international gateway means it is a major thoroughfare for imports and exports.

Labor Force and Employment Outlook

In 1994, half of El Paso's 50,000 manufacturing jobs were in the apparel and textile industry. Due to the devaluation of the Mexican peso in 1994, several large apparel manufacturers relocated over the border to Mexico, taking jobs with them. Growth in other areas have made up for this decline, however, as El Paso's job growth continues to rise after a rocky beginning to the 21st century. Still, El Paso's unemployment rate remains higher than the national average.

El Paso's labor force has shown a steady growth over the past decade. International trade in the region, stimulated by the North American Free Trade Act (NAFTA) and the Mexican Maquiladora Program, has helped to ensure El Paso's success in the global economy. Jobs in globalization and information technology are helping to revitalize the area economy after its past dependency on ever-reducing manufacturing jobs. A 2002 study estimated that local employment for the El Paso MSA was expected to grow to 278,056 by 2006, or a compound annual growth rate of 1.52 percent over that 5-year period.

The following is a summary of data regarding the El Paso metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 254,900

Number of workers employed in . . .
construction and mining: 11,900
manufacturing: 26,500
trade, transportation and utilities: 55,000
information: 5,400
financial activities: 12,000
professional and business services: 25,000
educational and health services: 28,600
leisure and hospitality: 23,500
other services: 7,500
government: 59,500

Average hourly earnings of production workers employed in manufacturing: $13.98 (statewide)

Unemployment rate: 7.7% (December 2004)

Largest county employers	*Number of employees*
El Paso Independent School District	8,663
Fort Bliss (civilian employees)	6,803
Ysleta Independent School District	6,500
City of El Paso	6,264
University of Texas at El Paso	4,871
Socorro Independent School District	3,995
Sierra Providence Health Network	3,761
El Paso Community College	3,728
Wal-Mart	3,706
County of El Paso	2,700
Las Palmas and Del Sol Regional Health Care System	2,244
Echostar Satellite Corp.	2,012

Cost of Living

El Paso's cost of living, as well as its housing prices, are slightly below the national average.

The following is a summary of data regarding several key cost of living factors for the El Paso area.

2004 (3rd Quarter) ACCRA Average House Price: $205,450

2004 (3rd Quarter) ACCRA Cost of Living Index: 90.6%

State income tax rate: none

State sales tax rate: 6.25%

Local income tax rate: none

Local sales tax rate: 1.0% (city) and .5% (county)

Property tax rate: $.719833 per $100 assessed value (2002) (City of El Paso only)

Economic Information: Office of Economic Development, City of El Paso, 2 Civic Center Plaza, 1st Floor, El Paso, TX 79901; telephone (915)533-4284; fax (915)541-1316

Education and Research

Elementary and Secondary Schools

El Paso County is served by nine school districts. Of those nine, El Paso city public schools are divided into three districts: the El Paso Independent School District, Ysleta Independent School District, and Socorro Independent School District. The El Paso Independent School District (EPISD) is the largest, educating 62,000 students in 88 buildings. The EPISD offers three magnet programs: the new Capt. John L. Chapin High School, an engineering and science magnet school, is the only public high school built on military land in the U.S.; Silva Health Magnet's curriculum focuses on health and sciences; the new (2003) Academy for International Business and Public Affairs at Bowie High School in South El Paso focuses on international business and public affairs education.

The Ysleta Independent School District (YISD) is the second largest in the area, educating 50,000 students in 58 buildings. In the mid-1980's, YISD operated at state minimum levels. With effort and determination by administration, teachers, and families, the district accomplished a major turnaround which culminated in 1998 when the district was named a ''Recognized District'' for state testing performance. Since then, nine of the district's schools have been named National Blue Ribbon Schools; eight others are National Title One Distinguished Campuses.

Though large in its own right, the Socorro Independent School District is the smallest district of the three and educates more than 30,000 students in southeastern El Paso County. In 2004 more than 82 percent of the district's high school graduates were bound for college.

The following is a summary of data regarding the El Paso Independent School District public schools as of the 2004–2005 school year.

Total enrollment: 62,000

Number of facilities
elementary schools: 57
junior high/middle schools: 15
senior high schools: 11
other: 7 (3 magnet schools, 1 alternative school, 1 at-risk recovery program, 1 adult education school, 1 occupational center

Student/teacher ratio: 16.1:1 (2005)

Teacher salaries (2004-05)
minimum: $34,000
maximum: $55,705

Funding per pupil: $6,627

More than 25 parochial and 50 private schools educate El Paso students. Many of El Paso's private schools have received national awards: Loretto Academy for girls and St. Clement's Episcopal Parish School are both recipients of the Blue Ribbon award, a prestigious standing for high-performing schools. Other private schools offer technical programs, specialized programs, or mechanical education.

Colleges and Universities

Four major institutions of higher learning are located in the El Paso region. They offer undergraduate and graduate degrees in engineering, business, science, education, health sciences, and liberal arts; and associate degrees and certificate programs in technology.

The University of Texas at El Paso (UTEP) prides itself on its status as the only major research university in the country with the majority of its students being predominately Mexican American. UTEP celebrated its 90th birthday in 2004. From its humble beginnings in 1914 as a small mining school, UTEP is now a recognized institution with an enrollment of more than 18,900 students and a $50 million building and expansion budget. UTEP ranks second in the nation of schools awarding undergraduate degrees to Hispanics.

Established in 1969, El Paso Community College (EPCC) has 5 campuses throughout El Paso and educates approximately 28,000 credit and continuing education students each semester. With 130 academic programs, 350 enrichment and continuing education courses, and a commitment to innovation in educational programs, EPCC is the fastest growing community college in the state.

In nearby Las Cruces, New Mexico, New Mexico State University educates 16,000 students, many of which are El Paso residents. Both the University of Phoenix and Webster University operate campuses in El Paso. Another regional educational institution is Howard Payne University extension campus. Texas Tech University's Health Sciences Center at El Paso confers degrees in medicine, nursing, pharmacy, and in biomedical and allied health sciences.

Libraries and Research Centers

The El Paso Public Library operates a main library, 11 branches, a bookmobile, and a literacy center. In December

2004 the main library closed for expansion and renovation with an expected completion date of late 2005. The expansion will add 45,000 square feet, bringing the library's total square footage to 110,000. The newly-renovated facility will also have a new 250-seat auditorium, a 50-station computer lab and classroom, an expanded children's area, and a new area for teenagers called ''Teen Town.'' As part of the city's Quality of Life Improvement Program, many of the system's branch libraries are undergoing renovations and expansions between 2000 and 2009.

The University of Texas at El Paso (UTEP) Library houses over 1.2 million volumes, including 200,000 government documents, in its 6-floor, 275,000 square foot facility. The library sits atop a hill and is built in the Bhutanese style of architecture, like of many of the university's structures.

Other libraries include the Texas Tech University Health Sciences Library at El Paso, the El Paso Community College library system, and the El Paso Scottish Rite Historical Library and Museum.

The University of Texas at El Paso's research facilities sponsored projects with expenditures of $52 million in 2003. The National Institutes of Health recently awarded UTEP and the University of Texas Houston Health Science Center more than $4 million to establish the Hispanic Health Disparities Research Center at the UTEP campus. Other research centers at UTEP include the Border Biomedical Research Center, the Center for Environmental Resource Management, the Center for Transportation Infrastructure Sytems, the Institute for Manufacturing and Materials Management, the Materials Research and Technology Institute, and the W.M. Keck Border Biomedical Manufacturing and Engineering Laboratory. New research centers on tap for development in 2005 include the Paso del Norte Research and Business Development Complex, which will house four new research facilities focusing on policy and economic development, economic forecasting, science, and entrepreneur development.

Public Library Information: El Paso Public Library, 501 N. Oregon, El Paso, TX; telephone (915)543-5401

Health Care

El Paso's 9 hospitals, with approximately 2,200 beds total, serve the general public and the military in El Paso and bordering areas of Mexico. The Las Palmas Regional Healthcare System's facilities include the Las Palmas Medical Center and Heart Institute hospital, the Rehabilitation Hospital, the Life Care Center, the Regional Oncology and Wound Management Center, the Diabetes Treatment Center, and the Del Sol Medical Center. Specialties include women's and children's services, oncology, heart health, and surgical services. In late 2004 Las Palmas broke ground on a new building that will house an expanded emergency room and intensive care unit. Opened in 2004, the system's new Rehabilitation Hospital is a 40-bed center specializing in treatment of strokes, spinal cord injuries, and other orthopedic or neurological diagnosis.

The Sierra Providence Health Network operates three hospitals consisting of two acute care hospitals (Sierra Medical Center and Providence Memorial Hospital) and a physical rehabilitation hospital (Rio Vista Physical Rehabilitation Hospital), with a total of 927 beds. Other centers include the Border Children's Health Center and the Sierra Teen Health Resource Center.

Thomason Hospital serves El Paso and neighboring Ciudad residents with its location directly on the U.S.-Mexico border. Part of the Texas Tech University's School of Medicine, the hospital is a teaching facility with 335 beds. The William Beaumont Army Medical Center specializes in trauma care and is one of the largest U.S. Army general hospitals in the country.

Recreation

Sightseeing

The El Paso area's attractions celebrate the region's rich history and culture, as well as its natural resources of the Franklin Mountains and the Rio Grande.

More than 313,000 people visited the El Paso Zoo in 2004, the same year the zoo opened a new sea lion exhibit. On 18 acres, the El Paso Zoo houses more than 600 animals from over 250 species. The zoo's Asia exhibit highlights endangered Indochinese tigers, Sumatran orangutans, Malaysian tapirs, and the critically endangered Amur leopard. Animals in the Americas exhibit include Mexican wolves, the California sea lion, and the Galapagos tortoise. A new exhibit featuring the animals of Africa is expected to open in 2006.

Magoffin Home State Historic Site is a 1.5 acre park and homage to pioneer Joseph Magoffin. The centerpiece of the park is the Magoffin Home, built in 1875 by Magoffin. The 19-room adobe home, built in the Territorial style of architecture, showcases period style with mid-Victorian wood trim and original appointments. Guided tours offer a glimpse into the life of the Magoffin family, who occupied the home until its sale to the city of El Paso in 1976.

The Chamizal National Memorial is part of the National Parks system. Established to commemorate diplomatic rela-

Hueco Tanks State Park.

tions between Mexico and the United States in 1963, Chamizal honors the peaceful settlement of a century-long boundary dispute between neighboring counties. Visitors can learn about this historic event at the Chamizal Museum or through interpretive performances at the indoor theatre. The Los Paisanos Gallery features the work of local and international artists in a variety of media; the gallery also hosts traveling museum exhibits.

Downtown El Paso's ''Museum Row'' includes the Museum of Art, El Paso Museum of History, and Insights Science Museum. The El Paso Museum of Art is a celebrated fine arts museum housing a permanent collection of more than 5,000 works of art, including the Samuel H. Kress Collection of European art from the 13th through 18th centuries, American art from the 19th and 20th centuries, Mexican colonial art, and contemporary art from the southwestern United States and Mexico. Temporary exhibitions, educational programs, lectures, and concerts are part of the museum's yearly event schedule. The Museum of History showcases the colorful people who shaped El Paso's history. Insights Science Museum features 60 hands-on exhibits that teach visitors about all aspects of science. Temporary exhibits, classes, and a ''Museum on Wheels'' round out Insight's offerings to the community.

The Museum of Archaeology at Wilderness Park showcases prehistoric artifacts from the Southwest, including pottery, stone objects, basketry, weavings, and figurines. Exhibits tell the story of El Paso and the region's first inhabitants. The museum's 15 acres feature walking trails and gardens that highlight more than 250 native plants.

The Fort Bliss Museum resides at a reconstructed site of the original Fort. Adobe walls shelter from the heat of the summer as well as create warmth in the winter. Displays include photographs, maps, and personal items. One block south of the museum is the new Air Defense/Artillery Museum, showcasing the history of air defense equipment.

The Natural History Museum features more than 300 exhibits in 30,000 square feet. The Border Patrol Museum highlights the work of those who tirelessly patrol the U.S./Mexico border in El Paso. The El Paso Holocaust Museum and Study Center chronicles events of the holocaust and memorializes those who suffered.

The Mission Trail offers visitors a glimpse into the El Paso of the past. One of the oldest roads in the country, the Mission Trail dates back more than 400 years. Along the route are three missions, one of which is the oldest building in Texas.

Arts and Culture

The city's Arts & Culture Department (ACD) has been working to bring art and cultural events to residents since 1978. The ACD supports local art organizations through funding, grants programs, and educational programs. In 2003, the ACD was responsible for 1,058 art and cultural events throughout the city, with an overall attendance of 391,165. Some of the ACDs programs include the Young at Art Series, which presents children's theatrical performances; the Discovery Series, which offers dance performances by such renowned troops as Alvin Ailey; Alfresco Fridays, presenting free summer outdoor concerts at various city locations; Music Under the Stars World Festival offers free outdoor music from around the world on summer evenings at Chamizal National Memorial; and the Galleries program, which sponsors art exhibits at City Hall and the El Paso Regional Airport.

The Abraham Chavez Theatre in the El Paso Convention & Performing Arts Center hosts both the El Paso Opera and the El Paso Symphony performances. The El Paso Opera brings full-scale, professional opera to the area in addition to several educational outreach programs. Established in the 1930s, the El Paso Symphony is the longest continuously-running symphony orchestra in Texas, offering a full classical and special events season.

The Aardvark Theatre on N. Mesa presents a full season from September through June; the El Paso Playhouse presents a year-round season of plays and a monthly Dinner Theatre performance. The Adair Margo Gallery on E. Yandell exhibits the work of regional, U.S. and foreign fine artists.

Festivals and Holidays

The events calendar begins with January's El Paso Chamber Music Festival, featuring performances over two weekends at University of Texas at El Paso's Fox Fine Arts Recital Hall. The Southwest International Livestock Show and Rodeo (in its 76th year in 2005) happens at the El Paso County Coliseum and fairgrounds in January or February. Over two weekends in late February and early March, the Siglo de Oro Drama Festival is held in the Chamizal National Memorial Theatre. This annual celebration honors Spain's Golden Age with professional and collegiate performing groups from Spain, Mexico, the United States, and South America. Presentations are often performed in Spanish.

Spring events include the city's semi-annual arts and crafts fair called Art in the Park, held over a weekend in late May at Memorial Park; the KLAQ Balloon Festival in May features hot air balloon rides and concerts at Wet & Wild Waterworld in nearby Anthony, Texas.

Summer events include the annual Independence Day Parades, one each on the city's west and east sides. The Downtown Street Festival follows in downtown El Paso, with four stages featuring live performances and more than 100 booths featuring arts, crafts, food, and drink. The July

2005 Ruisidoso Art Festival is the festival's 33rd; this weekend in late July offers goods from more than 100 juried artists at the Ruidoso Convention Center on Hwy. 48. The KLAQ ''Taste of El Paso'' happens mid-August at Western Playland. In addition to sampling the wares of local restaurants, visitors can enjoy rides and live entertainment. The St. Nicholas Greek Festival celebrates Greek food, music, and culture in late August at the Greek Orthodox Church.

On Labor Day weekend the Fiesta de las Flores (in its 52nd year in 2005) is held at the El Paso County Coliseum and includes games, food, arts and crafts, a car show, a children's area, and a variety of entertainment options. Mexican Independence Day is celebrated mid-September at Chamizal National Memorial, and honors Mexico's independence through song and dance.

In October, the annual Chamizal Festival celebrates the many cultural influences in the El Paso region through traditional arts and music with workshops, performances, demonstrations, and displays. Throughout October, the month-long ''Celebration of Our Mountains'' features events such as hikes, field trips, driving tours, nature walks, bike rides, and other activities that celebrate the Franklin Mountains. Thanksgiving Day events in El Paso include the Las Palmas Del Sol Sun Bowl Parade in downtown El Paso, and the Thanksgiving Day 5K run and 3K walk benefiting youth and teen programs at the YMCA. Ballet Folklórico Paso del Norte depicts the art and history of Mexico through dance and music at Chamizal National Memorial Theatre in late November.

For a month during late November through December, sports fans enjoy a variety of festivities related to the Vitalis Sun Bowl football game on December 31. Events include a parade, a new year's eve party, a 5K run, sports skills camps, and more. Visitors and residents enjoy the El Paso/Juárez Trolley Company's Christmas Light Tour, which circuits through the area's best-known seasonal sights at San Jacinto Plaza, the University of Texas at El Paso campus, Rim Road, Scenic Drive, and Eastwood. Holiday Lights at the Zoo features more than 200,000 lights creating a ''winter wonderland'' scene in the zoo throughout 10 days in December.

Sports for the Spectator

The El Paso region abounds with opportunities for sports fans to watch their favorite activities. The El Paso Diablos, a double A team affiliated with the Arizona Diamondbacks, have been playing since 1974; 15 of those years have been at Cohen Stadium in northeast El Paso. In a 2004 announcement, however, the Diablos will be sold and will move to Springfield, Missouri at the end of the 2004-05 season. The El Paso Patriots play indoor soccer as a Premier Development League (PDL) team. The El Paso Scorpions professional rugby team has been playing since 1979. Their home is the 5,000 seat Dudley field, the original home of the El Paso Diablos. The University of Texas at El Paso's athletics include the Miners football, soccer, track, tennis, and men's and women's basketball. The Southwestern International Livestock Show & Rodeo comes to the El Paso County Coliseum in January or February; polo is a popular spectator sport in nearby La Union, New Mexico.

Sports for the Participant

El Paso's Parks & Recreation Department maintains 175 park sites with 2,372 acres throughout the city. These parks provide 12 recreation centers, 14 city pools (8 indoor and 6 outdoor), sports and fitness programming, and senior centers. In El Paso County, Ascarate Park is the largest public-use recreational park at 448 total acres. Ascarate Park is home to a golf course, an aquatic center, and an amusement park.

Franklin Mountains State Park is the largest urban park in the nation, with 24,247 acres spanning approximately 37 miles within the city limits of El Paso. By fall 2005 the trail network will encompass 118 miles of hiking trail, with 51 miles slated for use for both hikers and mountain bikers, and 22 miles open for hiking, mountain biking, and horseback riding. The park's natural rock formations invite rock climbers to the area. After a recent $1.7 million renovation, the park's 44 picnic sites offer new shelters, picnic tables, and grills. Recently opened, the Wyler Aerial Tramway offers riders an exhilarating 4 minute gondola ride offering unmatched views of the Franklin Mountains.

The Hueco Tanks State Historic Site, 32 miles northeast of the city in El Paso County, offers some of the best rock climbing opportunities in the area. Named for its natural rock formations, the park's rock basins, or *huecos,* have furnished a supply of trapped rain water to travelers to the region for thousands of years. The park also features rock paintings from hunters and foragers from thousands of years ago, as well as from tribes of the not-so-distant past, including Apaches, Kiowas, and earlier groups. The pictographs include more than 200 paintings of faces left behind by the prehistoric Jornada Mogollon Culture. The park is the site of the last Indian battle in the county.

Wet n' Wild Waterworld in nearby Anthony, Texas and Western Playland Amusement Park in El Paso offer family fun and adventure.

Shopping and Dining

El Paso's three main shopping malls are Bassett Center, Sunland Park Mall, and Cielo Vista Mall. Sunland Park, the newer of the three, is located on the west side of the city and offers four anchors and a variety of popular shops and restaurants. Bassett Center has three department stores and more than 80 specialty shops. On the east side of the city,

Cielo Vista Mall features 5 department stores and more than 140 specialty shops. The Mission Trail Harvest Market is a program administered by the city in partnership with the Ysleta del Sur Pueblo Indian Tribe and the Texas Cooperative Extension. Open from June through October, the Market brings farm-fresh goods and handmade crafts for sale to the community. The Market operates at Zaragosa and Socorro Road, across from the Ysleta Mission.

While El Paso may have been known in the past as a place for steaks and traditional and often simple Mexican fare such as enchiladas, today's El Paso restaurants serve a variety of ethnic cuisines that reflect an even bigger variety of cultural influences. Dining in El Paso is a cultural blend drawing from Native Americans, Spanish Colonists, Mexican neighbors and residents, as well as Easterners drawn south for warmer climes. Ethnic and international restaurants include Chinese, Korean, German, Italian, and Middle Eastern, but the majority of El Paso's restaurants are steak houses, barbecue places, and Mexican restaurants. Highly popular in El Paso fare is the chile pepper, which is used in everything from eggs and *chorizo* (spicy sausage), to steaks, salsas, and sauces, and even on its own stuffed with cheese or meat and baked as *chile rellenos.*

Visitor Information: El Paso Convention and Visitors Bureau, One Civic Center Plaza, El Paso, TX 79901; telephone (800)351-6024; email info@elpasocvb.com

Convention Facilities

The El Paso Convention & Performing Arts Center's Judson F. Williams Convention Center was remodeled and expanded in May 2002. The new center features three halls, 80,000 square feet of exhibit space, and 14,900 square feet of meeting space in 17 meeting rooms. Its Mt. Franklin Lobby offers 23,300 square feet of additional exhibit space. The Abraham Chavez Theatre in the Center features an 800 square foot meeting room and theatre seating for 2,500 people.

Across the street from the Convention Center, the Camino Real El Paso has 19 meeting rooms and 36,000 square feet of meeting space that can accommodate groups of up to 1,300. Listed in the National Historic Register, the Camino Real El Paso was established in 1912 and boasts crystal chandeliers, a Tiffany cut-glass dome, and ''the most photographed grand staircase in the Southwest.'' Other El Paso hotels offer 7,000 rooms total throughout the city.

Convention Information: El Paso Convention and Visitors Bureau, One Civic Center Plaza, El Paso, TX 79901; telephone (800)351-6024; email info@elpasocvb.com

Transportation

Approaching the City

The El Paso International Airport offers passenger services and air cargo services and is the gateway to West Texas, southern New Mexico, and northern Mexico. El Paso International Airport is served by American Airlines, AeroLitoral, Frontier, America West, Continental, Delta, Southwest, and United, and provides an average of 136 daily arrivals and departures. In 2003 the airport served 2,910,663 customers and transported 81,922 tons of cargo. The airport was recently expanded, adding two 144,000 square foot air cargo buildings, more than 34 acres of aircraft parking, and an additional 6.4 miles of roadways. Once a thriving Air Force Base, Biggs Army Airfield lies adjacent to the El Paso International Airport and boasts more miles of runway than any Army airfield in the world. Now part of Fort Bliss, the airfield is used for Army exercises and refueling.

Two major highways transport drivers in, out, and through El Paso: I-10 runs east and west, and Highway 54 runs north and south; Highway 375 loops around the outskirts of the city, through Fort Bliss, and close to downtown. Several bus lines offer service to and from El Paso, and Amtrak provides passenger rail service west to California and east as far as Florida.

Traveling in the City

The Franklin Mountains literally split the city of El Paso down the middle, creating what El Pasoans call the city's east and the west sides. The Rio Grande flows along the city's southern edge. The city is laid out around these two natural features. Sun Metro provides bus and trolley service throughout the city, with 51 weekday routes, 41 Saturday routes, and 38 Sunday routes.

Communications

Newspapers and Magazines

El Paso's major daily newspaper is the *El Paso Times. The Prospector* is a weekly newspaper published by the University of Texas at El Paso. *Twin Plant News,* a magazine covering manufacturing and business in Mexico, is published in El Paso, as well as *NOVA Quarterly,* a quarterly magazine published by the University of Texas at El Paso.

Television and Radio

El Paso is served by eight television stations, of which four are affiliated with the major commercial networks, two with

public broadcasting, and one with Spanish-language Univision. The city's five AM and eight FM radio stations broadcast a variety of programs, including sports, talk, religious, country, rock, and Hispanic programming.

Media Information: *El Paso Times,* PO Box 20, El Paso, TX 79999; telephone (800)351-1677

El Paso Online

City of El Paso. Available www.ci.el-paso.tx.us

County of El Paso. Available www.co.el-paso.tx.us

El Paso: A Guestlife Destination Guide. Available www.guestlife.com/elpaso

El Paso Convention and Visitors Bureau. Available www.elpasocvb.com

El Paso Independent School District. Available www.episd.org

El Paso International Airport. Available www.elpasointernationalairport.com/index.htm

El Paso Public Library. Available www.elpasotexas.gov/library

El Paso Scene. Available wwwcene.com

El Paso Times. Available www.elpasotimes.com

Fort Bliss. Available www.bliss.army.mil

Texas State Historical Association. Available www.tsha.utexas.edu

University of Texas at El Paso. Available www.utep.edu

Selected Bibliography

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Sonnichsen, C.L., *Pass of the North: Four Centuries on the Rio Grande* (2 vols., El Paso: Texas Western Press, 1968, 1980)

Timmons, W.H. ed., *Four Centuries at the Pass* (El Paso: Guynes Printing, 1980)

Fort Worth

The City in Brief

Founded: 1849 (incorporated 1873)

Head Official: Mayor Michael J. Moncrief (NP) (since 2003)

City Population
1980: 385,164
1990: 447,619
2000: 534,694
2003 estimate: 585,122
Percent change, 1990–2000: 19.3%
U.S. rank in 1980: 33rd
U.S. rank in 1990: 28th (State rank: 6th)
U.S. rank in 2000: 27th (State rank: 6th)

Metropolitan Area Population (CMSA)
1990: 4,037,282
2000: 5,221,801
Percent change, 1990–2000: 29.3%
U.S. rank in 1990: 9th
U.S. rank in 2000: 9th

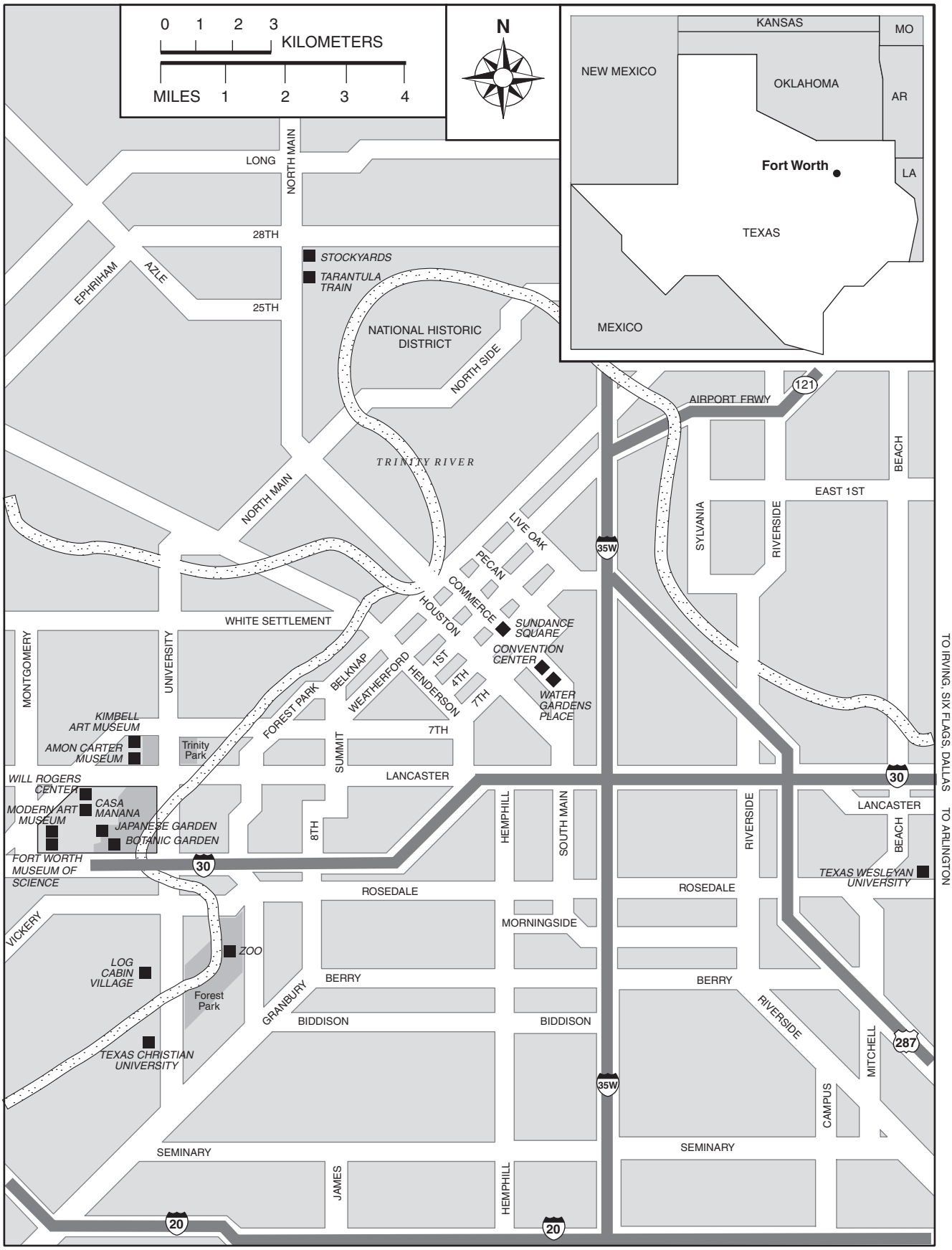
Area: 292.5 square miles (2000)
Elevation: Ranges from 500 to 800 feet above sea level
Average Annual Temperature: 65.5° F
Average Annual Precipitation: 34.73 inches

Major Economic Sectors: services, wholesale and retail trade, manufacturing
Unemployment rate: 5.0% (December 2004)
Per Capita Income: $18,800 (2000)

2002 FBI Crime Index Total: 41,280

Major Colleges and Universities: University of Texas at Arlington, Texas Christian University, Texas Wesleyan College

Daily Newspaper: *Fort Worth Star-Telegram*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AZLE
STOCKYARDS
TARANTULA TRAIN
NATIONAL HISTORIC DISTRICT
NORTH SIDE
TRINITY RIVER
NORTH MAIN
AIRPORT FRWY
121
BEACH
EAST 1ST
SYLVANIA
RIVERSIDE
LIVE OAK
PECAN
COMMERCE
HOUSTON
35W
WHITE SETTLEMENT
SUNDANCE SQUARE
CONVENTION CENTER
WATER GARDENS PLACE
MONTGOMERY
UNIVERSITY
BELKNAP
WEATHERFORD
HENDERSON
1ST
4TH
7TH
FOREST PARK
KIMBELL ART MUSEUM
AMON CARTER MUSEUM
Trinity Park
SUMMIT
7TH
LANCASTER
30
WILL ROGERS CENTER
CASA MANANA
MODERN ART MUSEUM
JAPANESE GARDEN
BOTANIC GARDEN
8TH
HEMPHILL
SOUTH MAIN
RIVERSIDE
LANCASTER
BEACH
FORT WORTH MUSEUM OF SCIENCE
30
ROSEDALE
TEXAS WESLEYAN UNIVERSITY
ROSEDALE
MORNINGSIDE
VICKERY
ZOO
LOG CABIN VILLAGE
Forest Park
BERRY
BERRY
GRANBURY
BIDDISON
BIDDISON
RIVERSIDE
MITCHELL
287
TEXAS CHRISTIAN UNIVERSITY
35W
CAMPUS
SEMINARY
SEMINARY
JAMES
HEMPHILL
20
20
TO IRVING, SIX FLAGS, DALLAS
TO ARLINGTON

Introduction

Fort Worth, western anchor city of the Dallas/Fort Worth Metroplex, identifies itself as ''Where the West Begins.'' Proud of its colorful western heritage and rowdy past, the city carefully preserves its history even as it plans for the future. Within its downtown, cowboys, cattle auctions, and horse-drawn carriages coexist with cultural centers and modern office towers. Glass and steel skyscrapers housing headquarters of aviation, aerospace, and high-technology companies share sidewalks with renovated historic districts such as the Fort Worth Stockyards National Historic District and downtown's Sundance Square. With a population growth of 29.3 percent between 1990 and 2000, Fort Worth/Dallas is among the fastest growing metropolitan areas in the country.

Geography and Climate

Fort Worth is located in the rolling hills of the Great Plains region of north-central Texas. It is the seat of Tarrant County and the major city in the western half of the Fort Worth/Dallas Metroplex. Fort Worth is 30 miles from Dallas and separated from it by the Dallas/Fort Worth International Airport and several smaller central cities, such as Irving, Arlington, and Grand Prairie. The Clear and West forks of the Trinity River join near the center of Fort Worth and Lake Worth, Eagle Mountain Lake, Benbrook, and Arlington Lakes form parts of its northwest and southern borders.

Fort Worth's climate is continental and humid subtropical, characterized by wide variations in annual weather conditions, long, hot summers, and short, mild winters. For more than 150 years Fort Worth was the only major city in the United States that had never had a fatal tornado. The city's luck ran out in March 2000 when a spectacular tornado tore through residential neighborhoods and the downtown area. Five people died in the storms, which caused an estimated $450 million in damage.

Area: 292.5 square miles (2000)

Elevation: Ranges from 500 to 800 feet above sea level; mean elevation is 670 feet

Average Temperatures: January, 44.1° F; August, 84.4° F; annual average, 65.5° F

Average Annual Precipitation: 34.73 inches

History

''Cowtown'' Served As Trading Center

Fort Worth's wild and wooly past began in 1849 when Major Ripley Arnold led a small detachment of U.S. Dragoons to the banks of the Trinity River and established an outpost to protect early settlers from Native American attack. The garrison was named for General William Worth, a Mexican War hero. It was more of an encampment than a fort, but after several years the natives ceased their opposition to the settlement. When the soldiers left, the settlers stayed, and in 1860 Fort Worth was chosen to serve as Tarrant County seat.

Its location on the Old Chisholm Trail, the route along which ranchers drove their herds, helped establish Fort Worth as a trading and cattle center and earned it the nickname ''Cowtown.'' Cowboys took full advantage of their last brush with civilization before the long drive north from Fort Worth. They stocked up on provisions from local merchants, visited the town's colorful saloons for a bit of gambling and carousing, then galloped northward with their cattle.

Problems Accompanied Prosperity

Post-Civil War reconstruction brought many disillusioned Confederates to Texas in search of jobs and new beginnings. Commerce grew along with the population. Yankees wanted meat, and Texas had a ready supply. During this time rumors grew of a panther that stalked and slept on the city streets at night. A Dallas newspaper ran a story claiming that Fort Worth was so drowsy, a panther was found sleeping on Main Street. Fort Worth citizens good-naturedly dubbed their hometown ''Panther City,'' and many local merchants and sports teams adopted the animal in their logos.

The Texas & Pacific Railroad arrived in Fort Worth in 1876, causing a boom in the cattle industry and in wholesale trade. The city was the westernmost railhead and became a transit point for cattle shipment. With the boom times came some problems. Crime was rampant and certain sections of town, such as Hell's Half Acre, were off-limits for proper citizens. Cowboys were joined by a motley assortment of buffalo hunters, gunmen, adventurers, and crooks. Butch Cassidy and the Sundance Kid were said to roam the streets of Fort Worth between robberies.

Boom Town Is Tamed

During the 1880s and 1890s, an influx of home-seekers helped quiet the rowdy streets and create a more stable community. More railroads led to more industry. Meat packing companies, a brewing company, more newspapers, and a stronger banking system arrived. Community leaders modernized the fire department, started a municipal water sys-

tem, built sanitary sewers, and paved streets. Free public schools were legalized in Texas and colleges were founded. By then most major religious denominations were represented with congregations in the city. Fort Worth women organized teas, dances, dinners, and cakewalks to raise funds for a public library. In 1907, the Texas Legislature helped tame the town by outlawing gambling.

During the early days of the twentieth century, Fort Worth became the meat packing center of the Southwest. Nearly all West Texas cattle stopped there for sale or reshipment. Merchants were delighted to discover that when ranchers brought their cattle to market, they also brought their wives to shop in Fort Worth's stores.

Oil/Aviation Spur Economy

In 1917, oil was discovered in West Texas on McCleskey Farm about 90 miles west of Fort Worth. The gusher meant another boom for the city and helped meet the fuel demand created by World War I. Five refineries were built by 1920 and the city became a center for oil operators. Oil-rich ranchers and farmers moved to Fort Worth and built luxurious homes and towering office buildings.

During World War I three flying fields were established near Fort Worth, all eventually taken over by the U.S. government. In 1927, an airport opened and the aviation industry began. During World War II, B-24 bombers were manufactured at the Convair Plant in Fort Worth, while bomber pilots trained at the nearby Tarrant Field (renamed Carswell Air Force Base in 1948). The opening of Dallas/Fort Worth International Airport in 1974 ushered in a new era of aviation history. At the time it was built, the airport was the largest in the world. The aviation/aerospace industry remains an important factor in Fort Worth's economy today.

Partners for Livable Communities voted Fort Worth as one of America's Most Livable Large Cities in 2004. With a vibrant cultural life, continuing development, and expanding economy in high tech industries, Fort Worth forecasts a vibrant future.

Historical Information: Fort Worth Public Library, Genealogy and Local History Department, 500 W. 3rd Street, Fort Worth, TX 76102; telephone (817)871-7740

Population Profile

Metropolitan Area Residents (CMSA)
1990: 4,037,282
2000: 5,221,801
Percent change, 1990–2000: 29.3%
U.S. rank in 1990: 9th
U.S. rank in 2000: 9th

City Residents
1980: 385,164
1990: 447,619
2000: 534,694
2003 estimate: 585,122
Percent change, 1990–2000 19.3%
U.S. rank in 1980: 33rd
U.S. rank in 1990: 28th (State rank: 6th)
U.S. rank in 2000: 27th (State rank: 6th)

Density: 1,827.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 319,159
Black or African American: 108,310
American Indian and Alaskan Native: 3,144
Asian: 14,105
Native Hawaiian and other Pacific Islander: 341
Hispanic (may be of any race): 159,368
Other: 75,100

Percent of residents born in state: 60.8% (2000)

Age characteristics (2000)
Population under 5 years old: 45,452
Population 5 to 9 years old: 42,413
Population 10 to 14 years old: 39,943
Population 15 to 19 years old: 39,984
Population 20 to 24 years old: 43,562
Population 25 to 34 years old: 91,042
Population 35 to 44 years old: 83,691
Population 45 to 54 years old: 61,472
Population 55 to 59 years old: 20,240
Population 60 to 64 years old: 15,433
Population 65 to 74 years old: 26,614
Population 75 to 84 years old: 18,496
Population 85 years and older: 6,352
Median age: 30.9 years

Births (2002)
Total number: 11,466

Deaths (2002)
Total number: 4,520 (of which, 86 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,800
Median household income: $37,074
Total households: 195,309

Number of households with income of . . .
less than $10,000: 20,658
$10,000 to $14,999: 13,486

$15,000 to $24,999: 27,887
$25,000 to $34,999: 28,592
$35,000 to $49,999: 34,179
$50,000 to $74,999: 35,369
$75,000 to $99,999: 16,814
$100,000 to $149,999: 11,123
$150,000 to $199,999: 2,822
$200,000 or more: 3,379

Percent of families below poverty level: 12.7% (46.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 41,280

Municipal Government

Fort Worth has a council-manager form of government with a mayor elected for a two-year term, an eight-member council, and an appointed city manager. The city is the seat of Tarrant County.

Head Official: Michael J. Moncrief (NP) (since 2003; current term expires 2005)

Total Number of City Employees: 5,708 (2005)

City Information: City of Fort Worth, 1000 Throckmorton Street, Fort Worth, TX 76102; (817)871-6000

Economy

Major Industries and Commercial Activity

Fort Worth has traditionally been a diverse center of manufacturing, and the city had demonstrated strong economic growth since the 1980s. However, an economic slowdown in the sector accounted for job losses for the first time in many years between 2001 and 2003. Forecasts call for an increase of manufacturing jobs, supplying 32,048 new manufacturing jobs between 2004 and 2025 for an annual growth rate of 1.2 percent. Government sector jobs are expected to show continued growth, and the transportation, communication, and utilities sector is forecasted to show growth as well. Mining business in Texas is driven by oil and gas production and has shown losses as oil prices dip.

Major employers in the area are American Airlines, Lockheed Martin Tactical Aircraft Systems, Bell Helicopter Textron, Radio Shack Corporation, SABRE, Pier 1 Imports, and Burlington Northern Santa Fe. Emerging economic sectors in the new century include semiconductor manufacturing, communications equipment manufacturing, corporate offices, and distribution.

Between 1990 and 1996 defense downsizing resulted in the loss of 44,000 jobs in the Fort Worth area. That development set Fort Worth's economic diversification effort into motion. A plan was adopted called ''Strategy 2000, Diversifying Fort Worth's Future,'' which had as its goal the creation of a healthy, diverse, less defense-dependent economy supported by business development, emerging technologies, international trade, and a world class workforce. Tech Fort Worth, an off-shoot of ''Strategy 2000,'' is a business incubator that works with the Fort Worth Business Assistance Center to foster new start-up companies. Tech Fort Worth opened a new facility in 2004 with over 160,000 feet of office space, laboratories and conference rooms.

Tourism is an important contributor to the local economy. According to the Fort Worth Convention and Visitors Bureau, in 2004 there were 8.7 million visitors to Fort Worth, who spent $1.2 billion in the city and even more in the surrounding areas.

Items and goods produced: aircraft, communication equipment, electronic equipment, machinery, refrigeration equipment, containers, clothing, food products, pharmaceuticals, computers, clothing, grain, leather

Incentive Programs—New and Existing Companies

Local programs—Fort Worth offers many incentive programs to develop and redevelop the city. As of 2005 Fort Worth had nine active Tax Increment Finance (TIF) districts. There are two Enterprise Zones in Fort Worth, with fee wavers, tax refunds, and other assistance provided by both the city and state. Under a policy adopted in February 2000, the City of Fort Worth, on a case-by-case basis, gives consideration to the granting of property tax incentives to eligible residential, commercial, and industrial development projects. It is the objective of the city of Fort Worth to encourage applications from projects that (a) are located in enterprise zones or other designated target areas; or (b) result in a development with little or no additional cost to the City; or (c) result in 1,000 or more new jobs, with a commitment to hire Fort Worth and inner city residents. Fort Worth has two state-designated Urban Enterprise Zones.

State programs—Texas is a right-to-work state. The Texas Enterprise Zone Programs offer tax abatement at the local level, and refunds of state sales and use taxes under certain circumstances to businesses operating in enterprise zone areas. The state of Texas primarily targets its incentive programs toward smaller and rural communities.

Job training programs—The state of Texas provides training funds through its Smart Jobs program, which offers up to

$2,000 in matching funds for training employees who will work for new and expanding Texas companies that pay at or above the state average wage. Job training funds are made available through the federal Workforce Investment Act (WIA). Employers using WIA participants can be reimbursed for up to 50 percent of the cost of training new employees. Fort Worth Works is a program run by the city to help both employers and job seekers by coordinating job fairs and placement agencies, and eliminating barriers to low-income workers. The Texas Department of Commerce has a work force incentive program for industrial start-up training and funding. Local state-supported educational institutions provide the training. The program provides up to $1,000 per trainee.

Development Projects

The National League of Cities awarded Fort Worth the James C. Howland Award for Urban Enrichment for innovative redevelopment in 1995, and the building boom continues. In 2004, Pier 1 Imports moved into its new $90 million 440,000 square foot headquarters, employing more than 350 people. In 2005, work began on the city's new 37,000 square foot recreation center which will be completed by the end of the year. A $65 million renovation of the 37-story landmark Bank One Tower is being redeveloped into 294 luxury residential condominiums and 60,000 square feet of space for shops, restaurants, and boutique office space. Omni Hotels will build a $90 million, 600-room hotel next to the Fort Worth Convention Center, to be completed in 2007. Also in 2005, the Montgomery Ward building and warehouse, a 1928 Mission Revival-style structure, becomes an urban retail center after a $50 million redevelopment.

Other plans underway in 2005 were for construction of a 5-story, 221,000 square foot expansion of the JPS Hospital, including a new emergency department, surgery department, and sky bridge connector to the existing hospital, to begin mid-2005. So7, a residential and retail development near Trinity Park, will add an additional 150,000 square feet of retail space as well as additional condominiums and apartments.

Economic Development Information: Fort Worth Chamber of Commerce, 777 Taylor Street, Suite 900, Fort Worth, TX 76102-4997; telephone (817)336-2491. Fort Worth Economic Development Office, Office of the City Manager, Third Floor City Hall, 1000 Throckmorton, Fort Worth, TX 76102; telephone (817)871-6103

Commercial Shipping

A central location combined with superior air and ground transportation resources makes Fort Worth an ideal location for distribution. The Dallas/Fort Worth International Airport has a huge economic impact. Its Foreign Trade Zone, U.S. Customs Office, and U.S. Port of Entry status afford business and industry easy access to many important services. Nearby Alliance Airport is used solely by distribution and manufacturing firms to reach national and international markets, and is home every October to its International Air Show. Several local and long distance carriers provide commercial motor freight service. For firms with their own trucks, support services are abundant. A full complement of rail services is available in the city where Burlington Northern Santa Fe, the largest railroad in the nation, is headquartered.

Labor Force and Employment Outlook

The Dallas/Fort Worth area is a major trade center and distribution hub as well as the state's telecommunications center. It is the sixth-ranked metropolitan area in the nation for *Fortune* 500 companies, of which 17 have headquarters in the area.

The following is a summary of data regarding the Fort Worth metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 776,900

Number of workers employed in . . .
mining: 3,900
construction: 43,700
manufacturing: 96,700
trade, transportation and utilities: 187,300
information: 71,800
financial activities: 45,800
business and professional services: 81,500
educational and health services: 84,500
leisure and hospitality: 76,300
other services: 31,700
government: 107,800

Average hourly earnings of production workers employed in manufacturing: $17.18

Unemployment rate: 5.0% (December 2004)

Largest employers (2003)	*Number of employees*
American Airlines	28,500
GameStop	20,000
Lockheed Martin Aeronautics	16,800
Fort Worth Independent School District	10,300
Bell Helicopter-Textron	6,000
City of Fort Worth	5,700
Radio Shack	4,300
Tarrant County Government	4,200
Harris Methodist Fort Worth Hospital	3,800
Cook Children's Medical Center	3,800

Cost of Living

The cost of living in Fort Worth is low compared to other major cities in the United States.

The following is a summary of data regarding several key cost of living factors for the Fort Worth area.

2004 (3rd Quarter) ACCRA Average House Price: $189,855

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.4 (U.S. average = 100.0)

State income tax rate: none

State sales tax rate: 6.25% (food and prescription drugs are exempt)

Local income tax rate: none

Local sales tax rate: 2.0%

Property tax rate: $.8650 per $100 of assessed valuation (assessed valuation = 100% of market value)

Economic Information: Fort Worth Chamber of Commerce, 777 Taylor Street, Suite 900, Fort Worth, TX 76102-4997; telephone (817)336-2491.

Education and Research

Elementary and Secondary Schools

The Fort Worth Independent School District (FWISD) is the largest of the 20 school districts in Tarrant County. With a dedicated administration, in less than a decade the district saw a massive 833 percent increase in high-performing schools, from only 6 in 1994 to 59 in 2002. As part of a bond program, improvements and renovations have been ongoing since 2000 to many of the district's schools.

The FWISD continues to show leadership in innovative teaching techniques, including applied learning; new standards; elementary, reading, and math initiatives; and instructional support teams to enhance teaching. The FWISD's Vital Link program, which places 12-year-old students in workplace situations to show them the link between classroom learning and workplace needs, is nationally recognized. The FWISD's Teaching Chairs program to recognize teaching excellence in a variety of disciplines, is based on the university-level teaching chair concept and is unique in the nation at the public school level. Another feature of the system is a high school for medical professionals. Middle and elementary schools offer preparatory, Montessori, and baccalaureate education. The FWISD is one of only a few schools in the nation to hold the Kennedy Center Imagination Celebration, the national children's arts festival program. In Fort Worth the Imagination Celebration continues on a year-round basis.

The following is a summary of data regarding Fort Worth's public schools as of the 2004–2005 school year.

Total enrollment: 80,223

Number of facilities
elementary schools: 80
middle schools: 24
senior high schools: 13
other: 28

Student/teacher ratio: 16.7:1

Teacher salaries (2004)
minimum: $38,500
maximum: $64,176

Funding per pupil: $6,252 (2004-2005)

Around 75 private and parochial schools serve Fort Worth, including special schools for the learning disabled.

Public Schools Information: Fort Worth Independent School District, 100 North University Dr., Fort Worth, TX 76107-1360; telephone (817)871-2455; fax (817)871-2460

Colleges and Universities

Fort Worth boasts seven colleges and universities. The University of Texas at Arlington (UTA) is the area's largest university, with more than 25,000 students enrolled in its schools of business, engineering, liberal arts, science, architecture, nursing, social work, and education. UTA is known for programs in high technology applied research.

Texas Christian University (TCU) educates more than 8,500 students. It specializes in a liberal arts education and offers research-oriented PhD programs in chemistry, divinity, English, history, physics, and psychology. Texas Wesleyan University has more than 2,800 students in its schools of business, education, fine arts, sciences, and humanities. The city's other colleges are Tarrant County Junior College (on several campuses), Southwestern Baptist Theological Seminary, and Arlington Baptist College. There are some 30 other colleges and universities within a 50-mile radius, including technical, business, and nursing schools.

Libraries and Research Centers

The Fort Worth Public Library system operates a central library, a Southwest Regional location, an East Regional location, two satellite libraries in public housing communities, and nine branches. Its holdings number 2.3 million items, including more than 2,000 periodical subscriptions. Special collections include bookplates, early children's books, books in Spanish and Vietnamese, genealogy, earth science, popular sheet music, government documents, and oral history. Nearly 30 special libraries are located in Fort

Worth, affiliated with local businesses, art museums, hospitals and colleges, and U.S. government agencies. Among them are the Lockheed Martin Fort Worth Company Research Library and the National Archives Southwest Region collection of inactive records of U.S. government agencies in the Southwest.

The University of Texas at Arlington executes advanced research in a number of areas, notably at its Automation and Robotics Research Institute, and its Nanotechnology Research & Teaching Facility. The University of North Texas Health Science Center supports several research centers dealing with such topics as substance abuse and wound healing. Texas Christian University operates an Institute of Behavioral Research and the Center for Texas Studies.

Public Library Information: Fort Worth Public Library, 500 W. 3rd Street, Fort Worth, TX 76102-7305; telephone (817)871-7701

Health Care

The Southside Medical District, located south of Fort Worth's Central Business District, encompasses approximately 1,400 acres and includes the area's major hospitals, medical institutions, and support services. It has more than 30,000 employees, representing the second largest employment center in the City of Fort Worth.

Fort Worth is home to 20 hospitals, including general care facilities, a children's medical center, urgent care center, emergency clinics, a cardiac center, and an osteopathic hospital. Harris Methodist Fort Worth Hospital, with more than 600 beds, is the largest hospital in the city and features emergency service, a CareFlite helicopter, open-heart surgery facilities, kidney transplant procedures and a rehabilitation program for head and spinal cord injuries.

JPS Health Network/John Peter Smith Hospital announced plans to build a $75 million patient tower to increase beds, host new operating suites, and add a new emergency department, scheduled to be completed in 2007. The Plaza Medical Center of Fort Worth is undergoing a $57 million renovation that will include a new critical cardiac care center and expanded emergency room. Among the services of All Saints Episcopal Hospital are wellness and fitness programs, a cardiac rehabilitation unit, and the largest freestanding center for radiation cancer therapy in the Southwest. Other health care facilities in Fort Worth are Rehabilitation Hospital, which offers programs for the brain-injured and those with other physical disabilities, and Cook-Fort Worth Children's Medical Center, which specializes in pediatrics.

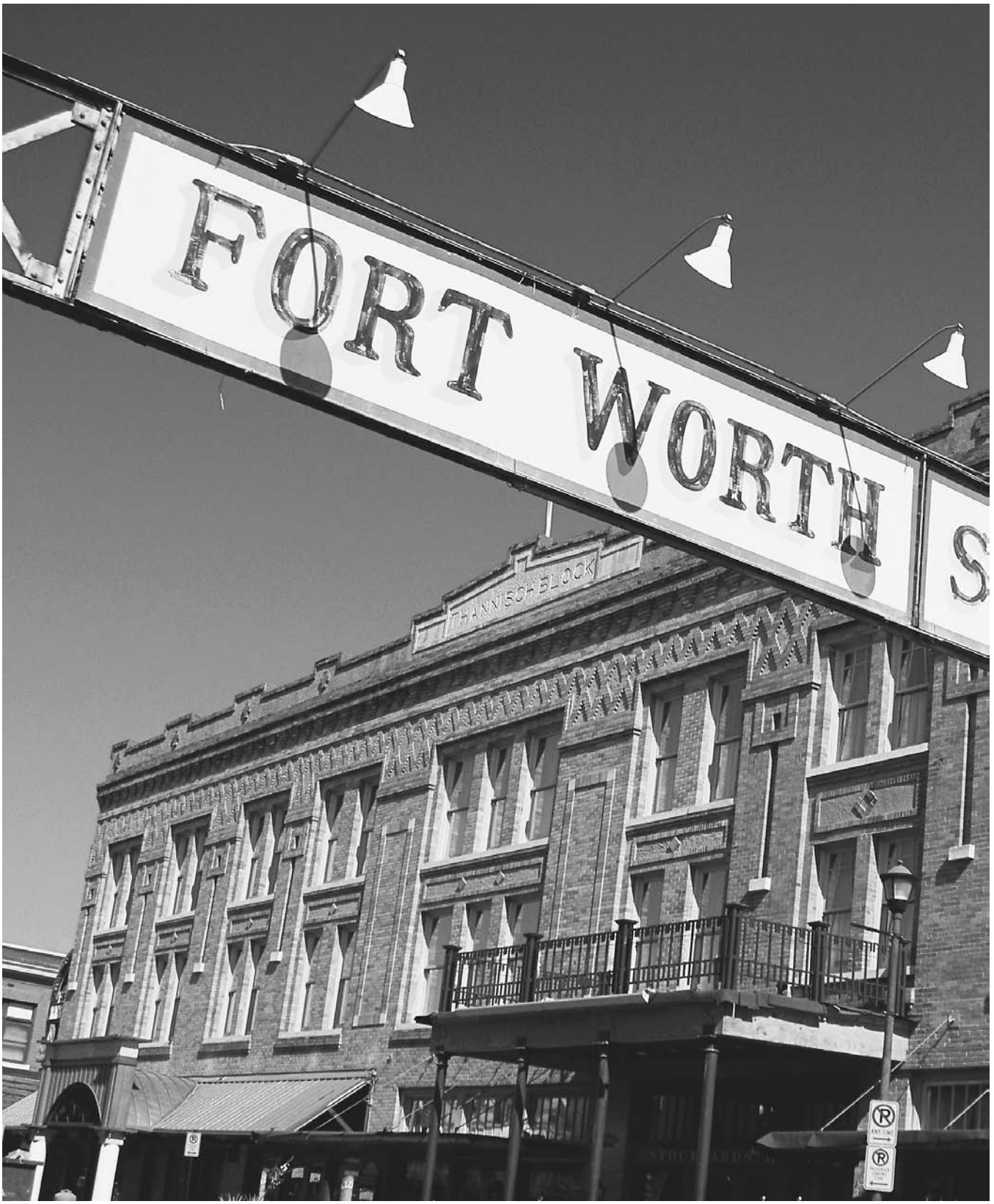
Recreation

Sightseeing

Fort Worth and the Metroplex rank high on the list of U.S. tourist destinations. Many attractions are located in the city or within the mid-cities region of the Dallas/Fort Worth area, including Arlington, Grand Prairie, and Irving. Tourists have a wide range of diversions from which to choose.

The Stockyards National Historic District is a multiblock historic district featuring specialty shops, rodeos, saloons, and livestock auctions. Twice daily in the Stockyards, authentic cowhands drive the Fort Worth Herd, a group of Texas longhorn steer, down Exchange Avenue. Billy Bob's Texas in the Stockyards, is the world's largest honky tonk bar/entertainment center and can accommodate a crowd of 6,000 people to hear top western entertainers, play pool and video games, and shop. Sundance Square is another historic district of red-bricked streets, shops, and restaurants. Visitors to Fort Worth can walk through historic Van Zandt Cottage, Thistle Hill mansion, or the Eddleman McFarland House, an elegant Victorian residence. Tourists can also tour downtown Fort Worth and Sundance Square in a carriage. Fort Worth Water Garden Park is an impressive four blocks of concrete-terraced waterfalls, fountains, pools, and gardens. Trinity Trail consists 32 miles of paved trails for walking, biking, or rollerblading, winding from Northside Drive to Foster Park. The Tarantula Steam excursion train takes passengers between Grapevine and the Stockyards. Stockyards Station also includes retail and dining facilities, plus a children's carnival.

The Fort Worth Zoo is home to 5,000 exotic animals. Exhibits include a 2.5-acre World of Primates, African Savannah, Asian Falls, Parrot Paradise, and Texas Wild!, an exhibit that opened in 2001 which focuses on showcasing animals that are native to Texas. Nearby Log Cabin Village features 1850s-era restored cabins, a working grist mill, and pioneer craft demonstrations. Noble Planetarium in the Museum of Science and History features a Texas sky show that changes monthly. Fort Worth Nature Center and Refuge in Lake Worth is a 3,400-acre habitat and National Natural Landmark. The Fort Worth Botanic Garden, including the Japanese Garden, contains acres of plants, and a pagoda, teahouse, and meditation garden. The Forest Park Miniature Railroad takes visitors on a 40-minute trip from Forest Park to Trinity Park and back. Hurricane Harbor in Arlington is a family-oriented water park. Six Flags over Texas is a large amusement park complex in Arlington. Visitors can tour American Airlines Flight Academy, Mrs. Baird's Bakery, or the Bandera Hat Company.



The Stockyards National Historic District features specialty shops, rodeos, saloons, and livestock auctions.

Arts and Culture

Cowboys and culture mix in Fort Worth. Community and commercial groups are generous and cooperative in their support of the arts. The city offers cultural experiences ranging from fine opera and ballet to knee-slapping country hoedowns. Its museums house the art and artifacts of European masters and Texas cattlemen.

The beautiful Nancy Lee and Perry R. Bass Performance Hall, a $67 million facility that opened in 1998, is the first-ever home of the Fort Worth Symphony, Texas Ballet Theater, and the Fort Worth Opera, as well as the Van Cliburn International Piano Competition. The 2,054-seat performance hall is located in Sundance Square; it makes a grand impression with its pair of 48-foot angels gracing the entrance.

Casa Manana, a theater-in-the-round under a geodesic dome, seats 1,800 people and features Broadway touring productions, a children's playhouse series, and produces its own shows featuring local talent. The Rose Marine Theater is home to the Latin Arts Association of Fort Worth, the only Hispanic theater company in the city, and presents theater, film, and live music series. Other thriving Fort Worth-area theaters include StageWest, Circle Theater, Jubilee, and the avant-garde group Hip Pocket. A number of area community orchestra and professional ensembles present classical music concerts throughout the year. Electrifying film performances are presented at the Omni Theater's 80-foot dome screen in the Fort Worth Museum of Science and History. The Scott Theatre hosts the Fort Worth Theatre, special film productions, and cultural activities. Hyena's Comedy Club features national acts; ''Four Day Weekends'' improvisational comedy show is Fort Worth's longest running show.

Fort Worth's museums and galleries also offer variety. The Kimbell Art Museum was designed by Louis Kahn and houses collections of classical and prehistoric art, and western European and early twentieth century paintings. The Amon Carter Museum, named for the late Fort Worth newspaper magnate whose foundation supports it, contains a collection of nineteenth- and early twentieth-century Western and American paintings and American photographs. Twentieth-century multimedia art including sculpture, photography, and painting are displayed at the Modern Art Museum of Fort Worth. The Sid Richardson Collection of Western Art in Sundance Square displays 60 paintings by artists of the American West such as Frederic Remington and Charles Russell.

The Fort Worth Museum of Science and History houses the Omni Theater and Museum School, the Noble Planetarium, and 35,000 square feet of exhibits, including the Hall of Medical Science, Man and His Possessions, Antique Calculators and Computer Technology, Geology, and Texas History. The American Airlines C.R. Smith Museum is devoted to the history of commercial aviation, having over 1,000 items in its collection, including a restored DC-3 airplane. The history of the ranching industry in Texas is traced through film, photographs, and memorabilia at the Cattle Raiser's Museum. The Texas Cowboy Hall of Fame and National Cowboys of Color Museum and Hall of Fame pay tribute to the people who built Texas. The National Cowgirl Museum and Hall of Fame, the only one of its kind in the world, opened a new home in the city's Cultural District in 2002. Fire Station No. 1 is the city's earliest fire house and contains an exhibit entitled ''150 Years of Fort Worth.''

Tours are available at the Bureau of Engraving and Printing's Visitor Center, allowing the public to watch the printing of paper currency. The Pate Museum of Transportation, located on a ranch near Cresson, maintains a collection of varying modes of transportation including antique, classic, and special interest cars, airplanes, railroad cars, and space exhibits. On the campus of Southwestern Baptist Theological Seminary, the Tandy Archaeological Museum houses a collection of biblical artifacts. The Texas Civil War Museum is scheduled to open in mid-2005 with a large collection of uniforms, weapons, and flags from both North and the South.

Festivals and Holidays

In January/February the Fort Worth Stock Show and Rodeo is held over two weeks at the Will Rogers Memorial Coliseum and includes an indoor rodeo, exhibits, arts and crafts, rides, and a carnival midway. Cowtown Goes Green is Fort Worth's unique, western-style St. Patrick's Day celebration. The festival is held in the National Historic Stockyards District and features a parade, cattle drive, pub crawl, arts and crafts sales, and Irish music. For four days in April, Fort Worth's Main Street becomes a marketplace of food, arts and crafts, and live entertainment during the Main St. Fort Worth Arts Festival.

The arrival of spring is observed with Mayfest activities, games, sports, and arts and crafts in Trinity Park. The Van Cliburn International Piano Competition is held at the Bell Performance Center every four years. At the Texas Frontier Forts Muster and Quanah Parker Comanche Pow Wow & Honor Dance, Fort Worth's frontier past is highlighted with re-enactors showing off the skills and equipment needed in the days of the old West, along with Comanche dancers performing traditional dances. Shakespeare in the Park is also held in June at the Trinity Park Playhouse with nightly shows, music, and dance. In June and the beginning of July is the American Paint Horse Association World Championship Show & Sale at the Will Rogers Center. Pioneer Days in September commemorates the early days of the cattle industry with a fiddler's contest, fajita cook-off, parade, and footrace. Also in September, the Forth Worth International Air Show at Alliance Airport is a family-oriented event conceived as a tribute to Fort Worth's aviation industry. Oktoberfest features music, dance, and food events to raise money for symphonic

activities. The Red Steagall Cowboy Gathering & Western Swing Festival fills the Stockyard District with music, rodeo and cowboy poetry in October. November and December are filled with holiday observances including the Zoobilee of Lights and the Christmas Parade of Lights.

Sports for the Spectator

Fort Worth professional sports fans follow the American League's Texas Rangers baseball, NFL Dallas Cowboys football, NBA Dallas Mavericks basketball, and the Dallas Stars NHL teams. None of these is based in Fort Worth, but all are close enough to claim fans. Fort Worth's own Brahmas are in the Western Professional Hockey League; they play at Will Rogers Coliseum. College fans in Fort Worth pay close attention to the Texas Christian University Horned Frogs and the Texas Wesleyan University Rams, both of which compete in major collegiate sports. The Colonial National Invitational Golf Tournament and the GTE Byron Nelson Classic are held in May.

The Texas Motor Speedway, a 1.5-mile NASCAR oval track with a seating capacity of 155,000 (plus 53,000 more in the infield), is the second largest sports facility in the country; it schedules three major racing weekends a year.

Sports for the Participant

Six large lakes within 25 miles of downtown provide Fort Worth residents with ample opportunities for water sports and recreation. Burger's Lake is a 20-acre recreational park with a swimming pool and picnic grounds. Greenhills Environmental Center is a 1,000-acre nature preserve and recreational area with hiking trails. Heritage Park Boat & Recreation Center bills itself as ''a one-hour vacation in the heart of Fort Worth.''

Fort Worth maintains 231 developed city parks with more than 10,000 acres, 98 public tennis courts, 3 bicycle trails, 6 public golf courses, and 20 municipal pools.

Shopping and Dining

Fort Worth boasts one of the most beautiful and vibrant downtown areas in Texas. The centerpiece of the revitalized downtown is the Sundance Square entertainment and shopping district, a 20-block area filled with historic buildings, movie theaters, live theaters, nightclubs, coffee houses, art galleries and, of course, shopping in a 40-store mall with an indoor skating rink. Other popular shopping areas are Hulen Mall, the Fort Worth Outlet Square, University Park Village, Stockyards Station, the Camp Bowie Boulevard shops, Exchange Avenue Shops, and Ridgmar Mall in west Forth Worth.

Restaurants are plentiful in Fort Worth, offering everything from Continental, Texas Ranch, New American, and ethnic cuisines. The historic districts in particular, such as The Stockyards and Sundance Square, abound in restaurants and saloons. Texas beef, chili, and Tex-Mex are specialties. At Ellington's Southern Table in Sundance Square, diners' plates are piled high with Southern specialties like pot roast, chicken-fried steak, fried catfish, and liver and onions.

Visitor Information: Fort Worth Convention and Visitors Bureau, 415 Throckmorton, Fort Worth, Texas 76102; telephone (817)336-8791 or (800)433-5747

Convention Facilities

The Fort Worth Convention Center in downtown Fort Worth is the city's major facility. The center has 253,226 square feet of exhibit space, 41 meeting rooms, a 28,160 square foot ballroom, a 3,000-seat theater, and a 14,000-seat arena. The Fort Worth Water Gardens are directly across the street and Sundance Square is only 5 blocks away.

Will Rogers Memorial Center is located in the museum district within walking distance of museums such as the Kimbell, Amon Carter, Modern Art, and the Science and History museums. The Botanic and Japanese Gardens are also nearby. The center contains 100,000 square feet of exhibit space, a 6,000-seat coliseum, a 3,000-seat auditorium, an equestrian center with 2,000-seat arena, and meeting/banquet facilities. The Bass Performance Hall can host events for as many as 500 people in the lobby to well over 2,000 people in the auditorium.

The Renaissance Worthington Hotel, the Radisson Plaza, and the Ramada Plaza Hotel are other downtown facilities equipped with meeting rooms and exhibit space. The city has more than 130 hotels/motels with more than 11,000 rooms, and the Metroplex area, including the Dallas/Fort Worth Airport, boasts even more convention facilities.

Convention Information: Fort Worth Convention and Visitors Bureau, 415 Throckmorton, Fort Worth, TX 76102; telephone (817)336-8791 or (800)433-5747

Transportation

Approaching the City

The Dallas/Fort Worth International Airport (DFW) is located approximately 17 miles from the downtown areas of both cities. With a U.S. Customs District, a Fish and Wildlife Port of Entry, its own Foreign Trade Zone, and official

U.S. Gateway status, DFW is a major U.S. transportation facility. In 2005 the airport will open a new International Terminal, and Skylink, a high-speed terminal-linking train, begins operation. Alliance Airport, the first major industrial airport in the U.S., is located 20 miles north of the city. Meachum Airport is Fort Worth's leading aviation airport.

Four interstate highways serve Dallas/Fort Worth: I-20 (east-west), I-35 (north-south), I-30 (northeast-west), and I-45 (south).

Intercity passenger service to Fort Worth is available on Amtrak train lines. The Trinity Railway Express, a commuter rail line, connects downtown Dallas, downtown Fort Worth, DFW airport, and the Fort Worth Intermodal Transportation Center, which houses the largest hub for the T and Amtrak trains. In 2004 it carried 2.16 million passengers.

Traveling in the City

The Fort Worth mass transportation system is called ''The T,'' and includes more than 130 vehicles that travel more than 50 routes. The city recently introduced a trolley service that transports visitors from the downtown area to the Stockyards National Historic District, the Fort Worth Cultural District, and the Fort Worth Zoo.

Communications

Newspapers and Magazines

Fort Worth's daily newspaper is the morning *Fort Worth Star-Telegram,*. Other newspapers and magazines focus on horses or cattle, including *Christian Ranchman,* which covers Cowboys for Christ events; several others deal with nurseries, gardening, and religious topics. Two airline in-flight magazines are published in Fort Worth.

Television and Radio

Due to their proximity, Fort Worth and Dallas share a number of television and radio stations with other Metroplex cities. Four television stations broadcast from Fort Worth: NBC, CBS and UPN affiliates and an independent. Five AM and six FM radio stations broadcast from the city, including two Hispanic stations and one owned by Texas Christian University.

Media Information: *Fort Worth Star-Telegram,* Capital Cities/ABC, Inc., 400 W. 7th St., Fort Worth, TX 76102; telephone (817)390-7400

Fort Worth Online

City of Fort Worth Home Page. Available ci.fort-worth.tx.us

Fort Worth Chamber of Commerce. Available www.fortworthcoc.org

Fort Worth Convention and Visitors Bureau. Available www.fortworth.com

Fort Worth Independent School District. Available www.fortworthisd.org

Fort Worth Public Library. Available www.fortworthlibrary.org

Fort Worth Star-Telegram. Available www.star-telegram.com

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Roark, Carol and Byrd Williams, *Fort Worth's Legendary Landmarks* (Fort Worth: Texas Christian University Press, 1997)

Houston

The City in Brief

Founded: 1836 (incorporated 1837)

Head Official: Mayor Bill White (since 2004)

City Population
1980: 1,595,138
1990: 1,654,348
2000: 1,953,631
2003 estimate: 2,009,690
Percent change, 1990–2000: 18.0%
U.S. rank in 1980: 5th
U.S. rank in 1990: 4th (State rank: 1st)
U.S. rank in 2000: 6th (State rank: 1st)

Metropolitan Area Population
1980: 2,753,000
1990: 3,321,926
2000: 4,177,646
Percent change, 1990–2000: 25.8%
U.S. rank in 1980: 9th (CMSA)
U.S. rank in 1990: 10th (CMSA)
U.S. rank in 2000: 10th (CMSA)

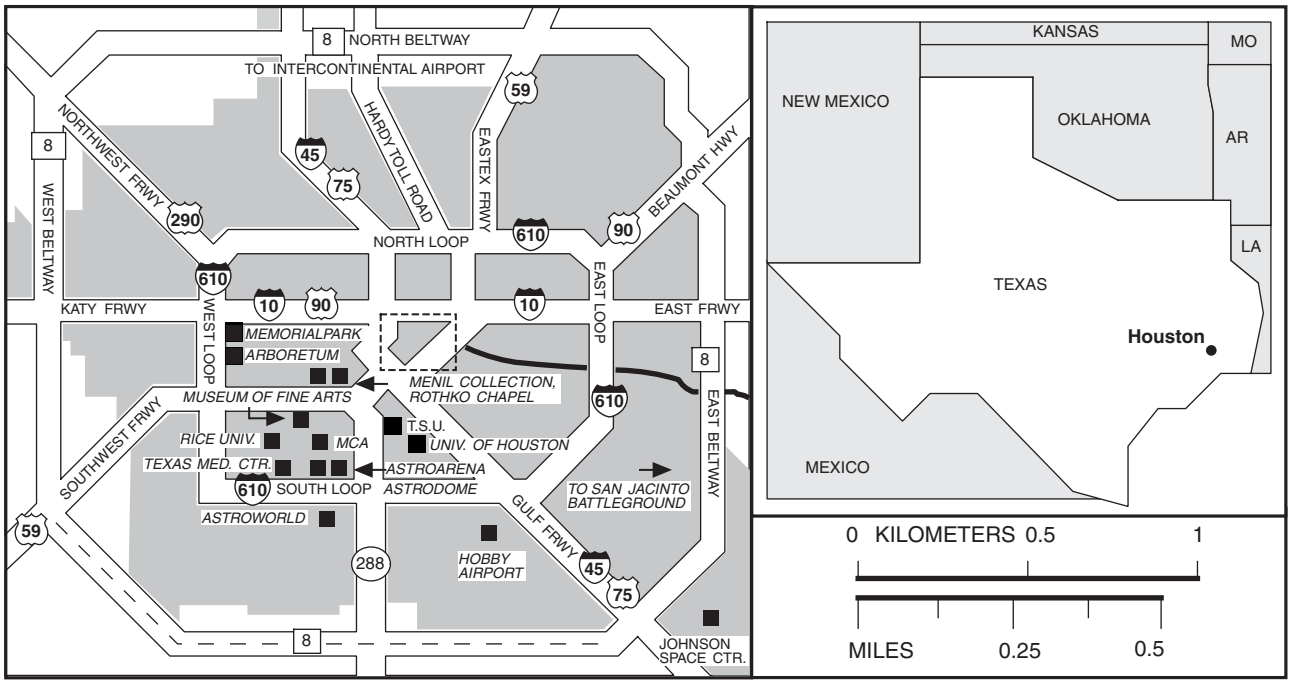
Area: 601.69 square miles (2000)
Elevation: Ranges from sea level to about 50 feet above sea level
Average Annual Temperature: 68.8° F
Average Annual Precipitation: 47.84 inches

Major Economic Sectors: services, finance/insurance/real estate, trade, government
Unemployment rate: 5.5% (December 2004)
Per Capita Income: $20,101 (1999)

2002 FBI Crime Index Total: 149,247

Major Colleges and Universities: Rice University, University of Houston, Texas Southern University

Daily Newspaper: *Houston Chronicle*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MUSEUM OF FINE ARTS
MENIL COLLECTION, ROTHKO CHAPEL
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MCA
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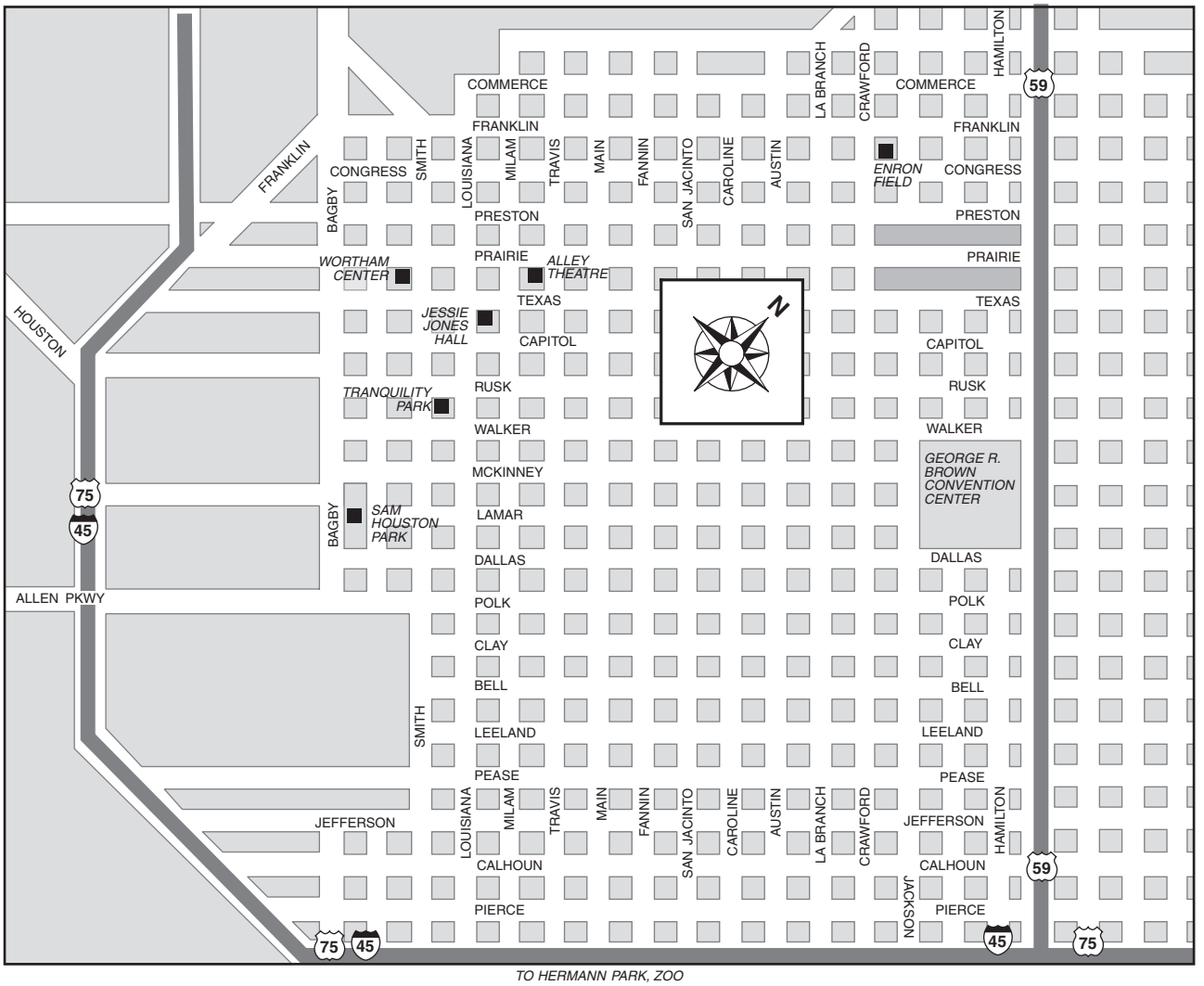
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SAN JACINTO
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LA BRANCH
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JACKSON
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ALLEY THEATRE
JESSIE JONES HALL
TRANQUILITY PARK
SAM HOUSTON PARK
ENRON FIELD
GEORGE R. BROWN CONVENTION CENTER
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TO HERMANN PARK, ZOO

Introduction

During the late 1970s Houston epitomized opulence, glitter, and opportunity. The city's major industry, petrochemicals, rode the crest of a boom ''in the oilpatch,'' as Houstonians say. Get-rich-quick growth became a predominant feature across the sprawling landscape of the city. By 1982, however, a national recession, coupled with a wildly fluctuating oil market and devaluation of the Mexican peso, changed Houston's outlook from boom to bust. Unemployment and the local economy reached depression levels by 1985, prompting a painful retrenchment. Houston's recovery and subsequent expansion are the result of the growth of energy independent industry and diversification. Optimism is back in Houston as the city looks to new opportunities in high-technology and service industries. As a result of the boom, and despite the bust, Houston's consolidated metropolitan area now exceeds 8,700 square miles and the population has more than doubled from the 1960 level. Now the nation's fourth largest metropolitan area, with nearly 4.2 million people, Houston is looking up again and approaching the future with confidence.

Geography and Climate

Houston lies near the Gulf of Mexico and sprawls westward from the shores of Galveston Bay on the coastal prairie of eastern Texas. Major waterways include the San Jacinto River, part of which is encompassed by the man-made Houston Ship Channel, and an intricate network of meandering creeks and bayous, the largest of which are Buffalo Bayou and Bray's Bayou. The climate is humid and semitropical in the summertime, with an average annual temperature of about 69 degrees. Houston's winters are mild, although freezing sometimes occurs, and its summers are potent. The threat of severe weather, especially hurricanes that form when northern cold fronts collide with moisture-laden Gulf coast weather systems, is taken seriously by the local population. Houston has been directly hit by two hurricanes in the last forty years, Carla in 1960 and Alicia in 1983, and has been threatened by many others. With Alicia, Houston became the nation's largest city to have endured the passage of a hurricane's eye directly over its downtown area.

Area: 601.69 square miles (2000)

Elevation: Sea level to about 50 feet above sea level

Average Temperatures: January, 51.8° F; July, 83.6° F; annual average, 68.8° F

Average Annual Precipitation: 47.84 inches

History

Early Days Full of Perils

Inhabited by cannibals, visited by Spanish explorers and missionaries, a base for pirates, former capital of a fledgling nation, and site of a battle that ultimately added millions of acres to the United States—all of this can be said for the rich and varied history of the Houston area.

Amerinds, descended from the early races of mankind that crossed into North America via the Bering land bridge, are known to have occupied the southwestern United States many thousands of years before Christ. As these tribal groups fanned out across North and South America over thousands of years, a primitive culture evolved along what is now the upper Texas coast. The first recorded meetings between Europeans and the native populations of eastern Texas are found in fifteenth- and sixteenth-century accounts of Spanish explorers. These accounts are not particularly pleasant, for the natives of the Gulf Coast region that one day became Houston were notorious cannibals of the small Atakapan and Karankawa tribes. These were ferocious tribal groups, described by the Spaniards as bloodthirsty and barbaric.

The Europeans chose to move on, and despite Galveston Bay's relative attraction as a safe harbor, the upper Gulf Coast of Texas remained largely unsettled by the Spanish, who came to control virtually all of the American Southwest by the early eighteenth century. The area now known as Houston remained a malarial coastal prairie, dotted by marshes and bayous, and home to a few remaining Karankawa.

In the aftermath of the War of 1812, various Caribbean buccaneers, notably Jean Lafitte, established short-lived settlements on Galveston Island, just south of present-day Houston. Local legends persisting to this day in Houston's southeastern suburbs along Galveston Bay, tell of buried pirate treasure, placed there by the crafty Lafitte.

War Breaks Out with Santa Ana

By the 1820s settlers from the United States were moving into Texas, then owned by the newly independent nation of Mexico. It was in Mexico's interest at the time to allow these settlements. Later, as the American emigrant population grew, so did Mexico's troubles in Texas. By the 1830s the former Americans, calling themselves Texicans, were eager to form their own government and felt abused by dictates from Mexico City. Disputes emerged as a full-blown war with the Mexican government of General Antonio Löpez de Santa Anna in 1836.

That year the area now encompassed by Houston came foursquare onto the national stage. In April, following the massacres of Texas troops at San Antonio's Alamo, General

Sam Houston, leading the main body of the Texas resistance, intercepted a courier and learned of military dispositions planned by Santa Anna, the ''Napoleon of the West.'' Houston, stalling for time, veered away from the superior Mexican force until, at the San Jacinto River near present-day Houston, he used the intercepted information to deploy his small army in an advantageous position. The two armies fought a light skirmish on April 20. Santa Anna, accused by historians of having become contemptuous of Houston, bided his time before pressing home the attack. On the afternoon of April 21, while the Mexican troops prepared for what they expected would be a major engagement the next morning, Houston attacked. By the end of the day, the future of Texas was sealed as Santa Anna lost and Houston won.

Houston Incorporated

In August a settlement named for the hero of San Jacinto began to take shape along the Buffalo Bayou. By the end of the year, even as the town was still being laid out, Sam Houston, by then the first president of the Republic of Texas, moved his capital from Columbia to the town named in his honor. Houston was incorporated in 1837. The capital remained there until 1839, when the town of Austin became Texas's permanent seat of government.

Oil, Port, and Space Center Spur Development

As a settlement, Houston grew slowly but steadily in the mid-nineteenth century. By 1870, with 9,000 citizens, it was the third largest city in Texas behind San Antonio and Galveston. Located 50 miles inland, Houston lagged behind the two larger cities as a transportation center, although even then it was a major steamboat and rail terminus. Houston was mainly a distribution center, and manufacturing of paper products made use of the abundant lumber in the nearby pine forests of east Texas.

Three events, spread out over the first 60 years of the twentieth century, transformed the quiet community into the Southwest's largest metropolis. The first was the discovery of oil at Spindletop, near Houston, in 1901. Vast fortunes were made in the oil business, and Houston quickly began to accumulate the financial power it had once seen displayed by its neighbor to the south—Galveston—known in the nineteenth century as the ''Wall Street of the South.'' The second major development came in 1914, when a colossal project began to reshape the Buffalo Bayou into a ship channel, navigable by more than shallow draft riverboats.

The combination of the new port with Houston's position as a major petrochemical center enabled the city to surpass San Antonio's population in the 1930s, becoming the largest city in what was then the nation's largest state. After World War II the petrochemical industry and Houston grew even more rapidly, but Houston remained a large city with a small-town flavor.

A third major development changed that small-town flavor in 1961, when the National Aeronautics and Space Administration chose Houston as the site of its new Manned Spacecraft Center. Suddenly, the quiet little city was home to oil tycoons and glamorous astronauts, world-famous surgeons, and a professional baseball team called the Astros. Eight years later the electric phrase, ''Houston, Tranquility Base here, the Eagle has landed,'' made the city's name the first human word spoken from the surface of a heavenly body other than Earth.

Oil-Dependency Hurts Economy

When the Arab Oil Embargo of 1973 precipitated a world energy crisis, oil prices rose and earnings doubled and tripled, and so did stock in Houston. New towers of commerce, many designed by world-class architects such as Philip Johnson and I. M. Pei, rose up to forever change the face of Houston's central business district. Companies expanded, venture capital looked for ways to spend new-found wealth, and Houston's population shot up as northern industrial workers, eager for a share of the opportunity, flocked to the city.

Houston became in many ways a one-industry town, with both oil and chemical production feeding one another through the petroleum distillation process. By the mid-1980s Houston was the headquarters for 8 of the 10 largest energy companies, and some 5,000 businesses related to energy were located either in Houston or within 100 miles of the city. The chemical industry in Houston accounted for almost 50 percent of the total U.S. production capacity by 1987, with more than 200 refining and processing plants in the Houston area. But by then the oil market had slumped.

Since the heady days of the oil boom, Houston's importance on the national scene has been largely economic. Reacting to the oil slump, civic and industrial leaders, intent on decreasing the city's reliance on the ups and downs of oil, were determined to build on Houston's strengths. Out of mutual interest, closer ties between the leaders of Houston's three major industries—oil, medicine, and aerospace—were forged in concert with city government and an aggressive chamber of commerce. Houston's story became one of diversity and new growth. The goal of diversification has proven successful, and Houston can count technology, finance, insurance, real estate, and manufacturing among the industries in which it plays a leadership role.

Historical Information: The Heritage Society Research Library, 1100 Bagby, Houston, TX 77002; telephone (713)655-1912; fax: (713)655-7527; email info@heritagesociety.org. Houston Public Library, Texas and Local History Department, 500 McKinney St., Houston, TX 77002; telephone (832)393-1313

Population Profile

Metropolitan Area Residents
1980: 2,753,000
1990: 3,321,926
2000: 4,177,646
Percent change, 1990–2000: 25.8%
U.S. rank in 1980: 9th (CMSA)
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2003 estimate: 2,009,690
Percent change, 1990–2000: 18.0%
U.S. rank in 1980: 5th
U.S. rank in 1990: 4th (State rank: 1st)
U.S. rank in 2000: 6th (State rank: 1st)

Density: 3,371.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 962,610
Black or African American: 494,496
American Indian and Alaska Native: 8,568
Asian: 103,694
Native Hawaiian and Pacific Islander: 1,182
Hispanic or Latino (may be of any race): 730,865
Other: 321,603

Percent of residents born in state: 53.4% (2000)

Age characteristics (2000)
Population under 5 years old: 160,797
Population 5 to 9 years old: 154,638
Population 10 to 14 years old: 139,691
Population 15 to 19 years old: 138,762
Population 20 to 24 years old: 161,754
Population 25 to 34 years old: 354,444
Population 35 to 44 years old: 305,738
Population 45 to 54 years old: 235,249
Population 55 to 59 years old: 79,055
Population 60 to 64 years old: 59,438
Population 65 to 74 years old: 93,086
Population 75 to 84 years old: 53,439
Population 85 years and older: 17,540
Median age: 30.9 years

Births (2002)
Total number: 44,869

Deaths (2002)
Total number: 14,532 (of which, 318 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,101
Median household income: $36,616
Total households: 718,897

Number of households with income of . . .
less than $10,000: 83,410
$10,000 to $14,999: 49,047
$15,000 to $24,999: 105,887
$25,000 to $34,999: 104,792
$35,000 to $49,999: 117,451
$50,000 to $74,999: 116,362
$75,000 to $99,999: 57,368
$100,000 to $149,999: 49,446
$150,000 to $199,999: 16,419
$200,000 or more: 18,715

Percent of families below poverty level: 16.0% (44.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 149,247

Municipal Government

Houston, the Harris County seat, has a mayor-council form of government. The mayor, 14-member city council, and city controller are elected concurrently to two-year terms. The mayor serves as the chief executive, the council as the legislature, and the controller as the financial manager.

Head Official: Mayor Bill White (since 2004; current term expires 2006)

Total Number of City Employees: 21,621 (2004)

City Information: City of Houston, 900 Bagby, PO Box 1562, Houston, TX 77251-1562; telephone (713)837-0311

Economy

Major Industries and Commercial Activity

Energy has been the primary factor in the Houston economy since oil was first discovered in the region in 1901. Even during the oil and gas bust era of the 1980s and the recession of the early 2000s, the expertise, technology, and resources

remained in the area, providing the crucial base required to meet current national and international market demands while laying the groundwork for future growth. Houston is home to major U.S. energy firms in every segment, including exploration, production, oil field service and supply, and development. About 3,600 energy-related companies lie within the Houston area, including 600 exploration and production firms and 170 pipeline companies. Given the existence of these firms, and the technically trained and experienced work force, Houston no doubt will remain the center of the energy industry in the United States.

During the last decades of the twentieth century, Houston's dependence on the upstream energy industry—which comprises oil and gas exploration and production, oilfield equipment manufacturing and wholesaling, and pipeline transportation—made it particularly vulnerable to economic downturns determined by energy prices, the national economy, and the value of the dollar against foreign currencies. In order to insulate itself from further economic distress, the city began diversifying into downstream energy (refining and chemicals manufacturing) as well as industries unrelated to the energy sector. In 1981 upstream energy represented 68.7 percent of the job market, while downstream energy represented 15.6 percent and diversified sectors represented 15.7 percent. By 2004 upstream energy's percentage was reduced to 31.4 percent while downstream energy increased to 17 percent and diversified industries nearly quadrupled to 51.6 percent.

Houston is also a world leader in the chemical industry, with nearly 40 percent of the nation's capacity for producing the basic chemicals that are used by downstream chemical operations. The Houston-Baytown-Huntsville area is home to 405 chemical plants employing roughly 36,000 people. With an extensive infrastructure that includes the world's most elaborate pipeline network, Houston is a key production center for derivatives and specialty chemicals. Nearly every major chemical company operates a plant near Houston, including BASF AG, Bayer Corp., Chevron Phillips Chemical Co., E. I. du Pont de Nemours Co., ExxonMobil Chemical Co., and Shell Chemical LP.

Through more than a quarter century of manned space flight, Houston has played an important role in space exploration. The Johnson Space Center of the National Aeronautics & Space Administration (NASA) is the focal point of the U.S. manned space flight program. It has primary responsibility for the research, design, development, and testing of the space shuttle, and also selects and trains astronauts and controls manned space flights. Opened in 1962, the 1,620-acre Johnson complex is an international powerhouse of technological development, employing approximately 17,000 engineers, scientists, and administrative personnel.

Financial services are a key component to Houston's economy. The finance/insurance/real estate sector represented 15.4 percent of the Houston region's gross area product in 2003. A number of major financial corporations are headquartered in the city, including American National Insurance Co., real estate firm Century Development, and AIG Retirement Services. Situated near the center of a twenty-county coastal prairie agricultural region, Houston is a major international agribusiness center emphasizing the marketing, processing, packaging, and distribution of agricultural commodities. The city also has a strong presence in computer software, electronics, engineering, and nanotechnology.

Items and goods produced: computer software, containers, processed foods, petrochemicals, steel, industrial gases, oil and gas field equipment, synthetic rubber, cement

Incentive Programs—New and Existing Companies

Local programs—The City of Houston offers four types of tax abatements to attract new businesses. Economic development tax abatements are offered to certain types of businesses to encourage investment and job creation. Redevelopment abatements are extended to new development within Tax Abatement Districts or Enterprise Zones, while residential abatements are restricted to Enterprise Zones. Brownfield abatements encourage the redevelopment of brownfields, areas where environmental contamination exists in the soil, surface water, or ground water.

The city also attracts investments in Tax Increment Reinvestment Zones. These zones usually cover portions of the inner city, raw land in suburban fringe areas, or major activity center under decline. Several types of incentives are offered to businesses investing capital and creating new jobs in these areas, and can include capital costs, financing costs, real property assembly, relocation costs, professional services, and administrative costs.

State programs— The state of Texas offers a number of incentive programs to attract new and expanding businesses to the state. The Texas Economic Development Act of 2001 encourages large-scale manufacturing, research and development, and renewable energy by offering an eight-year reduction in property taxes. Other property tax incentives are offered to companies owning certain abated property and those that are located in specified areas known as reinvestment zones. The Texas Enterprise Zone Program offers sales and use tax refunds to companies that create jobs in certain economically distressed areas of the state. Other sales and use tax refunds are extended toward manufacturing machinery and equipment, with agricultural products and semiconductor components targeted in particular. Research and development expenditures may be qualified for franchise tax credits, as can businesses creating jobs or injecting capital into ''strategic investment areas.''

Job training programs—The Texas Workforce Commission (TWC) provides workforce development assistance to employers and jobseekers across the state through a network of 28 workforce boards. Programs for employers include recruitment, retention, training and retraining, and outplacement services for employees. TWC also administers the Skills Development Fund, a program that assists public community and technical colleges create customized job training for local businesses.

The Houston Community College System (HCC) is the city's leading vehicle for ongoing training and business development. With five regional colleges, HCC has quality, cost-effective training programs conveniently located throughout the Houston area. HCC staff members also can customize training programs to meet a company's specific needs and conduct those classes on site. The HCC Workforce Development Division oversees 67 degree and certificate programs, including accounting, biotechnology, computer science technology, international business, and real estate.

Development Projects

Two of Houston's biggest initiatives in the early 2000s were to improve the general quality of life and address the traffic situation. These goals were encompassed by Project Houston Hope, under which the city will begin to reverse the downward spiral of distressed neighborhoods by eliminating abandoned property, building affordable housing, attacking the problem of crime, collecting unpaid property taxes, and improving water, sewer, road, and educational services. Improvements to the timing of most of Houston's traffic lights eased traffic congestion and shortened commute times by 10 to 20 percent in 2004.

Houston also took steps to increase its trade infrastructure. Union Pacific Corp. committed $1.5 billion to railway improvements in the Houston-Gulf Coast region. The U.S. government and the State of Texas agreed to the construction of Interstate 69, which will connect Houston with the northeastern U.S. and Canada. An investment of $1.7 billion in George Bush Intercontinental Airport, William P. Hobby Airport, and Ellington Field will improve air connections for passengers and cargo by 2006. Several projects, including construction of new facilities and a channel deepening and widening, are underway at the Port of Houston.

Economic Development Information: Greater Houston Partnership, 1200 Smith, Ste. 700, Houston, TX 77002; telephone (713)844-3600; fax (713)844-0200; email ghp @houston.org

Commercial Shipping

The Port of Houston is the world's sixth largest port. It ranked first in the nation in total foreign tonnage handled in 2003, and second in total tonnage. More than 6,300 ships called on the port that year, moving 190 million short tons of cargo. This 25-mile long complex is served by the port authority and more than 150 private industrial companies. The port is also the site of Foreign Trade Zone #84, at which foreign goods can be temporarily stored or processed without an import duty. Two major railroads and 150 trucking lines connect the port to the rest of the continental United States, Canada, and Mexico. Major commodities traded at the port include chemicals, petroleum and petroleum products, machinery, motor vehicles, and iron and steel. The Port of Houston Authority is undertaking a number of projects, all scheduled for completion by the end of 2005, to increase and improve the capacity of the port. Among these projects are a deepening and widening of the Houston Ship Channel and a $1.2 billion expansion of its container facilities.

Houston is the international air gateway to the Southwest. George Bush Intercontinental Airport, the 11th largest international air cargo gateway in the nation, shipped 355,000 metric tons in 2004. The William P. Hobby Airport is primarily a domestic passenger airport, though 5,725 cargo tons passed through it in 2003.

Houston is one of the nation's busiest rail centers, with more than 700,000 rail cars passing through the system each year. In addition to links with the three airports, the Port of Houston, and local highways, the rail system is linked with the local trucking industry by six intermodal terminals. The Houston area is served by more than 1,100 trucking firms.

Labor Force and Employment Outlook

Houston lags just behind the national rate for high school graduates. According to the 2000 census, 76.3 percent of Houston adults completed high school, compared to 80.4 percent for the United States. However, its concentration of college graduates exceeds the national average, with Houston at 26.6 percent and the U.S. average at 24.4 percent.

The Texas Workforce Commission reports that between 1990 and 2005, the service industry accounted for 87 percent of all job growth across the Gulf Coast. Among the fastest growing sectors were computer systems design; architectural and engineering; arts, entertainment, and recreation; employment services; education; and health care and social assistance. The commission projects that the service industry will also be one of the fastest growing sectors throughout the first decade of the twenty-first century, second only to professional occupations. Between 2000 and 2010, professional and related occupations will experience a job growth of 28.9 percent, and service occupations will grow by 24.3 percent. These will be followed by management, business, and financial occupations (19 percent) and construction and extraction occupations (16.3 percent). The slowest growing sector will be farming, fishing, and forestry occupations,

with a growth of only 9.8 percent. Overall, the labor force is expected to grow by 22.4 percent.

The following is a summary of data regarding the Houston metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 2,095,800

Number of workers employed in . . .
natural resources and mining: 63,400
construction: 158,300
manufacturing: 188,900
trade, transportation and utilities: 440,900
information: 37,300
financial activities: 124,500
professional and business services: 293,000
educational and health services: 233,600
leisure and hospitality: 178,000
other services: 86,300
government: 291,700

Average hourly earnings of production workers employed in manufacturing: $17.16

Unemployment rate: 5.5% (December 2004)

Largest downtown employers	*Number of employees*
Shell Oil Co.	5,744
Harris County	4,750
Exxon Mobil Corp.	4,420
City of Houston	4,000
JPMorgan Chase	3,000
Continental Airlines Inc.	2,824
Foley's	2,500
U.S. Post Office	2,314
CenterPoint Energy Inc.	2,199
U.S. Government	2,100

Cost of Living

Historically, the cost of living has ranked lower in Houston than in most major U.S. cities because residents pay no state or local income tax. Housing in general is extremely attractive in Houston; low housing costs are the main reason Houston's overall living costs in 2004 were about 24 percent below the nationwide average for places of all sizes and run 45 percent below the average for metropolitan areas with a population of more than two million.

The following is a summary of data regarding several key cost of living factors for the Houston area.

2004 (3rd Quarter) ACCRA Average House Price:$186,722

2004 (3rd Quarter) ACCRA Cost of Living Index: 90.3 (U.S. average = 100.0)

State income tax rate: none for personal; $2.50 per $1,000 taxable capital for corporations

State sales tax rate: 6.25% (food and prescription drugs are exempt)

City income tax rate: none

City sales tax rate: 2.0% (of which 1.0% goes to transit authority)

Property tax rate: $0.655 per $100 assessed valuation

Economic Information: Greater Houston Partnership, 1200 Smith, Ste. 700, Houston, TX 77002; telephone (713)844-3600; fax (713)844-0200; email ghp@houston.org. Texas Workforce Commission, 101 E. 15th St., Rm. 651, Austin, TX 78778-0001; telephone (512)463-2236; email customers @twc.state.tx.us

Education and Research

Elementary and Secondary Schools

The Houston Independent School District (HISD) is the largest in Texas and the seventh largest in the United States. In 2002 HISD was named the nation's top-performing urban school district by the California-based Broad Foundation, due in part to its success in narrowing the achievement gap between economic and ethnic groups.

The following is a summary of data regarding Houston's public schools as of the 2003–2004 school year.

Total enrollment: 211,157

Number of facilities
elementary schools: 183
middle schools: 34
senior high schools: 32
other: 28 charter schools, 114 magnet programs, and 18 combined-level schools

Student/teacher ratio: 17:1

Teacher salaries (2004–2005)
minimum: $34,068
maximum: $62,774

Funding per pupil: $7,589 (2001–2002)

More than 52,000 students are enrolled in the area's 211 private and parochial schools.

Public Schools Information: Houston Independent School District, Hattie Mae White Administration Bldg., 3830 Richmond Ave., Houston, TX 77027-5802; telephone (713)892-6391

Colleges and Universities

Houston's 289,000 college students make it one of the nation's leading academic centers. Forty-one public colleges, universities, and institutes dot the Houston landscape. The oldest is Rice University, while the largest is the University of Houston, with three campuses in the immediate Houston area. Other major educational centers include Texas Southern University, University of St. Thomas, and Houston Baptist University. The city also has three law schools and abundant medical training, including the Baylor College of Medicine and the University of Texas-Houston Health Science Center. The Houston Community College System is one of the city's largest, enrolling 33,821 students in 2002.

Libraries and Research Centers

Houston has two major public library systems: the Houston Public Library system and the Harris County Public Library system. In addition to the central Houston Public Library downtown, a 333,000-square-foot facility with a capacity of 2 million volumes, the Houston Public Library system encompasses 38 branches along with the Clayton Library for Genealogical Research and the Parent Resource Library in the Children's Museum of Houston. Its collections include the Greenberg Collection, Texas and Local History Collection, U.S. Government Documents, and the Video Library. The system also includes the Houston Metropolitan Research Center, a cooperative project formed in 1976 with Rice University, Texas Southern University, and the University of Houston. Housed in the Julia Ideson Building, this collection makes available the documentary, oral, and visual evidence of Houston's past, including African American, Mexican American, architectural, photographic, jazz music, and oral history components.

The Harris County Public Library maintains 26 branches and 2.3 million items in its collection. Specialized libraries and research centers in Houston range from numerous medical and legal facilities to a library run by the American Brahman Breeders Association.

NASA's Johnson Space Center coordinates a great deal of development and design work for the U.S. Space Station. The University of Houston's 24 research entities include the Texas Learning & Computation Center, the Institute for Space Systems Operations, the Environmental Institute of Houston, Center for Materials Chemistry, Center for Public Policy, and Center for Immigration Research. Rice University conducts more than $40 million in grant research annually in such fields as computing, nanotechnology, laser technology, robotics, groundwater management, toxic chemical clean-up, global warming, material science, astronomy, space physics, and biomedical engineering. The Houston Advanced Research Center combines the facilities of nine major universities in translating scientific advances into practical applications. Between 2000 and 2004, the Texas Medical Center committed $3.5 billion to research in such areas as cardiovascular, cancer, cell biology, and genetics. Baylor College houses a major center for AIDS research.

Public Library Information: Harris County Public Library, 8080 El Rio, Houston, TX 77054; telephone (713)749-9000. Houston Public Library, 500 McKinney St., Houston, TX 77002; telephone (832)393-1313

Health Care

With more than 85 hospitals within the metropolitan area, Houston is a world leader in medicine and boasts the world's largest medical complex. Approximately 5.2 million patients—more than 10,000 of them foreign—are treated each year in the Texas Medical Center alone, a centralized facility begun in 1943. The facility's 42 nonprofit and government institutions include 13 hospitals and two specialized patient facilities. It comprises Texas Children's Hospital, Methodist Hospital, and St. Luke's Episcopal Hospital, as well as the M.D. Anderson Cancer Center, which was ranked as the best hospital for cancer treatment by *U.S. News & World Report* in 2004, along with top 10 rankings in the fields of gynecology, urology, and ear, nose, and throat. Houston's medical community is known for its major contributions in the areas of cardiac care, cancer research and therapy, trauma care, and innovative medical treatment. Some of Houston's other major hospitals include the Menninger Clinic and TIRR: The Institute for Rehabilitation & Research.

Recreation

Sightseeing

As the nation's fourth largest city, Houston offers a wide selection of recreational opportunities, ranging from professional football, basketball, and baseball to permanent companies in opera, ballet, theater, and symphony. Houston's retail offerings are world class, with several major shopping malls and urban entertainment centers. With mild annual temperatures, abundant lakes, rivers, and wildlife areas, and more than 400 parks, Houston is also very much an outdoor city.

A principal point of interest is the Johnson Space Center, which offers self-guided public tours every day except Christmas. A unit of the National Aeronautics & Space Administration (NASA), the center features a museum,

tours of the Mission Control Center, and viewing of samples returned from the Moon. Space Center Houston allows visitors to ''experience'' manned space flight, explore shuttle and skylab facilities, and operate the simulator.

The historically minded may be interested in the San Jacinto Battleground State Historical Park, the world's tallest masonry structure. It houses documents, art, and memorabilia, and is a permanent berth for the battleship USS *Texas,* a veteran of both world wars and the only surviving dreadnought of its class.

Hermann Park includes the Houston Zoological Gardens, Miller Outdoor Theatre, the Houston Museum of Natural Science, and the first desegregated public golf course in the nation. Among other parks offering sightseeing opportunities are Memorial Park, featuring an arboretum, herb gardens, and a botanical hall; Sam Houston Park, with seven historical buildings located downtown; and Tranquility Park, in the Houston Civic Center. In the Harris County Park system attractions include Armand Bayou Park and Nature Center, with its wilderness preserve, nature trails, working turn-of-the-century farm, and scenic Armand Bayou boat tours; Mercer Arboretum, featuring gardens, a wilderness preserve, and nature trails; and Bay Area Park, featuring a marsh walkway. Moody Gardens on Galveston Island features a tropical setting with white sand beaches, penguins, and a discovery pyramid.

Arts and Culture

Houston ranks second only to New York City by number of theater seats in a concentrated downtown area. Moreover, it is one of only a handful of cities in the country to feature permanent dance, theater, symphony, and opera companies. The Wortham Theater Center, a $75 million complex housing the Houston Grand Opera and the Houston Ballet, is the centerpiece of Houston's vital cultural community. That community is supported by a one percent hotel tax dedicated to the city's arts, which have become nationally prominent. The city also features Jesse H. Jones Hall for the Performing Arts, home of the Houston Symphony and Society for the Performing Arts; the Hobby Center for the Performing Arts, the home of Theatre Under the Stars and the SFX Broadway Series; and the Alley Theatre, one of the oldest resident professional theater companies in the nation.

Other famed theater groups include Stages Repertory, Main Street Theater, A.D. Players, De Camera of Houston, Theatre LaB Houston, Opera in the Heights, and the Ensemble Theatre, one of the nation's most respected African American theaters.

The Houston Symphony was formed in 1913 and performs more than 200 concerts each year in Jesse H. Jones Hall for the Performing Arts, plus summer concerts in Miller Theatre. Among other musical groups are the acclaimed Houston Grand Opera; the Houston Opera Studio, an international apprenticeship center; the Houston Youth Symphony; and the orchestras of four local universities. The Houston Ballet, a professional company, performs at home and abroad. Other dance companies include the Delia Stewart Dance Company, the Discovery Dance Group, Allegro Dance Group, Chrysalis Dance Company, City Ballet of Houston, Cookie Joe and the Jazz Company, and Several Dancers Core.

With 15 world-class museums, Houston is the fourth largest museum district in the nation. The Houston Museum of Natural Science, located near Hermann Park, features the Burke Baker Planetarium, the Wortham IMAX Theatre, and the Cockrell Butterfly Center, as well as exhibits in space science, geography, oceanography, medical science, and Texas wildlife. The Museum of Fine Arts-Houston is the sixth largest museum in the United States and houses more than 27,000 works from antiquities to the present. It also features the Bayou Bend Collection of American decorative arts, housed in the historic home of local philanthropist Ima Hogg and surrounded by 14 acres of gardens. Houston also boasts the world-famous Menil Collection, 15,000 pieces representing twentieth-century, medieval, and Byzantine art, antiquities, and tribal art. The Contemporary Arts Museum exhibits modern works and is free to the public.

Other facilities include Children's Museum of Houston, Holocaust Museum Houston, Art Car Museum, National Museum of Funeral History, Buffalo Soldiers National Museum, American Cowboy Museum, the Moody Mansion & Museum, Museum of Health & Medical Science, Museum of Printing History, and the Byzantine Fresco Chapel Museum, repository for the only intact Byzantine frescoes in the Western Hemisphere. Among the area's galleries are Farish Gallery and Sewall Art Gallery, both on the Rice University campus, and the Sarah Campbell Blaffer Gallery, on the University of Houston campus.

Arts and Culture Information: Greater Houston Convention & Visitors Bureau, 901 Bagby, Ste. 100, Houston, TX 77002; telephone (713)227-3100; toll-free: 800-4-HOUSTON

Festivals and Holidays

Houston celebrates with countless festivals throughout the year. A Grande Parade is held downtown each January in honor of Martin Luther King, Jr. The late-winter Houston Livestock Show & Rodeo commands Reliant Stadium and draws a crowd in excess of 1.8 million over three weeks. Spring is welcomed by the Budweiser Original Zydeco Jamm Festival, an outdoor celebration featuring zydeco music and Cajun-Creole cuisine. April brings the Houston International Festival, a multicultural event spanning 20 city blocks and attracting more than one million visitors across 10 days of performances, art expositions, and open-air markets. The Texas Renaissance Festival is held for eight

themed weekends in October and November, while later in November Houston gathers for Washington Mutual's Thanksgiving Day Parade. In December Moody Gardens presents a Festival of Lights, the Heritage Society holds a Christmas Candlelight Tour, and lighted boats are displayed in the Christmas Boat Parade on Clear Lake.

Ethnic celebrations are held throughout the year. They include the Greek Festival, Bayou City Cajun Festival, Japan Festival, Asian Pacific Heritage Festival, Cinco de Mayo Celebration, Scottish Highland Games & Celtic Festival, Fiestas Patrias, Houston Turkish Festival, Festa Italiana, and the Texas Championship Pow Wow. Texans' love of a variety of cuisines is apparent from Houston's numerous food celebrations, such as the Clear Lake Crawfish Festival, Houston Pod Chili Cook-Off, Bayou Boil, and the Pasadena Strawberry Festival, held 20 minutes southeast of Houston. Celebrations of arts are nearly as frequent. Spring brings the Dance Salad Festival, which presents dancers from the Americas, Europe, Asia, and Africa, followed by the Houston International Film Festival. ArtHouston, Houston International Jazz Festival, Houston Shakespeare Festival, Bluegrass Festival, and Caribbean Luau are held in succession between mid-summer and early autumn.

Some events celebrate the unusual, and others are held just for fun. The Houston Comedy Festival features 20 performances across 8 days in April. Galveston Island hosts the FeatherFest, a birding celebration coinciding with the annual spring migration of nearly 300 species. Each May corporate and community teams race 40-foot dragon boats in the Dragon Boat Festival. Ballunar Festival Liftoff, presented by the Johnson Space Center each August, features a weekend of hot-air ballooning, sky-diving exhibitions, and food and entertainment. The U.S. Air Force Thunderbirds and the Navy's Blue Angels thrill spectators with aerial acrobatics each October in the Wings Over Houston Airshow.

Sports for the Spectator

After losing the Oilers to Tennessee in 1996, Houston regained a National Football League (NFL) franchise when the Houston Texans took the field in 2002. Their home is the 69,500-seat Reliant Stadium, featuring the world's first retractable roof in the NFL. Reliant also hosted Super Bowl XXXVII in February 2004, at which the New England Patriots beat the Carolina Panthers. The Houston Astros, a franchise of the National League of Major League Baseball, play home games at Minute Maid Park. This park was christened Enron Field upon its completion in 2000, then renamed Astros Field when Enron Corp. went bankrupt in 2002, and later that year took its current name in a $170 million, 28-year naming deal with Minute Maid Co., which has been headquartered in Houston since 1967. The Toyota Center opened in September 2003, and is home to the Houston Rockets, of the National Basketball Association; the Houston Comets of the Women's National Basketball Association; and the Houston Aeros of the American Hockey League. Houston Energy, a franchise of the Women's Professional Football League, play their home games at Rice Stadium.

Collegiate teams participate in most major sports by Houston-area academic institutions. Football is particularly notable, with Rice University in the Western Athletic Conference, the University of Houston in Conference USA, Texas Southern University in the Southwest Athletic Conference, and Houston Baptist University in the Trans America Athletic Conference. Horse racing can be enjoyed at Sam Houston Race Park, while dogs race at Gulf Greyhound Park. More than 150 of the world's best golfers vie for a $5 million purse in the Shell Houston Open Golf Tournament each April.

Sports for the Participant

Harris County and the City of Houston's 429 parks embrace 43,700 land acres and 12,200 water-covered acres. They offer such attractions for the recreation-minded as seven 18-hole golf courses (plus dozens of non-municipal public and private courses), 43 swimming pools, 236 tennis courts, 174 baseball/softball fields, 124 football/soccer/rugby fields, 164 basketball courts, 80 hiking and cycling trails, 55 community recreation centers, and Lake Houston. Cullen Park, one of the largest municipal parks in the nation, boasts a velodrome equipped for Olympic cycling events. A driving range is available at Memorial Park, fishing is enjoyed at Eisenhower Park, and a three-story man-made mountain graces Herman Brown Park. Harris County parks include Clear Lake Park, with boating and fishing; Alexander Deussen Park, with boating, fishing, and camping on Lake Houston; Bear Creek Park, with an aviary on Addicks Reservoir lands; Bay Area Park, with canoeing; and Tom Bass Regional Park, offering fishing. Houston lies within an hour of 70 miles of Gulf Coast beaches; deep-sea fishing on the Gulf is available through charter companies.

Annual events invite participants of all athletic levels. In March the Tour de Houston attracts competitors in a 20- or 40-mile bike race. For many, the Tour de Houston is a warm-up for the BP MS 150 Bike Tour. Held each April, it is the largest non-profit sporting event in Texas, drawing 12,000 riders and raising more than $47 million in the last two decades to combat multiple sclerosis. Also held in April is the Running of the Bulls, a 5K run attracting 2,500 participants. The Hoopla Streetball Tournament, a weekend of three-on-three basketball games as well as other family attractions, is also held in the spring. The Buffalo Bayou Regatta, Texas' largest canoe and kayak race, is held each October.

Shopping and Dining

The 375 stores and restaurants of The Galleria, the fifth largest shopping center in the nation, are visited by more than 20 million shoppers each year. Katy Mills Mall houses 200

retail outlets in 1.3 million square feet of space. Uptown Park is a European-style shopping center featuring unique wares. The largest market on the Texas Gulf Coast is Traders Village, a collection of 800 dealers sprawled over 105 acres each weekend. Early 2005 brought the grand opening of Market Square Market, an outdoor marketplace held each Saturday in historic Market Square Park. Antiques and collectibles shoppers seek out Antique World II, Trader Village-Houston, and the Houston Flea Market, while those seeking Western gear head to Stelzig of Texas and The Hat Store.

With more than 6,100 restaurants and 600 bars and nightclubs in the Houston area to choose from, diners can enjoy a great variety of menus and cuisines. Gulf seafood, such as oysters, shrimp, lobster, and fish, is a regional specialty; other regional specialties include Texas beef, barbecue, Southwestern mesquite-grilled food, Tex-Mex and Mexican fare, and traditional Southern dishes like catfish and chicken-fried steak. Ethnic and international establishments in the Houston area offer the cuisine of 35 countries, including France, Italy, Spain, Greece, Morocco, and India.

Visitor Information: Greater Houston Convention & Visitors Bureau, 901 Bagby, Ste. 100, Houston, TX 77002; telephone (713)227-3100; toll-free; 800-4-HOUSTON

Convention Facilities

The $165-million expansion of the George R. Brown Convention Center was completed in late 2003. Encompassing 1.8 million square feet in total, the center nearly doubled its exhibition space to 853,500 square feet and now features 105 meeting rooms. Adjacent to the Brown Convention Center is the new Hilton Americas-Houston. In addition to more than 1,200 guest rooms, this convention hotel offers 91,000 square feet of flexible meeting space, including 26,000- and 40,000-square foot ballrooms and 30 meeting rooms. Reliant Center, home to the Houston Texans, offers 1.4 million square feet of convention and meeting space.

Convention Information: Greater Houston Convention & Visitors Bureau, 901 Bagby, Ste. 100, Houston, TX 77002; telephone (713)227-3100; toll-free; 800-4-HOUSTON

Transportation

Approaching the City

With two major airports and several regional air facilities, Houston ranks as a central transportation hub. Nearly 45 million passengers passed through the Houston Airport System in 2004. Passenger service is provided by all major domestic and international carriers at the George Bush Intercontinental Airport on the north side of the city, and by most major domestic carriers at the more centrally located William P. Hobby Airport about seven miles south of downtown. Ellington Field serves approximately 80,000 private and corporate passengers each year.

Houston is the crossroads for Interstate Highways 10 and 45. Other major highways serving Houston are I-610, US-59, US-290, US-90, SH-288, SH-225, Hardy Toll Road, Beltway 8, and SH-99. Amtrak passenger rail service to Houston is available on the Miami-Houston-Los Angeles routes. Greyhound and Kerrville Bus Company offer regular motor coach service. Visitors can now arrive in Houston via the ocean, as Norwegian Cruise Lines launched service from the Port of Houston in November 2003.

Traveling in the City

Automobiles constitute one of Houston's principal transportation headaches, although an ambitious transit program offers the hope of unsnarling some of the major traffic problems. An extensive commuter bus system operated by the Metropolitan Transit Authority of Harris County (METRO) provides service in the inner city and most outlying areas with a fleet of 1,595 buses covering 1,285 square miles of service area; in 2001 approximately 120 million passengers rode these buses. In 2004 METRO began operating a light rail system. Initially the line runs a 7.5 mile route through downtown Houston, but is scheduled to expand to 20 miles by 2012 and to 80 miles by 2025.

Communications

Newspapers and Magazines

Houston's major daily, the *Houston Chronicle*, is joined by four smaller-circulation dailies and by the weeklies *Houston Business Journal* and *Houston Press,* an alternative paper. Campus newspapers include the *Houston Cougar* (University of Houston), the *Thresher* (Rice University), and the *UHCLidian* (University of Houston-Clear Lake).

Television and Radio

Eight television stations broadcasting from Houston include five network affiliates, a public broadcasting affiliate that was the nation's first public broadcasting television station, and two independents. Cable television programming is also available in the Houston area. The city's 18 AM and FM radio stations broadcast programming ranging from news,

Spanish-language, and Christian talk shows to top-forty, polka, rhythm and blues, jazz, and country music, university, and public radio.

Media Information: *Houston Chronicle,* 801 Texas Ave., Houston, TX 77002; telephone (713)220-7171

Houston Online

City of Houston Home Page. Available www.houstontx.gov

Greater Houston Convention & Visitors Bureau. Available www.visithoustontexas.com

Greater Houston Partnership. Available www.houston.org

Harris County Public Library. Available www.hcpl.lib.tx.us

The Heritage Society. Available www.heritagesociety.org

Houston Chronicle. Available www.chron.com

Houston Independent School District. Available www.houstonisd.org

Houston Public Library. Available www.houstonlibrary.org

NASA Johnson Space Center. Available www1.nasa.gov/centers/johnson

Texas Workforce Commission. Available www.twc.state.tx.us

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San Antonio

The City in Brief

Founded: 1718 (incorporated 1809)

Head Official: Mayor Ed Garza (D) (since 2001)

City Population
1980: 785,940
1990: 976,514
2000: 1,144,646
2003 estimate: 1,214,725
Percent change, 1990–2000: 17.2%
U.S. rank in 1980: 11th
U.S. rank in 1990: 10th (State rank: 3rd)
U.S. rank in 2000: 13th (State rank: 3rd)

Metropolitan Area Population
1980: 1,089,000
1990: 1,325,000
2000: 1,592,383
Percent change, 1990–2000: 20.2%
U.S. rank in 1980: 34th (MSA)
U.S. rank in 1990: 30th (MSA)
U.S. rank in 2000: 29th (MSA)

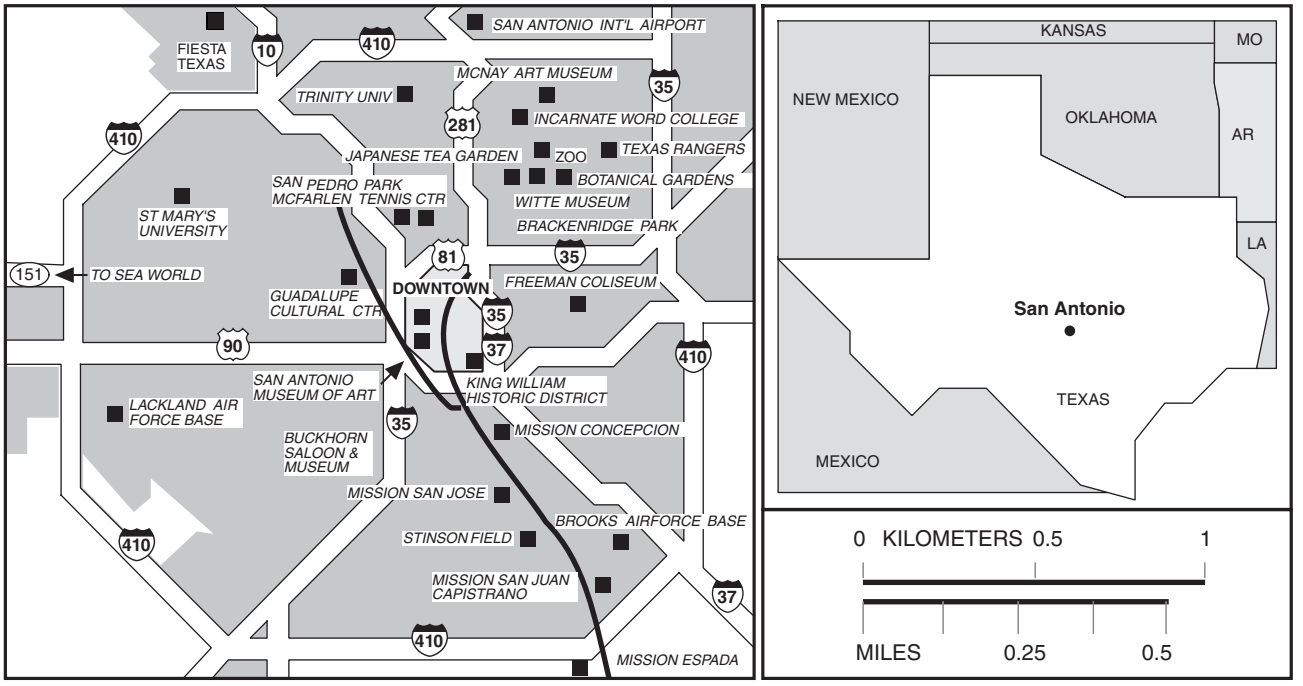
Area: 407.6 square miles (2000)
Elevation: Approximately 701 feet above sea level
Average Annual Temperature: 68.6° F
Average Annual Precipitation: 27.9 inches

Major Economic Sectors: services, wholesale and retail trade, government
Unemployment rate: 4.5% (December 2004)
Per Capita Income: $17,487 (2000)

2002 FBI Crime Index Total: 94,132

Major Colleges and Universities: University of Texas at San Antonio, St. Mary's University, San Antonio College

Daily Newspaper: *Express-News*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MCNAY ART MUSEUM
TRINITY UNIV
INCARNATE WORD COLLEGE
JAPANESE TEA GARDEN
ZOO
TEXAS RANGERS
SAN PEDRO PARK MCFARLEN TENNIS CTR
BOTANICAL GARDENS
WITTE MUSEUM
ST MARY'S UNIVERSITY
BRACKENRIDGE PARK
TO SEA WORLD
DOWNTOWN
FREEMAN COLISEUM
GUADALUPE CULTURAL CTR
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KING WILLIAM HISTORIC DISTRICT
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MISSION CONCEPCION
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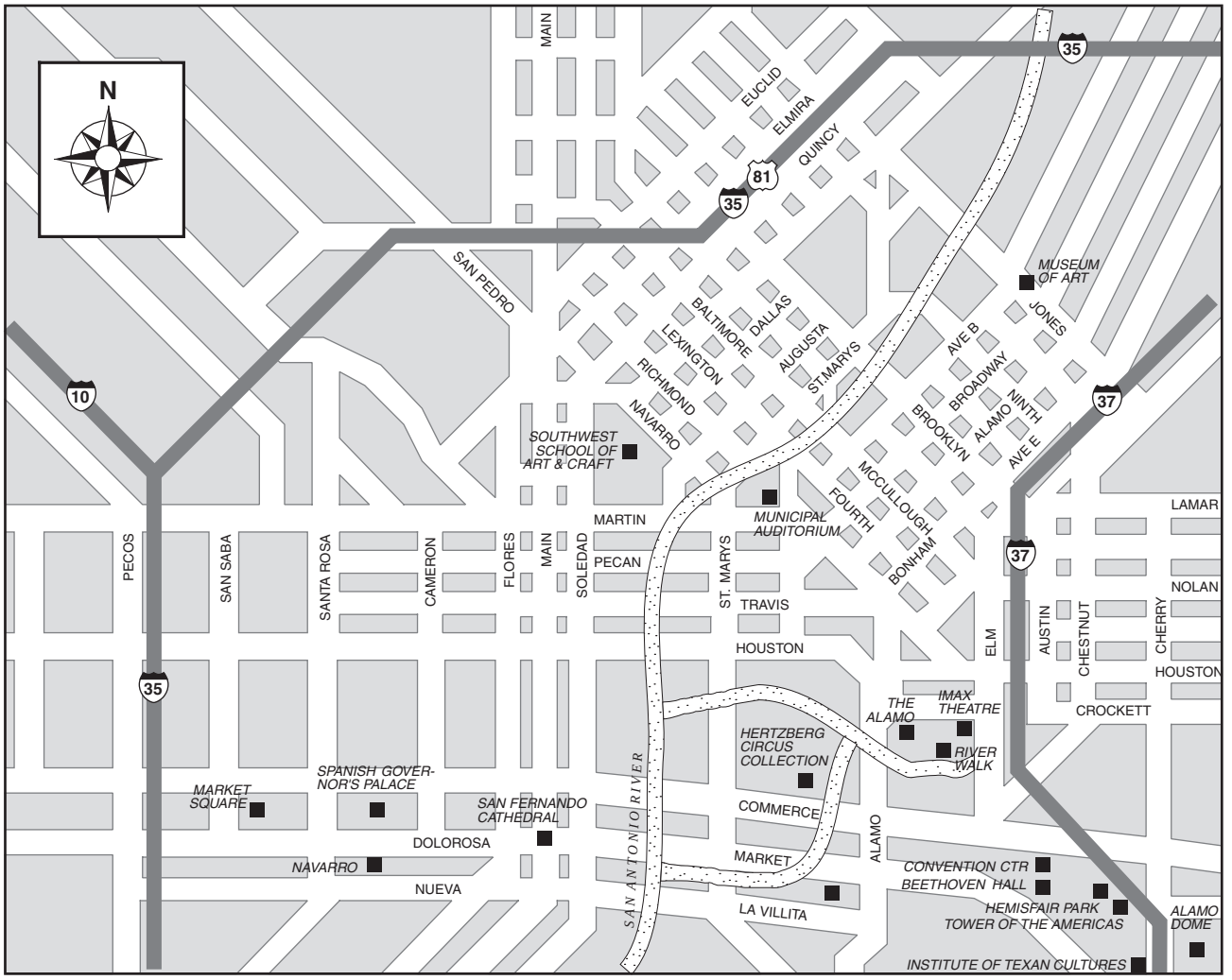
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HOUSTON
NOLAN
PECOS
SAN SABA
SANTA ROSA
CAMERON
FLORES
SOLEDAD
ST. MARYS
ELM
AUSTIN
CHESTNUT
CHERRY
CROCKETT
THE ALAMO
IMAX THEATRE
HERTZBERG CIRCUS COLLECTION
RIVER WALK
SPANISH GOVERNOR'S PALACE
MARKET SQUARE
SAN FERNANDO CATHEDRAL
COMMERCE
ALAMO
DOLOROSA
MARKET
CONVENTION CTR
BEETHOVEN HALL
NAVARRO
NUEVA
LA VILLITA
HEMISFAIR PARK TOWER OF THE AMERICAS
ALAMO DOME
INSTITUTE OF TEXAN CULTURES
SAN ANTONIO RIVER

Introduction

San Antonio, the Alamo City, is often regarded as the Heart of Texas, for its illustrious past and its cosmopolitan present have come to symbolize the rich heritage of the state. The oft-quoted humorist Will Rogers is said to have called San Antonio ''one of America's four unique cities,'' and this Sun Belt metropolis takes pride in its reputation. As large in population as the bustling Dallas, San Antonio retains its small-town flavor while serving as the headquarters for five of the country's major military installations. Besides government, the city's third largest industry, trade, high-technology services, and tourism also profit the local economy. Visitors by the millions are drawn to the city's meandering River Walk, the eighteenth-century Spanish missions, and of course, the site where Davey Crockett, Jim Bowie, William Travis, and 185 others made their last stand in the name of freedom from Mexico. The coexistence of the old and new is one reason San Antonio is viewed as an attractive place to relocate or visit.

Geography and Climate

Commonly known as ''the place where the sunshine spends the winter,'' San Antonio is situated in south central Texas between the Edwards Plateau to the northwest and the Gulf Coastal Plains to the southeast. The city's gently rolling terrain is dotted with oak trees, mesquite, and cacti, which flourish under the clear or partly cloudy skies that prevail more than 60 percent of the time. Although San Antonio lies 140 miles from the Gulf of Mexico, the seat of Bexar County, pronounced ''bear,'' is still close enough to experience the warm, muggy air of a semitropical climate. During the winter, temperatures drop below the freezing mark an average of only 20 days; precipitation is mostly in the form of light rain or drizzle. Annual rainfall is nearly 28 inches, enough for production of most crops. May and September see the most rainfall, building to thunderstorms with winds from the southeast. The city's proximity to the Gulf of Mexico, however, can bring San Antonio some severe tropical storms. Summers are hot; in fact, federal studies of weather patterns rank San Antonio as the fourth hottest city in the nation because of the average 111 days each year that temperatures reach 90 degrees or higher.

Area: 407.6 square miles (2000)

Elevation: Approximately 701 feet above sea level

Average Temperatures: January, 49.3° F; August, 84.9° F; annual average, 68.6° F

Average Annual Precipitation: 27.9 inches

History

Alamo Dominates Early History

Crossing six miles of city blocks, the San Antonio River is the focus of the city, just as it has been ever since the surrounding valley drew wandering Coahuitecan tribes seeking respite from the heat. Members of the Payaya tribe who camped on the river's banks named the region Yanaguana, or ''Place of Restful Waters.'' But written records of these tribes' presence are minimal, and it was not until 1691 that the first visit to the river valley was made by a European. That year, on June 13, a day devoted to Saint Anthony of Padua on the Roman Catholic calendar, the river was christened by a Spanish official exploring the region. After he moved on, it was not until 1709 that a second party of Spaniards encountered the river while searching for a site for a new mission. They returned to the area in 1718 to found Mission San Antonio de Valero and Villa de Bexar, the outpost established to govern the Texas province. The mission eventually became the most famous of all Spanish missions established throughout the American Southwest. Although its crude huts were destroyed in 1724 by a hurricane, they were rebuilt on the site where its remains now stand. The mission's nickname became the Alamo; in Spanish, the word ''alamo'' means cottonwood, and writings by settlers of the period note the region's groves of trees, its water supply, and its mild climate reminiscent of their home country.

Six missions in all were founded around San Antonio, with a goal of converting the native population to Roman Catholicism. A presidio, or fort, was established near each mission, with soldiers to protect the missionaries and, when necessary, to add force to the missionary argument. The system was designed to create new Spanish subjects out of the natives, enabling Spain to hold onto the vast territories it claimed in North America. Historians blame the eventual failure of the mission system on epidemics that reduced the population, periodic raids by Apaches and Comanches, and cultural differences resulting in feuds among friars, soldiers, and colonists. Mission San Antonio was secularized (removed from Church control) in 1793, and the city was incorporated in 1809.

From 1810 to 1821, San Antonio, which served as the seat of the Spanish government in Texas, was the site of several major battles in Mexico's fight for independence from Spain. Anglo-American colonization began with 300 families brought to Texas by Stephen F. Austin, whose father envisioned a settlement with ties to neither Spain nor Mexico. By 1835, the settlers' resentment of Mexico had grown into an armed revolt. Mexico's first attempt to quell the rebellion was defeated. In revenge, Mexican dictator Antonio Löpez de Santa Anna brought with him an army of 5,000 men to attack San Antonio's defenders, a force of fewer than

200 Texans fighting from inside the fortified Alamo. Among those within its walls who held off Santa Anna's troops for 13 days beginning in February 1836, were frontiersman Davey Crockett, soldier Jim Bowie, and Lieutenant Colonel William Travis, who vowed to neither surrender nor retreat.

Statehood's Aftermath

The ''Victory or Death'' dedication of the Alamo's defenders, who ultimately perished when their call for reinforcements went unanswered, inspired other insurgents throughout Texas to take up arms against Mexico. Forty-six days after the Alamo fell—to the battle cry ''Remember the Alamo!''—Sam Houston's Texans defeated Santa Anna at San Jacinto, and the Republic of Texas was established. The battles and uncertainties, however, did not end until 1845 when Texas became the twenty-eighth U.S. state. The ensuing period brought an influx of German settlers to San Antonio, which increased the population from about 800 to 8,000 people. Texas, aligned with the Confederacy in the Civil War, maintained its rough frontier atmosphere until 1877, when the railroad linked the isolated region with the rest of the nation.

The City in the Twentieth Century

A regional cattle industry evolved, and San Antonio's progress was further enhanced with the advent of gas lights, telephones, and electricity. When the city entered the twentieth century, it was a melting pot of German and Hispanic influence, and its population swelled with newcomers from urban America. Between 1870 and 1920 San Antonio grew to 161,000 people, making it Texas's largest city. Shortly after the turn of the century, ''Aeroplane No. 1,'' a Wright brothers-type aircraft, flew over Fort Sam Houston and marked the debut of military aviation as an economic force in the region. Downtown businesses flourished, and the coming of the automobile fed the growth of newer surrounding communities.

World War I solidified San Antonio's position as a military command center; 70,000 troops trained there in 1917 and 1918. The war also diminished the status of the city's German community, leading to the resurgence of the Hispanic population, which was growing due to the influx of hundreds of thousands of Mexicans into Texas. San Antonio's Great Flood of 1921 left destruction in its wake, but by 1929 the city's adobe structures were complemented by skyscrapers, the most notable being the Tower Life Building, at one time the tallest office building in the state. San Antonio's Conservation Society became a vigorous presence in the preservation of the city's historical treasures, including the river around which it is built.

The onset of World War II meant intensive military activity for San Antonio. Lackland Air Force Base, for instance, trained more than one third of the war's air cadets. Expansion of the military complex led to tremendous postwar growth for the city and its environs. The 1968 HemisFair celebration placed an international spotlight on the city, attracting thousands of visitors, including some who decided to make the thriving Sun Belt community their home. By the 1970s the city's population numbered well over 700,000 people, of which more than half were Hispanic. Demand for more services and housing increased, yet language and cultural barriers had created pockets of poverty and ethnic tensions. Politics reflected the city's changing mood, and in 1975 Lila Cockrell became the first woman mayor of San Antonio. Eventually the Hispanic majority concentrated its new political force in the person of Councilman Henry Cisneros, elected in 1981 as the country's first Mexican-American mayor of a major city. San Antonio entered the 1980s as a national example of growing Latin influence in politics. The 1990 groundbreaking for the Alamodome, a $170 million domed stadium which served as the home to the NBA Spurs and was the city's first venue for major conventions and special events, marked the beginning of a progressive decade for the city. In recent years the city has seen further growth, with the completion of such projects as the expansion of the Henry B. Gonzalez Convention Center, which has helped bring the city's annual convention attendance to 500,000, and the completion of the SBC Center, a new home for the Spurs. The Mission Trails project, which will make the area's historic missions more easily accessible, is nearing completion. San Antonio's multifaceted allure currently brings nearly 8 million visitors to the city per year.

Historical Information: San Antonio Conservation Society, 418 Villita Street, San Antonio, TX 78205; telephone (210)224-5711

Population Profile

Metropolitan Area Residents

1980: 1,089,000
1990: 1,324,749
2000: 1,592,383
Percent change, 1990–2000: 20.2%
U.S. rank in 1980: 34th (MSA)
U.S. rank in 1990: 30th (MSA)
U.S. rank in 2000: 29th (MSA)

City Residents

1980: 785,940
1990: 976,514
2000: 1,144,646
2003 estimate: 1,214,725
Percent change, 1990–2000: 17.2%

U.S. rank in 1980: 11th
U.S. rank in 1990: 10th (State rank: 3rd)
U.S. rank in 2000: 13th (State rank: 3rd)

Density: 2,808.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 774,708
Black or African American: 78,120
American Indian and Alaska Native: 9,584
Asian: 17,934
Native Hawaiian and Pacific Islander: 1,067
Hispanic or Latino (may be of any race): 671,394
Other: 263,233

Percent of residents born in state: 66.8% (2000)

Age characteristics (2000)
Population under 5 years old: 92,446
Population 5 to 9 years old: 91,849
Population 10 to 14 years old: 89,113
Population 15 to 19 years old: 88,951
Population 20 to 24 years old: 87,684
Population 25 to 34 years old: 177,842
Population 35 to 44 years old: 174,810
Population 45 to 54 years old: 138,880
Population 55 to 59 years old: 46,898
Population 60 to 64 years old: 36,811
Population 65 to 74 years old: 64,108
Population 75 to 84 years old: 41,707
Population 85 years and older: 13,547
Median age: 31.7 years

Births (2002)
Total number: 23,169

Deaths (2002)
Total number: 9,386 (of which, 168 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,487
Median household income: $36,214
Total households: 405,887

Number of households with income of . . .
less than $10,000: 46,058
$10,000 to $14,999: 28,462
$15,000 to $24,999: 61,545
$25,000 to $34,999: 59,989
$35,000 to $49,999: 69,799
$50,000 to $74,999: 72,213
$75,000 to $99,999: 32,724
$100,000 to $149,999: 23,245
$150,000 to $199,999: 5,942
$200,000 or more: 5,910

Percent of families below poverty level: 14.0% (23.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 76,777

Municipal Government

San Antonio, the Bexar County seat, is administered by a council-manager form of city government. City council members are elected from 10 districts and the mayor is elected at-large. The mayor and city council appoint the city manager.

Head Officials: Mayor Ed Garza (D) (since 2001; current term expires 2005); City Manager J. Rolando Bono

Total Number of City Employees: more than 12,000 (2004)

City Information: City of San Antonio, PO Box 839966, San Antonio, TX 78283; telephone (210)207-7060; fax (210)207-4077

Economy

Major Industries and Commercial Activity

As of February 2005, San Antonio has seen 13 consecutive quarters of economic growth and has earned a top ranking among large Texas cities. The largest employment sectors in San Antonio are services, manufacturing, and government. The large concentration of government workers is due mainly to the location of four military bases in the area—three Air Force bases (Brooks, Lackland, and Randolph) and one Army post (Fort Sam Houston). From the days its first mission and accompanying presidio military post were founded in 1718, San Antonio has been regarded as an area of strategic importance. By the end of World War II, the city had become the location for the nerve center of the nation's defense network, and it remains the headquarters for the largest military establishment in the United States. The bases provide employment to approximately 74,500 military and civilian personnel and have an economic impact on the local community of $4.9 billion. In July of 2001, another of San Antonio's military bases—Kelly—closed and was redeveloped as KellyUSA, a commercial port. Comprised of an airport and rail-served business park, KellyUSA employs 12,361 people (among them, 7,221 Air Force employees) and has a $2.5 billion economic impact on the San Antonio area.

The service sector is the largest and fastest growing sector of the economy, largely because of increased demand for

health care and business services, and San Antonio's sound tourism industry. Medical and biomedical industries now account for the largest part of the city's economy, contributing approximately $11.9 billion to the area in 2003. San Antonio's highly regarded medical industry includes the 900-acre South Texas Medical Center, which employs approximately 25,000 people. Medical industry employees account for 14 percent of all employees in the San Antonio. In a 2003 survey by the Tourism Division of Texas, 5 of the top 10 tourist draws in the state were in San Antonio, with the Alamo and the River Walk in the number one and two spots, respectively. The attractions of the Alamo City, as San Antonio is known, appeal to tourists from across the country. Approximately 8 million people visit San Antonio per year, and the tourism industry has an estimated $4 billion impact on the city's economy.

Toyota Motor Corp. recently chose the San Antonio area as the location for one of its newest truck manufacturing plants. The plant, expected to generate approximately 2,500 jobs, will produce approximately 150,000 trucks annually. Production start-up is scheduled for 2006.

Items and goods produced: processed foods, airplane parts, storage batteries, steel forms, structural steel, food handling equipment, semiconductors, rolled aluminum sheet, cement

Incentive Programs—New and Existing Companies

Local programs—The San Antonio Economic Development Foundation is a not-for-profit organization, founded and supported by the business community of San Antonio for the purpose of recruiting new manufacturing, office, research and development, warehousing, and distribution operations to San Antonio. The staff provides factual information on the community from which a business can make an informed decision on establishing or relocating a new facility in San Antonio. The City of San Antonio's Economic Development Department (EDD) helps relocating, expanding, and start-up businesses. EDD offers a variety of financial incentives to encourage business and residential development, including tax and fee incentives, financing, regulatory reductions, and workforce development assistance, and provides customized, one-on-one service.

State programs—Texas is a right-to-work state. Texas Economic Development is the state's leading economic development agency. It offers financial incentives through various programs: the Capital Access Fund supports businesses and nonprofits that fall outside the guidelines of conventional lending or otherwise face barriers in accessing capital; Linked Deposit Fund encourages lending to non-profits, childcare-providers, historically underutilized businesses, and/or small businesses; Leverage Fund is an ''economic development bank'' providing financing to Texas cities that have passed an economic development sales tax; Industrial Revenue Bonds offers tax-exempt financing on land and property for eligible industrial or manufacturing projects; Defense Zone Program supports Texas's military presence; and Enterprise Zone Program encourages investment and job creation in areas or ''zone''s of economic distress. San Antonio has five designated enterprise zones.

Job training programs—The Alamo Workforce Development Council will assist businesses in employee recruitment, screening, assessment, and customized training. Also, the State's Skills Development Fund has $25 million available to fund training programs designed by employers in partnership with local community colleges. The Texas Workforce Commission provides funds for training. In 2003 there were 32 grants, totaling $12 million.

Development Projects

San Antonio is getting ready to welcome even more visitors with its expanded convention center, the new SBC Center sports arena (opened in October of 2002), and other new construction. In 2004, $2.2 billion worth of construction permits were issued; the city usually is in the $1.4 billion to $1.6 billion range. Projects underway as of 2005 include the building of a new Texas A&M campus, a new convention center hotel, the Toyota plant, and several retail centers. San Antonio's Henry B. Gonzalez Convention Center recently underwent a six-year, $218-million expansion that increased its square footage to 1.3 million. The convention center has more than 203,000 square feet of meeting space that is divisible in 67 ways, four exhibit halls offering a total of approximately 440,000 square feet of contiguous display space, and three ballrooms. The convention center complex also features the Lila Cockrell Theatre, a performance art theater offering seating for more than 2,500. The San Antonio Spurs share the SBC Center, a $175 million, 18,500-seat venue, with the San Antonio Livestock Exposition.

Economic Development Information: San Antonio Economic Development Foundation, 602 East Commerce Street, San Antonio, TX 78205; telephone (210) 226-1394; fax (210)223-3386; email edf@dcci.com. City of San Antonio Economic Development Department, PO Box 839966, San Antonio, TX 78283-3966; telephone (210)207-8080; fax (210)207-8151

Commercial Shipping

Positioned on airline, highway, and railroad routes to Mexico, San Antonio is also the center of a 47-county agribusiness market area for crops grown elsewhere in the state of Texas. San Antonio firms handle processing, packaging, and nationwide distribution of vegetables, pecans, watermelons, and citrus fruits. Livestock, poultry and poultry products, and dairy products also pass through San Antonio.

San Antonio's KellyUSA is a major logistics port. It has 300,000 square feet of warehouse space available and 11,500-foot heavy-duty runway. Kelly is directly linked by three interchanges with Interstate-90 to I-35, I-10, and I-37, and is located on two major rail lines. San Antonio International Airport provides direct and non-stop service to all major hubs. Dallas and Houston are 50 minutes away by air and Mexico City is one and one-half hours away. Stinson Municipal Airport handles general aviation traffic and acts as a reliever airpost for San Antonio International Airport. Two freight railroads serve the area, providing service to Mexico and linking San Antonio with St. Louis. The city of San Antonio operates a general purpose Foreign Trade Zone (FTZ) under the supervision of the U.S. Customs Service. Sometimes referred to as ''free ports,'' FTZs are secured areas that officially fall outside U.S. Customs territory. FTZs help U.S.-based businesses cut costs, improve cash flow, and increase return on investment by deferring, reducing, or altogether eliminating duties and excise taxes if the final product is exported from the zone.

Labor Force and Employment Outlook

San Antonio's economy saw unprecedented growth in the 1990s and has remained strong in recent years. In 2004, Houston was the only Texas city to exceed San Antonio's job growth rate; that year, the San Antonio area added 12,000 new jobs. In 2005, an additional 18,500 new jobs are expected. A local economist theorizes that the remarkable strength of San Antonio's job market can be attributed to its economic diversity. Projected job growth between 2005 and 2009 is expected to be 87,340 new jobs, with the largest gains projected in the following sectors: services; trade; government; finance, insurance, and real estate; and construction.

The following is a summary of data regarding the San Antonio metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 725,000

Number of workers employed in . . .
natural resources and mining: 2,300
construction: 39,900
manufacturing: 45,400
trade, transportation and utilities: 129,800
information: 23,500
financial activities: 59,200
professional and business services: 85,800
educational and health services: 96,500
leisure and hospitality: 80,400
other services: 27,200
government: 135,000

Average hourly earnings of workers employed in manufacturing: $10.85

Unemployment rate: 4.5% (December 2004)

Largest employers	*Number of employees*
United Service Automobile Assoc. (insurance)	13,773
H.E.B. Food Stores	9,942
H.B. Zachry Co. (contractors)	8,000
SBC Communications	7,000
Southwestern Bell	4,589
Frost National Bank	3,290
West Telemarketing	3,087
Taco Cabana	3,000
Ultramar Diamond Shamrock (oil refining)	2,857
QVC Network	2,034

Cost of Living

San Antonio's cost of living is one of the lowest among large American cities. San Antonio's housing costs rank among the lowest of the 25 largest metropolitan areas.

The following is a summary of data regarding several key cost of living factors for the San Antonio area.

2004 (3rd Quarter) ACCRA Average House Price:$238,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.2 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.25% (groceries and medicines are exempt)

Local income tax rate: None

Local sales tax rate: 1.5% (groceries, medicines, rent, mortgage payments, and gasoline are exempt)

Property tax rate: $0.58 per $100 of assessed valuation (100% of market value) for real property; also hospital and school district, county and flood taxes (2003)

Economic Information: San Antonio Economic Development Foundation, 602 East Commerce Street San Antonio, TX 78205; telephone (210) 226-1394; fax (210)223-3386. City of San Antonio, Economic Development Department, PO Box 839966, San Antonio, TX 78283; telephone (210)207-8080

Education and Research

Elementary and Secondary Schools

Unlike many school systems elsewhere, the San Antonio area's 19 school districts (the largest of which—the North-

side Independent School District—is the sixth largest in Texas) function as separate, independent entities. Each has its own superintendent, its own elected board of education, and its own taxing authority. The Texas Education Agency in Austin oversees all districts, but they function apart from city or county jurisdiction.

The public school system in San Antonio is supplemented by specialized high schools including the Business Careers High School, Jay Science & Engineering Academy High School, Communication Arts High School, and Health Careers High School, which provide curriculums focused on specific fields of study.

The following is a summary of data regarding the Northside Independent School District as of the 2003-2004 school year.

Total enrollment: 74,018

Number of facilities
elementary schools: 54
middle schools: 14
senior high schools: 12
other: 19

Student/teacher ratio: 15.6:1

Teacher salaries
minimum: $35,020
maximum: $59,051

Funding per pupil: $6,933

More than 100 parochial schools and private schools also operate in San Antonio.

Public Schools Information: Northside Independent School District, 5900 Evers Road, San Antonio, TX 78238; telephone (210)397-8500

Colleges and Universities

Variously offering associate, undergraduate, and graduate degrees in many disciplines, San Antonio's institutions of higher learning include the University of Texas at San Antonio (UTSA), is comprised of Colleges of Business, Education and Human Development, Engineering, Liberal and Fine Arts, Sciences, Public Policy, and Honors College; a school of Architecture; and Graduate School. UTSA offers 106 undergraduate and graduate degree programs and is the second largest University of Texas component after UT at Austin. At the University of Texas Health Science Center, students pursue degrees in medicine, dentistry, and nursing, and receive training at affiliated teaching hospitals. Trinity University, a private school founded by Presbyterians that offers its students degrees in the liberal arts and the sciences, has been repeatedly selected by *U.S. News and World Report* as one of the best colleges in the western U.S.; in 2005 Trinity ranked 1st overall among schools offering undergrad and master's programs in this region. St. Mary's University, a private Catholic institution, is particularly known for its law and business schools. University of the Incarnate Word, also a private Catholic school, is known for its nursing curriculum. Our Lady of the Lake University is a private Catholic institution that emphasizes minority programs, particularly for Hispanics. Oblate School of Theology is a private Catholic college serving men and women seeking graduate study in theology. San Antonio College, one of the major junior colleges in Texas, has an average enrollment of more than 22,000 students and is among the largest single-campus two-year colleges in the United States. St. Philip's College, a two-year public facility that focuses its curriculum on restaurant management, data processing, and health-related fields as well as arts and sciences, was founded in 1898 and is one of the oldest and most diverse community colleges in the country. San Antonio's Universidad Nacional Autonoma de Mexico (National Autonomous University of Mexico) offers Hispanic-oriented courses and is the only U.S. branch of UNAM's home campus in Mexico City, Mexico. Palo Alto College, a two-year college in San Antonio's south side, has recently added new programs in Academic Computing Technology, Aviation Management, Criminal Justice, Environmental Technology, Electrical Mechanical Technology, Health Professions, Logistics, Nursing, Teacher Assistant, and Turfgrass Management.

Libraries and Research Centers

The San Antonio Public Library operates the San Antonio Central Library and 18 branch libraries across the city. The Central Library at 600 Soledad Street has received national attention for its unique design and color (''enchilada red''). The library was designed by Ricardo Legorreta Arquitectos of Mexico City. The library collection encompasses 1.8 million volumes. The Central Library houses the Texana/Genealogy and Latino reference collections, showcasing the history, culture, and art of the region. The Central Library also features an art gallery with exhibits that change periodically. The Central Library is six stories high plus a basement level; the entire third floor is devoted to children 3 and under. Children have their own ''KidsCat'' computer catalog and a spacious story and craft room.

San Antonio's numerous research centers include those supported by the University of Texas in the fields of archaeology, environmental resources, neuroscience, women's studies, biotechnology, culture and community, aging, music, bioengineering; UT's Health Science Center has many additional research centers, devoted to areas of the medical field. Others include the Texas Public Policy Foundation, the U.S. Army Institute of Surgical Research, and the Mexican-American Cultural Center, which seeks the harmonious integration of Hispanic and North American cultures

in a manner consistent with democratic and Christian precepts. San Antonio's Southwest Research Institute occupies 1,200 acres and has a staff of 2,800 studying many topics such as automation, robotics, space sciences, and fuels and lubricants.

Public Library Information: San Antonio Public Library, 600 Soledad Street, San Antonio, Texas 78205; telephone (210)207-2500

Health Care

The 900-acre South Texas Medical Center (STMC) includes the prestigious University of Health Science Center at San Antonio, nine major hospitals including a veterans hospital, two physical rehabilitation centers, and two psychiatric hospitals. Approximately 25,000 people are employed at the facilities of STMC, which is recognized worldwide by medical and health care professionals for the impact of its advanced research, patient diagnosis, treatment and rehabilitation, degree programs, and state-of-the-art physical structures.

The San Antonio area also has numerous medical facilities outside the boundaries of the South Texas Medical Center, including over two dozen general hospitals, two state hospitals, two children's psychiatric hospitals, and two Department of Defense hospitals: Brooke Army Medical Center at Fort Sam Houston, one of the Army's largest and considered a premier burn treatment facility, and Wilford Hall Medical Center, the Air Force's largest medical facility, at Lackland Air Force Base.

Health Care Information: Bexar County Medical Society, 6243 West Ih 10, Suite 600, San Antonio, TX 78201

Recreation

Sightseeing

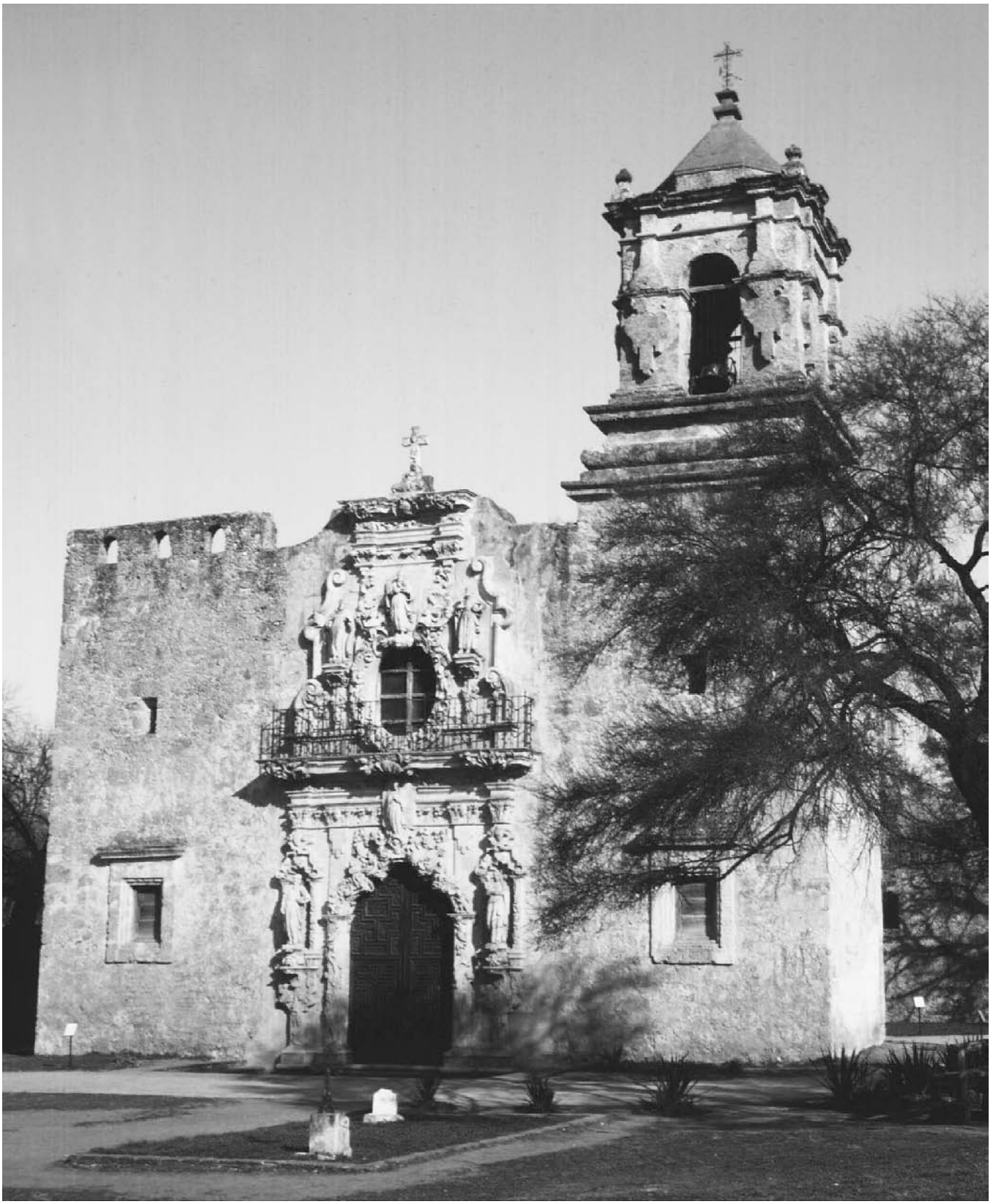
San Antonio's most popular tourist destinations are the Alamo and the Paseo del Rio, or River Walk. The River Walk is a one and a half mile winding waterway of landscaped cobblestone paths and bridges set 20 feet below street level. The result of a downtown urban revitalization project, the River Walk is lined with cafes, shops, galleries, restaurants, and nightclubs. A visitor can sample the flavor of Mexico or relive the birth of Texas by simply enjoying the scenery, day or night. Tree-lined footpaths are lighted at night, creating a romantic ambience. For those who want more than a waterside view, boats cruise the 21 blocks at 10-minute intervals.

Mission San Antonio de Valero, the Alamo, was the first of five missions established in San Antonio and dates back to 1718 and is located downtown near the river. The chapel's facade represents what is left of the site where nearly 200 Texans died in their fight for independence from Mexico. Nearby lies the Long Barracks Museum and Library. In October of 2005, the Museum will unveil a new exhibit that will incorporate recent interpretations of events that occurred at the Alamo, and the Alamo's place in history. The four other missions are all part of the San Antonio Missions National Park, a 10 mile long Mission Trail that begins at the Alamo, located at street level between Commerce and Houston Streets on Alamo Plaza.

A walking tour from the town's center will take in a number of other attractions. Among them are La Villita, the ''little town,'' adjacent to the River Walk on Alamo Street and across from the Convention Center, where former adobe houses along cobblestone walkways now contain shops, galleries, and a museum; Market Square with its Farmers Market and El Mercado area, with its specialty shops and weekend arts demonstrations; HemisFair Park, site of San Antonio's World's Fair in 1968 and now the center of downtown entertainment; and the King William Historic Area, a 25-block area that had been San Antonio's most elegant residential area, near downtown on the river's south banks.

Now a National Historic District, La Villita was the city's earliest settlement, evolving into a slum by the 1930s. After extensive renovation, it is now home to artists and craftspeople. Market Square is billed as the home of chili, and chili stands draw numerous visitors. The square is also host to a number of citywide festivals throughout the year. Each morning in the Farmers Market section of Market Square, fresh produce is sold directly to consumers. And in El Mercado, patterned after a Mexican market, there are 80 specialty shops. Inside the 92-acre HemisFair Plaza stands the Tower of the Americas, where an observation deck provides a panoramic view of the city from 500 feet up. The King William Historic Area serves as a reminder of the city's German heritage, and its stately mansions date to the 1800s. In the King William Historic Area, the Steves Homestead, an 1876 mansion with a slate mansard roof and 13-inch think limestone walls houses Victorian antiques and is open to the public.

The colorful flora and fauna of the Japanese Tea Gardens located at the northwestern edge of 343-acre Brackenridge Park offer a change of pace to visitors. The Sunken Garden Theatre here features Sunday afternoon concerts in the summertime. The main entrance to the park is about two miles from downtown. Inside the park are a bike trail, picnic area,



San Jose Mission is one of five missions established in San Antonio.

polo field, golf course, carousel, a miniature railroad, riding stables, and paddle boats. The San Antonio Zoo, where exotic animals roam in barless cages, is also located in Brackenridge Park. The 35-acre Zoo is particularly notable for its endangered animals, including snow leopards, Sumatran tigers, and white rhinos. The newest addition to the Zoo is its Kronkosky's Tiny Tot Nature Spot, designed to connect children aged five and younger with the natural world. Across from the zoo's main entrance is the Skyride, where cable cars afford a panoramic view of the city's skyline. Nearby is Splashtown waterpark, which features water slides and south Texas's largest wave pool.

The military bases of San Antonio are also tourist destinations, but public access can vary. Group tours are welcomed, but advance reservations are advised at all posts except Fort Sam Houston, which is open to the public without restriction. Established in 1876 at its present location, historic Fort Sam Houston was the site of the first military airplane flight. Located here are the Army Medical Department Museum, which traces the history of the U.S. Army medical department with its collection of U.S. Army uniforms, medical equipment, and POW memorabilia; the Fort Sam Houston Museum, which houses a collection of military memorabilia; and the Post Chapel, built in 1917 and dedicated by President Taft. Birds and small animals roam the quadrangle grounds, where the centerpiece is the clock tower. Brooks Air Force Base, now known as Brooks City Base, permits the public to tour the Hangar 9/Edward H. White Museum, the oldest in the Air Force, which contains capsules used by the first space monkeys. A History and Traditions Museum at Lackland Air Force Base contains combat aircraft parts. Randolph Air Force Base features the Taj Mahal offices of the 12th Flying Wing. The rotunda of the white structure displays aviation memorabilia.

The newest San Antonio attractions include Sea World San Antonio, the world's largest marine life showplace and home of The Steel Eel exhibit, the Southwest's only hypercoaster; and Six Flags Fiesta Texas, a $100 million showplace park with live musical productions and world-class rides, including the Rattler, the world's tallest, fastest, and steepest wooden roller coaster. Fiesta Texas added $30 million in new rides and attractions in 1999, including a million-gallon wave pool shaped like the state of Texas. Other sites of note in the San Antonio area include San Fernando Cathedral, where the remains of Alamo heroes are thought to be held in a marble coffin on display; Spanish Governor's Palace, called the ''most beautiful building in San Antonio'' by the National Geographic Society, a national historic landmark dating from 1749 that once served as offices for the Spanish Province of Texas; San Antonio Botanical Gardens, emphasizing native Texas vegetation and incorporating a biblical garden, a children's garden, and a conservatory featuring tropical and exotic plants; and Jose Antonio Navarro State Historical Park, the former home of the prominent Texan who participated in the convention to ratify Texas as a state.

Arts and Culture

When actress Sarah Bernhardt performed in San Antonio's Grand Opera House, built in 1886, she called the city ''the art center of Texas.'' While San Antonio attracts well-known performers, it is perhaps better known for opening its cultural doors to the public through colorful festivals that celebrate the blending of its Anglo-Hispanic heritage. The San Antonio Performing Arts Association, founded in 1976, functions as the city's presenter agency.

The Majestic Performing Arts Center, a relic of the days of ''movie palaces,'' has been restored and is home to the San Antonio Symphony, which enjoys a reputation as one of the best in the country. Its repertoire ranges from pops to classical. The Majestic Theater plays host to many of the city's premier events, ranging from traveling Broadway companies to ballet performances to classical music concerts. Not simply a theater or a museum, the Carver Community Cultural Center is a showcase for African American artists while also providing entertainment with broad cultural appeal. Music, literature, art, drama and dance, and a major film festival, all with a Hispanic flavor, are combined at the Guadalupe Cultural Arts Center, where local, national, and international presentations are offered. Grand Opera is performed by the San Antonio Opera Company. The Chamber Arts Ensemble and the Texas Bach Choir, the only one of its kind in the state, round out San Antonio's musical options.

Flamenco dancing is offered at the Arneson River Theatre, a unique venue spanning both sides of the river. The Mexican Cultural Institute showcases folkloric dance as well as theater.

Among the city's museums and galleries is the San Antonio Museum of Art, one of the largest museums in the Southwest and home to the Nelson A. Rockefeller Center for Latin American Art, featuring a 2,500-piece collection dating as far back as 500 B.C.; notable works include a portrait of a Mayan nobleman from A.D. 700-900. An expansion of the museum's Asian wing is underway and will add 9,000 square feet of new art gallery space for Asian art, as well as renovate the museum's current 6,000 square feet of Asian art space. Witte Museum, located at one of the Brackenridge Park entrances, presents local and natural history exhibits and special children's exhibits. Marion Koogler McNay Art Museum is a former private mansion that now houses modern art. The folk history of Texas unfolds through a multimedia exhibit using 36 screens at the Institute of Texan Cultures. Oddities and western memorabilia are the focus at the Buckhorn Saloon and Museum, housed in a renovated 1881 saloon.

Other special collections and contemporary and historical exhibits are on display at the Mexican Cultural Institute; HemisFair Plaza, featuring art from Mexico and South America; the Pioneer, Trail Drivers and Texas Rangers Memorial Museum; the Hertzberg Circus Collection, where Tom Thumb's carriage is among more than 20,000 items representing big top memorabilia; and the Buckhorn Museum containing curiosities such as a two headed calf and a lamb with eight legs. New attractions directly across from the Alamo are the Guinness World Records Museum; Ripley's Haunted Adventure, a multi-million dollar haunted house; and the Plaza Wax Museum. The San Antonio IMAX Theatre at Rivercenter shows a 48-minute docudrama depicting the famous battle at the Alamo. Images shown on a huge screen and magnetic surround sound makes viewers feel that they are there in the thick of battle.

Festivals and Holidays

For ten days in mid-April, from dawn to well past dusk, San Antonio celebrates the Fiesta San Antonio. Featuring more than 150 events illustrative of the city's gastronomic, ethnic and western history, Fiesta starts out with an oyster bake and culminates in colorful spectacles. Along the way revelers enjoy the crowning of King Antonio, a giant block party known as A Night in Old Santonio, fireworks, musical productions, fashion shows, and the Battle of the Flowers parade, in which 7,000 participants honor the Queen of the Order of the Alamo and her court. Flickering torches light up the Fiesta Flambeau parade; other activities include street dancing, a carnival, and concerts. Fiesta events have multiplied over the years, and they now attract some 3.5 million people annually.

San Antonio hosts a number of other celebrations and festivals throughout the year. The San Antonio River takes the spotlight in January when River Walk Mud Festival revolves around the annual draining of the river for maintenance. Championship rodeo competitors display their skills during February's San Antonio Stock Show and Rodeo, a 16-day western roundup that begins with a downtown parade. In March the San Antonio River is renamed the River Shannon and is dyed green for the St. Patrick's Day celebration, when Irish music and entertainment prevail. The Starving Artists Show in early April brings professionals and amateurs to the River Walk to sell their creations. The Cinco de Mayo events during the weekend nearest May 5 celebrate one of Mexico's Independence Days through mariachi music, folkloric dancing, and parades. Tejano music, described as a mixture of Mexican and German, is celebrated and studied at the annual Tejano Conjunto Festival in May. The beat of Latin music and dance fills the air in the outdoor Arneson River Theatre in June, kicking off the Fiesta Noche del Rio, which runs on weekends through the summer. San Antonio's Contemporary Art Month, held in July, is the only month-long contemporary arts festival in the nation; it features more than 400 exhibitions and involves more than 50 venues. September's FotoSeptiembre USA is one of the three largest photography festivals in the country. Oktoberfest and the River Art Group Show by major state artists enliven the month of October. The Christmas season has a Mexican flair led by the four-day Fiestas Navidenas in Market Square and Las Posadas, a reenactment of the Holy Family's search for an inn during which children go door-to-door seeking shelter. The River Walk itself becomes a festival of lights known as the Fiesta de las Luminarias.

Sports for the Spectator

The San Antonio Spurs of the National Basketball Association and he San Antonio Rampage of the American Hockey League play their home games at the SBC Center, opened in October of 2002. The Center is a state-of-the-art 18,500 seat arena. The facility is 730,000 square feet, with four concourses, 54 suites, a practice facility, and restaurants. San Antonio's baseball team, the Missions of the Texas League, play at the Municipal Stadium. Major league pari-mutuel live and televised horse racing are offered at Retama Park year-round.

Sports for the Participant

The mild climate of San Antonio lends itself to a multitude of outdoor sport activities, many tied to the network of more than 100 parks administered by the city Department of Parks and Recreation. San Pedro Park, the city's oldest, includes the McFarlin Tennis Center. Brackenridge Park is San Antonio's showplace, with more than 300 acres of ballfields, horseback riding trails, bike paths, and scenic walkways through intricate gardens. Overnight camping is available at McAllister Park, an 850-acre facility with a number of playing fields. Outside of the city lies Friedrich Park, where wilderness trails offer a peaceful challenge to hikers. The city operates 21 public swimming pools throughout San Antonio, including a year-round indoor Natatorium where competitions take place. Some 100 tennis courts in various locations augment the Fairchild and McFarlin Tennis Centers.

Bordered by the Texas Hill Country, San Antonio provides ready access to a number of recreation areas where hunting and water sports are popular activities. Fifteen lakes are within 150 miles of the city, and the Guadalupe River north of San Antonio is a favorite spot for canoeing, tubing, and white water rafting. Lake McQueeney, 25 miles from the city, attracts weekenders for boating and swimming. Corpus Christi and other Gulf Coast towns provide seacoast attractions about 140 miles from San Antonio. Natural bridge Caverns are located nearby between San Antonio and New Braunfels, off I-35, exit 175. Here you can tour spectacular caverns, climb and ''zip'' from the tallest climbing tower in

Texas while the less adventurous pan for gems and minerals. Natural Bridge Wildlife Ranch, located in the same area, is a Texas style African safari with hundreds of Animals from all over the world roaming freely. The Vietnam War Memorial is located at Veterans Memorial Plaza. Also not to be missed and located at 3400 Fredericksburg Road is the marker for the Old Spanish Trail which linked cities of Spanish conquest and settlement.

Blessed with more than 300 days of sunshine each year, San Antonio is becoming a major golf destination. Thirty-five courses (including military and private) and a championship course at the Hyatt Regency Hill Country Resort are the lure. Citizens are also fond of bowling—more than 26 commercial and military bowling centers dot the city. It was a San Antonio firm, Columbia Industries, that introduced polyester resin into the manufacture of bowling balls in 1960.

Shopping and Dining

The newest and most exciting shopping, dining, and entertainment venue in San Antonio is Sunset Station, housed in the restored 1902 South Pacific Railroad depot near the convention center. Market Square downtown houses a large specialty shopping area, as well as a Mexican-style market featuring crafts, apparel, pottery, and jewelry. La Villita has 26 arts and crafts shops and three restaurants. Southwest School of Art and Craft, on the grounds of a former cloistered convent, sells the works of local artists and operates a restaurant in a beautiful historic setting. Many other art galleries feature Latin American and Native American artworks. Souvenir shops offer the latest in Western wear, including hand-crafted leather boots and ten-gallon hats. Antique stores feature authentic and reproduction items, including miniature replica Civil War and Texas Revolution toy soldiers and fine furniture and jewelry that may once have belonged to turn-of-the-century settlers. For those who wish to make a day of it, many antique stores can be found along the main streets of nearby charming towns such as Comfort, Boerne, Fredericksburg, Castroville, New Braunfels, Gruene and Leon Springs. In addition, the San Antonio area has 16 retail shopping malls and two major outlet malls.

Downtown dining ranges from ethnic cuisine to barbecue. Many restaurants feature some Tex-Mex dishes on their menus, and a number of restaurants specialize in south-of-the-border food. An emerging style of cooking, called New Southwestern, incorporates local produce and game. Italian, Greek, and German restaurants are well represented, as are delicatessens.

Visitor Information: San Antonio Convention & Visitors Bureau, 121 Alamo Plaza, San Antonio, 78205, telephone (210)207-6700

Convention Facilities

San Antonio's Henry B. Gonzalez Convention Center, in the heart of San Antonio's historic district along the riverwalk, is the city's largest convention facility. Built in 1968 as part of the HemisFair, it recently underwent a $218-million expansion that increased its square footage to 1.3 million. The convention center has more than 203,000 square feet of meeting space that is divisible in 67 ways, four exhibit halls offering a total of approximately 440,000 square feet of contiguous display space, and three ballrooms. The convention center complex also features the Lila Cockrell Theatre, a performance art theater offering seating for more than 2,500.

The Alamodome, a $186-million state-of-the-art facility that can be used to host large conventions as well as trade shows and other events, opened in 1993. Featuring a Southwestern color scheme, the Alamodome has 160,000 gross square feet of contiguous floor space and configurations for groups of up to 77,000 people. The Alamodome is within walking distance of the Henry B. Gonzalez Convention Center and HemisFair Park, the River Walk, the Alamo, and more than 9,000 hotel rooms.

San Antonio's alternate meeting facility is the Municipal Auditorium and Conference, an opulent structure dating to 1926 and lovingly restored with attention to historical detail after a 1979 fire. Its main auditorium offers seating for nearly 5,000. The lobby and two small wings on the main level and approximately 24,000 square feet on the lower level provide additional space for meetings, exhibits, and banquets.

Convention Information: San Antonio Convention and Visitors Bureau, 121 Alamo Plaza, San Antonio, TX 78205; telephone (210)207-6700

Transportation

Approaching the city

San Antonio International Airport, a modern facility located 13 miles from the downtown River Walk, is served by 14 major carriers flying domestic and international routes, including nonstop flights to 28 destinations. The airport has an average of 248 daily departures and arrivals. Primary domestic destinations include Dallas/Ft. Worth and Houston, New York, Chicago, Washington D.C., Las Vegas, Los Angeles, Atlanta, Baltimore, and Phoenix; primary international destinations include Mexico City, Monterrey, Cancun, and Cozumel. Its terminal was described as ''one of the most beautiful in years'' by the American Institute of

Architects. Traveling from the airport downtown by taxi takes about 15 minutes during normal traffic. Express limousine service runs to major hotels, and buses depart every half-hour. Stinson Field, also operated by the city Aviation Department, handles general aviation traffic. Amtrak carries rail passengers to San Antonio from points all around the country. Entering San Antonio by road is comparatively easy; the loop design of San Antonio freeways and their connecting highways enable a motorist to reach the central district from any direction.

Traveling in the City

The centerpiece of San Antonio's transportation network is its VIA Metropolitan Transit Service. This service enables visitors to experience the major attractions without a car and commuters can enjoy a near perfect on-time record. VIA's buses cover 106 routes; special vehicles serve the handicapped and elderly. To ease the flow of cars into downtown, VIA operates a number of park-and-ride locations from which commuters can catch an express bus to the business area. There are also special schedules for major events. In the downtown area, VIA Streetcars with wooden slats and brass railings cover five routes and function as a shuttle to many major attraction and major stores.

San Antonio can be reached in 30 minutes or less by car from any point in Bexar County. The San Antonio's ''hub and spoke'' expressway arrangement, where all highways radiate from the central business district, makes all parts of the city easily accessible.

The Mission Trails Project, a $17.7 million transportation enhancement project, is well underway and parts of it will be completed and operational in 2005. Described as a project equal in importance to the city's famed River Walk, the Mission Trails Project is a hike and bike trail connecting the Alamo, Mission Concepcion, Mission San José, and Mission Espada along a 10-mile trail, and enhance the roadways leading to the missions.

Communications

Newspapers and Magazines

San Antonio's major daily (morning) newspaper is the *Express-News.* San Antonio has numerous community newspapers, among them the *San Antonio Register* which serves the African American community, and specialty papers such as *Go! 50+* for mature readers and *San Antonio Business Journal* for the business community. Several local newspapers, including *Brooks Discovery, Fort Sam Houston Newsleader, Kelly USA Observer, Lackland Tailspinner, Medical Patriot,* and *Randolph Wingspread,* serve the military community. Additionally, the official trade magazine of the U.S. Airforce, *Airman,* is published here. Eight medical newspapers and magazines are published in San Antonio, four magazines focus on cattle, and two magazines provide information on local events, entertainment, shopping, and dining.

Television and Radio

Eight television stations broadcast from San Antonio: four network affiliates, one public, one independent broadcasting religious and educational programming, one station affiliated with Telemundo and another with Univision. Additional stations are available via cable. Radio stations number more than 20 and offer a wide variety of formats, including Spanish-language programming.

Media Information: *Express-News,* PO Box 2171, San Antonio, TX 78297; telephone: (210)250-3000

San Antonio Online

City of San Antonio Home Page. Available www.ci.sat.tx.us

Greater San Antonio Chamber of Commerce. Available www.sachamber.org

San Antonio Convention & Visitors Bureau. Available www.sanantoniocvb.com

San Antonio Economic Development Foundation. Available saedf.dcci.com

San Antonio Express-News. Available www.expressnews.com

San Antonio Public Library. Available www.sat.lib.tx.us

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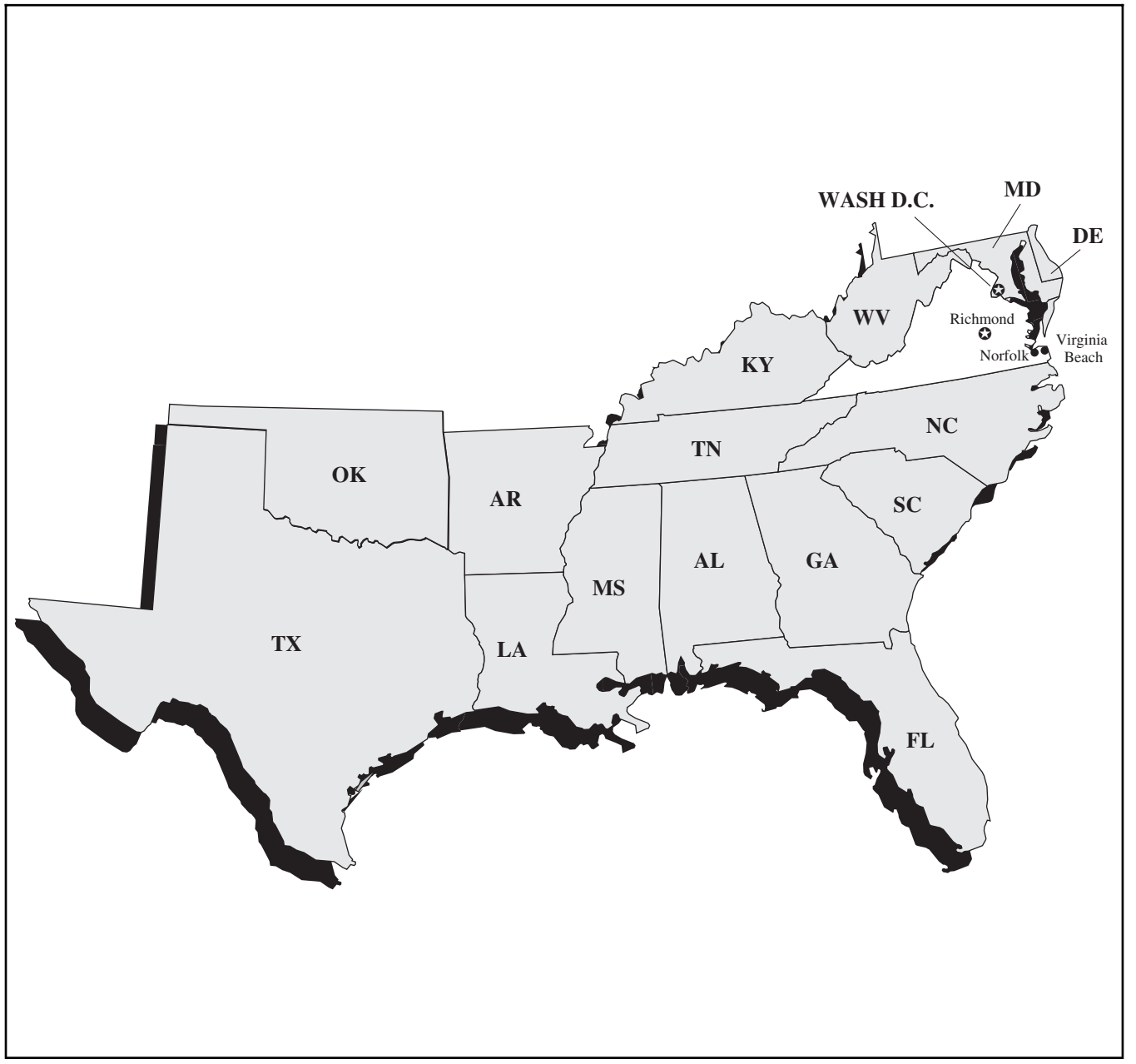
Harrigan, Stephen, *The Gates of the Alamo* (New York: Alfred A. Knopf, 2000)

Scott, Bob and Robert Scott, *After the Alamo* (Plano, Tx.: Republic of Texas Press, 1999)

VIRGINIA

Norfolk 611
Richmond 625
Virginia Beach 641



The State in Brief

Nickname: Old Dominion
Motto: *Sic semper tyrannis* (Thus always to tyrants)

Flower: Dogwood
Bird: Cardinal

Area: 42,774 square miles (2000; U.S. Rank: 35th)
Elevation: Ranges from sea level to 5,729 feet above sea level
Climate: Mild, cooler in mountains; rainfall evenly distributed throughout the year

Admitted to Union: June 25, 1788
Capital: Richmond
Head Official: Governor Mark Warner (D) (until 2006)

Population
- **1980:** 5,347,000
- **1990:** 6,187,358
- **2000:** 7,078,515
- **2004 estimate:** 7,459,827
- **Percent change, 1990–2000:** 14.4%
- **U.S. rank in 2004:** 12th
- **Percent of residents born in state:** 57.1% (2000)
- **Density:** 178.8 people per square mile (2000)
- **2002 FBI Crime Index Total:** 229,039

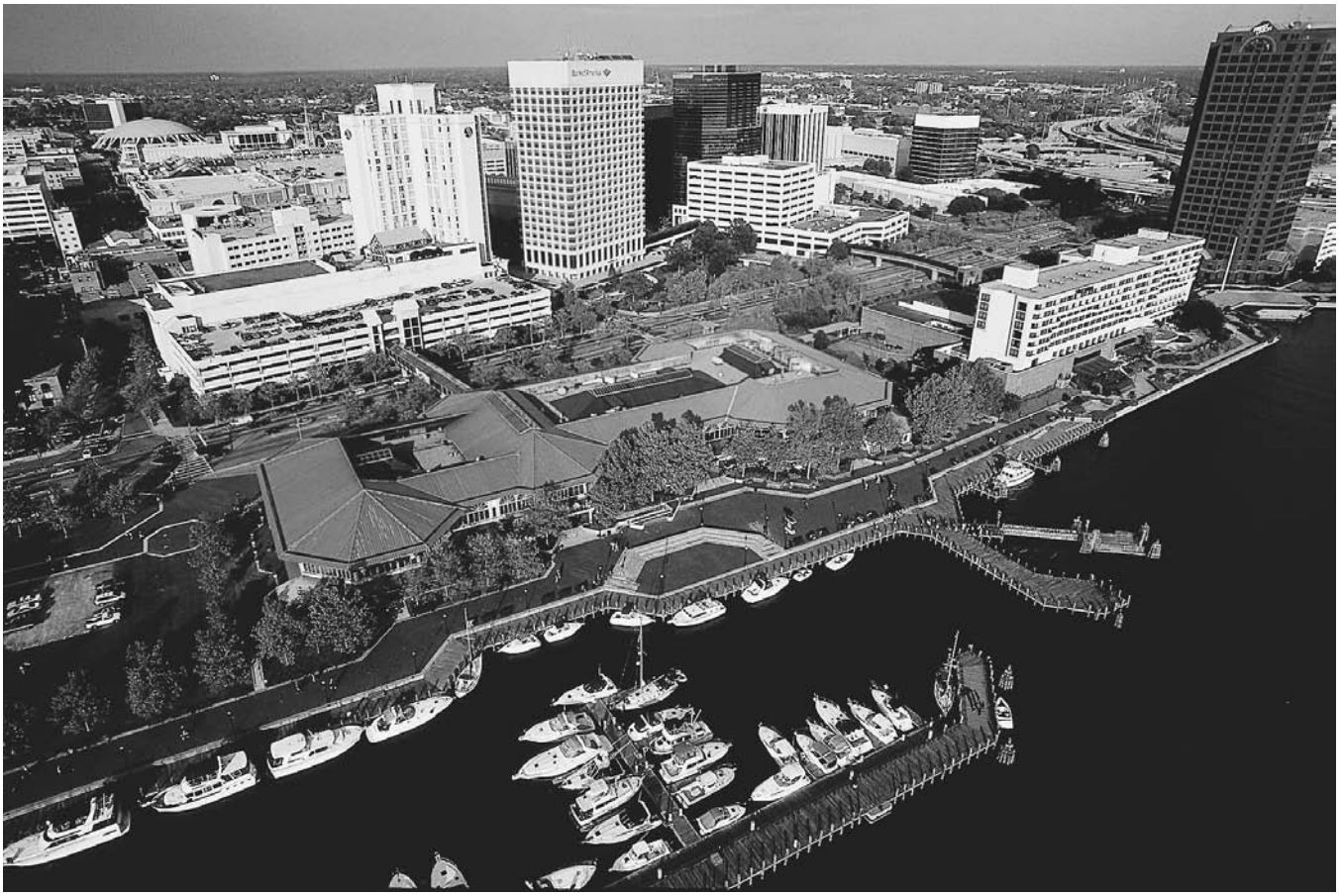
Racial and Ethnic Characteristics (2000)
- **White:** 5,120,110
- **Black or African American:** 1,390,293
- **American Indian and Alaska Native:** 21,172
- **Asian:** 261,025
- **Native Hawaiian and Pacific Islander:** 3,946
- **Hispanic or Latino (may be of any race):** 329,540
- **Other:** 138,900

Age Characteristics (2000)
- **Population under 5 years old:** 461,982
- **Population 5 to 19 years old:** 1,475,104
- **Percent of population 65 years and over:** 11.2%
- **Median age:** 35.7 years (2000)

Vital Statistics
- **Total number of births (2003):** 101,303
- **Total number of deaths (2003):** 58,264 (infant deaths, 758)
- **AIDS cases reported through 2003:** 7,735

Economy
- **Major industries:** Tobacco, agriculture, manufacturing, trade, tourism, services, government, electrical equipment, food, textiles, paper products
- **Unemployment rate:** 3.3% (December 2004)
- **Per capita personal income:** $33,651 (2003; U.S. rank: 10th)
- **Median household income:** $52,587 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.3% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.0% to 5.75%
- **Sales tax rate:** 4.5%

Norfolk



The City in Brief

Founded: 1682 (incorporated 1705)

Head Official: Mayor Paul D. Fraim (I) (since 1994)

City Population
1980: 266,979
1990: 261,250
2000: 234,403
2003 estimate: 241,727
Percent change, 1990–2000: −10.2%
U.S. rank in 1990: 75th (State rank: 2nd)
U.S. rank in 2000: 72nd (State rank: 2nd)

Metropolitan Area Population (MSA)
1980: 1,200,998
1990: 1,430,974
2000: 1,551,351
Percent change, 1990–2000: 8.4%
U.S. rank in 1990: 27th
U.S. rank in 2000: 33rd

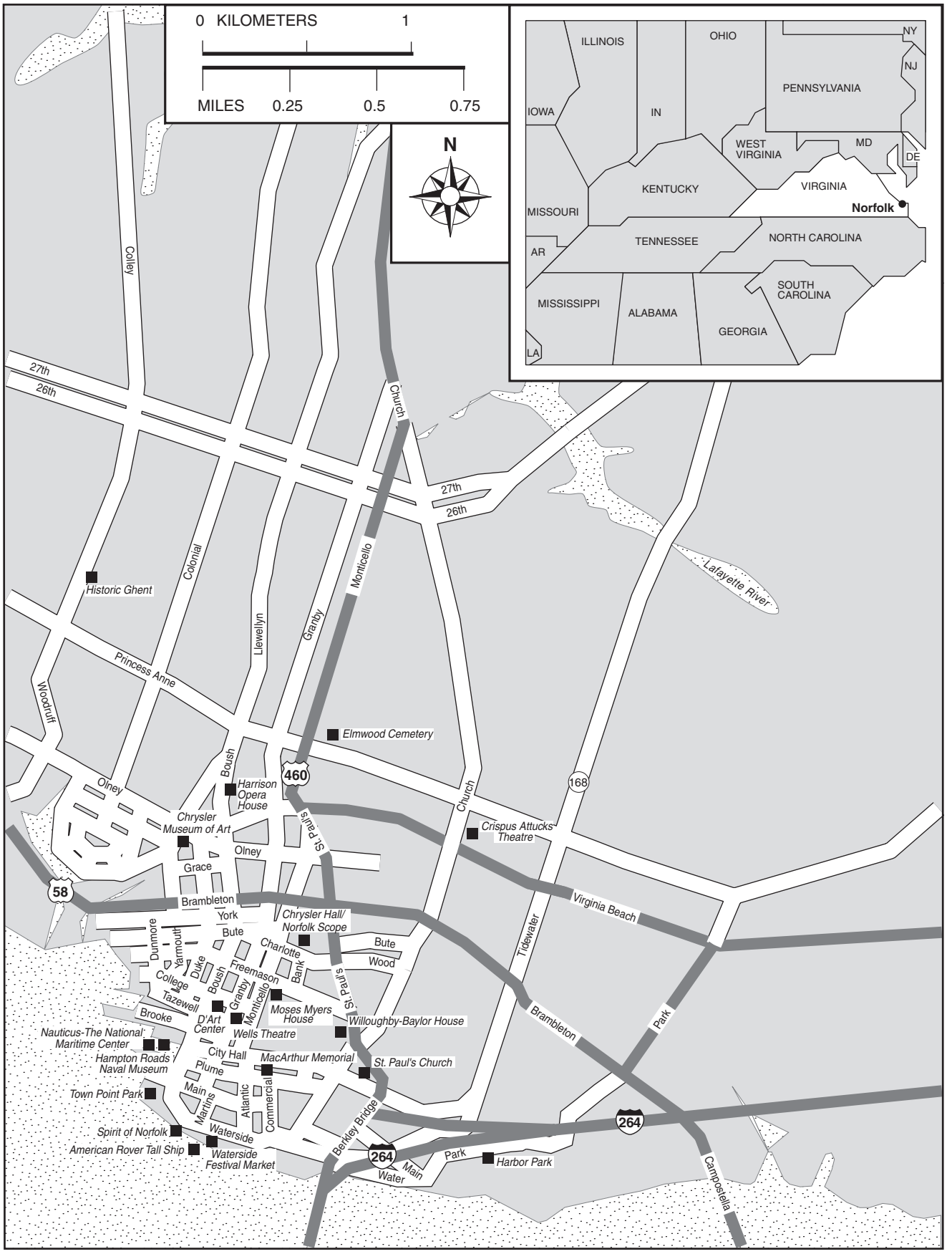
Area: 53.73 square miles (2000)
Elevation: 13 feet above sea level
Average Annual Temperature: 59.57° F;
Average Annual Precipitation: 43.89 inches total; 7.5 inches of snowfall

Major Economic Sectors: Services, trade, government
Unemployment rate: 4.0% (December 2004)
Per Capita Income: $17,372 (1999)

2002 FBI Crime Index Total: 15,476

Major Colleges and Universities: Old Dominion University, Norfolk State University, Virginia Wesleyan College, Eastern Virginia Medical School, Troy State University, Tidewater Community College

Daily Newspaper: *The Virginian-Pilot*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GEORGIA
LA
Colley
27th
26th
Church
Monticello
Granby
Colonial
Llewellyn
Princess Anne
Woodruff
Olney
Boush
Historic Ghent
Elmwood Cemetery
Harrison Opera House
Chrysler Museum of Art
Grace
St. Paul's
Crispus Attucks Theatre
Lafayette River
Brambleton
York
Bute
Dunmore
Yarmouth
Charlotte
Bank
Wood
Chrysler Hall/ Norfolk Scope
Virginia Beach
Tidewater
Duke
Freemason
College
Tazewell
Brooke
Moses Myers House
Willoughby-Baylor House
Nauticus-The National Maritime Center
Hampton Roads Naval Museum
D'Art Center
Wells Theatre
City Hall
MacArthur Memorial
St. Paul's Church
Plume
Main
Martins
Atlantic
Commercial
Town Point Park
Spirit of Norfolk
American Rover Tall Ship
Waterside
Waterside Festival Market
Berkley Bridge
Water
Park
Harbor Park
Campostella
460
168
58
264

Introduction

Norfolk, Virginia, one of the world's largest and busiest port cities, is the financial and legal center of southeastern Virginia. Water is central to the past, present and future of Norfolk, where the infamous *Merrimac* sea vessel was converted to the ironclad *Virginia* and where the National Maritime Center today recognizes the waterlogged character of this culturally and historically rich community.

Geography and Climate

Norfolk, nearly surrounded by the waters of the Chesapeake Bay, is located near the southern border of Virginia, 18 miles west of the Atlantic Ocean and about 200 miles southeast of Washington, D.C. Immediately north is Chesapeake Bay and west is Hampton Roads, the natural channel through which the waters of the James River and its tributaries flow into the mouth of the Chesapeake Bay. Norfolk is situated at the mouth of the James, Elizabeth, and Nansemond rivers. Within the city the land is low and level.

Norfolk is fortunate in that it is south of the average path of storms originating in the higher latitudes. It is also north of the usual tracks of hurricanes and other tropical storms. The city usually has mild winters and sunny, warm autumns and springs. The long hot summers are often interrupted by cool periods as a result of the northeasterly winds off the Atlantic Ocean. Waves of extreme cold are rare, and often winters have no measurable snow. All in all, the National Weather Service has ranked Norfolk's climate as ''one of the most desirable in the nation.''

Area: 53.73 square miles of land; 42.58 square miles of water; 96.30 square miles total area (2000)

Elevation: 13 feet above sea level

Average Temperatures: January, 40° F; July, 79° F; annual average, 59.57° F;

Average Annual Precipitation: 43.89 inches total; 7.5 inches of snowfall

History

In the Beginning

Beginning in about 9500 B.C., the area that is now Norfolk was called Skicoak, and was ruled by the Chesipean Indians. But by the time the first Europeans reached the area, the tribe members had been driven out or killed by Chief Powhatan, after one of his advisors told Powhatan that in a dream he had seen the Powhatan Confederacy destroyed by strangers from the East. Powhatan thought this was a sign he should destroy the Chesipeans, even though they were a peaceful people.

In the 1560s, settlers arrived from Spain, briefly living along the York River in a Jesuit community called Ajacan. Initially, the plan was to convert the Indians, but when the native people attacked the settlement in 1571, the Spanish abandoned Ajacan. The English were the next to test the area as a colony site, establishing Roanoke Settlement in 1585 under the guidance of Sir Walter Raleigh. The initial group of colonists abandoned Roanoke the next year and were followed by a second group in 1587; this second settlement disappeared without a trace by 1590 in one of the enduring mysteries of early recorded American history.

In 1624 Virginia became a Royal Colony when King James I of England granted 500 acres of land in what is now the Ocean View section of Norfolk to Thomas Willoughby. Twelve years later, King Charles I of England gave Willoughby 200 additional acres, and this also became part of the original town of Norfolk.

In 1670, the British government directed the ''building of storehouses to receive imported merchandise. . .and tobacco for export.'' This marked the beginning of Norfolk's importance as a port city. In 1673 the Virginia House of Burgesses called for the construction of Half Moon fort at the site of what is now Town Point Park.

City Prospers, Then Faces Destruction and Rebuilding

In 1682 England decreed that the ''Towne of Lower Norfolk County'' be established. The town was incorporated in 1705 and rechartered as a borough in 1736. For several decades the building of homes, farms, and businesses continued throughout the area, and Norfolk developed into a center for West Indies trade and the shipping of export products from the plantations of Virginia and the Carolinas. By 1775, Norfolk was known as the most prosperous city in Virginia.

The city served as a center for Tory forces during the American Revolution. On New Year's Day 1776, English ships under Royal Governor Lord Dunmore opened fire on the city, continuing their assault for eleven hours. High winds whipped up the flames and two-thirds of the city was destroyed by fire or cannonballs. By month's end the patriot colonists had torched the rest of the city to prevent the sheltering of Lord Dunmore and his forces. Every building in the city was destroyed by fire or cannonballs except Saint Paul's Church; a British cannonball remains in the wall of the church as testimony to the conflict. After the war, the

citizens rallied and the city was rebuilt. In time it became a major shipbuilding and maritime center. In 1810, the U.S. government constructed a new fort at the site of dilapidated old Fort Norfolk. At that time the city's population stood at about 9,000 people.

Ports, Forts and Exports

The nineteenth century brought more troubles for the city. A major fire in 1804 destroyed 300 houses, warehouses, and stores. The population, which had been growing steadily, actually declined from more than 9,000 people in 1810 to 8,478 people by 1820.

Conveniently situated on the water and philosophically allied with the agitating Confederate states, Norfolk in 1821 became the embarkation point for African and African American individuals being sent back to Africa. Norfolk native Joseph Jenkins Roberts went on to become the first president of the Republic of Liberia after being deported. Virginia seceded from the Union in 1861, with the Norfolk Navy Yard assuming a critical role as vessels docked there were burned or scuttled, including the famed *Merrimac*. It was in the Navy Yard that the *Merrimac* was rebuilt as an ironclad vessel renamed the *Virginia,* which went on to engage in the first ironclad battle against the *Monitor*. In May 1862, early in the Civil War, Norfolk was captured by Union forces. The troops ransacked the houses of the citizenry and forced passengers on local ferries to trample on the Confederate flag.

At the end of the Civil War, Norfolk buildings were in ruins and the city's foreign trade was nonexistent. At that time, the population stood at about 19,000 citizens. But within 20 years the city experienced a turnaround and three-story brick buildings lined the streets of Norfolk, which by then had thriving hotels and a large farmers' market. Steamships visited the port regularly and rail service connected it with other parts of the country. The 1880 population had grown to 21,966 residents.

And the Pendulum Swings: Prosperity, Then Depression Times

In 1907, the Jamestown Exposition, held to celebrate the 300-year history of that nearby city, led to Norfolk's building several downtown hotels and office buildings. Visitors came from every state and dignitaries traveled from around the world to take part in the seven-month run of the event.

Norfolk's tremendous military growth began during World War I. In 1917, the land that was the site of the Jamestown Exposition became the U.S. Naval Operating Base and Training Station, which was later renamed Naval Station Norfolk. It was during this time that Norfolk was nationally recognized for leading the country in Navy recruitment. Between 1910 and 1920 the city's population grew from around 67,000 people to nearly 116,000 people as the city also experienced an influx of workers at numerous new private manufacturing plants.

Prosperity declined after the heady war years, when Norfolk handled much of the coal that came by train from West Virginia to be shipped elsewhere. In 1922 Norfolk helped establish solid economic ground for itself by building a $5 million grain elevator and terminal. It also built a $500,000 farmers' market and annexed 27 square miles of nearby land, which included the Navy base area and the Ocean View resort district. Because of large-scale naval operations, the city did not suffer as much from the Great Depression as some others, and by 1940 the population stood at more than 144,000 residents.

New Development Follows War Years

With the coming of World War II, Norfolk once again saw thousands of workers descend on the city and the region, where more than 100 ships and landing craft were built during the war. The war years saw a rapid increase in the development of individual residences and apartment buildings, and the city struggled to deal with overcrowding. Between 1940 and 1944, the population practically doubled. That period also saw the expansion of furniture manufacturing, fertilizer plants, and other industries.

In the years after World War II, Norfolk began a campaign to annex neighboring counties. Slums were cleared and public housing was constructed. In addition, hundreds of acres of land in the downtown were razed and rebuilt. Much of this redevelopment was spurred by the SCOPE Convention and Cultural Center. This facility includes the Chrysler Museum and Chrysler Hall, named in honor of automobile mogul Walter P. Chrysler, who donated his extensive art collection to the city.

In 1952 the Elizabeth River Tunnel between Norfolk and Portsmouth was completed, and a second tunnel followed 10 years later. By then the Hampton Roads Bridge-Tunnel linking Norfolk to the nearby city of Hampton was also built.

Virginia's third medical college, the Eastern Virginia Medical School, was built in Norfolk in 1973. During the next decade old buildings were razed and the Waterside Festival Marketplace, Town Point Park, and a number of condominiums were built along Norfolk's waterfront. Between 1950 and 1980 the population grew from 213,513 people to nearly 267,000 people. The 1980s saw development in the city that included th National Maritime Center, a new baseball stadium, and the construction of the Ghent Square neighborhood containing restored upscale residences.

In June 2000 the city was home to OpSail 2000, the largest tall ship and maritime event in history. Norfolk served as

one of only six U.S. host ports for the events, which involved a fleet of 150 ships from more than 50 nations.

Today, Norfolk continues its long tradition of self-renewal with ambitious building projects in the downtown area strategically planned to continue through 2010, new residential developments along the water, and revitalization efforts within the abundance of varied historical neighborhoods. The Navy and the port continue to define Norfolk's character; the battleship U.S.S. *Wisconsin* is docked at Norfolk, with the National Maritime Center nearby on the waterfront. No matter what else changes in Norfolk, the sea stays at its core.

Historical Information: Norfolk County Historical Society, PO Box 6367, Norfolk, VA 23508-0367

Population Profile

Metropolitan Area Residents
1980: 1,200,998
1990: 1,430,974
2000: 1,551,351
2003 estimate: 1,630,242
Percent change, 1990–2000: 8.4%
U.S. rank in 1990: 27th
U.S. rank in 2000: 33rd

City Residents
1980: 266,979
1990: 261,250
2000: 234,403
2003 estimate: 241,727
Percent change, 1990–2000: −10.2 %
U.S. rank in 1990: 75th (State rank: 2nd)
U.S. rank in 2000: 72nd (State rank: 2nd)

Density: 4,362.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 113,358
Black or African American: 103,387
American Indian and Alaska Native: 1,071
Asian: 6,593
Native Hawaiian and Other Pacific Islander: 251
Hispanic or Latino (may be of any race): 8,915
Other: 3,923

Percent of residents born in state: 48.9% (2000)

Age characteristics (2000)
Population under 5 years old: 16,546
Population 5 to 9 years old: 16,508
Population 10 to 14 years old: 15,072
Population 15 to 19 years old: 18,926
Population 20 to 24 years old: 31,983
Population 25 to 34 years old: 36,620
Population 35 to 44 years old: 33,569
Population 45 to 54 years old: 25,010
Population 55 to 59 years old: 8,143
Population 60 to 64 years old: 6,494
Population 65 to 74 years old: 12,979
Population 75 to 84 years old: 9,693
Population 85 years and over: 2,860
Median age: 29.6 years (2000)

Births (2003)
Total number: 3,942

Deaths (2003)
Total number: 2,729 (of which, 53 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,372
Median household income: $31,815
Total households: 86,178

Number of households with income of . . .
less than $10,000: 12,024
$10,000 to $14,999: 6,883
$15,000 to $24,999: 14,465
$25,000 to $34,999: 13,470
$35,000 to $49,999: 15,232
$50,000 to $74,999: 13,402
$75,000 to $99,999: 5,264
$100,000 to $149,999: 3,318
$150,000 to $199,999: 915
$200,000 or more: 1,205

Percent of families below poverty level: 15.5% (30.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,476

Municipal Government

Norfolk operates under a council-city manager form of government. It has seven city commissioners, one of whom is elected mayor by the council members. Council members serve for four years and the mayor's term is two years. The council appoints a city manager who oversees daily city business matters.

Head Official: Mayor Paul D. Fraim (I) (since 1994; current term expires 2006)

Total Number of City Employees: Approximately 6,000 (2005)

City Information: Mayor's Office, City of Norfolk, 810 Union St., Norfolk, VA 23510; telephone (757)664-4000

Economy

Major Industries and Commercial Activity

Norfolk serves as the business and financial center of the Hampton Roads region of Virginia. Shipbuilding and shipping are a vital part of Norfolk's economy, with the city's 45-foot-deep channel allowing it to accommodate very large ships. As a major seaport through which millions of tons of cargo pass each year, it handles such commodities as tobacco, cotton, timber, coal, truck crops, and grain.

With an ideal harbor and waterways, the city is the site of the Naval Base Norfolk, the largest naval base in the United States and the world. It also serves as home to the headquarters of the Fifth Naval District of the Atlantic Fleet and the Second Fleet, and it houses the district headquarters of the Coast Guard. In addition to the thousands of U.S. Navy personnel stationed in Norfolk, many local citizens also work in naval operations. The city is second only to San Diego, California, in the number of retired navy men and women who reside there.

Local industries include ship and light truck manufacturing, creation of law enforcement and military equipment, plastic production and communications. Between the rich local history and the presence of a plethora of seaside resorts, tourism is another important local industry. Local boats provide ferry service to nearby Portsmouth.

Items and goods produced: chemicals, fertilizer, textiles, automobiles, ships, military and law enforcement equipment, agricultural machinery, seafood, and peanut oil

Incentive Programs—New and Existing Companies

Local programs—Through its Local Enterprise Zone Incentive Program, the city of Norfolk offers local tax and fee reductions on a five-year declining percentage ratio for business license and utility tax. In the first year of qualification a one-time-only 50 percent reduction is allowed on fees related to building, electrical, mechanical and plumbing permits. In the case of businesses that invest a minimum of $500,000 in the Local Enterprise Zone, the city agrees to complete complementary public improvements in the immediate vicinity. Additionally, the city offers security audits free of charge to businesses in the zone.

State programs—In its State Enterprise Zone Program, the State of Virginia offers tax incentives, property tax incentives, sales and use tax exemptions, and job grants. Among Virginia's tax credits are a General Income Tax Credit (up to 80 percent in the first year and 60 percent in years 2-10) and a Real Property Improvement Tax Credit (up to 30 percent, not to exceed $125,000 within a 5 year period).

Job training programs—In the Hampton Roads area, Opportunity, Inc., provides employers and job seekers with necessary networks and resources in an effort to achieve their mission of ''strengthening the localized talent pool of workers to match private sector investments in technology, capital, and product improvement.'' Acting under the auspices of the Hampton Roads Workforce Development Board and funded through the Workforce Investment Act, the agency offers workshops, links to online tools and access to a statewide collection of strategic partners.

The Hampton Roads Chamber of Commerce also supports the Workforce Focus program, which keeps local employers abreast of labor market trends, employment best practices and workforce resources.

Development Projects

The Norfolk 2010 strategic plan calls for a menu of renovation and new construction in the downtown and outlying areas; new office space, retail trade facilities, entertainment enterprises, and hotels are currently being built in the revitalized city center. The Chesapeake Bay project began construction in 2003 and will eventually house 237 luxury condominiums along an attractive Harbor Walk. The development will be mixed use, presenting an urban feel to a beachfront area designed to encourage pedestrian usage. Additionally, Trader Publishing announced in August 2004 that it plans to bring its national headquarters to downtown Norfolk, which will bring 1,600 new jobs to the area.

On the former site of a brick and earthwork fort, the new Fort Norfolk has been taking shape as the bridge between the downtown area and the Hampton Roads major medical complex. Construction of a $30 million Public Health Center contributed a biotech incubator, in which bioelectric research and experimentation will be conducted. The facility is joined to the Eastern Virginia Medical School by a walkway and has also allowed for vast expansion of the medical school's Edward E. Brickell Medical Service Library. The city of Norfolk demonstrated considerable foresight in designating Plum Point as open space, a parcel of land that was donated by the Virginia Port Authority.

Further capitalizing on its layers of history and potential for increased tourist trade, the City of Norfolk is supporting the renovation of several historic structures in the Church Street district within the city center. The Attucks Theater, begun in 1919 and named after the African American man who was

the first casualty of the American Revolution, is the oldest theater in the state and remains a landmark for African Americans throughout the U.S. The Crispus Attucks Cultural Center, Inc., will additionally receive its share of attention as the city continues to build on its history.

Old Dominion University and its Real Estate Foundation have partnered with the City of Norfolk in expanding and updating the campus, including office and research facilities, shopping areas, a convocation hall and other components of what is being called the University Village.

Economic Development Information: Department of Development, City of Norfolk, 500 East Main St., Suite 1500, Norfolk, VA 23510; telephone (757)664-4338

Commercial Shipping

In 2004, more than 14.7 million tons of cargo passed through the port of Virginia in Norfolk, a 6 percent increase from the previous year. Between the purchase of eight Suez-class cranes and a $280 million dollar renovation and expansion, the port is poised to compete for the number one spot as an East Coast container port. Exports of coal, food products, tobacco, and the majority of grain from the United States pass through the port of Norfolk.

Norfolk International Airport provides a cargo service in support of the city's 135 motor freight carriers. Railroad freight carriers include the Norfolk Southern, Norfolk & Portsmouth Belt Line, Norfolk & Western, Southern, Eastern Shore, and CSX railroads.

Labor Force and Employment Outlook

The Chamber of Commerce notes that the local workforce is numerous but unprepared for the new employment opportunities offered by the community's companies. Efforts have been underway since at least 2003 to enlist the support of Hampton Roads employers in advocating for classes and degree programs that are tailored more closely to the needs of local industries; at the same time, the city continues to focus on attracting technological, medical and industrial companies that will entice graduates of the region's universities to stay and work locally.

The following is a summary of data regarding the Norfolk metropolitan area labor force as of 2003.

Size of nonagricultural labor force: 730,800

Number of workers employed in . . .
construction and mining: 44,700
manufacturing: 59,800
trade, transportation and public utilities: 134,900
information: 16,100
financial activities: 38,000
professional and business services: 98,800
educational and health services: 78,100
leisure and hospitality: 77,300
other services: 33,500
government: 149,800

Average hourly earnings of production workers employed in manufacturing: $18.42

Unemployment rate: 4.0% (December 2004)

Largest employers	*Number of employees*
Sentara Health Care	15,000
City of Norfolk	6,000
Norfolk Public School District	5,280
Naval Station Norfolk	4,000
Old Dominion University	1,600
Norfolk Southern	1,100

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Norfolk area.

2004 (3rd Quarter) ACCRA Average House Price:$266,775

2004 (3rd quarter) ACCRA Cost of Living Index: 102.1 (U.S. average = 100.0)

State income tax rate: 2.0% to 5.75% (corporate business tax rate: 6%)

State sales tax rate: 3.5%; 3.0% on food

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Based on 100% of Fair Market Value × $1.40 per $100 of assessed valuation ($1.58 per $100.00 for the business district).

Economic Information: Hampton Roads Chamber of Commerce, PO Box 327, Norfolk, VA 23501; telephone (757)622-2312

Education and Research

Elementary and Secondary Schools

The Norfolk Public School District is noted for its ethnic and racial diversity, largely as a result of the local military presence. Norfolk schools offer many special programs, such as gifted and special education programs and also utilize community-based education to reify the academic concepts being taught in classes. For example, Norfolk Public School District students have developed an artificial reef and grown their own oysters in conjunction with the Chesapeake Bay Foundation and its Oyster Restoration Program. The inno-

vations and improvements in the district received statewide attention in May 2004 with the selection of the superintendent, Dr. John Simpson, as Virginia Superintendent of the Year.

The following is a summary of data regarding the Norfolk public school system as of the 2003–2004 school year.

Total enrollment: 36,724

Number of facilities
elementary schools: 35
junior high/middle schools: 8
senior high schools: 5

Student/teacher ratio: 11:1

Teacher salaries
minimum: $27,640
maximum: $73,731

Funding per pupil: $7,403

The area is also host to a variety of specialized education programs, from private schools founded in a particular religion, to Headstart programs, to technical/vocational schools.

Public Schools Information: Norfolk Public Schools, 800 E. City Hall Avenue, Norfolk, VA 23510; telephone (757)628-3843

Colleges and Universities

Norfolk is home to a number of institutions of higher learning that span the spectrum of vocational specialty schools, community colleges, and colleges or universities. Old Dominion University is a public coeducational school and a sea- and space-grant institution with a combined undergraduate and graduate enrollment of about 20,802 students. From baccalaureate to doctoral programs, Old Dominion grants degrees in education, liberal arts, business and public administration, sciences, health sciences, engineering, and technology. The university capitalizes on its proximity to the naval base and the Virginia Space Flight Center on Wallops Island, creating fieldwork experiences that contribute to those industries.

Virginia Wesleyan College, with 1,400 students, is a private liberal arts college that emphasizes the value of gaining real-world experience through internships, field work, study abroad, and community service. The college offers baccalaureate degrees in various divisions of the humanities, natural sciences and mathematics, and the social sciences.

Norfolk State University is one of the largest predominantly African American institutions in the United States, with an enrollment approaching 8,000 students. It has undergraduate schools in business, education, liberal arts, social work, and science and technology, as well as 18 graduate departments.

The Eastern Virginia Medical School is a public institution with its main campus at Norfolk's Eastern Virginia Medical Center. It has 2,565 students enrolled in a selection of medical degree programs that lead to careers as physician's assistants, nurses, doctors, and researchers. The school is supported by a teaching hospital, a model that the Norfolk General Hospital also employs.

At ITT Technical Institute, students are enrolled in baccalaureate and associate degree programs in information technology, electronics technology, drafting and design, business, and criminal justice.

Libraries and Research Centers

The more than 100 year old Norfolk Public Library system contains nearly 1 million books and subscribes to more than 1,250 periodicals. It serves patrons through 12 branches and a bookmobile. The library has special sections on African-American literature, business, juvenile literature, and local history. Within the next 10 years, the Norfolk Public Library plans to upgrade neighborhood branch facilities, renovate or rebuild the main library, and increase its efforts in the area of child literacy.

The city's Chrysler Museum of Art houses the Jean Outland Chrysler Library, containing 80,000 books, with special emphasis on Western European and American painting, drawing, sculpture, Art Nouveau decorative arts, textiles, glass, art history, and photography. The library's archives are home to many treasures, not the least of which is Mark Twain's original typescript of a speech he delivered at the Tricentennial Exposition of 1907 in Jamestown.

MacArthur Memorial Library and Archives has special collections on the life of American General Douglas MacArthur, who is buried nearby, and on American wars in the first half of the twentieth century. The U.S. Navy's Submarine Force Library and Archives has 6,000 volumes focusing on submarine development, salvage and history. The Joint Forces Staff College Library, with 113,000 scholarly volumes and periodicals, is available only to military personnel.

There are also college libraries at Virginia Wesleyan College, Norfolk State University, and Old Dominion University. Medical libraries are found at the local hospitals, at Norfolk Psychiatric Center, and at Eastern Virginia Medical School. The Norfolk Law Library provides legal reference material to the public, lawyers and the courts.

Specialized research facilities include the Jones Institute for Reproductive Medicine, which focuses on the study of human reproduction, and Old Dominion University, which is home to a diverse collection of research facilities ranging

from the Langley Full-Scale Wind Tunnel to the Center for Advanced Ship Repair and Maintenance. Old Dominion University's Office of Research acts as a clearing house for research efforts centralized at the university.

Marine and naval research facilities abound within Naval Station Norfolk, including a laboratory that focuses on specific medical issues related to service in a submarine.

Public Library Information: Norfolk Public Library, 301 E. City Hall Avenue, Norfolk, VA 23510; telephone (757)664-4000

Health Care

Norfolk is the site of Virginia's only free-standing, full-service pediatric hospital, Children's Hospital of the King's Daughters. The 186-bed facility serves more than 5,900 children as inpatients each year, with nearly 99,000 children receiving outpatient services. Staffed with educators, therapists and social workers in addition to pediatric medical specialists, the hospital specializes in the treatment of cancer, neonatal medicine, infectious diseases, orthopedics, and craniofacial and urological reconstructive surgery. The Sentara Norfolk General Hospital is a 664-bed tertiary care facility located on a large medical campus and serving the area with Level I Trauma services. It has gained recognition for its highly specialized care and facilities, which include cardiac services, a cancer institute, high-risk pregnancy center, in-vitro fertilization, a transplant program, microsurgery, and reconstructive surgery. The Sentara Leigh Hospital is a 250-bed hospital featuring private rooms and specializing in orthopedic, gynecological, general, and urological services. The hospital was honored in both 2001 and 2002 as one of the nation's top-performing hospitals, as reported by *100 Top Hospitals National Benchmarks for Success*; the hospital also has a Family Maternity Suite and a Breast Cancer Center with an all-female staff. Bon Secours DePaul Medical Center is a 366-bed acute care facility that includes a birthing center, diabetes center, cancer center, gerontology center and institute and additional programs for hearing/balance, sleep disorders, cardiac care, and joint/spine injuries. Lake Taylor Hospital is a 332-bed transitional care and chronic disease facility. Inpatient behavioral health and substance abuse services for adolescents are available through the Norfolk Psychiatric Center on Kempsville Road.

The Norfolk area and its major medical facilities are supported by dozens of specialized clinics, hundreds of private medical practitioners and a number of alternative treatment providers. The Naval Medical Center Portsmouth serves all branches of the U.S. military and their families.

Recreation

Sightseeing

Visitors to Norfolk can observe giant aircraft carriers and guided-missile cruisers juxtaposed with sailboats and pedestrian ferries in the city's busy harbor. As home to the world's largest naval base, Naval Station Norfolk, the port has many significant U.S. Marine, U.S. Coast Guard, and NATO facilities as well. The *Spirit of Norfolk* passenger ship offers lunch and dinner cruises along Norfolk's scenic and historic waterfront.

Sightseeing harbor cruises are also provided by the three-masted schooner *American Rover,* the Mississippi-style paddle-wheeler *Carrie B,* and the sleek ship *Spirit of Norfolk.* Trolley tours to the city's major historic and cultural attractions are offered daily from the Waterside complex. Tour buses also make trips to Naval Station Norfolk, home port to more than 100 ships of the Atlantic fleet.

Nauticus, the National Maritime Center, is a 120,000 square foot science center with a nautical theme that celebrates the region's rich maritime heritage. It offers interactive exhibits, a shark tank, a weather forecasting lab, a giant-screen theater, and hands-on displays for all ages, as well as traveling exhibits. Within Nauticus is the Hampton Roads Naval Museum, which introduces tourists to more than two centuries of naval history through ship models, works of art, and artifacts from sunken ships. Docked outside is the 1933 tugboat *Huntington,* which houses a tugboat museum that salutes the ''Workhorses of the Waterways.'' The largest and last battleship ever built by the U.S. Navy is also moored next to Nauticus; visitors can take self-guided tours across the decks of the World War II vessel, the USS *Wisconsin*.

Strollers through Town Point Park can stop by the Armed Forces Memorial, which has on display descriptions of life during wartime taken from letters written home by U.S. service people who were killed in wars, from the American Revolution to the Persian Gulf War. The region's military history is further reflected in Fort Norfolk, with brick and earthwork buildings dating back to 1810. It is surrounded by a wall and ramparts built to protect the structure against invasion by the British.

Nearby is the picturesque Freemason district, Norfolk's oldest existing neighborhood. There visitors can walk along cobblestone streets, following the Cannonball Trail through 400 years of recorded history and past the Willoughby-Baylor House (a 1794 Federal townhouse that features period furnishings), Freemason Street Baptist Church, the cannonball-studded wall of St. Paul's Episcopal Church and the Confederate Memorial. Norfolk's Freemason District is also part of

the Civil War Trails system, linking more than 200 Civil War sites around and beyond the city. Included in Norfolk is the Black Civil War Memorial, which stands as the only recognition of African American troops to date in the South.

The Ghent district, Norfolk's first planned community, is a combination of restored houses, galleries, boutiques, restaurants, and antique shops. The Hermitage Foundation Museum is housed in a wooded setting on the Lafayette River on a 12-acre estate. Within the splendid English Tudor home are displays of European ceramics and paintings, German hand-painted glass *objets d'art*, ivory carvings, Persian rugs, and ritual bronzes and ceramic tomb figures from China.

For more than a century the Virginia Zoological Park has provided a look into the lives of many kinds of animals, which now number more than 350 and range from white rhinos to red-ruffed lemurs. The most recent addition is a male African lion named Mramba; the lion is part of a long-term breeding and conservation effort at select zoos across the country. The zoo grounds are divided into habitats of animals from various continents in large enclosures that encourage natural behaviors. On a path that features interactive exhibits about African river deltas and other ecological zones, visitors encounter many interesting animals and sights, including a unique dismal swamp exhibit. The Norfolk Botanical Gardens encompasses 155 acres of colorful flower gardens; in 2005, a special exhibition titled ''Treasure Island'' will lead visitors to themed destinations and offer a variety of interactive, educational activities for children of all ages. Boat trips are available through the garden's waterways with their brilliant exotic blooms.

Arts and Culture

The Chrysler Museum of Art contains a collection of 30,000 original works from many time periods and geographic areas. The American Painting and Sculpture collection contains a selection of colonial and folk art offerings along with examples of American Impressionism. The European Painting and Sculpture collection features Italian Renaissance, Baroque, Dutch, and French works from such masters as Rubens, de Clerck, and Renoir. The showpiece exhibit may be a magnificent 8,000-piece glass collection featuring wonderful Tiffany and Lalique displays.

The D'Art Center is comprised of 30 studios in which artists both create and sell their works; visitors can tour the studios to watch painters, sculptors, potters, and jewelry makers at work.

Military museums abound in Norfolk, including The National Maritime Center and the Hampton Roads Naval Museum. The latter incorporates 225 years of Hampton Roads naval history and operates the living history experience aboard the USS *Wisconsin*.

Downtown Norfolk provides a number of opportunities to see what life was like in the early days of the city, including the Hermitage Foundation Museum (a Tudor home from 1908) and the Hunter House Victorian Museum (built in 1894 by architect W.D. Wentworth).

Norfolk boasts the oldest theater designed, developed, financed, and operated entirely by African Americans—the Attucks Theatre, named for the African American man who fell as the first casualty of the American Revolution. The theater has recently been renovated after being closed in the mid 1950s, with the aim of again hosting luminaries of the caliber of Duke Ellington and Nat King Cole.

Norfolk's premiere performing arts center is Chrysler Hall, which annually stages the Broadway at Chrysler Hall series, touring productions of musicals and plays, and a star-studded roster of musical and spoken-word performers. Harrison Opera House is home to the well-respected Virginia Opera, which offers five productions annually in addition to other dance, music and theatrical works. The opera building also houses the Virginia Opera's Education and Outreach Program, sending resident artists into the public schools to awaken students to the joys, passions and tragedies that are opera. The Virginia Stage Company professional theater produces six major shows yearly, as well as smaller shows and children's theater activities at the historic and elegant Wells Theater. Several small, local theater groups also operate in the Norfolk region, including the Generic Theater (offbeat theater), the Little Theatre of Norfolk (one of the nation's oldest community theaters) and the Hurrah Players (family theater starring aspiring performers).

Hampton Roads' sole professional dance company is the Virginia Ballet Theatre, which is one of only two professional companies in the entire state of Virginia. The Ballet Theatre was created in 1961 to promote regional ballet, train young dancers, and provide a creative center for the performing arts.

The Virginia Symphony performs more than 140 concerts each year, from classical to pops. The group also offers young people's concerts. Under the current maestro, the Symphony has recorded five CDs for national release, performed ''Peter and the Wolf'' for airing on National Public Radio, and played the Kennedy Center in January 2000. The Virginia Symphony also lends orchestral support to the Virginia Opera.

The Virginia Chorale has, since 1984, been the commonwealth's only fully professional choral group, performing music from all time periods and particularly skilled in *a cappella* renditions. The Chorale offers Masters Classes and the Young Singers Project as part of their outreach and education endeavors.

The Governor's School for the Arts, at home in Norfolk, plays a pivotal role in keeping the arts alive in the Hampton

Roads area. Art education programs are offered in dance, vocal and instrumental music, theater, and visual arts, with a number of student productions performed to further develop the artists and showcase their burgeoning talents.

Festivals and Holidays

Norfolk enjoys a variety of events and festivals at different sites around the city. In September, Town Point Park is the site of three related events: the Virginia in Water Boat Expo, the Norfolk Seafood Sampler, and the Beach Music Festival. For cinema aficionados, the SOL Film Festival comes to downtown Norfolk in early October, with independent films competing for prizes. October breezes also bring the Great Chesapeake Bay Schooner race, a three-day race designed to increase awareness of the fragile ecosystem contained in the Bay. The race concludes at Town Point Park, where the racing vessels line up and create a backdrop for the Town Point Virginia Wine Festival. At this event, more than 25 Virginia wineries provide samplings; also featured are gourmet foods, specialty crafts, and live musical entertainment. The holidays are welcomed with the Grand Illumination Parade and its associated events that take place in downtown Norfolk and nearby Portsmouth, including a progressive dinner termed ''Wine and Dine.''

Norfolk celebrates St. Patrick's Day on March 17 with the Greening of Ghent, which includes a parade and party in the Ghent neighborhood. April's events include the International Azalea Festival at the Botanical Gardens, and the Virginia International Tattoo, a spectacle of music featuring drill teams, massed pipe and drum corps, gymnasts, and folk dancers. The Tattoo is part of Virginia's Arts Festival, a month-long celebration of the arts that includes classical music, jazz, and chamber music events, as well as dance and visual arts exhibitions that take place throughout the region.

May is the time for the Cinco de Mayo Celebration featuring Mexican food and music, the annual Town Point Jazz and Blues Festival, and the Afr'Am Fest, a weekend cultural celebration of ethnic music, dance, theater and exhibits. The Elizabeth Riverfront in Town Point Park is the site of numerous music, arts, and cultural festivals throughout the spring and summer months. In June the Norfolk Harborfest celebrates the region's rich nautical heritage. Independence Day brings the Great American Picnic and Celebration, which ends with a spectacular fireworks display. The last big event of the summer is the Norfolk Latino Festival in late August, celebrating the heat with spicy cuisine, smokin' music, and sizzling art.

Sports for the Spectator

Norfolk fans watch the puck drop to start the games of the Hampton Roads Admirals of the American Hockey League, who play at Norfolk SCOPE. The Norfolk Tides baseball team, a minor league affiliate of the New York Mets, play at the Riverfront's Harbor Park. Rugby fans can enjoy Norfolk Blue rugby team matches; the highly successful club has been playing in the Norfolk area since 1978. Norfolk State University varsity teams compete in the Central Intercollegiate Athletic Association football league, while Old Dominion's men's and women's basketball teams are both Division I NCAA competitors. Other Old Dominion University sport offerings include baseball, soccer, women's field hockey, track and field events, and a variety of club sports. The Virginia Wesleyan Marlins play basketball in Division III of the NCAA and can entertain fans with a selection of varsity and club sports.

Sports for the Participant

Surrounded by all that water, it's natural that the Norfolk area entices avid rowers, sea kayakers, swimmers, jet skiers and windsurfers. Fishing can become a religion for some, with access to Chesapeake species such as speckled trout, flounder, bluefish, rockfish, and more. A number of private companies run charters out of the Chesapeake Bay area. The City of Norfolk Police Department coordinates the Police Athletic League, or PAL, which gives local youth a chance to participate in volleyball, boxing, basketball, football, girls' softball and track events. Golfers can go 18 holes on any of three public golf courses: Lake Wright Golf Course, Stumpy Lake Golf Course and Ocean View Golf Course. Nearby Virginia Beach is home to even more public and private courses. The Tidewater Tennis Center and Northside Park, where many local tournaments are held, are but two of more than a dozen tennis courts in the city.

Venturing outside of Norfolk, there are spectacular hikes in Shenandoah National Park in the Blue Ridge Mountains approximately 2.5 hours northwest of the Tidewater region. The Old Rag Summit Ridge Trail is often recommended, as is the section of the Appalachian Trail that meanders through the park.

Shopping and Dining

MacArthur Center, a regional shopping mecca, is within walking distance of the local convention center. The $300 million complex offers more than a million square feet of shops, restaurants and entertainment centers, with Nordstrom and Dillards as its anchor stores. The Selden Arcade downtown in the city's financial district offers clothing shops, bookstores, and jewelry shops. The upscale Ghent Shopping District is known for its home furnishings, boutiques, and clothing shops. Military Circle is a mega-mall that offers department stores and a cinema. JANAF Shopping Center offers bargains on clothing, sports equipment, and home furnishings. For an eclectic mix of retailers, res-

taurateurs and entertainers, the Waterside Festival Marketplace is the place to be; located right on the water, with ferries and boat tours departing from the premises, it's a one-stop-shop for food and fun.

Speaking of food, Norfolk's southern location means that diners can get quality soul food, including ribs, fried chicken, collard greens, biscuits, and other delectables. The community is home to an astonishing number of establishments serving Italian food, with northern Italian cuisine coming on strong at present. Southwestern and Mexican restaurants are also plentiful, with a couple of spots dedicated to the art of tapas. Diners can catch a taste of fresh seafood at a number of places along the waterfront and beyond. Being a port city with a constant international influence, Norfolk eateries cater to a broad variety of other tastes as well, including French, Mediterranean, Cajun/Creole, German, Caribbean, Indian, Greek, Irish, Chinese, Thai, Japanese, and American fare.

Visitor Information: Norfolk Convention and Visitors Bureau, 232 E. Main Street, Norfolk, VA 23510; telephone (757)664-6620; toll-free (800)368-3097

Convention Facilities

Just blocks from Norfolk's waterfront is the SCOPE Cultural and Convention Center, which features the dome-shaped SCOPE Arena, Chrysler Hall, and a self-contained parking facility. SCOPE offers 85,000 square feet of contiguous meeting space, accommodates up to 11,300 delegates for a convention, and handles banquets for up to 3,650 people. It also features six meeting rooms with capacities from 10 to 400 people, and a 150-seat restaurant. The Waterside Convention Connection is a joint project of the Waterside Convention Center, the Waterside Festival Marketplace and the Sheraton, Marriott, and Radisson hotels. These combined entities offer 121,000 square feet of function space, 55 meeting rooms, 1,000 first-class rooms for lodging and a large exhibit hall that can accommodate up to 2,400 guests for a reception, 2,000 people in a theater set-up, and 1,400 for a banquet. Local theater buildings, attractions and dining establishments can also be reserved for meetings and conventions, creating a unique experience with a definite Norfolk flavor.

Convention Information: Norfolk Convention and Visitors Bureau, 232 E. Main Street, Norfolk, VA 23510; telephone (757)664-6620; toll-free (800)368-3097

Transportation

Approaching the City

The city has easy access to Interstates 64 and 264. Greyhound provides bus service to the city and train travel is offered by Amtrak. The 17-mile-long Chesapeake Bay Bridge-Tunnel links the Norfolk region to the Delmarva Peninsula, and the Paddlewheel Ferry (a natural gas-powered pedestrian ferry) provides service between Norfolk's Waterside and Portsmouth. Pleasure craft can travel on the Atlantic Intracoastal Waterway from Norfolk all the way down to Miami, Florida, on a protected inland channel.

Norfolk International Airport, located eight miles northeast of the city's downtown area, is served by eight commercial airlines, including American, Continental, Delta, Northwest, TWA, United, and USAir. The airport handles more than 3 million passengers annually on more than 200 flights daily.

Traveling in the City

Interstates 64/564 run north and south through the city, and Interstate 264 runs east and west. State Highway 460, known locally as St. Paul's Boulevard, runs north and south through the downtown, while State Highway 58, known as Brambleton Avenue, runs east and west. Other main downtown streets running north- south are Boush Street, Church Street, and Tidewater Avenue. Waterside Drive and Water St. run east and west along the riverfront. Hampton Roads Transit provides public transportation regionally, connecting Norfolk with Virginia Beach, Newport News, Suffolk, Portsmouth, and Chesapeake. HRT also operates the Norfolk Electric Transit service (NET), which offers free service around the downtown area.

Communications

Newspapers and Magazines

The *Virginian-Pilot* is Norfolk's daily newspaper. The city is also home to military newspapers *Flagship* and *Soundings*. *The Mace and Crown* is the newspaper of Old Dominion University.

Television and Radio

Norfolk is served by 3 network affiliates and a network station from nearby Portsmouth. Norfolk is home to 11 FM radio stations (4 classical, plus public, talk, and music format stations) and 4 AM stations with public, religious, and music formats.

Media Information: *Virginian-Pilot,* 150 W. Brambleton Avenue, Norfolk, VA 23510; telephone (757)446-2000

Norfolk Online

City of Norfolk. Available www.norfolk.gov

Hampton Roads Chamber of Commerce. Available www.hamptonroadschamber.com

Naval Station Norfolk. Available www.navstanorva.navy.mil

Norfolk Convention and Visitors Bureau. Available www.norfolkcvb.com/home

Norfolk Public Library system. Available www2.npl.lib.va.us

Norfolk Public Schools. Available www.nps.k12.va.us/index.htm

Virginian-Pilot newspaper. Available www.hamptonroads.com/pilotonline

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Parramore, Thomas C., Peter C. Stewart (Contributor), and Tommy L. Bogger (Contributor), *Norfolk: The First Four Centuries* (Charlottesville, VA: University Press of Virginia, 1994)

Richmond

The City in Brief

Founded: 1742 (incorporated, 1782)

Head Official: Mayor L. Douglas Wilder (D) (since 2004)

City Population
1980: 219,214
1990: 202,798
2000: 197,790
2003 estimate: 194,729
Percent change, 1990–2000: −2.5%
U.S. rank in 1980: 64th
U.S. rank in 1990: 76th (State rank: 3rd)
U.S. rank in 2000: 105th (State rank: 4th)

Metropolitan Area Population
1980: 761,000
1990: 866,000
2000: 1,096,957
Percent change, 1990–2000: 26.6%
U.S. rank in 1980: 48th (MSA)
U.S. rank in 1990: 49th (MSA)
U.S. rank in 2000: 46th (MSA)

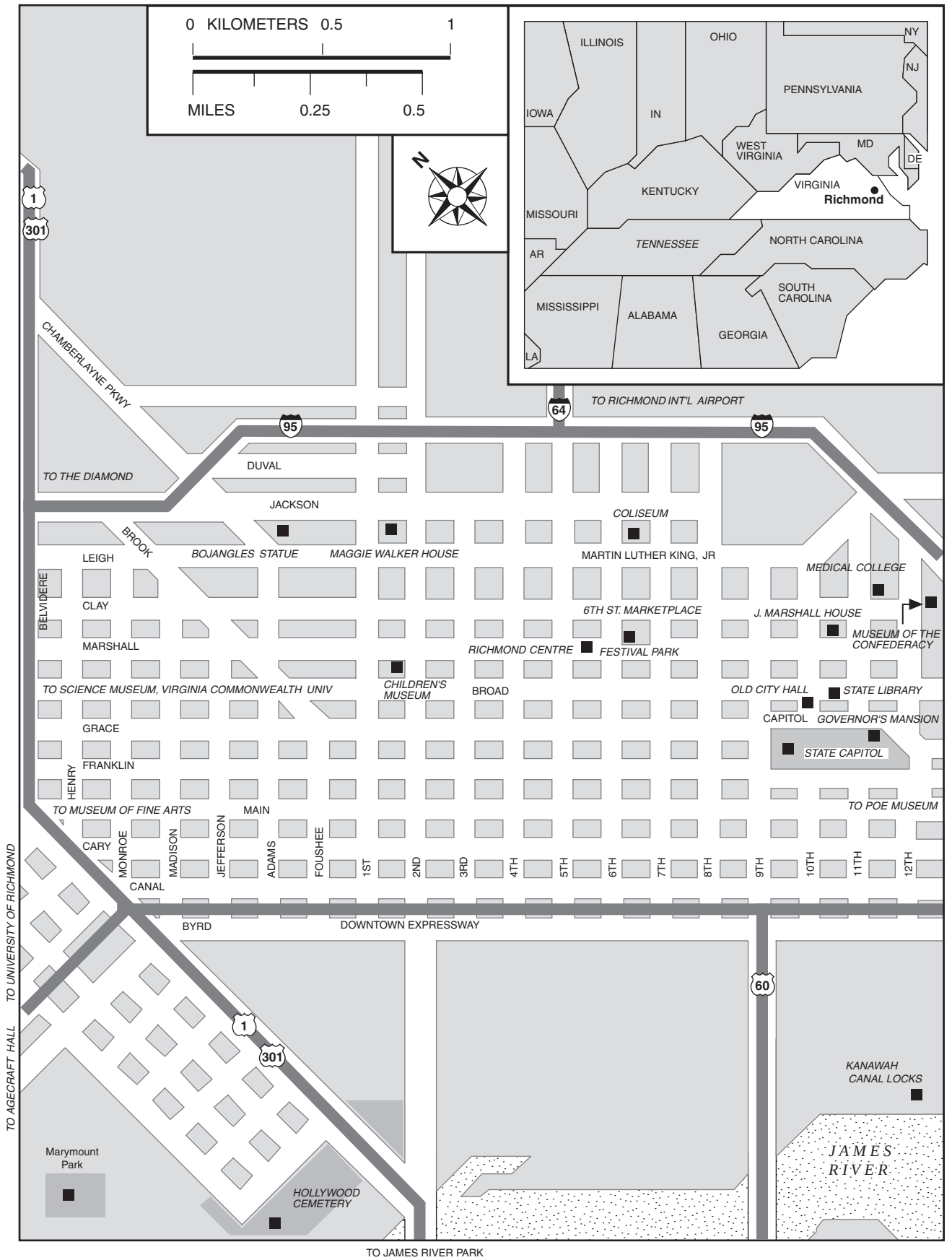
Area: 62.55 total square miles (2000)
Elevation: Ranges from 9 to approximately 312 feet above sea level
Average Annual Temperature: 57.7° F;
Average Annual Precipitation: 43.13 inches of rainfall; 16.9 inches of snowfall

Major Economic Sectors: government; education, health and social services, retail trade
Unemployment rate: 3.6% (December 2004)
Per Capita Personal Income: $20,337 (1999)

2002 FBI Crime Index Total: 18,002

Major Colleges and Universities: Virginia Commonwealth University, University of Richmond, Virginia Union University, J Sargeant Reynolds Community College, ECPI Technical College

Daily Newspaper: *Richmond Times-Dispatch*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SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
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CHAMBERLAYNE PKWY
TO RICHMOND INT'L AIRPORT
64
95
TO THE DIAMOND
DUVAL
JACKSON
COLISEUM
BROOK
BOJANGLES STATUE
MAGGIE WALKER HOUSE
MARTIN LUTHER KING, JR
MEDICAL COLLEGE
LEIGH
BELVIDERE
CLAY
6TH ST. MARKETPLACE
J. MARSHALL HOUSE
MUSEUM OF THE CONFEDERACY
MARSHALL
RICHMOND CENTRE
FESTIVAL PARK
TO SCIENCE MUSEUM, VIRGINIA COMMONWEALTH UNIV
CHILDREN'S MUSEUM
BROAD
OLD CITY HALL
STATE LIBRARY
CAPITOL
GOVERNOR'S MANSION
GRACE
STATE CAPITOL
FRANKLIN
HENRY
TO MUSEUM OF FINE ARTS
MAIN
TO POE MUSEUM
CARY
MONROE
MADISON
JEFFERSON
ADAMS
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3RD
4TH
5TH
6TH
7TH
8TH
9TH
10TH
11TH
12TH
CANAL
BYRD
DOWNTOWN EXPRESSWAY
TO UNIVERSITY OF RICHMOND
60
KANAWAH CANAL LOCKS
TO AGECRAFT HALL
Marymount Park
HOLLYWOOD CEMETERY
JAMES RIVER
TO JAMES RIVER PARK

Introduction

The capital of Virginia, Richmond is steeped in a history that spans nearly 400 years, dating back to 1607 when Jamestown colonists identified the site. During the Revolutionary War era, it was the locale of several important conventions at which such notables as Thomas Jefferson and Patrick Henry sounded the call for freedom and determined the course of a fledgling nation. Later, Richmond proudly served as the capital of the Confederate States of America.

Nowadays, Richmond and its booming metropolitan area (which also encompasses the counties of Chesterfield, Hanover, and Henrico) are regarded as a prime example of the ideal ''New South'' community—one that successfully blends its heritage with modern social and industrial development. The city's strategic location in the middle of the eastern seaboard puts it within 500 miles of nearly half the entire population of the United States and only 100 miles from the nation's capital. Combining this asset with a mild climate, gently rolling terrain, and a wealth of cultural and recreational attractions has made Richmond another Sun Belt city on the move, and all indications point to a promising future.

Geography and Climate

Richmond is located at the head of the navigable part of the James River between Virginia's coastal plains and the Piedmont, beyond which are the Blue Ridge Mountains. The open waters of Chesapeake Bay and the Atlantic Ocean to the east and the mountain barrier to the west are responsible for the region's warm, humid summers and generally mild winters. Precipitation, mostly in the form of rain, is distributed fairly evenly throughout the year, though dry spells lasting several weeks are especially common in the fall. Snow usually accumulates in amounts of less than four inches and remains on the ground only one or two days.

The James River occasionally floods low-lying areas, but the Richmond flood wall, completed in the 1990s, goes a long way toward minimizing damage in those areas. Hurricanes have been the cause of most flooding during the summer and fall, particularly Hurricanes Connie and Diane in 1955, Hurricane Camille in August 1969, Hurricane Agnes in June 1972, and Hurricane Isabel in September 2003. On August 31, 2004, flooding instigated by Tropical Storm Gaston devastated the historic Shockoe Bottom District which lies along the James River.

Area: 62.55 square miles (2000)

Elevation: Ranges from a few feet above sea level along the James River to approximately 312 feet above sea level in the western parts of the city

Average Temperatures: January, 36.6° F; July, 77.9° F; annual average; 57.7° F;

Average Annual Precipitation: 43.13 inches of rainfall; 16.9 inches of snowfall

History

Conflicts Prevent Settlement

On May 21, 1607, a week after Captain John Smith and his party landed at Jamestown, a group led by Captain Christopher Newport set out from camp to explore the James River. Within a week, their travels took them to some falls and a small island where on May 27 they set up a cross. This marked the ''discovery'' of Richmond, though three decades would pass before another Englishman established a permanent post on the site; the area had already long been home to Powhatan tribes.

During their first few years in the New World, the English colonists devoted most of their energies to securing the stockade at Jamestown. Their arrival had displaced many of the Algonquin and other Native Americans in the region and, as a result, the newcomers often found themselves engaged in violent battles with the indigenous tribes. Temporary truces brought occasional respite from the hostilities, but it still proved difficult to entice settlers to homestead outside the stockade. Several attempts to colonize a site near the falls on the James River failed due to repeated conflicts with angry Algonquins.

The Founding of Richmond

In 1637, however, Thomas Stegg set up a trading post at the spot where the river became navigable; he was later granted some additional land around the falls. After a sudden native uprising in 1644, some Jamestown settlers built a fort near Stegg's claim and offered freedom from taxation to anyone willing to establish a home there. Few people took the settlers up on their offer until after 1670 when, upon the death of Stegg's son, the family holdings (which had expanded to include property on both sides of the river) passed to William Byrd I, a nephew. Byrd received certain additional privileges in return for inducing able-bodied men to homestead in the area, and at last the post began to grow, eventually becoming a trading center for furs, tobacco, and other products.

The year 1737 marked the official laying out of the town of Richmond and its founding as the central marketplace for

inland Virginia. Despite the fact that it served as host to three historic political conventions in the pre-Revolutionary War years, including the one at which Patrick Henry closed his impassioned speech with the memorable ''Give me liberty or give me death,'' the town grew very slowly throughout most of the rest of the eighteenth century, even after it was named the capital of Virginia in 1779. Following the Revolutionary War, however, Richmond entered an era of rapid growth. In 1782, it was officially incorporated as a city. By 1790, it boasted a population of 3,761 people, up from only 684 people ten years earlier.

City Made Confederate Capital

By the time of the Civil War, Richmond was one of the major commercial and industrial centers of the country. It prospered as a port city. In addition, America's first iron and brick supplies were manufactured in Richmond, and the first-discovered coal veins in America were mined in neighboring Chesterfield County. Tobacco processing and flour milling also emerged as regional industrial powers. Shortly after Virginia seceded from the Union in April 1861, Richmond was made the capital of the Confederacy in acknowledgment of its preeminent economic and political position.

The Civil War left the city in ruins. Besieged for nearly four years by Union troops but never taken in battle, Richmond was very nearly destroyed in April 1865 by Confederate troops who set fire to tobacco and cotton warehouses as they fled the city. After the war, Richmond began the slow task of rebuilding its bankrupt economy. The old industries, tobacco and iron in particular, once again surfaced as the dominant forces, remaining so throughout the early 1900s. Banking also emerged as an important factor on the local scene as Richmond became one of the South's leading financial centers.

A City Divided and Finally United

Both world wars sparked industrial expansion in Richmond, leading to a diversification that has made the area prosperous for many years. Racial tensions surfaced during the 1950s with the development of a strategy of ''massive resistance'' during which Virginia politicians and leaders were encouraged to prevent desegregation of schools in the wake of the *Brown vs. the Board of Education* ruling. The NAACP filed numerous suits and the federal government ordered integration of a number of Virginia counties and municipalities; in response, the Virginia governor ordered many schools to close rather than comply. Richmond fought integration until 1970, when a district court judge devised a busing strategy to integrate the schools. Sixteen years later, the same judge approved a neighborhood schools system that effectively ended the city's struggles in regard to segregation.

The 1980s were marked by concerted efforts to foster cooperation and growth to benefit the entire metropolitan area. Those efforts are felt today, as Richmond is not only a manufacturing center of note, but also a hub for research, federal and state government, banking, transportation, trade, and health care. It is a city that is committed to preserving the best of its nearly 400-year past while carefully crafting a future that includes continued economic development. This synthesis is possibly reflected best in the development agency Richmond Renaissance, which acts as a bridge between the corporate, governmental, and African American communities as they work toward a common goal of a vital, thriving city in the ''New South.''

Historical Information: Library of Virginia, 800 E. Broad Street, Richmond, VA 23219; telephone (804)692-3500. Virginia Historical Society Library and Museum, 428 North Blvd., PO Box 7311, Richmond, VA 23221; telephone (804)358-4901

Population Profile

Metropolitan Area Residents
1980: 761,000
1990: 865,640
2000: 1,096,957
Percent change, 1990–2000: 13.7%
U.S. rank in 1980: 48th (MSA)
U.S. rank in 1990: 49th (MSA)
U.S. rank in 2000: 46th (MSA)

City Residents
1980: 219,214
1990: 202,798
2000: 197,790
2003 estimate: 194,729
Percent change, 1990–2000: −2.5%
U.S. rank in 1980: 64th
U.S. rank in 1990: 76th (State rank: 3rd)
U.S. rank in 2000: 105th (State rank: 4th)

Density: 3,292.6 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 75,744
Black or African American: 113,108
American Indian or Alaska Native: 479
Asian: 2,471
Native Hawaiian or Other Pacific Islander: 157
Hispanic or Latino (may be of any race): 5,074
Other: 2,948

Percent of residents born in state: 67.2% (2000)

Age characteristics (2000)
Population under 5 years old: 12,376
Population 5 to 9 years old: 12,765
Population 10 to 14 years old: 11,713
Population 15 to 19 years old: 13,870
Population 20 to 24 years old: 18,386
Population 25 to 34 years old: 32,871
Population 35 to 44 years old: 29,841
Population 45 to 54 years old: 24,985
Population 55 to 59 years old: 8,208
Population 60 to 64 years old: 6,646
Population 65 to 74 years old: 12,843
Population 75 to 84 years old: 9,764
Population 85 years and older: 3,522
Median age: 33.9 years (2000)

Births (2003)
Total number: 3,069

Deaths (2003)
Total number: 2,368 (of which, 44 were infants under the age of 1 year)

Money income (2000)
Per capita income: $20,337
Median household income: $31,121
Total households: 84,549

Number of households with income of . . .
less than $10,000: 13,492
$10,000 to $14,999: 6,914
$15,000 to $24,999: 13,688
$25,000 to $34,999: 12,197
$35,000 to $49,999: 13,317
$50,000 to $74,999: 12,482
$75,000 to $99,999: 5,465
$100,000 to $149,999: 3,999
$150,000 to $199,999: 1,253
$200,000 or more: 1,759

Percent of families below poverty level: 17.1% (33.68% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 18,002

Municipal Government

The city of Richmond operates under the mayor-council form of government, with council members serving two-year terms and each representing one of nine districts in the city. A mayor is elected by the general populace, and the council elects a vice-mayor and assistant vice-mayor from among its own ranks. The city was formerly governed by a council-manager system and in 2004 elected its first mayor in almost 60 years.

Head Official: Mayor L. Douglas Wilder (D) (since 2004; current term expires 2006)

Total Number of City Employees: 8,761 (2004)

City Information: City of Richmond, 900 East Broad Street, Richmond, VA 23219; telephone (804) 646-7000

Economy

Major Industries and Commercial Activity

The Richmond area has a strong and diverse manufacturing base that has helped the community remain resilient during economic recessions and even the Great Depression. Other factors that have contributed to this economic stability include the concentration of federal and state agencies, the headquarters of major corporations and bank-holding companies, numerous health facilities, and the concentration of educational institutions in the area. Services and government together account for more than half of all jobs in Richmond.

Information technology and major semiconductor manufacturing firms have been attracted to Richmond throughout the past 7 to 10 years. The increase in semiconductor firms in the area has made the city a central point of the East Coast's Silicon Dominion. Cutting edge technology makes Richmond a hub for innovation and entrepreneurship. The Virginia Biotechnology Research Park, located in the heart of the East Coast's pharmaceutical and biotechnology corridor, supports research and development in drug development, medical diagnostics, biomedical engineering, forensics and environmental analysis. Located on 20 acres next to Virginia Commonwealth University's (VCU) Medical College of Virginia, the facility is home to about 45 biotechnology, bioscience and other related companies and research institutions.

Richmond, as headquarters of the Fifth Federal Reserve District, is a financial nerve center for an industrially strong and diverse region that consists of Maryland, Virginia, West Virginia, North Carolina, South Carolina, and the District of Columbia. Banking has always been a significant employment factor in the Richmond area, and liberalization of banking laws has increased the centralization of headquarters activity in the Richmond area by many of the state's large and regionally oriented banks.

Insurance is also a strong, steady growth industry in the Richmond area. Richmond is headquarters for GE Financial Assurance (a unit of GE Capital Services), Anthem, Inc.,

Markel Corp., and LandAmerica Financial Group, as well as diversified financial service companies.

Philip Morris, which began in tobacco production, has been a part of Richmond's business community since 1929. Richmond's $200 million Philip Morris Manufacturing Center today is the largest and most modern facility of its kind in the world. Located on a 200-acre site, the 1.6-million-square-foot facility represents the largest single capital investment in Philip Morris history. Richmond has become a major East Coast distribution center and customer service center with the arrival of firms like Capital One, Hewlett Packard, Owens & Minor, Mazda, and Time-Life.

Other major companies with substantial capital investment in plants and operations in the Richmond area are DuPont, Allied Corporation, Kraft Foods, McKesson Corp., Alcoa and Smurfit-Stone Containers. Five *Fortune* 500 companies are headquartered in the region, including CSX, Dominion Resources, Circuit City Stores, Performance Food Group, and Pittston Company.

Items and goods produced: tobacco products, toiletries, processed foods, aluminum, chemicals, textiles, paper, printing, over-the-counter pharmaceuticals

Incentive programs—New and Existing Companies

Local programs—In addition to the state's enterprise zone incentives, Richmond contributes local tax and financing incentives in designated Enterprise Zones. At the Richmond International Airport, Foreign Trade Zone #207 allows for imported goods to be held in the zone and exempted from U.S. Customs duties until they've crossed the zone barrier into use in the United States. The Greater Richmond Partnership, Inc., provides relocation services for personnel of new companies, and financing for small businesses is available through the James River Certified Development Corporation, the Crater Development Corporation and the Micro Enterprise Program with the City of Richmond. The City of Richmond also offers infrastructure improvement incentives.

State programs—Virginia is a right-to-work state. The State General Assembly has kept Virginia's taxes on industry very competitive by maintaining relatively moderate corporate income tax rates for nearly 30 years and by eliminating many tax irritants, resulting in very modest tax bills for business and industry. While this alone constitutes an attractive incentive for new and existing businesses, the State of Virginia further offers Governor's Opportunity Funds, which allows the Governor to secure business locations or expansion projects with matching funds from the local community; Virginia Investment Partnership Grant Funds, supporting large employers with businesses established for a minimum of five years in Virginia; property tax exemptions; sales and use tax exemptions; enterprise zones; technology zones; and foreign trade zones.

Job training programs—The Virginia Workforce Development Services program, located in Richmond, is a cooperative effort of the Virginia Community College System with local businesses to cultivate a deep, skilled pool of workers who can benefit local industries and achieve their own career goals. Two community colleges, J. Sargeant Reynolds Community College and John Tyler Community College, have joined forces to create the Community College Workforce Alliance. The CCWA supports economic development and provides workforce development in both the private and public sectors. Employers can potentially receive a tax credit for sending their employees through professional development with CCWA. The Virginia Employment Commission offers job resources and assistance to workers and serves employers through applicant screening, labor market information reports, and unemployment insurance administration. The Capital Area Training Consortium, with an office in Richmond, is an official Employment and Training Agency providing career assessment, counseling, training, re-training and job search assistance. Community members with disabilities can access job training and support services via the Department of Rehabilitative Services, while older job seekers may find assistance through the Capital Area Agency on Aging.

Development Projects

After Tropical Depression Gaston flooded the Shockoe Bottom District along the James River in 2004, local business owners and the City of Richmond were able to access Federal Emergency Management Agency support to bolster ongoing efforts to rebuild, renovate, and ultimately revitalize that historic area. Several loft and apartment residence projects have been recently completed or are underway, and the 40,000 square foot former site of Lady Byrd Hat Company is being developed into a multi-tenant site that will potentially incorporate entertainment, restaurant, and retail areas. In 2005 the Tredegar National Civil War Center will complete phase one of a museum that will eventually provide a holistic look at the Civil War from Union, Confederate and African American perspectives. Riverside on the James, a mixed-use development project along the Canal Walk, is expected to reach completion in 2005 and will add more than 275,000 square feet of retail, office and apartment space to the area. Dominion Virginia Power will add 1,200 jobs to the River District as it expands its headquarters.

In 2005, the Richmond Braves Triple-A baseball team pitched a concept for a $330 million ballpark to be built in the Shockoe Bottom District. The project was still in public hearing stages in the early part of the year, but the community reportedly supports the addition of an event-driven venue in an area that is increasingly busy and alive.

The Richmond Office of Economic Development reports that Richmond is in the middle of a scientific renaissance, in large part because of Richmond's Virginia Biotechnology Research Park and the Medical College of Virginia. Development at the Virginia Biotechnology Research Park began in 1997 and is only one-third completed at present; even so, it houses more than 45 biosciences entities, research institutes affiliated with Virginia Commonwealth University, and state and national medical laboratories. The Park isn't confined to the 34 acre downtown campus, having branches and partnerships in Henrico and Chesterfield counties.

An expansion of the Greater Richmond Convention Center was completed in 2003, bringing the facility up to 700,000 total square feet of space—180,000 square feet of exhibit space, 32 meeting rooms totaling 50,000 square feet, and a 30,550 square foot Grand Ballroom.

The Richmond Coliseum received a seven million dollar facelift. With new seats, lights, paint schemes, elevators, a kitchen, and floors in addition to renovated restrooms and an onsite professional chef, the updated building is more inviting and will ideally draw more ticket purchasers to big name musical concerts.

Economic Development Information: Greater Richmond Partnership, 901 East Byrd Street, Suite 801, Richmond, VA 23219-4070; telephone (804)643-3227; toll-free (800)229-6332. City of Richmond Office of Economic Development, 501 E. Franklin St., Suite 800, Richmond, VA 23219; telephone (804)646-5633; fax (804)646-6793; email econdev @ci.richmond.va.us

Commercial Shipping

Richmond has its own port, owned by the municipal government and offering direct container ship service to Europe, Mexico, the Mediterranean, the Caribbean, and South America. The Port of Richmond is located four miles south of Richmond's Central Business District and offers services such as stevedoring, supply chain services, export packaging and transfer, and warehouse and inland distribution services. The port is equipped for heavy lifting and can handle a range of cargo, from livestock to breakbulk.

Seven air cargo and cargo charter flights can be accessed at the Richmond International Airport, which is located 10 minutes from the downtown area. The airport is a Foreign Trade Zone with U.S. Customs inspection on-site and can hold cargo in 142,000 square feet of warehouse space. Six major passenger carriers provide service to cities across North America, with 180 daily flights.

Richmond is criss-crossed by north-south and east-west interstates and railroads, making it an ideal United Parcel Service (UPS) district hub and FedEx regional hub. More than 100 motor freight companies and brokers serve the area and can handle loads including heavy hauling, liquid bulk, dry bulk and oversize loads. The Richmond area is within a day's drive of 50 percent of the U.S. population, 55 percent of the nation's manufacturing facilities, and 60 percent of the country's corporate headquarters. A 750-mile radius encompasses almost three-fifths of the population and two-thirds of the nation's manufacturing facilities.

Two rail lines converge in Richmond: the Norfolk Southern and CSX, which is the nation's largest railroad and has its corporate headquarters in Richmond. CSX covers 23,000 miles across 23 states and extends its reach to Canada, Mexico, Europe, Asia, Latin America, Australia, Hong Kong, China and Russia. CSX provides service to and from the Port of Richmond along with international terminal services, domestic container shipping, domestic ocean-liner services, and more.

Labor Force and Employment Outlook

Trends over the past ten years indicate that the number of manufacturing and federal government jobs is on the decline, while employment opportunities in services and finance (banking, insurance, real estate) have demonstrated a spike. The Richmond area has a higher percentage of white-collar professional, technical, sales and clerical workers than both the South Atlantic region and the United States as a whole. Blue-collar and service-worker totals are close to the national average. The percentage of women in the work force is higher in the Richmond region than in the United States as a whole.

Generally speaking, a positive labor-management relationship enhances the Richmond work ethic. As the northernmost right-to-work state, less than 10 percent of the work force is organized, and approximately 30 percent of workers in union shops choose not to join. Strikes are rare, and Richmond enjoys one of the lowest work-stoppage records in the nation.

The following is a summary of data regarding the Richmond-Petersburg metropolitan area labor force as of 2003.

Size of nonagricultural labor force: 564,100

Number of workers employed in . . .
construction and mining: 38,500
manufacturing: 45,300
trade, transportation and public utilities: 107,400
information: 11,600
financial activities: 45,900
professional and business services: 82,700
educational and health services: 58,500
leisure and hospitality: 44,500
other services: 24,500
government: 105,100

Average hourly earnings of production workers employed in manufacturing: $16.39

Unemployment rate: 3.6% (December 2004)

Largest private employers	*Number of employees*
Capital One Financial Corp.	9,018
Philip Morris	6,462
HCA Inc	6,454
Virginia Commonwealth University Health	6,216
Wal-Mart Stores, Inc.	5,449
Wachovia Corp.	4,521
Bon Secours Richmond Health	4,044

Cost of Living

The following is a summary of data regarding key cost of living factors for the Richmond area.

2004 (3rd Quarter) ACCRA Average House Price:$263,334

2004 (3rd Quarter) ACCRA Cost of Living Index: 101.5 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 5.75%

State sales tax rate: 4% (2.5% on food after 4/1/01)

Local income tax rate: none

Local sales tax rate: 1.0%

Property tax rate: $3.70 per $100 assessed value

Economic Information: Greater Richmond Chamber of Commerce, 201 E. Franklin St., Richmond, VA 23219; telephone (804)648-1234

Education and Research

Elementary and Secondary Schools

The Richmond public schools, one of four major systems in the area, are garnering a growing share of excellent achievement results, and the system has earned a reputation for innovative and highly successful new programs. The Special Achievement for Academic and Creative Excellence, or SPACE, program provides accelerated challenges for elementary, middle and high school students. Richmond Community High School provides a focused curriculum to prepare gifted students for college; the school emphasizes outreach to economically and socially disadvantaged youth. The city also has a public military school, the first in the nation in a public school system. The Open High School offers academic strategies to reach alternative learners.

All four public school systems in the Richmond area have one joint educational venture, the Mathematics and Science Center located in Henrico County. It is believed to be the only such regional center in the country supported completely by local funds, and it is one of the early examples of regional cooperation in the Richmond area.

The following is a summary of data regarding Richmond's public schools as of the 2003–2004 school year.

Total enrollment: 25,000

Number of facilities
elementary schools: 31
junior high/middle schools: 9
senior high schools: 8
other: 17, including one military school and a gifted high school

Student/teacher ratio: K-1, 24:1; grades 2-5, 25:1; grades 6-12, 22:1

Teacher salaries
minimum: $34,948
maximum: $79,676

Funding per pupil: $7,969

More than 45 alternative institutions offer instruction to Richmond area students, including private college-preparatory schools and schools for exceptional children.

Colleges and Universities

Metro Richmond is home to 11 institutions of higher learning. Virginia Commonwealth University (VCU) is the state's largest urban public university; it enrolls more than 24,000 students. VCU is the home of the Medical College of Virginia and additionally offers 162 baccalaureate, master's, doctoral and certificate degree programs in the Colleges of Humanities and Sciences, and schools of Allied Health Professions, Arts, Basic Health Sciences, Business, Community and International Programs, Dentistry, Education, Graduate Studies, School of Medicine, Nursing, Pharmacy, and Social Work. VCU has an entrepreneurship program for young women at its School of Business. In 1998, VCU added a $40 million School of Engineering facility that houses a Microelectronics Center with clean room technology for semiconductor research.

The University of Richmond is one of the largest private colleges in Virginia and one of the most academically challenging schools in the country. It began in 1830 as Richmond College, a college of liberal arts and sciences for men. Around this nucleus have been added the School of Arts and Sciences, the Jepson School of Leadership Studies (the first school of its kind in the nation), and the E. Claiborne Robins School of Business. The school opened the T.C. Williams School of Law in 1870, making it one of the oldest law

schools in the state. The university offers its enrollment of 2,976 undergraduates a menu of baccalaureate degrees in 56 major areas of study, with 40 minors and 12 concentrations.

Virginia Union University was founded in 1865 by the Baptist Church to give educational opportunities to African Americans. Today it offers its diverse student body undergraduate liberal arts, sciences, education, and business courses, as well as graduate courses in theology. The liberal arts foundation is augmented by specialized programs, such as a dual-degree engineering program, offered in conjunction with the University of Michigan, the University of Iowa, and Howard University in Washington, D.C.

Union Theological Seminary is one of the top ten theological institutions in the nation. It is recognized for its rigorous academic program and its pioneering work in field education and student-in-ministry experiences. A seminary of the Presbyterian Church (USA), Union Theological offers doctor of ministry, master of divinity, master of theology, and doctor of philosophy degrees. The Presbyterian School of Christian Education, a graduate school, is the only one of eleven theological institutions of the Presbyterian Church to specialize solely in the discipline of Christian education.

J. Sargeant Reynolds Community College operates three campuses: one in downtown Richmond, another in Henrico County, and the western campus in Goochland County. It offers programs in liberal arts and sciences, engineering, education, and business administration as well as technical vocation training in a number of fields.

John Tyler Community College operates a main campus in Chesterfield County and two auxiliary campuses. Also offering higher educational opportunities in Metro Richmond are Randolph-Macon College, Virginia State University, and Richard Bland Community College.

Libraries and Research Centers

Libraries abound in Richmond. There is the Library of Virginia, with 1,783,287 books, periodicals, government publications and microforms specializing in Virginiana, Southern and Confederate history, and genealogy. The Richmond Public Library system has a main library plus 9 branches containing more than 800,000 books, periodicals, and audio- and videocassettes. The county of Henrico library system has more than 550,000 books, videocassettes, periodicals, and art prints. Many other libraries are operated by area universities, colleges, and museums. The Virginia Department for the Blind and Vision Impaired is a member of the National Library Service for the Visually and Physically Handicapped, a Library of Congress network. As the seat of government in Virginia, Richmond is naturally home to the primary branch of the Virginia State Law Library, containing comprehensive legal materials for use by defendants, inmates, attorneys, the courts and the general public. Virginia Commonwealth University is home to the third largest research library system in the state of Virginia, with more than 1.7 million print volumes. The Tompkins-McCaw Library at VCU contains the largest collection of medical materials in the state. In general, VCU is the headquarters of nearly a dozen research centers and programs, primarily in the biological and health sciences. Virginia Biotechnology Research Park is home to 45 biotechnology, bioscience, and other related companies and research institutions that are helping to make Virginia an East Coast technology leader. Also located in Richmond is the Hazardous Technical Information Services.

Public Library Information: Richmond Public Library, 101 East Franklin Street, Richmond, VA 23219-2193; telephone (804)646-4867

Health Care

Richmond has obvious credentials to support its claim as one of the best medical/health-service areas in the country. Eighteen general and specialized hospitals employ 2,000 physicians in the metropolitan area. The Columbia/HCA health system operates three hospitals in Greater Richmond: Chippenham and Johnston-Willis Hospitals have been merged to form CJW Medical Center, nationally recognized as a heart-bypass surgery center and also on the cutting edge of neuroscience; Henrico Doctors' Hospital, which performs organ transplants and is home of the Virginia Cancer Treatment Center; and Retreat Hospital, which offers mind-body medicine, wound healing, and geriatric care. Bon Secours Richmond Health System, a not-for-profit Catholic system, operates three hospitals and numerous outpatient service sites.

Largest among the area's major health-care institutions is the Virginia Commonwealth University Medical Center. The Medical Center provides a real-life laboratory for teaching, research, community service, and health-care delivery and is the centerpiece of the health sciences campus of Virginia Commonwealth University. The hospital has the area's only Level I Trauma Center and sees more than 30,000 admissions per year, with 500,000 outpatients seen annually.

Recreation

Sightseeing

Richmond boasts more than 100 attractions of interest to visitors. Among them are homes and other buildings from all eras of the city's history, as well as battlegrounds and

cemeteries. A great place to start is with the Canal Walk along the James River in downtown Richmond, where visitors can meander for 1.25 miles by foot or ride a tour boat past 22 historical markers, statues and points of interest. One of those points of interest is the Civil War Visitor Center along the Canal Walk. Housed in the former Tredegar Iron Works, the Civil War Visitor Center contains three floors of exhibits and interpretive displays recollecting Richmond's role in the Civil War, and provides an introduction to the National Battlefield Park in Richmond.

A convenient next stop along the Canal Walk is Brown's Island, a historic city park often used for outdoor concerts, picnics, biking, and Frisbee. Belle Isle is accessible via the footbridge under the Lee Bridge near the Tredegar Iron Works building. The site served as a camp for Union prisoners of war but is now a popular recreation spot for Richmond residents. More canal history is reflected by the Kanawha Canal Locks, where Reynolds Metals Company has preserved two locks that were built in 1854. The magnificent stone locks were part of the nation's first canal system, as originally planned by George Washington to carry river traffic around the falls.

The Floodwall along the James River, built to minimize damage from storm-induced rising waters, has become a work of art in its own right with the Floodwall Picture Gallery of murals. A walking tour can transition from the Floodwall into the Shockoe Bottom District, where a variety of historic structures remain and have been restored post-flood. The focal point in Capital Square's 12-acre park-like setting is the Virginia State Capitol, which has served as the seat of state government since 1788. Thomas Jefferson designed the central portion of the classic building, the first of its kind in America. Inside, French sculptor Houdon's life-size statute of George Washington stands in the Rotunda.

Visitors can find many examples of residential life in early Richmond, including Scotchtown, which was the Hanover County home that Patrick Henry occupied during the years of his Revolutionary War activities. The restored house and grounds are a national historic landmark. City-owned and recently restored as a museum, John Marshall's sturdy but unpretentious brick house (1790) honors the third Chief Justice of the U.S. Supreme Court who lived in Richmond. Built in 1813 and frequently remodeled (most recently in 1999 at a cost of $7.2 million), the Governor's Mansion is the oldest executive mansion in the United States in continuous use for its original purpose. It has been furnished with fine antiques by a Virginia citizens group. Dabbs House is a pre-Civil War dwelling that was used by General Robert E. Lee as headquarters during the ''Seven Days Battle'' in 1862. It is now Henrico eastern division police headquarters. This White House of the Confederacy served as the residence of Jefferson Davis during the Civil War. The Maggie Walker House, now a museum, was the home of the African American woman who became the nation's first woman of any race to found a bank and become its president.

The late-Victorian estate Maymont, located in the heart of Richmond, has more than 100 acres featuring a Victorian home and decorative arts, formal Japanese and Italian gardens, a unique arboretum, a nature center with an outdoor wildlife habitat (native Virginia species), a demonstration farm, and a working carriage collection. Maymont opened the doors of its new Robins Nature and Visitors Center in late 1999; the center features a 20-foot waterfall and exhibits describing the history and power of the James River.

Agecroft Hall, a medieval manor house moved to Richmond from England during the 1920s, is perched above the James River much as it originally overlooked the Irwell River. The house was built in England about the time Columbus was planning his voyage in 1492 to the New World. It is now a museum house open to the public and features an Elizabethan Knot garden. Also shipped to Richmond from England during the 1920s were portions of the sixteenth-century English house, Warwick Priory. Situated in Windsor Farms, a fashionable residential area, it was originally a private home but is now a museum known as Virginia House.

Sightseers can visit several other kinds of historic buildings in Richmond. At Hanover Courthouse, a young Patrick Henry successfully argued his first major case. St. John's Church in Richmond's Church Hill district, built in 1741, is famous as the site of Henry's impassioned ''Give me liberty or give me death'' speech. Finally, the Egyptian Building, erected in 1845 and still in use, is the Medical College of Virginia's first building. Its Egyptian Revival architecture is regarded as the finest of its kind in the country. The Egyptian motif extends to the fence, which has posts shaped like mummy cases.

History buffs may also find places of interest elsewhere in and around the Richmond area. Flowerdew Hundred is the site of an excavated, seventeenth-century English settlement in Prince George County, location of the first windmill in English North America. A visitors center in the former plantation schoolhouse features films and archaeological exhibits. Chickahominy Bluff, Cold Harbor, Malvern Hill, Fort Harrison, and Drewry's Bluff have special interpretive facilities. Hollywood Cemetery (named for its holly trees) is the burial place of U.S. presidents James Monroe and John Tyler, Confederate president Jefferson Davis, General J.E.B. Stuart and 1,800 Confederate soldiers, along with members of prominent Richmond families. Illustrious Chief Justice John Marshall and the infamous Elizabeth Van Lew, a Yankee spy during the Civil War, are both buried at Shockoe Cemetery.

Atop the 22-story City Hall is a sky deck from which visitors can obtain a sweeping view of Richmond and its environs. A

map is available to help identify the visible landmarks in a panorama that covers four centuries of the city's history.

Plantation homes dating from the seventeenth century fan out on all sides of Richmond. Of special interest are the elegant James River Plantations to the east. Other Richmond area plantations include Belle Air (c. 1670); Berkeley (ancestral home of two U.S. presidents and the site of the first Thanksgiving in 1619); Evelynton (ancestral home of the Ruffin family); Sherwood Forest (home of President John Tyler); Shirley (home of the Carter family since 1723); Tuckahoe Plantation (the most complete plantation layout in North America, dating from the eighteenth century); Westover (c. 1730; home of William Byrd II, founder of Richmond); and Wilton (built in 1750 by William Randolph II and moved to Richmond in 1933).

Self-guided automobile tours, bus tours, walking tours, individual tours, and riverboat paddlewheel cruises (as far downriver as Shirley Plantation) are also available. Philip Morris offers regular tours of its $200 million cigarette manufacturing center, which also houses a tobacco museum, shop, and visitors' gallery. Antique shopping is also a favorite pastime.

Visitors and residents alike find relaxation and meaning along the statue-studded length of Monument Avenue. Robert E. Lee, ''Stonewall'' Jackson, J.E.B. Stuart, Jefferson Davis, Bill ''Mr. Bojangles'' Robinson, Arthur Ashe, and Matthew Moury each command major focal points. One of the grand boulevards of the world, Monument Avenue provides a good site for an easy-paced stroll, and it is closed off once a year for one of the city's largest street festivals.

Arts and Culture

A driving and energetic force in the Richmond arts and culture scene is the Arts Council of Richmond, Inc., which sponsors festivals and art exhibits throughout the year. The Arts Council has established partnerships with all Richmond Public Schools in an effort to extend the performing and visual art experience to students of all ages.

The Carpenter Center for the Performing Arts is housed in the renovated Loew's Theatre in downtown Richmond. The Carpenter Center is the home of the Richmond Symphony and offers local ballet and opera, as well as Broadway shows and other productions of national acclaim.

The Richmond Symphony and the Richmond Philharmonic remain dynamic musical entities in the area. The Richmond Symphony's Masterworks Series focuses on the classics and brings the world's great soloists to the city, while programs such as Kicked Back Classics and Family Concerts broaden the appeal of the traditional symphonic repertoire. The Richmond Philharmonic, a member-run orchestra, has entertained Richmond for more than 30 years and performs four or five concerts per season.

Richmond is also home to a number of community orchestras and choruses, school and university musical organizations, and a growing number of other musical groups. The Virginia Opera Association performs an expanded number of productions each season at the Landmark Theater, the Edythe C. and Stanley L. Harrison Opera House, and George Mason University's Center for the Arts. The opera company operates a nationally-recognized In-School Touring Program to bring opera to the students, then brings the students to the opera with special Student Nights and Student Matinees. The Richmond Pops/Great Big Band plays a winter series as well as a summer series. The Richmond Concert Band's annual Fourth of July performance in Dogwood Dell of Tchaikovsky's *1812 Overture* is a Richmond tradition. Other musical groups include the Greater Richmond Chapter of the Sweet Adelines, the Virginia Chorale, the Richmond Chamber Players, the Richmond Renaissance Singers, and many others. Outdoor performances are frequently presented at parks and public sites around the city.

Theater of all sorts is plentiful. Besides Carpenter Center, Richmond's Landmark Theater plays host to musical groups of national prominence in an opulent structure equipped with a magnificent Wurlitzer theater organ.

Theater IV is one of Richmond's most active theater companies. The company is based in the renovated Empire Theatre, the oldest theater still in use in Virginia. It offers a Broadway Series, an Off-Broadway Series, and a Family Playhouse, the nation's second largest children's theater. The Barksdale Theatre houses the oldest not-for-profit theater in the area and features professionally-staged productions throughout the year. For a more off-beat or contemporary theater experience, the Firehouse Theatre Project offers productions of off-Broadway and original works never before seen in the Richmond area. The Richmond Triangle Players push the envelope even more, in theater that explores alternative themes.

Theatre VCU, Virginia Commonwealth University's student theater group, performs dramas, comedies, and musicals in the university's Shafer Street Playhouse and in the Raymond Hodges Theatre in VCU's Performing Arts Center. The University Players at the University of Richmond perform four productions a year in the Camp Theater of the Modlin Fine Arts Center. Virginia Union University Players perform in the university's Wall Auditorium. The Randolph-Macon Drama Guild presents four plays a season in the college's old Chapel Theater. Other theater groups include Chamberlayne Actors Theatre, Fieldens Cabaret Theater, and the Henrico Theatre Company.

Richmond also has three ballet companies: the Richmond Ballet, the Concert Ballet of Virginia, and the Latin Ballet of Virginia. The Richmond Ballet's interpretation of *The Nutcracker* is an annual Christmas classic that has been playing to

sold-out audiences for years. The Richmond Ballet is a professional ballet company, maintaining dancers on full-time seasonal contracts. Accompanied by the Richmond Symphony, it provides the best dance training in the state and attracts dancers from across the United States and abroad, with an impressive repertoire and touring schedule throughout the state and nation. The Concert Ballet of Virginia holds four repertoire programs per season featuring Virginia composers, choreographers, musicians, and dancers. The Latin Ballet of Richmond is a relatively recent addition, having formed as a non-profit in 1997. The company aims to fuse Latin dance styles with ballet in evoking the passionate cultures and histories of Spain and Latin America. The company educates and attracts diverse participants and audiences through its outreach activities and performances.

The Virginia Museum of Fine Arts has long had a national reputation for creative and innovative arts programming, dating back to its founding in 1936 as the nation's first state-supported art museum. The museum achieved an international reputation with the 1985 opening of the West Wing, which houses collections of nineteenth- and twentieth-century decorative arts, contemporary paintings and sculptures, and various eighteenth-, nineteenth-, and twentieth-century British, French, and American works of art. Further expansion is planned that will create more parking, improve the fire suppression system, and refine the sculpture garden. The museum houses more than 30 permanent galleries, as well as collections that are broad and varied: French Impressionists, Indian sculpture, medieval tapestries, French Romantics, American art of all periods, and the largest collection outside Russia of the Russian Imperial jewels crafted by Peter Carl Fabergé.

Another museum that has focused international attention on Richmond is the Science Museum of Virginia. The museum's $7 million Universe Planetarium/Space Theater is equipped with Digistar 1, the world's first computer graphics planetarium projection system. Information on the 6,772 stars visible from earth and the 55 known major objects in the solar system is programmed in the computer's memory. The 280-seat domed theater has the largest projection surface of any planetarium in the world, and the world's largest projector, the Omnimax, is used to present 70-millimeter film productions on the wraparound screen. The Science Museum also owns the Aviation Museum on the east side of Richmond and has plans to expand that facility with a new wing. Development at the Science Museum includes new exhibits on local industry and technology, as well as in-depth looks at ecosystems. The museum operates a Science-by-Van program that takes sciences out to the public schools.

Besides the Science Museum and the Virginia Museum of Fine Arts, there are many other Richmond-area museums, all distinctive in character. Among them is the Chesterfield County Museum, which houses murals and displays depicting the county's history through the Revolutionary and Civil wars and into modern times. Among its artifacts, the Museum of the Confederacy displays the sword and uniform worn by Lee when he surrendered at Appomattox. The uniform coat worn by J.E.B. Stuart when he was felled is displayed at the Virginia Historical Society Museum, visible bullet hole and all. The Fire and Police Museum, dating to the early 1800s, uses window bars, a possible gallows, and fire poles to tell the story of its history as a jail and a police station. Memorabilia of Edgar Allan Poe is displayed in the Poe Museum; the eighteenth-century stone structure is believed to be the oldest in the city. The Virginia E. Randolph Museum, a Henrico County cottage, is dedicated in memory of Virginia E. Randolph, an African American woman who was a pioneer educator and humanitarian. The Black History Museum and Cultural Center of Virginia was founded in 1981 to preserve the oral, visual, and written records that commemorate the lives and accomplishments of African Americans in Virginia and to serve as a cultural and educational center for exhibitions, performances, and displays.

The Valentine Richmond History Center is devoted to the life and history of Richmond. The Children's Museum, established in 1981, introduces young people to the arts and humanities through participation in exhibits, workshops, and special programs; a move is planned for the Children's Museum that will triple its size.

Galleries include the Virginia Museum of Fine Arts, Virginia Commonwealth University's Anderson Gallery, and the 1708 Gallery. The University of Richmond features exhibitions in Marsh Gallery in the Modlin Fine Arts Center. Nonprofit galleries include the Weinstein Jewish Community Center, the Last Stop (home of the Richmond Chapter of the National Conference of Artists, an African American arts and education group), the Richmond Public Library, the Westover Hills Branch Library, and many bank spaces and commercial galleries.

Festivals and Holidays

Richmond hosts several major celebrations throughout the year. Perhaps the biggest of all is The Big Gig, a 16-day-long music festival in early July that offers classical Jazz, New Age, African, folk, and popular music performances staged at locations all over town. Music is also the focus at Jumpin', a series of weekly concerts held in July at the Virginia Museum of Fine Arts Sculpture Garden, as well as the Midweek Mojo and Friday Cheers concert series.

Richmond's other special celebrations include the Strawberry Hill Horse Races in April; the Virginia State Fair, a 12-day event held in late September and early October; February's Maymont Flower and Garden Show; the Winston Cup Race weekend in March; Historic Garden

week in April; Arts in the Park, the Greek Festival, and the Camptown Races, all in May; the Virginia State Horse show in August; the 2nd Street Festival, celebrating African American history in September; November's Richmond Marathon; and the Grand Illumination and Christmas Parade in December.

Sports for the Spectator

Richmond's ball park, The Diamond, is home to the Richmond Braves, a Triple A affiliate of the National League Atlanta Braves. A new $330 million ballpark proposal is under consideration by the government and citizenry of Richmond. The Richmond Rhythm of the International Basketball League had their inaugural season in 1999 at the recently-renovated Richmond Coliseum, an air-conditioned dome that also hosts stage shows, concerts, college basketball, professional basketball and hockey games, ice shows, the circus, and professional wrestling matches. Professional hockey is the forte of the Richmond Renegades, who play in the East Coast Hockey League and take on opponents at the Freezer. The Richmond Speed play arena football, and the Richmond Kickers are the local soccer team to watch. Richmond also hosts the Round-Robin World's Largest Softball Tournament each Memorial Day weekend, with teams from across the U.S., Canada and Iceland participating. Virginia Commonwealth University supports both men's and women's NCAA Division I basketball teams. In football action, the Gold Bowl Classic is one of 21 college games scheduled in the Richmond area during the year.

The Richmond International Raceway is the only three-quarter-mile track of its kind on the NASCAR circuit. The raceway is host to two Grand National Series races and two Winston Cup Series races.

Sports for the Participant

The Richmond Marathon was mentioned as America's friendliest marathon in the January 2005 issue of *Runner's World* magazine, with comfortable temperatures, a scenic route and an enthusiastic crowd along the entire 26.2 mile route.

When Richmond residents want to get out, the James River is the destination of choice. Kayaking and rafting instruction and trips are available, and fishing is also a popular pastime. Attractions along the James also include James River Park, one of the few wilderness parks in the United States that has an urban setting. The 450-acre James River Park is just a tiny segment of what may be the largest amount of park space in any urban area of the country with a total of 24,118 acres of local, state, and national park land in and around the Richmond metropolitan area. The Pony Pasture loop trail is recommended as an easy, one-hour hike that passes through wetlands and meadows. Pocahontas State Park and Forest, south of the river in Chesterfield County, and several lakes surrounding the Richmond area offer myriad outdoor activities as well.

Golfers can haul their clubs to any of a vast array of local and area courses, including the 18-hole Belmont Golf Course and the 27 holes of family golfing at the Hollows Golf Club just west of Richmond. Private and public tennis facilities are also available, most notably the Arthur Ashe Center.

Shopping and Dining

Richmond's downtown area offers shoppers a wide variety of stores from which to choose. Shockoe Slip, a cobblestoned riverfront area that used to serve as a cotton and tobacco trading district, is now a focus for nightlife, restaurants, shops, offices, and apartments. The Carytown section of Richmond features several blocks of unique and colorful shops and restaurants. The ''On the Avenues'' shopping area at the juncture of Libbie and Grove Avenues is a collection of 45 specialty shops intermingled with Victorian residences and sidewalk cafes, creating a boutique shopping experience. The 300-year-old 17th Street Farmers' Market supplies regional and organic foods to locals and tourists, along with an open-air community experience of conversation and music with neighbors. A variety of more mainstream malls are sprinkled throughout Richmond, including The Shops at Willow Lawn, Regency Square Mall, River Road Shopping Center, and Chesterfield Towne Center. Just outside the city are outlet malls that attract numerous bargain-hunters, and Richmond is within easy distance of the renowned Williamsburg Pottery Factory.

Richmond has cultivated an increasingly international flavor as a city, and its varied menu of restaurants is evidence. Barbecue and soul food eateries have a strong presence, with Italian and seafood spots running a close second. Other restaurant specialties include Argentinean, steaks, British, cheese and wine, Chinese, continental, French, German, Greek, Indian, international, Irish-American, Japanese, Vietnamese, Mexican-American, organic, Polynesian, regional specialties, southern cooking, and tea rooms.

Visitor Information: Richmond Visitors Center, 405 N. 3rd St., Richmond, VA 23219; telephone (804)783-7450; toll free (800)866-3705

Convention Facilities

The Greater Richmond Convention Center (GRCC) is the most capacious meeting and exhibition space in town, with 700,000 total square feet of room. Adjacent to the Richmond

Marriott Hotel and close to sports venues, GRCC accommodations include 180,000 square feet of exhibit space, 32 meeting rooms and a Grand Ballroom that spans 30,550 square feet. Within a short walk or trolley ride are one-third of the area's hotel rooms. The center is just blocks off Interstate 95 and within easy access of the Richmond International Airport.

Other convention and meeting facilities include the recently-renovated Richmond Coliseum, which offers a total of 50,000 square feet of exhibition space under a giant circular dome and is capable of seating up to 13,359 persons; Richmond's Landmark Theater; the Fairgrounds; the Showplace, and the Carpenter Center for the Performing Arts. More than 40 hotels have extensive meeting facilities.

Convention Information: Richmond Region Visitors Center, c/o Greater Richmond Convention Center, 403 North 3rd Street, Richmond, VA 23219; telephone (804)783-7450

Transportation

Approaching the City

Six major carriers with nonstop and direct flights to more than 200 cities serve Richmond International Airport (RIA), which is located 10 minutes, via Interstate 64, from the center city. Airlines include American, Delta, US Airways, Continental, NWA and United. The airport offers complete executive and general aviation services. More than 2.7 million passengers are estimated to pass through RIA in any given year, spurring current expansion plans to add air carrier gates, new roadways and a terminal extension. As an alternative to the busier RIA, general and corporate aviation services are also available at the Chesterfield County Airport.

Crisscrossing the metropolitan area are major north-south and east-west interstates. Interstate-95 provides ready access to markets up and down the East Coast. I-64 is a major corridor from St. Louis to the port of Hampton Roads. I-295 connects with I-95 to the north and south of Richmond. Intercity bus service, freight shipments, and express shipments are provided by Greyhound.

Rail passenger service is provided by Amtrak, serving the East Coast and points west with six passenger trains daily, plus four additional trains on selected days. Amtrak opened a new downtown Main Street Station in fall 2003, restoring a train station that was originally opened in 1901. The new station integrates bus, trolley, airport shuttle, taxi, limousine and train services within a multi-modal transportation hub that returned passenger train service to downtown Richmond.

Traveling in the City

The Richmond area is served by a well-planned and well-maintained network of expressways, cross-town arteries, and streets that make the use of private vehicles convenient. The Greater Richmond Transit Company (GRTC) operates a fleet of buses on a radial network of routes that include park-and-ride lots and express service during peak hours. GRTC offers specialized services such as CARE and C-Van to provide access to riders with mobility issues, while the Ridefinders program matches carpool and vanpool candidates. From June through November, a trolley system connects sites in the different areas of downtown.

Communications

Newspapers and Magazines

Richmond's daily newspaper is the morning *Richmond Times-Dispatch.* Of the nine other newspapers or tabloids published in Richmond, four are religious-oriented, several are related to business or the media, one is dedicated to Richmond nightlife, and one is aimed at the population over the age of 50. The local universities each publish their own collegiate newspaper. Several other magazines and journals are published in Richmond, including *Richmond Magazine,* a lifestyle magazine and *Virginia Business,* a comprehensive statewide business journal.

Television and Radio

Six television stations broadcast from Richmond: four network affiliates and two public broadcasting channels. Richmond is served by two cable television companies. Ten AM and FM radio stations broadcast from Richmond, featuring public radio, adult contemporary, sports, and others.

Media Information: *Richmond Times-Dispatch,* 300 E. Franklin Street, Richmond, VA 23219; telephone (804) 649-6000; toll-free (800) 468-3382

Richmond Online

City of Richmond home page. Available www.ci.richmond.va.us/index.asp

Greater Richmond Chamber of Commerce. Available www.grcc.com

Richmond Convention & Visitors Bureau (Richmond.com). Available www.richmond.com/visitors

Richmond Public Library. Available www.richmondpubliclibrary.org

Richmond Public Schools. Available www.richmond.k12.va.us

Richmond Renaissance. Available www.richmondrenaissance.org

Richmond Times-Dispatch. Available www.timesdispatch.com

Virginia Department of Education, Superintendent of Schools' Reports. Available www.pen.k12.va.us/VDOE/Publications

Selected Bibliography

Furguson, Ernest B., *Ashes of Glory: Richmond at War* (New York: Alfred A. Knopf, 1996)

Virginia Beach

The City in Brief

Founded: 1906 (city formed by merger with Princess Anne County, 1963)

Head Official: Mayor Meyera E. Oberndorf (since July 1988); City Manager James Spore (since November 1991)

City Population
1980: 262,000
1990: 393,089
2000: 425,257
2003 estimate: 439,467
Percent change, 1990–2000: 8.2%
U.S. rank in 1980: 56th
U.S. rank in 1990: 37th (State rank: 1st)
U.S. rank in 2000: 38th (State rank: 1st)

Metropolitan Area Population
1980: 1,201,000
1990: 1,445,000
2000: 1,569,541
Percent change, 1990–2000: 8.8%
U.S. rank in 1980: 31st (MSA)
U.S. rank in 1990: 28th (MSA)
U.S. rank in 2000: 33rd (MSA)

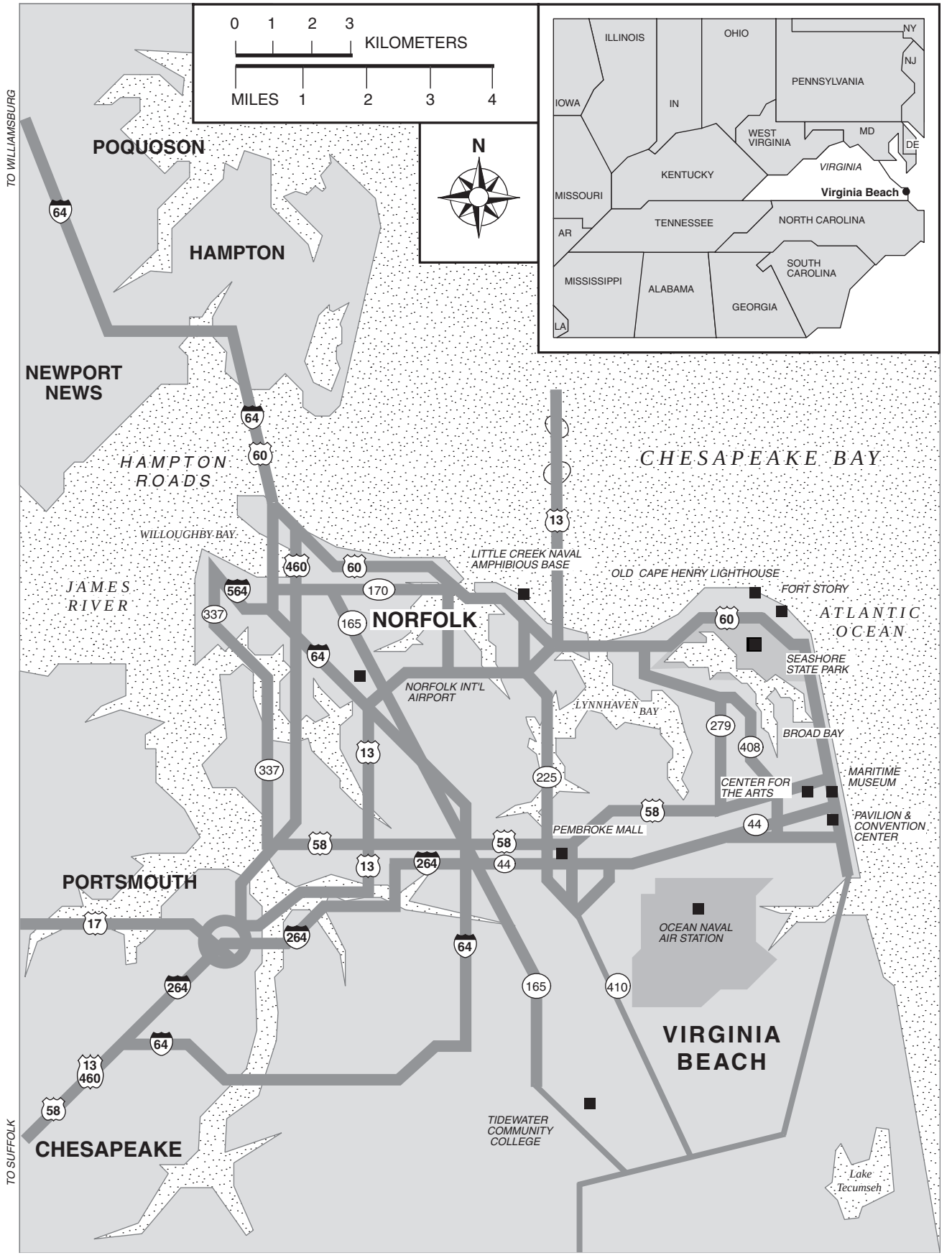
Area: 248 square miles (2000)
Elevation: Sea level to 12 feet above sea level
Average Annual Temperature: 59.6° F
Average Annual Precipitation: 45.74 inches

Major Economic Sectors: services, wholesale and retail trade, government
Unemployment rate: 4.0% (December 2004)
Per Capita Personal Income: $22,365 (2000)

2002 FBI Crime Index Total: 15,492

Major Colleges and Universities: Old Dominion University, Norfolk State University, ODU/NSU Virginia Beach Higher Education Center, Regent University, Virginia Wesleyan College, Tidewater Community College

Daily Newspaper: *The Virginian-Pilot*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SOUTH CAROLINA
MISSISSIPPI
ALABAMA
GEORGIA
LA
TO WILLIAMSBURG
POQUOSON
HAMPTON
NEWPORT NEWS
HAMPTON ROADS
CHESAPEAKE BAY
WILLOUGHBY BAY
JAMES RIVER
LITTLE CREEK NAVAL AMPHIBIOUS BASE
OLD CAPE HENRY LIGHTHOUSE
FORT STORY
ATLANTIC OCEAN
NORFOLK
SEASHORE STATE PARK
NORFOLK INT'L AIRPORT
LYNNHAVEN BAY
BROAD BAY
MARITIME MUSEUM
CENTER FOR THE ARTS
PAVILION & CONVENTION CENTER
PEMBROKE MALL
PORTSMOUTH
OCEAN NAVAL AIR STATION
VIRGINIA BEACH
TIDEWATER COMMUNITY COLLEGE
Lake Tecumseh
CHESAPEAKE
TO SUFFOLK
64
60
460
564
337
170
165
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410
279
408
225
44

Introduction

The city of Virginia Beach combines the elegance of a rich past with the energy of one of the most rapidly developing cities on the East Coast. Virginia Beach is part of a seven-city metropolitan area called Hampton Roads. Among the attractions of the city are 30 miles of shoreline with 28 miles of public beach, state-of-the-art medical facilities, and the ever-changing beauty of its four moderate seasons. Civic leaders, working together to ensure that growth is orderly and sensitive to environmental concerns, have formulated and implemented strategic plans for land use, economic development, and education. The city is home of ''The Golden Mile,'' a rapidly growing cluster of new high-technology firms.

The city's location, temperate climate, quality labor force, economic stability, competitive taxes, and good transportation system have attracted a growing number of national and international firms who have relocated their corporate headquarters to the area. The city's economy is strengthened by a strong tourist and convention industry, four major military bases, stable real estate, construction, retail and wholesale trade, and distribution. History buff, entrepreneur, culture-lover, or nature enthusiast, Virginia Beach offers something for everyone.

Geography and Climate

Virginia Beach is located on the ocean in the mid-Atlantic region in the southeastern corner of Virginia, with the Atlantic Ocean on the east and the Chesapeake Bay on the north. It is part of the area known as Hampton Roads. In the early 1600s the world's largest natural harbor—where the Chesapeake Bay meets the James River—provided easy access to the colony of Virginia. An English nobleman named Henry Wriothesley, the third Earl of Southampton, financed early expeditions to Virginia. In his honor the harbor was named Earl of Southampton's Roadstead, roadstead meaning a sheltered anchorage. Eventually it was shortened to Hampton Roads. Today, a bridge-tunnel spans the great harbor linking the peninsula cities of Hampton, Newport News, and Williamsburg, the town of Poquoson, and the counties of Gloucester, James City, and York with the Southside cities of Virginia Beach, Chesapeake, Norfolk, Portsmouth, Suffolk, Franklin, and the counties of Isle of Wight and Southampton. The area experiences four moderate seasons without climactic extremes, in which the warm spring leads to hazy, hot summer days, and warm muggy nights that turn into the bright sunny days and cool crisp nights of autumn and the colder days of winter. The area has an average snowfall of 8.9 inches annually.

Area: 248 square miles (2000)

Elevation: sea level to 12 feet above sea level

Average Temperatures: January, 40.1° F; July, 79.1° F; annual average, 59.6° F

Average Annual Precipitation: 45.74 inches

History

British Land at Cape Henry

In spring of 1607, Captain John Smith and his band of explorers landed at Cape Henry at the northern tip of what is now Virginia Beach. Around them they saw expanses of white sand, rolling dunes, and pine forests. A few days later, they sailed up the James River to establish the New World's first permanent settlement at Jamestown.

Cape Henry, where the Chesapeake Bay meets the Atlantic Ocean, soon became a pathway for British merchant ships that traversed the treacherous seas to reach America. In 1720, the governor of Virginia requested that a lighthouse be built to increase safety. The kings of England refused until 1774. The Revolutionary War halted construction of the lighthouse, and it was not completed until 1791. A new tower was erected in 1881, but the old one lived on to become Virginia Beach's official symbol in 1962. Cape Henry played a critical role in the Revolution, for it was there the French fleet, led by Admiral Compte De Grasse, stopped the British fleet.

Resort Town Built on Rail Line

Virginia Beach's history as a resort town began in 1880 when a clubhouse was built on the ocean. In 1883, with the help of northern capitalists, a corporation was formed to build a railroad from the busy port of Norfolk to the ocean front. An elaborate hotel that occupied two ocean front blocks, the Princess Anne Hotel, marked the birth of Virginia Beach. The hotel had rail tracks running almost into the lobby for the unloading of steamer trunks. In addition to sunbathing and swimming in the ocean, visitors could soak in salt and freshwater tubs, and enjoy the casino, dance halls, and saltwater pools of nearby Seaside Park.

Two of Hampton Roads' oldest cities, Norfolk and Portsmouth, experienced two centuries of moderate growth following the colonization of the New World, and grew significantly during the twentieth century due to the massive

military build-up in support of World War II. Until the 1980s, Norfolk was the most populated city in the region.

Annexation Brings Tremendous Growth

The popularity of Virginia Beach's beach front, which according to the *Guinness Book of Records* is the largest pleasure beach in the world, extends to the present. Since the building of the boardwalk and the Cavalier Hotel in the late 1920s, the city has experienced tremendous growth both as a resort and as a center of industry for the East Coast. Before World War II, the total combined population of the city and county was fewer than 20,000 people. In 1963, by annexing adjacent Princess Anne County, a small resort community became a city of 125,000 people that had grown from an original 1,600 acres to 172,800 acres. With more land for development, Virginia Beach soon surpassed Norfolk as the region's most populated city. With a growth rate of nearly 50 percent between 1980 and 1990, Virginia Beach became the largest city in Virginia. While this explosive growth rate slowed the following decade, Virginia Beach remains the state's largest city. A diverse economy, downtown development projects, and a burgeoning tourism business make the city ''a vibrant city where people live, learn, work and play,'' according to Mayor Oberndorf in a March 2005 state of the city address.

Historical Information: Princess Anne County-Virginia Beach Historical Society, 2040 Potters Road, Virginia Beach, VA 23454; telephone (804)491-0127; Hampton Roads History Center; telephone (804)727-0800

Population Profile

Metropolitan Area Residents
1980: 1,201,000 (MSA)
1990: 1,444,710 (MSA)
2000: 1,569,541(MSA)
2003 estimate: 1,637,251
Percent change, 1990–2000: 8.8%
U.S. rank in 1980: 31st (MSA)
U.S. rank in 1990: 28th (MSA)
U.S. rank in 2000: 33rd (MSA)

City Residents
1980: 262,000
1990: 393,089
2000: 425,257
2003 estimate: 439,467
Percent change, 1990–2000: 8.2%
U.S. rank in 1980: 56th
U.S. rank in 1990: 37th (State rank: 1st)
U.S. rank in 2000: 38th (State rank: 1st)

Density: 1,712.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 303,681
Black: 80,593
American Indian and Alaskan Native: 1,619
Asian: 20,869
Native Hawaiian and other Pacific Islander: 416
Hispanic or Latino (may be of any race): 17,770
Other: 6,402

Percent of residents born in state: 37.7 (2000)

Age characteristics (2000)
Population under 5 years old: 30,616
Population 5 to 9 years old: 33,523
Population 10 to 14 years old: 33,749
Population 15 to 19 years old: 30,239
Population 20 to 24 years old: 31,313
Population 25 to 34 years old: 69,842
Population 35 to 44 years old: 75,897
Population 45 to 54 years old: 53,798
Population 55 to 59 years old: 17,465
Population 60 to 64 years old: 12,882
Population 65 to 74 years old: 20,735
Population 75 to 84 years old: 11,649
Population 85 years and older: 3,549
Median age: 32.7 years

Births (2003)
Total number: 6,370

Deaths (2003)
Total number: 2,311 (of which, 19 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,365 (1999)
Median household income: $48,705
Total households: 154,635

Number of households with income of . . .
less than $10,000: 6,628
$10,000 to $14,999: 5,344
$15,000 to $24,999: 15,496
$25,000 to $34,999: 21,204
$35,000 to $49,999: 30,976
$50,000 to $74,999: 37,918
$75,000 to $99,999: 18,367
$100,000 to $149,999: 12,620
$150,000 to $199,999: 2,794
$200,000 or more: 3,288

Percent of families below poverty level: 5.1% (55% of which were female householder families in poverty)

2002 FBI Crime Index Total: 15,492

Municipal Government

An eleven-member city council and a city manager govern Virginia Beach. Seven council seats are filled by individuals who reside in the seven boroughs of the city, and there are no borough residency requirements for the remaining four seats. The mayor is elected by voters and occupies one of the ''at large'' seats.

Head Officials: Mayor Meyera E. Oberndorf (since July 1988; current term expires 2008); City Manager James Spore (since November 1991)

Total Number of City Employees: 6,000 (2005)

City Information: City of Virginia Beach, 1 Municipal Center, Virginia Beach, VA 23456; telephone (757) 427-4601

Economy

Major Industries and Commercial Activity

Virginia Beach has a diverse economy based on private enterprise, thriving tourism, and a strong military presence. In addition, many international corporations have established headquarters in the region. The growth in population (from 84,215 people in 1960 to an estimated 439,467 in 2003) has resulted in flourishing retail sales and has also provided a large labor pool and support services. Open land for industrial development and high-quality office space continue to attract new industry.

Agribusiness contributes substantially to the local economy. There are around 150 farms in the city. In 2002 the economic impact of the agricultural community was estimated at more than $59 million. Principal products included swine, soybeans, corn, horticultural specialties, wheat, vegetables, horse breeding, and dairy products.

Four military bases in Virginia Beach have a tremendous economic impact on the region, with the Department of Defense spending $11 billion in 2002, and increasing in following years due to the War with Iraq. The bases include Oceana Naval Air Station, the largest master jet base in the United States, employing 12,000; Little Creek Naval Amphibious Base, which employs 13,000; Fort Story, which conducts amphibious training operations and employs approximately 1,200 military and civilian personnel; and Dam Neck, a training base for combat direction and control systems, which employs 4,700 persons. Businesses serving soldiers, sailors, and their families employ even more area residents. Military Exchanges and PX's accounted for $123.8 million in sales in 2002.

In 2002 over 3 million sun-loving visitors spent more than $700 million during their stays at the resort city for accommodations, meals, entertainment, and other services, resulting in about 11,000 new service jobs. The city received $29 million in net direct revenue from tourist activity.

About one-third of Virginia Beach's labor force is employed in retail and wholesale business. The city had more than 7,800 retail/wholesale businesses with total taxable sales of over $3.9 billion in 2002, an increase of 4.3 percent from the previous year. Distribution greatly benefits from the fact that Virginia Beach is within 750 miles of three-fourths of the country's industrial activity and two-thirds of its population. An integrated system of highway, air, rail, and sea services provides easy access to national and international markets.

Items and goods produced: power tools, furniture, coated abrasives, welding equipment, recreational products, machinery, agricultural products

Incentive Programs—New and Existing Companies

Local programs—Virginia Beach offers several incentives to reduce the costs of relocating and expanding a facility within the city. The Virginia Beach Department of Economic Development (DED) prepares customized in-depth research packages for prospects, conducts tours of facilities, helps new industry begin operations and aids existing businesses in their growth, advises on the availability of Industrial Development Bonds and conventional funding, and assists in the development of office parks. DED also helps to expedite the permit process for developments under construction, and provides engineering and landscape assistance at no charge. The Department of Economic Development assists firms in identifying and securing conventional financing. The Virginia Beach Development Authority issues tax-exempt industrial development bonds covering the cost of land, buildings, machinery, and equipment to eligible manufacturing facilities. For nonmanufacturers, the Virginia Business Financing Authority provides long-term fixed asset financing at rates below those of conventional sources for financing land, buildings and capital equipment. In order to attract new businesses, Virginia Beach has initiated an innovative program aimed at offering cost-saving benefits to employees of new and relocating businesses and industries. The program includes incentives, special offers, and discounts from Virginia Beach businesses including retail merchants, hotels/motels and apartment complexes, utility companies, mortgage companies, and real estate firms.

State programs—Virginia is a right-to-work state. The State General Assembly has kept Virginia's taxes on industry very

competitive by enacting one of the best corporate income tax laws in the nation and by eliminating many tax irritants, resulting in very modest tax bills for business and industry. Consequently, property tax exemption or investment tax credits are not used to lure new companies into the state.

Job training programs—The Workforce Services Program of the Virginia Department of Economic Development prepares and coordinates business training programs tailored to meet the specific needs of new or expanding companies seeking to increase employment. Services provided at no cost to employers include recruiting prospective employees, analyzing job training requirements, developing and implementing employment programs, arranging for training facilities, and preparing instructional audiovisual materials. The Virginia Employment Commission will, at no cost, interview, pre-test, pre-screen, and refer selected applicants to an employer. The city of Virginia Beach has funds available through the federal Title II Job Training Partnership Act (JTPA) program to recruit prospective workers, and provide wage subsidies and customer training programs. The Southeastern Virginia Job Training Administration administers these funds.

Development Projects

The Town Center of Virginia Beach is a massive, $350 million mixed-use development encompassing 17 blocks in the downtown area. It will consist of office towers, retail space, luxury residential buildings, hotels, restaurants, and a performing arts center, connected by pedestrian-friendly brick sidewalks, fountains, gardens and green areas. Parts of Phase I and II will open in 2005, and more phases are to be completed over the next few years. The Performing Arts Theater at Town Center, a 1,200 seat facility, will be completed in 2007.

Hotel building and expansions have been brisk in Virginia Beach to keep pace with increasing numbers of tourists. New projects being constructed in 2005 include a $62 million Hilton Resort and Conference Center to be built near the new Virginia Beach Convention Center, and a $40 million Embassy Suites being built near the Hampton Roads convention center.

Economic Development Information: Department of Economic Development, City of Virginia Beach, One Columbus Center, Suite 300, Virginia Beach, VA 23462; telephone (757)437-6434; (800)989-4567; fax (757)499-9894; email ecdev@city.virgina-beach.va.us

Commercial Shipping

Norfolk International Airport is located less than a mile from the Virginia Beach city limits. In addition to the nine commercial carriers that serve the area, cargo airlines and air freight forwarders have offices in the airport complex. Also serving the Hampton Roads area is the Newport News/Williamsburg International Airport, less than an hour away. The nearby Norfolk International and Portsmouth Marine Terminals, part of the Port of Virginia system, handled 15 million tons of cargo in 2004 and has a channel depth to 50 feet. With the addition of 4 Suez class container cranes in 2004, Norfolk International has doubled its cargo handling capacity. There are 135 motor carriers and 50 common carrier terminals in the Virginia Beach region. Federal Express, UPS, Puralator Courier, Emery Worldwide, U.S. Mail Express, and a number of smaller couriers serve the area. Railroads serving Virginia Beach are Norfolk Southern Railway and Eastern Shore Railroad, with a connection to CSX Transportation.

Economic Development Information: Virginia Beach Department of Economic Development, One Columbus Center, Suite 300, Virginia Beach, VA 23462; telephone (757)437-6434; (800)989-4567; fax (757)499-9894; email ecdev @city.virgina-beach.va.us

Labor Force and Employment Outlook

In terms of major occupations, the Hampton Roads area population, including that of Virginia Beach, exhibits a balanced proportion of managerial, professional, technical, and support personnel in a variety of businesses and industries. Of the more than 7,500 annual high school graduates, nearly 70 percent attend either a two- or four-year college or university, while 15 percent continue their education at vocational or trade schools, or through an apprenticeship program.

The following is a summary of data regarding the Norfolk/Virginia Beach/Newport News metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 730,800

Number of workers employed in . . .
construction and mining: 44,700
manufacturing: 59,800
trade, transportation and utilities: 134,900
information: 16,100
financial activities: 38,000
professional and business services: 98,800
educational and health services: 78,100
leisure and hospitality: 77,300
other services: 33,500
government: 149,800

Average hourly earnings of production workers employed in manufacturing: $18.27 (2003)

Unemployment rate: 4.0% (December 2004)

Largest private employers	*Number of employees*
American Systems Engineering	2,300
Amerigroup	2,300
Manpower	1,775
Geico Direct	1,743
Gold Key Resorts	1,600
Stihl	1,279
Virginian-Pilot Production Plant	977
Christian Broadcasting Network	941
Lillian Vernon Corporation	900
MILCOM Systems	800
UPS	750

Cost of Living

The cost of living in the Virginia Beach area, including consumer goods and services, is slightly above the national average.

The following is a summary of data regarding several key cost of living factors for the Virginia Beach area.

2004 (3rd Quarter) ACCRA Average House Price: $288,851

2004 (3rd Quarter) ACCRA Cost of Living Index: 102.1 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 5.75%

State sales tax rate: 4%

Local income tax rate: None

Local sales tax rate: 1%

Property tax rate: $1.22 per $100 of assessed valuation (2002); assessment ratio = 100% for residential

Economic Information: Department of Economic Development, One Columbus Center, Suite 300, Virginia Beach, VA 23462; telephone (757)437-6434; toll-free (800)989-4567; fax (757)499-9894; email ecdev@city.virgina-beach.va.us

Education and Research

Elementary and Secondary Schools

The Virginia Beach City Public Schools is the second largest city school system in the Commonwealth of Virginia and the thirty-ninth largest in the country. Its motto, ''Ahead of the Curve'', conveys its dedication to being in the forefront of innovative educational programs. In 2004, it was recognized by the American School Board Journal for its student-mentor program, and for LEAD, a teacher education program. Among the specialized curricula it offers are math and science academies, a visual and performing arts academy, an Advanced Technology Center and an international baccalaureate program. Virginia Beach students consistently score above the national average for all grade levels on achievement tests.

The following is a summary of data regarding Virginia Beach's public schools as of the 2004–2005 school year.

Total enrollment: 74,682

Number of facilities
elementary schools: 55
junior high/middle schools: 15
senior high schools: 11
other: 15 city-wide centers/schools

Student/teacher ratio: elementary, 15.3:1; secondary, 12:1

Teacher salaries
minimum: $34,274
maximum: $72,325

Funding per pupil: $7,414 (2002-2003)

There are 43 private, parochial and military schools in the city enrolling students from Pre-K to 12th grade.

Public Schools Information: Virginia Beach City Public Schools, 2512 George Mason Drive, Virginia Beach, VA 23456-0038; telephone (757)427-4585; email vbcpsweb @vbcps.k12.va.us

Colleges and Universities

Old Dominion University (ODU) in Norfolk enrolls more than 20,000 students in 150 academic programs offering 67 undergraduate, 68 masters, 26 doctoral degrees, and two certificates of advanced study. The most popular recent majors have been psychology, finance/banking, education and nursing. Tidewater Community College's Virginia Beach campus, enrolling more than 19,000 students annually, is a participant in Virginia's Center for Innovative Technology with ODU.

Virginia Wesleyan College, a four-year liberal arts private college located on the Virginia Beach/Norfolk border, enrolls more than 1,400 students in 38 degree programs. Other institutions of higher education in the area are Eastern Virginia Medical School (900 students), Norfolk State University (8,900 students), Regent University (1,500 students), ODU/NSU Virginia Beach Education Center (5,800 students), and Hampton Roads Graduate Center, part of University of Virginia and Virginia Polytechnic Institute and State University, with 250 students.

Libraries and Research Centers

The Virginia Beach Department of Public Libraries encompasses the central library and six area libraries with a Municipal Reference Library, Public Law Library, bookmobile, and a Library for the Blind and Physically Handicapped. The library system has almost than 800,000 books, plus the

Princess Anne (County) Historical Collection. The library publishes a bimonthly newsletter. Other libraries in the area include college- and church-affiliated libraries; the Edgar Cayce Foundation Library, specializing in metaphysical topics; the Virginia Marine Science's Museum Library; and the Mariner's Museum Library.

Research centers in Virginia Beach include the Association for Research and Enlightenment and the Virginia Institute of Marine Science, Eastern Shore Lab, which is affiliated with the College of William and Mary.

Public Library Information: Virginia Beach Central Library, 4100 Virginia Beach Blvd, Virginia Beach, VA 23452; telephone (757)431-3001

Health Care

Sentara Healthcare, a not-for-profit health care provider in southeastern Virginia, operates nine hospitals in the Hampton Roads area, with two of them in Virginia Beach. Sentara Virginia Beach General Hospital is a 274-bed facility that houses the region's only Level 3 Trauma Center, plus a neonatal intensive care unit and a sleep disorder clinic. It also specializes in cardiac surgery, cancer care, women's health, oncology, and orthopedics. In the fall of 2005, a $29 million wing will open with the new Sentara Heart Center and 108 all-private rooms. Sentara Bayside Hospital has 158 beds and features a vascular lab, breast cancer center, and a gastrointestinal center.

Virginia Beach Psychiatric Center is a freestanding hospital that offers psychiatric and substance abuse services for children, adolescents, and adults. Virginia Beach also has five rehabilitation centers, several nursing homes, and a dialysis center.

Recreation

Sightseeing

Virginia Beach is home to many interesting historical landmarks and recreational areas. The First Landing Cross marks the spot where America's first permanent English settlers, the Jamestown colonists, reached the New World in 1607. The Old Cape Henry Lighthouse at Fort Story, built in 1791, is open for tours. The Old Coast Guard Station, one of the first life-saving stations in the United States, is one of several such stations along the East Coast that are still open to the public. Veterans are saluted by the Tidewater Veterans Memorial, complete with a flag display and waterfall. The Norwegian Lady statue, a gift from the people of Moss, Norway, commemorates the wreck of the Norwegian bark *Dictator* off the city's coastline.

Local historical houses include the Adam Thoroughgood House, built in the mid-1600s, which may be the oldest remaining brick house in America; the Lynnhaven House, one of America's best-preserved eighteenth-century middle class dwellings; Francis Land House and Historic Site, built in 1732, which is the largest and finest gambrel-roofed house in Virginia; and Upper Wolfsnare, a beautifully restored 1759 house that is a Virginia Landmark Home. The Princess Anne Courthouse, built in 1824, and the beautifully landscaped Municipal Building are among the 28 major buildings that house the executive offices of the local government.

The Virginia Aquarium & Marine Science Center's more than 800,000 gallons of aquaria and over 300 hands-on exhibits offer visitors the opportunity to explore the depths of the Atlantic Ocean, walk under the waves of the Chesapeake Bay, view the life of a saltwater marsh, and stroll through a coastal plains river. A 3D IMAX theater, a nature trail, and traveling exhibits add to the fun. Located in a 1903 former Coast Guard Station, the Old Coast Guard Station displays photographs, nautical artifacts, scrimshaw, ship models, and other marine memorabilia about the Life-Saving Service. The Association for Research and Enlightenment Library and Conference Center documents the life work of Edgar Cayce, world-renowned psychic, through exhibits, lectures, and extrasensory perception testing. The center also has a meditation garden and labyrinth for peaceful contemplation. Family fun awaits visitors to Ocean Breeze Festival Park, home of a water park, a Formula One racing track, go-carts, bumper boats, miniature golf, batting cages and the new Skyscraper roller coaster. The Virginia Beach Farmer's Market, open every day of the year, offers 17,000 square feet of food stalls, craft items, and a country-style restaurant. In the warm months the Market has educational programs for students and Friday Night Hoedowns. Guided tours are available at the Christian Broadcasting Network Center, which includes Regent University and state-of-the-art broadcasting facilities where the popular religious program ''The 700 Club'' is taped.

Within one hour's drive of the city are many attractions for culture-lovers and history buffs alike. The Virginia Air & Space Center and Hampton Roads History Center, located in historic Hampton, are housed in a nine-story wonder of a building on the waterfront that combines supermodern and traditional architectural styles. Visitors can view vintage aircraft suspended from the ceiling, the Apollo 12 Command Module with a 3-billion-year-old moon rock, plus an authentic Chesapeake Bay deadrise workboat. Based on the theme, ''From the Sea to the Stars,'' this $30 million building reviews Hampton Roads' seafood and shipbuilding history, and its role as a military defense post and pioneer in aviation

Virginia Beach is popular for its 28 miles of shoreline, including a boardwalk and bike paths.

and space exploration. The museum also features a 300-seat 3D IMAX theater, which shows aviation and space exploration films; and a restored 1920 merry-go-round.

Located between Virginia Beach and Williamsburg is the Mariner's Museum, which invites visitors to reflect on the lore of the sea and maritime exploration over the past 3,000 years. The museum's 11 galleries contain a unique collection of figureheads, paintings, small craft, ship models, and other marine artifacts. In addition, the museum offers demonstrations by costumed interpreters, films, and a 5-mile nature trail around picturesque Lake Murray. The nearby Peninsula Fine Arts Center provides changing monthly exhibits, a children's art center and adult classes, and the War Memorial Museum of Virginia traces U.S. military history from the Revolution to the first Gulf War.

Just one hour west of Virginia Beach, Williamsburg's Colonial Williamsburg helps tourists make the journey back to the early days of our nation. Visions of our colonial ancestors abound in the 173-acre Historic Area, which features over 30 buildings and craftsmen in eighteenth-century attire practicing industries of the era. Also in the area is Busch Gardens Williamsburg, where visitors can step back in time to life in old England, Scotland, Germany, Italy, and Ireland, while enjoying thrill rides, live shows, and animal attractions. The Williamsburg Pottery Factory has been offering bargain prices for over 60 years, and the water park Water Country USA contains one of the longest flume rides in the country. A trip to Yorktown allows one to look over the site of the 1781 battle that ended the Revolutionary War, and visitors to historic Jamestown can see full-sized replicas of three 1607 ships, recreations of the colonist' fort, and a Powhatan village.

Arts and Culture

The Virginia Center for Contemporary Art celebrates the work of both American artists and artists from around the world. The Artists At Work: Gallery and Studios is a working marketplace for the visual arts that provides views of the actual process of artistic creation. Many of the art works are for sale.

The Virginia Symphony Orchestra delights audiences with its classical music programs at Regent University Theater in Virginia Beach and at venues in Norfolk and Williamsburg. Concerts are also offered by Beach Events on the oceanfront. The Verizon Wireless Virginia Beach Amphitheater is a 20,000-seat venue hosting major musical acts from April through October. As a resort town, Virginia Beach also offers a wide range of jazz, blues, reggae, and rock at the many local nightclubs and dance halls. Virginia Opera performs in the Harrison Opera House and to thousands of school children every year. The Tidewater Winds, a concert band in the Souza tradition, performs all over the Hampton Roads area.

The Virginia Stage Company, the region's only professional troupe, brings its dramas and musicals to the Wells Theater in Norfolk. The Little Theatre of Virginia Beach is a community theater that produces five shows and a summer musical per year. Three full-scale musical comedies are presented at the Pavilion by the Virginia Musical Theater October through April.

Festivals and Holidays

The Neptune Festival in September is the main festival of the year. It attracts more than 1 million spectators and features parades, an air show, a triathlon, art and crafts exhibits, wine tastings, live entertainment, a sand sculpting contest and more. In January the Pavilion plays host to the Virginia Flower & Garden Show. The Millennium Chess Festival draws players from all over to Virginia Beach in February, as does the Mid-Atlantic Sports & Boat Show. Dogs on Parade at the Associated Specialty Dog Show happens in March, as well as the Shamrock Marathon & SportsFest. The Virginia Beach and Princess Anne Garden Tours, the International Azalea Festival, the Atlantic Coast Kite Festival and the Mid-Atlantic Home & Garden Show happen in April. May brings in the Patriotic Festival, Big Flea Market, Strawberry Festival, and Beach Music Festival. June has the Annual Boardwalk Art Show and Latin Fest. July features a huge Fourth of July Celebration and the Mid-Atlantic Hermit Crab Challenge. The Soul Music Beach Fest is in August, as well as the American Folk Art Festival. Labor Day weekend brings the American Music Festival and the Rock 'n' Roll Half Marathon. October brings the city's Annual Historic Homes Tour and October Brewfest. The Countryside Christmas Craft Show and Hometown Holiday Parade happen in November; and December's Holiday Lights at the Beach, annual Nutcracker program, and New Year's Rock Around the Clock ends the year.

Sports for the Spectator

September's Professional Golfer's Association Virginia Beach Open takes place at Tournament Players Club in April. National athletic stars come to the city for the Shamrock Marathon and SportsFest, which takes place each March. Rudee Inlet is the site every August of the East Coast Surfing Championship. Sports lovers in the Hampton Roads region attend the baseball games of the Triple A Norfolk Tides (affiliated with the N.Y. Mets) and the matches of the American Hockey League's Norfolk Admirals. The Virginia Beach Mariners soccer team plays at the Virginia Beach Sportsplex. NCAA teams from Old Dominion, Norfolk State and Virginia Wesleyan are also popular with students and locals. Professional and amateur surfers head to the East Coast Surfing Championship held in August, which is free for spectators.

Sports for the Participant

Virginia Beach's greatest asset is the 28 miles of golden shoreline that has attracted visitors for more than a century.

The city's 3-mile-long boardwalk, with a parallel bike track, is enhanced with teak benches, lampposts, and colorful flags. The city's most popular beaches are the Resort Area, North End, Back Bay, Croatan, Sandbridge, and Chesapeake beaches. Mild weather year-round makes golf a tremendous draw for visitors. Nine private and two municipal 18-hole golf courses participate in the city's Golf Package Program, and many other courses dot the region.

The Virginia Beach Fishing Center offers half-day or full-day offshore sport fishing, as well as wreck fishing, and deep sea fishing is available from Lynnhaven Seafood & Marina. Freshwater fishing is enjoyed at Back Bay or Lake Smith, and pier fishing is possible at several sites around the city. Sightseeing, scuba diving and whale watching cruises can also be booked with the many charter boats at the Marina. Kayak rentals and tours of the area are offered by Back Bay Getaways and Kayak Nature Tours. Mount Trashmore is a mountain of compacted layers of soil and garbage within the city that has been transformed into a 162-acre park with bicycle trails, playgrounds, skateboard ramps, picnic facilities, and two lakes. A registered National Landmark, First Landing State Park offers more than 20 miles of hiking and biking trails through its 2,770 acres. Back Bay National Wildlife Refuge has 5,000 acres of beach, woodland, and marsh, where whistling swans, peregrine falcons, and bald eagles can be spotted in the wintertime. Hiking trails exist at First Landing and False Cape State Parks. Camping is permitted at False Cape State Park among the maritime forests and ocean dunes. Virginia Beach's jet observation parks permit spectators to watch the U.S. Navy's most advanced aircraft take off and land from Ocean Naval Air Station.

Virginia Beach boasts 194 public tennis courts, anchored by the Owl Creek Tennis Center. The resort area's other recreational offerings include boogie-boarding, windsurfing, jet skiing, para-sailing, miniature golf, volleyball, softball tournaments, bowling, and roller skating. Most recreational equipment, including bicycles, can be rented near the beach. The city's 208 parks, encompassing 4,000 acres, offer such features as playgrounds, ball fields, dog parks, and picnic areas.

Shopping and Dining

Numerous off-price outlets, such as the great American Outlet Mall and Loehmann's Plaza, make Virginia Beach a shopper's delight. The new Town Center has shopping ranging from major department stores to small boutiques. There are traditional malls, such as Lynnhaven, one of the largest malls on the east coast; Pembroke Mall, with large department stores and specialty shops; the various Hilltop locations and La Promenade; as well as the boardwalk and resort area's souvenir shops, surf shops, boutiques, and craft shops. The Virginia Beach Farmers Market is open year round.

Seafood in a wide variety of forms is the star of the culinary show in Virginia Beach. The oyster and the blue crab are local delicacies, and flounder, scallops, and numerous other varieties of fish tempt the palate at local restaurants. Ethnic dishes run the gamut from fajitas, to sushi, to Cajun jambalaya or Fettuccine Alfredo. Oceanfront cafes offer scenic dining opportunities, and eating establishments range from elegant to casual. The new Town Center development is becoming a hub for restaurants as well, with large national chain restaurants like P.F. Chang's and The Cheesecake Factory moving in.

Visitor Information: Virginia Beach Department of Convention and Visitor Development, 2101 Parks Avenue, Virginia Beach, VA 23451; telephone (757)437-4700; toll-free (800)700-7702; fax (757)437-4747

Convention Facilities

In the summer of 2005 a new $202 million Virginia Beach Convention Center is scheduled to open its first phase, and the Pavilion Convention Center will be demolished. When finally completed in 2007, the new 500,000 square foot center will have a 150,000 square feet of exhibition space, a 31,000 square foot banquet room, 29,000 square feet of meeting space, and 2,230 free parking spaces. Many other downtown hotels offer meeting and convention facilities.

Convention Information: Virginia Beach Department of Convention and Visitor Development, 2101 Parks Avenue, Virginia Beach, VA 23451; telephone (757)437-4700; toll-free (800)700-7702; fax (757)437-4747

Transportation

Approaching the City

Air travelers to the city arrive at Norfolk International Airport, located less than a mile from the city limits. The airport is served by 9 carriers that offer more than 200 daily flights connecting to all major hubs and many major cities in the U.S. and around the world. Interstate Highway 64, U.S. 460, and U.S. 58 approach the city from the west; from the north and south convenient routes are I-85 or I-95, U.S. 13 and U.S. 17. All these routes cross I-64, which circles the Hampton Roads region and links with Route 44, the Virginia Beach-Norfolk Expressway, which ends at the city's ocean-front resort area. The Chesapeake Bay Bridge-Tunnel connects Virginia Beach with Virginia's eastern shore. The Hampton Roads Bridge-

Tunnel links the southside of Hampton Roads with the peninsula cities of Newport News and Hampton. The Merrimac-Monitor Memorial Bridge Tunnel connects the south side and peninsula via the James River.

Bus service is provided by the Greyhound Bus Line and Amtrak provides rail service and connections to numerous Eastern and Southern points from nearby Newport News. Virginia Beach can be reached by water from the Atlantic Ocean or via the Intercoastal Waterway.

Traveling in the City

The Wave, a three-route trolley system, services residents and visitors throughout the summertime, extending from the resort area to shopping malls to points of local cultural and historic importance. Hampton Roads Transit provides area bus transportation.

Communications

Newspapers and Magazines

Virginia Beach's daily newspaper, the morning *The Virginian-Pilot,* is published in Norfolk. *The Virginia Beach Sun* is the city's weekly community newspaper. *Beach: The Magazine of Virginia Beach* is a quarterly magazine produced by the city. Also published in Virginia Beach are *Senior Times,* a shopper; *The Shilling,* a journal focusing on ways to make money; *Tidewater Parent, Port Folio Weekly,* and *Tidewater Women.*

Television and Radio

Virginia Beach is served by cable television and by stations broadcasting from the surrounding Hampton Roads area. Seven AM and FM radio stations provide music, talk shows, and religious programming.

Media Information: *The Virginian-Pilot,* Landmark Communications, 150 W. Brambleton Avenue, Norfolk, VA 23510; telephone (757)446-9000; toll-free (800)446-2005; email vpquestions/comments@pilotonline.com

Virginia Beach Online

City of Virginia Beach home page. Available www.vbgov.com

Virginia Beach City Public Schools. Available www.vbcps.k12.va.us

Virginia Beach Public Library. Available www.vbgov.com/dept/library

Virginia Beach Tourist Information. Available www.vbfun.com

Virginian Pilot. Available www.pilotonline.com

Selected Bibliography

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Washington, D.C.

The City in Brief

Founded: 1790 (authorized by Congressional act)

Head Official: Mayor Anthony Williams (D) (since 1999)

City Population
1980: 638,333
1990: 607,000
2000: 572,059
2003 estimate: 563,384
Percent change, 1990–2000: −5.7%
U.S. rank in 1980: 15th
U.S. rank in 1990: 19th
U.S. rank in 2000: 21st

Metropolitan Area Population
1980: 3,478,000
1990: 4,223,000
2000: 4,923,153
Percent change, 1990–2000: 16.5%
U.S. rank in 1980: 8th
U.S. rank in 1990: 8th
U.S. rank in 2000: 8th

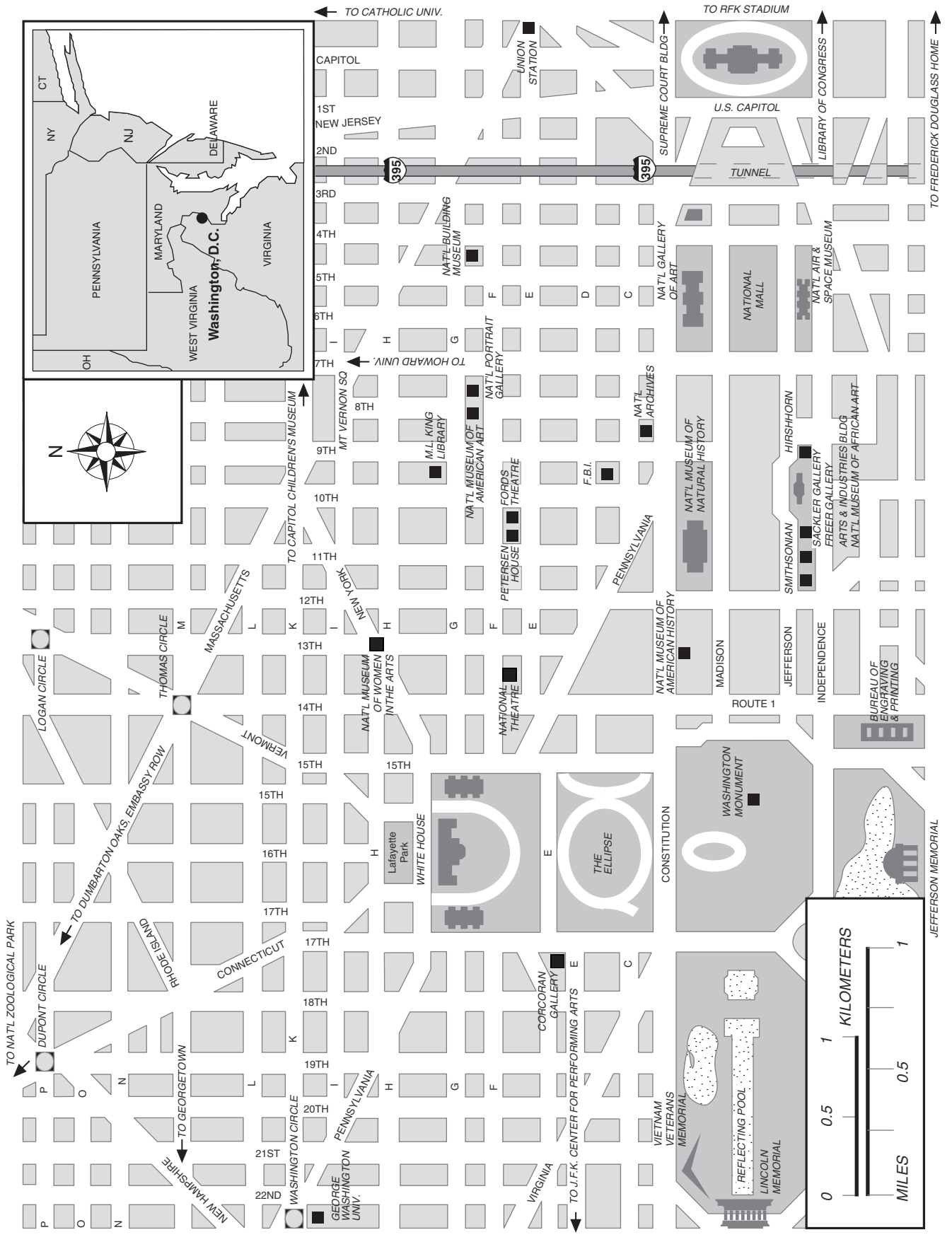
Area: 68.3 square miles (2000)
Elevation: Ranges from 40 to 410 feet above sea level
Average Annual Temperature: 54.0° F
Average Annual Precipitation: 39.73 inches

Major Economic Sectors: services, government, wholesale and retail trade
Unemployment rate: 2.9% (December 2004)
Per Capita Income: $28,659 (1999)

2002 FBI Crime Index Total: 44,349

Major Colleges and Universities: Georgetown University, Howard University, American University, Catholic University of America, George Washington University

Daily Newspaper: *The Washington Post; The Washington Times*


TO CATHOLIC UNIV.
TO RFK STADIUM
TO FREDERICK DOUGLASS HOME
CAPITOL
UNION STATION
SUPREME COURT BLDG
U.S. CAPITOL
LIBRARY OF CONGRESS
1ST
NEW JERSEY
2ND
3RD
4TH
5TH
6TH
7TH
TUNNEL
NATL BUILDING MUSEUM
NATL GALLERY OF ART
NATIONAL MALL
NATL AIR & SPACE MUSEUM
TO HOWARD UNIV.
NATL PORTRAIT GALLERY
NATL ARCHIVES
TO CAPITOL CHILDREN'S MUSEUM
MT VERNON SQ
8TH
9TH
10TH
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12TH
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21ST
22ND
M.L. KING LIBRARY
NATL MUSEUM OF AMERICAN ART
FORDS THEATRE
F.B.I.
NATL MUSEUM OF NATURAL HISTORY
HIRSHHORN
SMITHSONIAN
SACKLER GALLERY
FREER GALLERY
ARTS & INDUSTRIES BLDG
NATL MUSEUM OF AFRICAN ART
PETERSEN HOUSE
PENNSYLVANIA
NEW YORK
MASSACHUSETTS
NATL MUSEUM OF WOMEN IN THE ARTS
NATIONAL THEATRE
NATL MUSEUM OF AMERICAN HISTORY
MADISON
JEFFERSON
INDEPENDENCE
ROUTE 1
BUREAU OF ENGRAVING & PRINTING
LOGAN CIRCLE
THOMAS CIRCLE
VERMONT
TO NATL ZOOLOGICAL PARK
TO DUMBARTON OAKS, EMBASSY ROW
DUPONT CIRCLE
RHODE ISLAND
CONNECTICUT
TO GEORGETOWN
NEW HAMPSHIRE
WASHINGTON CIRCLE
PENNSYLVANIA
GEORGE WASHINGTON UNIV.
Lafayette Park
WHITE HOUSE
THE ELLIPSE
CONSTITUTION
WASHINGTON MONUMENT
CORCORAN GALLERY
TO J.F.K. CENTER FOR PERFORMING ARTS
VIRGINIA
VIETNAM VETERANS MEMORIAL
REFLECTING POOL
LINCOLN MEMORIAL
JEFFERSON MEMORIAL
KILOMETERS
MILES
0
0.5
1
0.5
1
N
CT
NY
NJ
DELAWARE
PENNSYLVANIA
MARYLAND
WEST VIRGINIA
Washington, D.C.
VIRGINIA
OH
395

Introduction

During the nineteenth century, Washington, D.C., the capital of the United States, was considered so unbearably warm and humid during the summer months that foreign diplomats received hardship pay for serving there. Now, the district holds a worldwide reputation as a cosmopolitan city rich in museums, monuments, and culture—and crackling with political power. From the hill where the U.S. Capitol sits, to Embassy Row, home to much of the foreign diplomatic corps in Washington, the wide avenues hum with the business of America. With more than 2,000 foreign diplomats posted to Washington, the city exudes an international flavor.

But heavy industry never took hold in the region and outside the downtown government district and the upscale northwest quarter of the city, poverty grips many residents. City officials have worked hard to change that. Downtown, once-seedy sections of Pennsylvania Avenue, embarrassingly close to the White House, were renovated in the early 1980s. The city's standing as the nation's capital has always attracted conventioneers, and in March 2003 the new granite and limestone Washington Convention Center further revitalized the downtown area with more than 700,000 square feet of prime exhibit space. Residents from the District and surrounding suburbs commute on a clean and efficient subway system that is still expanding. And in spite of all that growth, Washingtonians pride themselves on showing an almost southern-style hospitality. In the words of Frederick Douglass, ''Wherever the American citizen may be a stranger, he is at home here.''

Never was the nation's reverence for its capital city more reaffirmed than in the wake of the tragic September 11 terrorist attacks that shook New York and Washington D.C. One of several hijacked planes was crashed into the massive, fortress-like Pentagon Building, claiming the lives of more than 120 people. It is widely believed that another hijacked aircraft, which eventually was forced down by heroic passengers in Pennsylvania, was bound to crash into the Capitol Building. In the months following, an Anthrax scare ripped through the city when traces of the deadly agent were discovered in packages sent to various political offices around town. All these events served to remind the city's residents of its link to historic events and its prominence as the greatest seat of political power on the planet, all somewhat sobering even as the city was on the upsurge to begin a new century.

Geography and Climate

Located on the Potomac River between the Blue Ridge Mountains and the Atlantic Ocean, Washington is known for its hot, humid summers, pleasant springs and autumns, and mild winters with seasonal snowfall averaging just over 17 inches. Carved from south-central Maryland, Washington is bordered on three sides by that state and sits across the Potomac River from Virginia on its fourth side. The District is also divided by the Anacostia River and Rock Creek. One fourth of the District is park land. The city is divided artificially into four quadrants: northeast, northwest, southeast, and southwest.

Area: 68.3 square miles (2000)

Elevation: Ranges from 40 to 410 feet above sea level

Average Temperatures: January, 36.0° F; August, 77.0° F; annual average, 54.0° F

Average Annual Precipitation: 39.73 inches (including 17.3 inches of snow)

History

George Washington Chooses Capital's Site

When the U.S. Congress sought a new capital for the young United States in the late eighteenth century, it chose an obscure piece of undeveloped swampland on the Potomac River. This unlikely location was a compromise. Southern politicians resisted placement of the capital too far north in New York or New England. For all representatives—northern and southern alike—Philadelphia, the capital in 1783, was deemed too close to potentially volatile constituents, especially one band of angry soldiers who had disrupted a Congressional session earlier that year to demand back pay. Determining the new capital's exact location was left to President George Washington, who had known the area since boyhood. The diamond-shaped district he carved out included parts of Maryland and Virginia. President Washington modestly referred to the city that came to bear his name as the Federal City.

Early Days of Future Capital

In 1571 Pedro Menendez, a Spanish admiral who founded St. Augustine and was governor of Spain's Florida territories, was the first European to explore the future capital region. The area became a trading center for British settlers who dealt with regional Native American tribes. The Potomac River, one of the few native place names to survive colonialization, means ''trading place'' in the Algonquin language. Later, white landowners in the region made huge profits growing tobacco.

When the area was selected as the new capital site in 1790, Congress had almost no money to spend on its future home. Virginia and Maryland contributed small sums to erect public

buildings, but President Washington was left to try to barter with the tobacco-growing landowners in the area for property. Meanwhile, the task of creating the look of a capital city worthy of the new nation fell to Pierre L'Enfant, a French architect and engineer also selected by President Washington, who eventually persuaded tobacco planters to sell their land cheaply. At the time, L'Enfant's vision of boulevards 400 feet wide and a mile long lined by great buildings seemed like a waste of real estate to the property owners. Nonetheless, the first temporary buildings of the new capital were ready in 1800 and in May of that year the government left Philadelphia. One year later, Thomas Jefferson was the first U.S. president to be inaugurated in Washington. But L'Enfant's vision of what Washington should be remained for decades just a vision. Today's grand Pennsylvania Avenue was an unpaved road from the U.S. Capitol to the White House and a muddy path on the other side of the White House during the first half of the nineteenth century. Americans and foreign diplomats assigned to the city dreaded its dull cultural life and oppressive summers. Few houses and plenty of open space separated official buildings.

Wars Impact on the City

The War of 1812 made life in Washington even more unpleasant, as British forces stormed the city in 1814, burning the President's House—later rebuilt, painted white, and forever after known as the White House—as well as the partially completed U.S. Capitol and other federal buildings. By the 1860s Washington's population had grown to 75,000 people. As the geographic border between the North and South, the District of Columbia acutely felt the mounting tension between factions at the approach of the Civil War. President Abraham Lincoln's 1861 inauguration was completed under a heavily armed phalanx of soldiers ready to repel an attack by the South. Washington was the headquarters for Northern troops during the four-year war, and several times during the bloody conflict Confederate troops nearly took the capital, defeated only by bad luck or faulty military intelligence.

Government Buildings Proliferate

Gradually, Washington architects filled in the blanks left by L'Enfant. The Mall—a vast tree-lined park stretching out from the U.S. Capitol—sprouted other government buildings and the Smithsonian museums. Tributes to some of the nation's great men were built: the Washington Monument, the Lincoln Memorial, and the Jefferson Memorial. The population of the city jumped during World War I as the civil service rapidly expanded, and again during the Great Depression of the 1930s when working for the government was the most secure kind of employment. Many of the current government buildings date from the 1930s when President Franklin D. Roosevelt's Works Progress Administration erected offices for the Internal Revenue, Commerce, and other federal departments.

Washington during the 1960s reflected the social upheaval and turbulence experienced throughout the nation. The 1963 ''March on Washington for Jobs and Freedom'' showed America at its best and most righteous. It was there that Martin Luther King, Jr., delivered his inspirational ''I have a dream'' speech to 200,000 citizens. But when King was assassinated in Memphis, Tennessee, in 1968, violent riots rocked the capital. Recovering from the damage during the last half of the 1970s and into the 1980s, the capital enjoyed an economic rebirth with major commercial projects downtown and in some neighborhoods.

Behind the glitter and glamour attendant upon conducting one of the world's most powerful governments, though, lies a district plagued by many problems. Washington, D.C. suffered from virtual insolvency in the 1990s, a crumbling infrastructure, and significant population loss. Since 1995 Washington, D.C. has operated under a federal control board to control spending. The board stripped the local school board of most of its powers and eliminated thousands of jobs. Anthony Williams, who was appointed the city's first independent chief financial officer, managed to reverse years of fiscal mismanagement and turned a runaway budget deficit into a steadily growing surplus. He also hired highly qualified people and held them accountable and streamlined the agencies under his control. In 1999 Williams was elected mayor; by that time Washington, D.C. had come a long way toward reversing its decline. Williams continued to place emphasis on the city's economy, housing, health care, education, and public safety. Citizens came together in the aftermath of the September 11, 2001 terrorist attacked that rocked the country and especially Washington, D.C. and New York City. In 2004 Washington, D.C. was selected as the second best city to live in for African Americans by *Black Enterprise* magazine.

Historical Information: Historical Society of Washington, D.C., City Museum of Washington, D.C., 801 K Street, NW, Washington, D.C. 20001; telephone (202)383-1850

Population Profile

Metropolitan Area Residents

1980: 3,478,000
1990: 4,223,000
2000: 4,923,153
Percent change, 1990–2000: 16.5%
U.S. rank in 1980: 8th (MSA)
U.S. rank in 1990: 8th (MSA)
U.S. rank in 2000: 8th (MSA)

City Residents

1980: 638,333
1990: 607,000
2000: 572,059
2003 estimate: 563,384
Percent change, 1990–2000: −5.7%
U.S. rank in 1980: 15th
U.S. rank in 1990: 19th
U.S. rank in 2000: 21st

Density: 9,316.4 people per square mile (based on 2000 land area)

Racial and ethnic characteristics (2000)
White: 176,101
Black or African American: 343,312
American Indian and Alaska Native: 1,713
Asian: 15,189
Native Hawaiian and Other Pacific Islander: 348
Hispanic or Latino (may be of any race): 44,953
Other: 21,950

Percent of residents born in state: 39.2% (2000)

Age characteristics (2000)
Population under 5 years old: 32,536
Population 5 to 9 years old: 35,385
Population 10 to 14 years old: 30,018
Population 15 to 19 years old: 37,867
Population 20 to 24 years old: 51,823
Population 25 to 34 years old: 101,762
Population 35 to 44 years old: 87,677
Population 45 to 54 years old: 75,310
Population 55 to 59 years old: 27,803
Population 60 to 64 years old: 21,980
Population 65 to 74 years old: 35,919
Population 75 to 84 years old: 25,004
Population 85 years and older: 8,975
Median age: 34.6 years (2000)

Births (2002)
Total number: 7,494

Deaths (2002)
Total number: 5,779 (of which, 86 were infants under the age of 1 year)

Money income (1999)
Per capita income: $28,659
Median household income: $40,127
Total households: 248,590

Number of households with income of . . .
less than $10,000: 36,939
$10,000 to $14,999: 14,954
$15,000 to $24,999: 28,443
$25,000 to $34,999: 30,592
$35,000 to $49,999: 35,311
$50,000 to $74,999: 39,533
$75,000 to $99,999: 22,437
$100,000 to $149,999: 20,790
$150,000 to $199,999: 8,292
$200,000 or more: 11,639

Percent of families below poverty level: 16.7% (47.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 44,349

Municipal Government

Washington won the right to govern itself in 1975. Until then, Congress had complete jurisdiction over the District. Now Washington is led by a mayor and thirteen city council members, all of whom serve four-year terms. Eight city council members represent separate wards, while five are elected at large. District voters also elect a non-voting delegate to the U.S. Congress.

Head Official: Mayor Anthony Williams (D) (since 1999; current term expires January 1, 2007)

Total Number of City Employees: 34,000 (2005)

City Information: Council of the District of Columbia, 1350 Pennsylvania Avenue, NW, Washington, D.C. 20004; telephone (202)727-1000

Economy

Major Industries and Commercial Activity

A 2004 report by the D.C. Chamber of Commerce characterized the local economy as diversifying and growing, though still narrowly specialized and externally driven. The Washington area ranks first among all national metropolitan areas in federal procurement dollars. Taking advantage of that influx of capital, as well as the city's advantage as the center of all national capital functions, will be key to the D.C. area's future economic vitality and job growth. The Washington area is expected to achieve a 58 percent increase (inflation adjusted) in its economic activity between 2000 and 2015, with the job base growing 29 percent and the resident population increasing 21 percent. Key sectors driving the economy will continue to be the federal government, technology, construction, international business, and hospi-

tality. Manufacturing has never been a strong suit; only 3.9 percent of area jobs were in manufacturing, and that figure is expected to fall to 2.8 percent by 2015.

Indeed, people often think of Washington, D.C. as a ''company town'' where most people work for the federal government. However, in the early twenty-first century, only one of six workers in the area was on the government payroll. That figure is down from one in four in 1977. By contrast, there has been a great deal of growth in the private service sector, which now accounts for one of every three jobs. Still, many of these employees work for companies who rely on government contracts. As the largest consumer of technological equipment and service in the world, the federal government stimulates business through purchases, research and development funding, and grant and loan programs. As a result, Washington is a magnet for growth industries, such as paper products, telecommunications, information and computer firms, and many service industries, especially tourism and hospitality firms. Nearly 50 of the major *Fortune* 500 companies have offices in the district, which is also the location of leading world, national, and regional financial institutions.

There are more than 500 publishing and printing companies in the district to produce the vast array of documents generated by the federal government. In addition, the city houses more than 1,000 national associations' headquarters and lobby groups who need a presence in the district to attempt to shape and influence the legislation process on their own behalf.

The Capital City has an inventory of nearly 100 million square feet of office space. A key to office development has been the growth of the Metrorail subway stations. Commercial projects have typically followed the opening of new subway stops. Many of the new buildings are connected directly to the stations through underground tunnels that also serve retail stores and restaurants. Major residential projects on Pennsylvania Avenue N.W. and at Market Square include residential housing units mixed with other types of retail, office, and commercial uses.

Items and goods produced: printed and published documents; telecommunications equipment

Incentive Programs—New and Existing Companies

Local programs—Because of its recent economic resurgence, Washington, D.C. can offer numerous financial incentives to attract and retain businesses and associations. The New E-conomy Transformation Act of 2000 (NET 2000), effective January 1, 2001, provides certain credits, exemptions and other benefits for a Qualified High Technology Company. These incentives include resources to develop their workforce, secure affordable facilities for their business and benefit from reduced real estate, personal property, sales and income taxes.

State programs—Federal incentives designed to tap the investment and employment potential of the Enterprise Zone include three types of wage credits, an additional expensing allowance, a zero federal capital gains tax rate on certain investments and tax-exempt bond financing. The District's Revenue Bond Program offers below market interest rate loans to qualified private enterprises that are located in the Enterprise Zone as well as non-profit and manufacturing organizations citywide.

Job training programs—The D.C. Department of Employment Services contracts with private companies to provide customized training programs through the D.C. Private Industry Council, the federal Workforce Investment Act (WIA) (formerly Job Training Partnership Act), the Youth Employment Act, the Training and Retraining for Employment Program, the On-The-Job Training program, and through the One-Stop Career Center approach now in effect in several states and supported in part by the Department of Labor. Contracts have encompassed such areas as shop training, technical training, basic education areas, office skills, legal research, food service, tourism, art-related occupations, industrial maintenance, mail handling, bank tellering, health care, child care, truck driving, construction industry retraining, and brick and masonry training.

Development Projects

The $650 million Washington Convention Center opened in 2004 to rave reviews for its design and state-of-the-art facilities. With more than 700,000 square feet of convention space, the Center had more than one million visitors in its first year and generated $426 million in local delegate spending. It was also named Best New Convention Center by *Meetings East* magazine. The new center also made way for further downtown development by making the older facility redundant—it was imploded in 2004. In Dec. 2004, D.C. and Major League Baseball agreed to a financing package for a $400 million publicly financed baseball stadium to allow the former Montreal Expos (now the Washington Nationals) to move to D.C. Play at the new stadium, to be located at South Capitol and N Streets, SE, is projected to begin in 2008. Until that time, the Nationals will play at existing RFK Stadium, former home of the Washington Redskins.

Economic Development Information: Director, Washington, D.C. Marketing Center, D.C. Chamber of Commerce, 1710 H. Street, NW, 11th Floor, Washington, D.C. 20006; telephone (202)638-7333; fax (202)833-2693; email dchristian@dcchamber.org

Commercial Shipping

Ronald Reagan Washington National Airport, Dulles International Airport, and Baltimore-Washington International Airport handle the bulk of air freight in the area. For ship-

ping, Washington, D.C. has its own port at the Anacostia and Potomac Rivers but mainly utilizes larger port facilities in Baltimore, Maryland, and in both Alexandria and Norfolk, Virginia.

Labor Force and Employment Outlook

The D.C. Department of Labor Services issued a report identifying high demand and emerging occupations for the years 2000-2010. Key white collar sectors included business management and financial services, lawyers, computer and technical specialists, and public relations. Blue collar and non-skilled growth areas include office clerks, secretaries, legal secretaries, laborers and movers, janitors and food service workers, and police officers. While government employment continues to shrink due to downsizing and streamlining, private-sector jobs have increased dramatically in the last decade, especially in the services sector. All sectors of the hospitality industry, the city's second strongest industry after the federal government, have reported strong growth due to the city's high number of tourists and travelers on government business. The new Convention Center, opened in 2004, will likely attract a vigorous convention business and stimulate new hotels, restaurants, and spending downtown.

The following is a summary of data regarding the Washington, D.C. metropolitan area labor force for December 2004 (annual average figures unavailable).

Size of nonagricultural labor force: 673,800

Number of workers employed in . . .
construction and mining: 12,000
manufacturing: 2,500
trade, transportation, and utilities: 28,800
information: 23,100
financial activities: 30,400
professional and business services: 143,800
educational and health services: 93,700
leisure and hospitality: 51,800
other services: 59,200
government: 230,900

Average hourly earnings of production workers employed in manufacturing: $16.73

Unemployment rate: 8.8% (December 2004)

Largest employers ranked by number of employees (2002): George Washington University, Howard University, Washington Hospital Center, Georgetown University, Georgetown University Hospital, Children's National Medical Center, Fannie Mae, Howard University Hospital, American University.

Cost of Living

A 2004 ACCRA study cited Washington, D.C. as the third highest metropolitan area in terms of cost of living in the United States, behind only New York and Los Angeles. Housing costs in Washington, D.C. are higher than U.S. averages due primarily to the fact that approximately two-thirds of all land is either owned or controlled by the federal government, foreign embassies, and other non-profit organizations, which renders that land and property tax-exempt. Housing prices range from $90,000 to well over $1 million. The cost of living for food and other essentials is more in line with nationwide standards. The city levies a 10 percent sales tax on restaurant meals, 14.5 percent tax on hotel rooms, and a 12 percent tax on motor vehicle parking in private garages.

The following is a summary of data regarding several key cost of living factors for the Washington, D.C. area.

2004 (3rd Quarter) ACCRA Average House Price:$505,428

2004 (3rd Quarter) ACCRA Cost of Living Index: 140.0 (U.S. average = 100.0)

Local income tax rate: Ranges from 5.0% to 9.5%

Local sales tax rate: 5.75%

Property tax rate: $0.96 per $100 of assessed valuation; assessed at 100% (2005)

Economic Information: Washington, D.C. Marketing Center, D.C. Chamber of Commerce, 1710 H. Street, NW, 11th Floor, Washington, D.C. 20006; telephone (202)638-7333; fax (202)833-2693; email dchristian@dcchamber.org

Education and Research

Elementary and Secondary Schools

The District of Columbia's public school system is among the largest in the country, serving approximately 68,000 students at 167 schools. A 2003 *Newsweek* study ranked three D.C. high schools—Banneker, Wilson, and School Without Walls—among the nation's finest. Besides Head Start, Magnet Schools, and Alternative Education programs, the district offers a range of special programs to meet the needs of a diverse student body, including a youth orchestra, boys choir, substance abuse prevention education, and English-as-a-Second-Language program.

The following is a summary of data regarding Washington D.C.'s public schools as of the 2002–2003 school year.

Total enrollment: 67,522

Number of facilities
elementary schools: 101
junior high/middle schools: 9
senior high schools: 20
other: 6 educational centers; 20 special schools

Student/teacher ratio: 13.5: 1

Teacher salaries
average: $53,194

Funding per pupil: $6,903

Dozens of private and parochial schools also operate in the district with varied curriculums. More than 60 major private schools, including several of national renown, operate as traditional, parochial, and alternative/arts schools.

Public Schools Information: Washington-District of Columbia Schools District, 415 Twelfth Street NW, Washington, D.C. 20004

Colleges and Universities

Washington, D.C. is home to 12 universities and colleges. Georgetown University has the largest school of international affairs in the world and the second largest law school in the United States. Howard University, the alma mater of many prominent African Americans, enrolls the most foreign students in the country. Nearby in Baltimore, the Johns Hopkins University is the nation's oldest research university. Other major institutions are American, Catholic, Gallaudet, George Washington, Corcoran College of Art and Design, Mount Vernon and Trinity colleges, and University of the District of Columbia. More than 20 licensed trade and technical schools also operate in the district, including the American College of Computer and Information Sciences, the ITT Technical Institute, Kennedy-Western University, and the Harrison Center for Career Education.

Libraries and Research Centers

The Library of Congress is the nation's oldest federal cultural institution and serves as the research arm of Congress. It is also the largest library in the world, with nearly 128 million items on approximately 530 miles of bookshelves. The collections include more than 29 million books and other printed materials, 2.7 million recordings, 12 million photographs, 4.8 million maps, and 57 million manuscripts. In December 2002, the U.S. Congress approved the Library's plan for a national digital information infrastructure and a program to preserve digital archives, a long-term project that will be a model for national programs seeking to organize the massive amounts of digital publishing taking place on the internet.

The District of Columbia Public Library system has 27 branches, the Martin Luther King Memorial Library, 1 kiosk, and a total of more than 2.4 million volumes. In 2004 four branch libraries were closed for major renovations. Among the several special collections is Washingtoniana, which specializes in local history and celebrated its 100th anniversary in 2005. In addition to public libraries, there are nearly 600 special libraries in the district, including those maintained by foreign embassies, colleges and universities, and the Smithsonian Institution.

Public Library Information: District of Columbia Public Library, Martin Luther King Memorial Library, 901 G Street NW, Washington, D.C. 20001; telephone (202)727-0321; Library of Congress, telephone (202)707-5000

Health Care

The District of Columbia boasts one of the finest health care systems in the country. Its 14 hospitals, many of which are affiliated with major medical schools and research centers, include hospitals at Georgetown, Howard, and George Washington universities. The city offers state-of-the-art specialty hospitals for women, children, and veterans; world-renowned centers for neuroscientific research and the study of fertility, pregnancy, and development; and nationally recognized services for trauma, cancer, heart disease, and organ transplants. Also nearby is the Johns Hopkins Hospital and Health Systems, supported by the university's School of Medicine and one of the most renowned medical care and research facilities in the world. In 2003 the institution was named the nation's best hospital, second best medical college, and was the largest recipient of National Institutes of Health funding in America.

Recreation

Sightseeing

As a city with tremendous history as a worldwide capital, and also a place where news and historic events take place nearly every day, Washington, D.C. is one of America's most popular tourist destinations for American families, serious researchers, and foreign travelers. Visitors to Washington can choose from 40 museums and more than 150 historical sites—most of them free of charge. Any tour of Washington starts on the Mall, the long strip of open park land between Capitol Hill and the Lincoln Memorial. Tours of the U.S. Capitol building are given daily and visitors can receive admittance cards from their elected representatives to visit the House or Senate chambers, when in session. In the middle of the Mall, surrounded by American flags, stands the 555-foot-tall Washington Monument, completed

Tours of the U.S. Capitol are given daily and visitors with passes may visit the House and Senate chambers.

in 1888. An elevator ride to the top provides the best—and highest—view of the District of Columbia. The Washington Monument was closed temporarily in 2004 due to construction that would enhance security, but was scheduled to reopen in spring 2005. The president's residence, the White House, is the oldest public building in Washington and is open for tours Tuesdays through Saturdays. The majestic Lincoln Memorial, on the west end of the Mall, was finished in 1922. Here the 19-foot-high statue of Lincoln looks out over the Reflecting Pool, which mirrors the Washington Monument dramatically at dusk.

Just outside the Mall, the Jefferson Memorial, at the foot of the Tidal Basin, is a popular spot to view the city's famous cherry blossoms in the spring. The Vietnam Veteran's Memorial provides a moving experience for the millions of people who observe the names of the war dead with which it is inscribed. The Federal Bureau of Investigation in the J. Edgar Hoover Building offers tours that include a videotape history of the agency, photos of notorious crimes and criminals, and a firearm demonstration. The Bureau of Engraving and Printing shows how it provides the nation with currency and stamps. The National Archives displays copies of the Declaration of Independence, the U.S. Constitution, and the Bill of Rights, plus other key documents in U.S. history. The Library of Congress, besides being one of the nation's premier research facilities, also hosts concerts and literary programs. Sessions at the Supreme Court Building, near the U.S. Capitol, are always open to the public. Lafayette Park, across from the White House, is notable for frequent civil demonstrations on current issues, in addition to its statue honoring Andrew Jackson.

Elsewhere in central Washington, costumed guides at the Frederick Douglass Home explain the life of the former slave, statesman, and civil rights activist. Ford Theater, where Lincoln was shot, and the Peterson House, where he died, retain their 1860s style and are open to the public. The National Arboretum and Dumbarton Oaks on the edge of Georgetown display a breathtaking variety of plant life.

Sixteen miles outside the city, in Mount Vernon, Virginia, George Washington's Mount Vernon Estate and Gardens sits on 500 acres overlooking the Potomac River. Another of America's most revered monuments is the Arlington National Cemetary in nearby Arlington, Virginia. The 600 acre site bears thousands of simple white crosses to honor the nation's war dead, as well as the gravesites of other prominent citizens that include President John F. Kennedy, boxer Joe Louis, and the Tomb of the Unknowns.

Arts and Culture

Washington, D.C. is a cultural as well as governmental center. It boasts a higher concentration of museums and art galleries than any other city in the nation. The District of Columbia regularly attracts performers as diverse as touring Broadway shows and major rock and jazz acts to its opulent theaters and concert halls.

Much of Washington's cultural life is based in the John F. Kennedy Center for the Performing Arts, home of the National Symphony Orchestra and the Washington Opera, and host to almost-daily performances by world-famous artists. The Kennedy Center presents more than 3,300 performances a year before more than 2 million guests. Each December the Kennedy Center Honors is a national celebration of the arts that recognizes the talents and achievements of the world's greatest performing artists. The Arena Stage and the National Theater all offer major stage shows, including dramas and musicals. Other local theater groups include the Avalon, Shakespeare Theater, Theater J, Old Vat Theater, Source Theater, Wooly Mammoth Theatre Company, Studio Theatre, GALA Hispanic Theater, and scores more around the Washington, D.C. area. The Washington Ballet presents a varied repertoire and the District of Columbia's African Heritage Dancers and Drummers present special children's programs. Young audiences enjoy special performances presented at the Kennedy Center Lab. Children's theater is also offered by Picture Book Players, Summer Theatre Camp and special events for young people at the Washington, D.C. Armory. Many college-affiliated groups offer theatrical performances.

Washington, D.C.'s many museums and galleries provide a feast of viewing variety. The museums operated by the Smithsonian Institution, often called ''America's Attic,'' contain everything from a 50-foot section of the legendary American highway Route 66 to the original Kermit the Frog hand puppet, from Charles Lindbergh's historic trans-Atlantic solo plane, *The Spirit of St. Louis,* to Archie Bunker's armchair from the television series ''All in the Family.'' Smithsonian museums, which would take weeks to fully navigate, are mostly located on or just off the Mall and include the National Air and Space Museum (the most visited museum on earth), the Arts and Industries Building, the Freer Gallery of Art, the Hirshhorn Museum and Sculpture Garden (modern and contemporary art), the National Gallery of Art, the National Museum of Natural History, the National Portrait Gallery, the National Museum of American Art, the National Museum of American History, the Arthur M. Sackler Gallery of Asian Art, and the National Museum of African Art. In 2003 President George W. Bush signed legislation that will create the National Museum of African American History and Culture within the Smithsonian. The Smithsonian's National Zoological Park is set on 160 acres in Rock Creek Park.

Other museums in the city include the Pope John Paul II Cultural Museum, the International Spy Museum, the U.S. Marine Corps Museum, the United States Holocaust Memo-

rial Museum, Corcoran Gallery of Art (specializing in American art), the Museum of Modern Art of Latin America, the National Museum of Women in the Arts, and the National Building Museum.

Festivals and Holidays

Washington, D.C.'s biggest and best-known celebration is the Cherry Blossom Festival, held in early April to coincide with the blooming of the trees. Started in 1927 to mark the first planting of 3,000 Japanese cherry trees as a gift from the mayor of Tokyo in 1912, the festival now runs two weeks. Special events include a major parade, a Japanese lantern lighting ceremony and street festival with more than 80 exhibitors, and a Smithsonian Kite Festival held near the Washington Monument.

Other exciting annual events include the Washington Antiques Show in January; the Chinese New Year's celebration in February; the St. Patrick's Day Parade along Constitution Avenue in March; the White House Easter Egg Roll and the White House Spring Garden Tour in April, as well as the off-beat Gross National Product Parade on April Fool's Day; the Goodwill Embassy Tour—allowing the public into several foreign embassies in town—in May; the Potomac Riverfest and a National Barbecue Battle in June; the Smithsonian's Festival of American Folklife in late June through early July; a massive July Fourth celebration; the Kennedy Center Prelude Festival in September; the Marine Corps Marathon in October, the November Washington Craft Show; and the lighting of the national Christmas tree outside the White House in December.

Sports for the Spectator

Plagued by controversy that almost squashed the deal, Washington D.C. was finally able to convince taxpayers and Major League Baseball that it was the right place for the new home of Major League Baseball's struggling Montreal Expos franchise. The Washington Nationals began play in 2005 and brought big-league baseball back to the city for the first time since the old Washington Senators left town some 30 years prior. Until a new $400 million ballpark can be constructed (estimated completion 2008), the team will play its games at the existing Robert F. Kennedy Stadium. Washington is home to four other major league professional sports teams. The Washington Redskins are the true sporting passion of Washingtonians and face National Football League opponents at the FedEx Stadium in Landover, Maryland. The Washington Capitals of the National Hockey League, the Washington Wizards of the National Basketball Association, and the Washington Mystics of the Women's National Basketball Association play at the MCI Center. The basketball team of Georgetown University has earned a national reputation for outstanding performance.

Sports for the Participant

Washington, D.C. offers a wide selection of participant sports. The city's close approximation to rivers, bays, and the Atlantic Ocean make a variety of water sports within reach, particularly boating, sailing, fishing, canoeing, SCUBA diving, and windsurfing. A true oasis in the city and one of its most treasured resources is Rock Creek Park, operated by the National Park Service and featuring more than 25 miles of trails for hiking among 1,755 acres. In all the city maintains more than 800 acres of parkland, 300 parks, 75 playgrounds, 71 community recreation centers, 33 public swimming pools, and more than 150 basketball and tennis courts.

Shopping and Dining

Avid shoppers can lose themselves in the proliferation of urban malls in downtown Washington, D.C. Perhaps the most legendary is Union Station, an historic urban shopping center with marble floors, upscale shopping at more than 130 shops, a full schedule of events and exhibitions, and more than 25 million visitors a year. At The Shops at National Place, 60 shops and a food hall serving all palates is convenient to the Metro Center subway stop. The glass-roofed Pavilion at the Old Post Office, once a working post office, is now home to retail concerns, restaurants, and offices and has been ranked as the 8th most popular destination in D.C. A different kind of shopping experience is found in Georgetown, where unique boutiques and specialty stores are housed in historic townhouses, mostly along Wisconsin Avenue and M Street; elegant shops abound at Georgetown Park Mall. Mazza Gallerie is a three-storied enclosed mall filled with elite shops, stylish boutiques, and a new state-of-the-art movie theater. Washington's Eastern Market, in the southeast section of the city, has been a farmer's market since 1873 with fresh fruit, vegetables, poultry, and sausage for sale Tuesday through Saturday.

Restaurants in Washington reflect the influence of the many foreign cultures present in the capital, and the last decade has seen an explosion of culinary creativity on the local restaurant scene. Many of the most interesting establishments are clustered in the Georgetown and Dupont Circle areas and in the urban malls downtown. In a 2005 online poll travelers to Washington, D.C. ranked the Italian restaurant Obelisk (Dupont Circle) as the city's best restaurant, followed by Sequoia (American contemporary; Georgetown), Café Atlantico (Caribbean and South American; downtown), Georgia Brown's (American; downtown), and Jaleo (Spanish; Seventh Street). Ann Cashion, chef at Cashion's Eat Place, was named one of James Beard's best chefs in America in 2004. Capital Grille, located between the White House and the Capitol Building, is one of the best places to spot high-powered politicos gathered for lunch, drinks, or dinner.

Visitor Information: Washington, D.C. Convention and Visitors Association, 1212 New York Avenue, N.W., Suite 600, Washington, D.C. 20005; telephone (202)789-7099; fax (202)789-7037

Convention Facilities

In 2004 the city opened its all-new Washington Convention Center in the heart of downtown, with 2.3 million square feet total and 700,000 square feet of exhibit space covering 6 city blocks. With the addition of this state-of-the-art facility, along with the city's proximity to the nation's government, powerbase, and riches of cultural and tourist destinations, Washington D.C. should continue to be one of the great magnets for America's lucrative convention business well into the 21st century.

While the old convention center was razed in 2004 to make way for new development, The D.C. Armory Starplex, with 124,471 square feet of exhibit space, offers alternative space for smaller gatherings. The Washington area also provides more than 70,000 hotel rooms; and many hotels offer meeting space, such as the Sheraton Washington Hotel (115,000 square feet), the Shoreham Omni Hotel (85,134 square feet), the Capital Hilton (space for up 1,200 people), and the Grand Hyatt Washington (40,000 square feet of meeting space).

Convention Information: Washington, D.C. Convention and Visitors Association, 1212 New York Avenue, N.W., Suite 600, Washington, D.C. 20005; telephone (202)789-7000; fax (202)789-7037

Transportation

Approaching the City

Washington is served by three major international airports. The closest, Ronald Reagan Washington National—across the Potomac in Virginia—is minutes from downtown Washington by car or the Metro subway system. Dulles International is about 20 miles west of the District of Columbia in Virginia. Baltimore-Washington International is 20 miles northeast of the city in Maryland.

Travelers driving to Washington by car have to cross the Capital Beltway, also known as Interstate 495, which circles the city and connects it with Maryland and Virginia. Interstates 395 and 66 also run between the District of Columbia and surrounding areas.

Continuous daily trains connect New York's Pennsylvania Station to Washington's Union Station, which is in sight of the Capitol, and 50 daily trains connect Washington, D.C. with more than 500 cities around the U.S. Taxi fares are based on a zone system and cabs do not carry meters.

Traveling in the City

Travel in the District of Columbia, second most congested area in the nation after Los Angeles, is made easier by the mass transportation system operated by the Washington Metropolitan Area Transit Authority, which runs the second largest rail transit system and fifth largest bus network in the United States. The award-winning Metrorail system includes 103 miles of track and 86 operating stations, including three new stations opened in 2004 extending the Blue and Red lines. The system has stations at Union Station and National Airport. In 2004 the Metrorail moved 190 million riders. The 1,460 vehicle Metrobus system has bus routes on all major streets in D.C. and nearly all primary roads in the region and carried 140 million riders in 2004.

More than 10,000 taxis cruise city streets charging inexpensive fares based on a simple zone system.

Communications

Newspapers and Magazines

The capital's major daily newspaper, and one of the most influential newspapers in the country, is the Pulitzer Prize-winning *Washington Post,* which is published in the morning. The Washington Post Company also publishes *The Washington Post Magazine,* a weekly covering Washington personalities and issues affecting the city, Virginia and Maryland suburbs, and the nation. A smaller newspaper, *The Washington Times* is the more conservative voice in the city. The national daily, *USA Today,* is another of the 40-plus newspapers published in the capital. The monthly *Washingtonian Magazine,* one of nearly 700 periodicals published in D.C., looks at local politics, lifestyles, culture, and dining.

Television and Radio

Washington has 7 television stations broadcasting in the city; two cable systems are available. The capital is also served by 12 FM and AM radio stations in the city and many more in surrounding areas, including several public radio outlets.

Media Information: *Washington Post,* 1150 Fifteenth Street NW, Washington, D.C. 20071; telephone (202)334-6000;

Washington Times, 3600 New York Avenue, NE, Washington, D.C. 20002; telephone (202)6236 3028

Washington, D.C. Online

City of Washington, D.C. Home Page. Available www.dc.gov

Cultural Tourism D.C. Available www.culturaltourismdc.org

D.C. Chamber of Commerce. Available www.dcchamber.org

D.C. Marketing Center Available www.dcmarketingcenter.com

District of Columbia Public Library. Available www.dclibrary.org

Downtown D.C. Available www.downtowndc.org

*InTowner.*Available www.intowner.com

Library of Congress. Available at www.loc.gov

Washington Business Journal. Available www.amcity.com/washington

Washington City Paper. Available www.washingtoncitypaper.com

Washington, D.C. Convention and Visitors Association. Available www.washington.org

Washington, D.C. Historical Society. Available www.citymuseumdc.org

Washington D.C. top sites. Available dcpages.com/Top_Sites/

Washington Post. Available www.washingtonpost.com

Washington Times. Available www.washtimes.com

Washingtonian Magazine. Available www.washingtonian.com

Selected Bibliography

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Gottlieb, Steve *Washington, DC: Portrait of a City* (Taylor Trade Publishing, 2004)

Vidal, Gore, *Washington, D.C.,* (Boston: Little Brown, 1967)

Wright, Jim, *Balance of Power: Presidents and Congress From the Era of McCarthy to the Age of Gingrich* (Atlanta: Turner Publishing, 1996)

WEST VIRGINIA

Charleston 669
Huntington 681

The State in Brief

Nickname: Mountain State
Motto: *Montani semper liberi* (Mountaineers are always free)

Flower: Big rhododendron
Bird: Cardinal

Area: 24,230 square miles (2000; U.S. rank: 41st)
Elevation: Ranges from 240 feet to 4,861 feet above sea level
Climate: Continental; humid, with hot summers and cool winters, colder in mountains

Admitted to Union: June 20, 1863
Capital: Charleston
Head Official: Governor Joe Manchin (D) (until 2009)

Population
- **1980:** 1,950,000
- **1990:** 1,793,477
- **2000:** 1,808,344
- **2004 estimate:** 1,815,354
- **Percent change, 1990–2000:** 0.8%
- **U.S. rank in 2004:** 37th
- **Percent of residents born in state:** 74.2% (2000)
- **Density:** 75.1 people per square mile (2000)
- **2002 FBI Crime Index Total:** 45,320

Racial and Ethnic Characteristics (2000)
- **White:** 1,718,777
- **Black or African American:** 57,232
- **American Indian and Alaska Native:** 3,606
- **Asian:** 9,434
- **Native Hawaiian and Pacific Islander:** 400
- **Hispanic or Latino (may be of any race):** 12,279
- **Other:** 3,107

Age Characteristics (2000)
- **Population under 5 years old:** 101,805
- **Population 5 to 19 years old:** 352,910
- **Percent of population 65 years and over:** 15.3%
- **Median age:** 38.9 years (2000)

Vital Statistics
- **Total number of births (2003):** 20,817
- **Total number of deaths (2003):** 21,102 (infant deaths, 153)
- **AIDS cases reported through 2003:** 645

Economy
- **Major industries:** Chemicals, mining, metals, timber, oil, coal, tourism
- **Unemployment rate:** 4.9% (December 2004)
- **Per capita income:** $24,672 (2003; U.S. rank: 49th)
- **Median household income:** $31,210 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 16.9% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 3.0% to 6.5%
- **Sales tax rate:** 6.0%

Charleston

The City in Brief

Founded: 1794 (incorporated 1818)

Head Official: Mayor Danny Jones (since 2003)

City Population
1980: 63,968
1990: 57,287
2000: 53,421
2003 estimate: 51,394
Percent change, 1990–2000: −7.4%
U.S. rank in 1980: 310th
U.S. rank in 1990: 415th (State rank: 1st)
U.S. rank in 2000: 662nd

Metropolitan Area Population
1980: 270,000
1990: 250,000
2000: 251,662
Percent change, 1990–2000: .5%
U.S. rank in 1980: 118th (MSA)
U.S. rank in 1990: 134th (MSA)
U.S. rank in 2000: 141st (MSA)

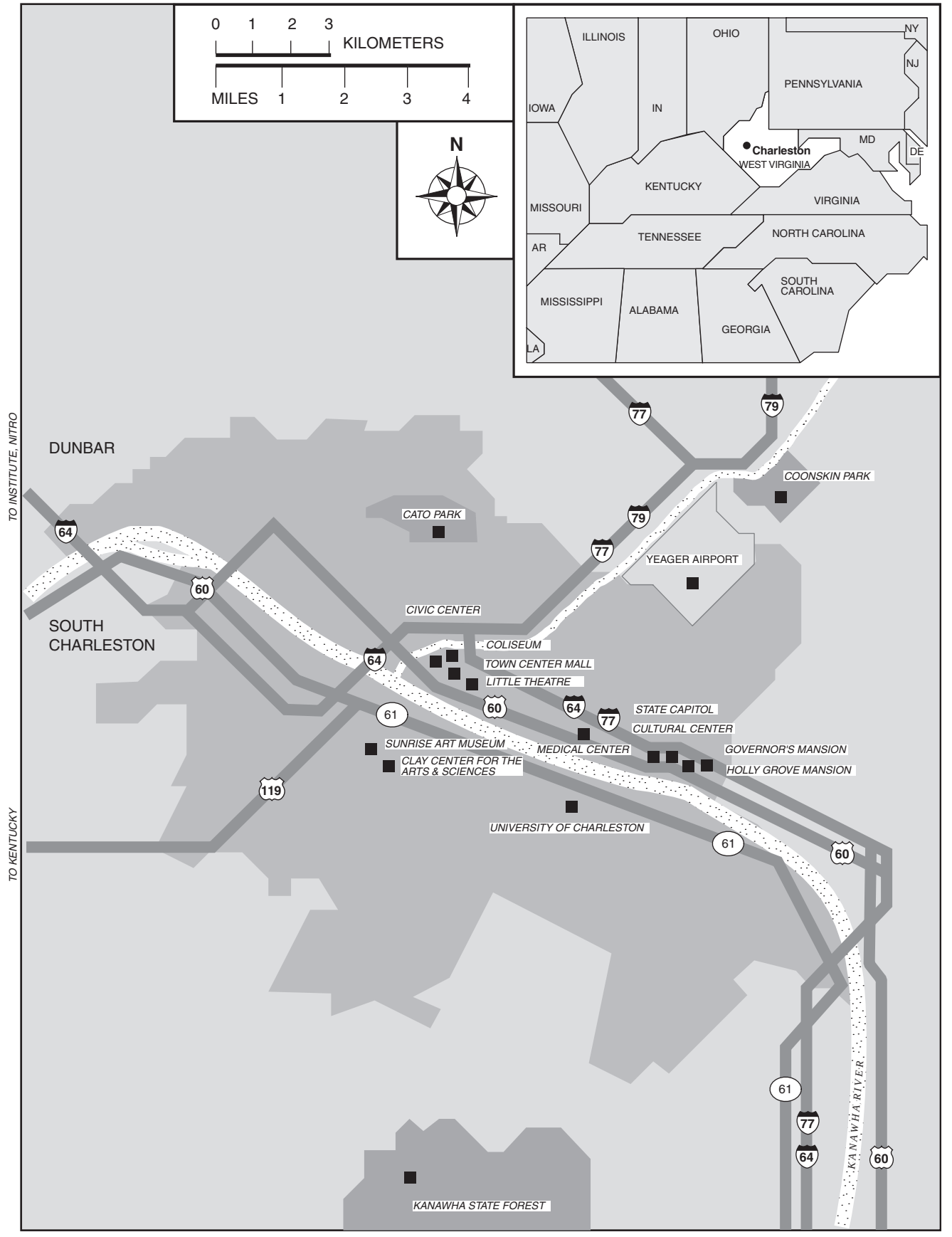
Area: 32 square miles (2000)
Elevation: Ranges from 601 feet to approximately 1,100 feet above sea level
Average Annual Temperature: 56.2° F
Average Annual Precipitation: 44.05 inches

Major Economic Sectors: services, trade, government
Unemployment rate: 4.3% (December 2004)
Per Capita Income: $26,017 (1999)

2002 FBI Crime Index Total: 4,463

Major Colleges and Universities: West Virginia State University, West Virginia University Institute of Technology, University of Charleston, Marshall University Graduate College

Daily Newspaper: *Charleston Daily Mail; Charleston Gazette*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DUNBAR
SOUTH CHARLESTON
CATO PARK
COONSKIN PARK
YEAGER AIRPORT
CIVIC CENTER
COLISEUM
TOWN CENTER MALL
LITTLE THEATRE
STATE CAPITOL
CULTURAL CENTER
SUNRISE ART MUSEUM
CLAY CENTER FOR THE ARTS & SCIENCES
MEDICAL CENTER
GOVERNOR'S MANSION
HOLLY GROVE MANSION
UNIVERSITY OF CHARLESTON
KANAWHA STATE FOREST
KANAWHA RIVER
64
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Introduction

Charleston, the capital of West Virginia and seat of Kanawha County, is a regional hub for transportation, finance, retail trade, commerce, government, and health care, and acts as a lively center for the arts and recreation while also serving as West Virginia's state capital. A vital urban area, the city also projects a comfortable charm that invites visitors and residents alike; its downtown is active and filled with people in the evening. With its nineteenth-century style brick sidewalks and streets lit by antique reproduction light posts and dotted with wooden benches, the Village District stands as a monument to the modern thinking that has kept the city on track both financially and aesthetically for years.

Geography and Climate

Charleston is located in a narrow valley in the western Appalachian Mountains at the junction of the Kanawha and Elk rivers. Framed with green hills, the city and neighboring towns have developed along the Kanawha to the east and west, though some residential areas can be found on the surrounding hills and in nearby valleys.

The region's weather is highly changeable, particularly during the winter months when Arctic air may alternate with tropical air. Consequently, sharp temperature contrasts are the rule—even on a day-to-day basis—and total annual snowfall ranges from less than 5 inches to more than 50. Spring temperatures warm rapidly, however, and summers can occasionally be hot, hazy, and humid. Most of Charleston's precipitation falls in the form of rain; the brief, sometimes heavy, thunderstorms of July make it the wettest month of the year. The terrain and air flow patterns combine to make Charleston one of the foggiest cities in the United States.

Area: 32 square miles (2000)

Elevation: Ranges from 601 feet in the downtown area to approximately 1,100 feet above sea level in the hilltops

Average Temperatures: January, 35.7° F; July, 75.9° F; annual average, 56.2° F

Average Annual Precipitation: 44.05 inches

History

Fort Leads to Founding of City

Centuries before the first white frontiersmen explored the area that is now Charleston, the Adena, a Native American tribe, inhabited the Kanawha Valley. The Adenas were mound builders, and one of West Virginia's largest examples of their unique earthworks is located in downtown South Charleston.

The influx of traders and land surveyors—most of whom were Virginians—into the Kanawha Valley region began in the mid-1760s. In 1773, Colonel Thomas Bullitt and a group of surveyors on their way to Kentucky briefly established a camp there. Bullitt again visited the valley in 1775 and, in return for his military service during the French and Indian War, he was allowed to stake a claim of more than 1,000 acres. Upon his death the claim went to his brother, Cuthbert Bullitt, who in turn sold the land to Colonel George Clendenin in 1787.

Just a few weeks after the deal was finalized, the governor of Virginia instructed Clendenin to organize a company of soldiers to protect the Kanawha Valley from native raiding parties. In 1788, the colonel erected a fort on a portion of his land that ran along the river. The completion of this stockade—known officially as Fort Lee but often referred to as Clendenin's Settlement—and the security it represented attracted a number of pioneers to the area in just a few years. So many people had settled there by 1794 that some of the other Clendenin land holdings were divided into lots, and the Virginia Assembly authorized the creation of a town, named Charles Town in honor of George Clendenin's father. (Common usage eventually shortened this to Charleston, the name of record on January 19, 1818, the day the town was officially established.) Drawn by reports of abundant game in the valley, Daniel Boone and his family were among Charleston's early residents, but the region grew so quickly that they soon left for the Kentucky wilderness.

Economy Grows Around Natural Resources

Salt manufacturing was the first industry to gain a foothold in Charleston. In 1797, a salt furnace was constructed in nearby Malden, and by the mid-1800s Kanawha Valley salt was being shipped from Charleston to all parts of the country. Throughout the first half of the century the city also grew in importance as a transportation center, primarily as a point of transfer for east-west travelers who arrived by wagon or on horseback and continued their journey by boat.

The Civil War divided Charleston. Some citizens fought for the Confederacy, but most sided with the Union. The conflict also hastened the decline of the salt trade (which had

already reached its peak around 1856) and forced the development of alternative industries, particularly those involving coal, oil, and gas. The city grew rapidly after the war, aided in part by the relocation of West Virginia's capital from Wheeling to Charleston in 1870. The coming of the railroad in 1873 and improved navigation on the Kanawha River opened up coal mining on an even larger scale, and Charleston prospered as a market and wholesale center.

Between 1885 and the beginning of World War I, Charleston grew slowly but steadily, its economy bolstered by increasing demand for the natural resources it processed and sold throughout the country. Around 1913, however, a new era in the city's development began when the first chemical company was established. Others soon followed and were eventually joined by glass manufacturers. With America's entry into the war, some of these new factories switched over to producing munitions, but coal and chemicals continued to attract the most foreign capital and new residents.

In the years since World War I, Charleston has come to rely more and more on the manufacture of synthetic materials as the basis of its industrial economy; during World War II, for example, the Kanawha Valley was a center for synthetic rubber production. Thus, as has been the case since its earliest days as a frontier town, the fortunes of the city are inextricably linked with the demand for the natural resources it has in such abundance.

Charleston, as well as most of West Virginia, was affected by recession in the early 1980s. Moderate growth followed, and between 1985 and 1990 personal income grew due to Charleston's industrial growth. According to former Mayor Jay Goldman: ''The year 2000 marks a period of potential growth and rebirth for Charleston. Downtown revitalization has brought pride and enthusiasm back to those who live and work [in] Charleston while maintaining our small-town ambience.'' Today's Charleston prides itself on its friendliness to visitors. The city's commitment to revitalization is evident throughout beautification and quality of life projects throughout the early years of the 21st century.

Historical Information: West Virginia (State) Department of Education and the Arts, Division of Culture and History, Archives and History Library, 1900 Kanawha Blvd. E., Charleston, WV 25305; telephone (304)558-0230

Population Profile

Metropolitan Area Residents
1980: 270,000
1990: 250,454
2000: 251,662
Percent change, 1990–2000: .5%
U.S. rank in 1980: 118th (MSA)
U.S. rank in 1990: 134th (MSA)
U.S. rank in 2000: 141st

City Residents
1980: 63,968
1990: 57,287
2000: 53,421
2003 estimate: 51,394
Percent change, 1990–2000: −7.4%
U.S. rank in 1980: 310th
U.S. rank in 1990: 415th (State rank: 1st)
U.S. rank in 2000: 662nd

Density: 1,690.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 43,072
Black or African American: 8,048
American Indian and Alaska Native: 127
Asian: 979
Native Hawaiian and Pacific Islander: 16
Hispanic or Latino (may be of any race): 432
Other: 158

Percent of residents born in state: 74.8% (2000)

Age characteristics (2000)
Population under 5 years old: 2,961
Population 5 to 9 years old: 3,087
Population 10 to 14 years old: 3,145
Population 15 to 19 years old: 3,096
Population 25 to 34 years old: 6,707
Population 35 to 44 years old: 8220
Population 45 to 54 years old: 8,345
Population 55 to 59 years old: 2,791
Population 60 to 64 years old: 2,381
Population 65 to 74 years old: 4,564
Population 75 to 84 years old: 3,545
Population 85 years and older: 1,314
Median age: 40.8 years

Births (2002, Kanawha County)
Total number: 2,423

Deaths (2002, Kanawha County)
Total number: 2,510 (of which, 20 were infants under the age of 1 year)

Money income (1999)
Per capita income: $26,017
Median household income: $34,009
Total households: 24,522

Number of households with income of . . .
less than $10,000: 3,956

$10,000 to $14,999: 1,883
$15,000 to $24,999: 3,658
$25,000 to $34,999: 3,015
$35,000 to $49,999: 3,457
$50,000 to $74,999: 3,448
$75,000 to $99,999: 1,898
$100,000 to $149,999: 1,720
$150,000 to $199,999: 537
$200,000 or more: 950

Percent of families below poverty level: 12.7% (64% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,463

Municipal Government

Charleston, the capital of West Virginia and the Kanawha County seat, has a mayor-council form of government. The mayor and all 27 council members are elected every four years.

Head Official: Mayor Danny Jones (since 2003; current term expires 2007)

Total Number of City Employees: 850 (2005)

City Information: City of Charleston, 501 Virginia Street, E., Charleston, WV 25301

Economy

Major Industries and Commercial Activity

The Kanawha Valley owes much of its past and future prosperity to its reputation as a transportation and distribution hub. From river port to interstate hub, the sophisticated transportation routes have lured and kept industry in the region when other parts of West Virginia were troubled with the same economic doldrums that affected much of the nation. Insulated from the boom-or-bust coal industry, the Kanawha Valley has relied on its diversity of natural resources and its importance in the eastern and central states' waterways system, moving goods to the Gulf of Mexico via the Ohio and Mississippi rivers. Three interstate highways converging in downtown Charleston provide the extra transportation links that the rivers cannot provide. Moreover, the highways bring Charleston within 500 miles of more than 50 percent of the nation's major market areas and 50 percent of its entire population.

The valley's market proximity and transportation advantages are responsible for the economic diversity and health of the area. Further, the abundance of natural resources and the residents' ingenuity in using them have established the region as the state's center of finance, retail trade, government, industry, arts and culture, and health care. In recent years, growth in health services and the state banking industry has outpaced that of other sectors.

Since 1929, the chemical industry has been an economic force in the valley, providing a large, stable employment base for many years. Union Carbide Corporation, Monsanto, E. I. du Pont de Nemours, Clearon Corp., and FMC are among the companies with chemical-connected facilities in the Charleston area. Union Carbide also has its headquarters for research and development in the Tech Center complex in South Charleston. Valley residents have been very supportive of the chemical industry, acknowledging that the industry's first priority has always been safety. Likewise, local governments have been involved and have participated in safety and emergency planning. Other Kanawha Valley industries include heavy steel fabricating, glass manufacturing, and energy development. Columbia Gas Transmission Corporation, headquartered in Charleston, employs almost one-third of its workforce in the Charleston headquarters.

Today, Charleston enjoys a diverse economy. An abundant and well-educated workforce is employed in thriving chemical, automotive, telecommunications, healthcare, and professional services sectors. Retail trade and tourism are also thriving economic sectors.

Items and goods produced: chemicals, telecommunications products, publishing, mining equipment, fabricated metal products, automobile parts

Incentive Programs — New and Existing Companies

Local programs—The Business and Industrial Development Corporation (BIDCO) is a non-profit economic development corporation serving Metropolitan Charleston. BIDCO offers a range of services to companies considering the area for new or expanded operations. Assistance is offered in worker training and education, financing, site selection, and with buildings. Both professional economic development and engineering services are free and confidential.

State programs—Charleston participates in a state-wide program presided over by the West Virginia Economic Development Authority (WVEDA) that provides low-interest financing for land, building, and equipment. In addition to its direct loan program, WVEDA offers a Capital Access Program and Loan Insurance Program. West Virginia has

one of the nation's most liberal tax incentive programs, permitting significant recapture of principal taxes as well as capital investment. Additional credits are available for corporate headquarters relocation, research and development, and veterans employment.

Job training programs—The Governor's Guaranteed Work Force Program provides companies creating at least 10 new jobs $2,000 per employee, or the actual cost of training, whichever is less. Three vocational-technical schools and one adult career center offer industry and occupation-specific courses and degree programs designed to produce graduates who meet the demands of a global marketplace.

Development Projects

The $80 million, 240,000 square foot Clay Center for the Arts and Sciences opened in 2003 and houses a variety of performing and visual arts and science facilities. The Clay Center's Maier Foundation Performance Hall is a 1,883 seat theater; the Walker Theater seats up to 200 people; the Avampato Discovery Museum offers science, art, and theater; the Juliet Museum of Art presents permanent and visiting collections; the ElectricSky Theater offers planetarium and laser shows; and a café and gift shop round out the center's offerings.

As part of a collaboration among the City of Charleston, the Charleston Convention and Visitors Bureau, and several other organizations, Charleston is making itself more visitor friendly with new, colorful signs pointing out specific destinations, sights, and tourist information spots. The $55,000 project was 8 years in development and began in September 2004. Once finished in 2005, there will be 200 signs pointing visitors to malls, parking, visitor info, and area tourist destinations.

Economic Development Information: BIDCO, 1116 Smith Street, Charleston, WV 25301; telephone (304)340-4253; fax (304)340-4275

Commercial Shipping

The Kanawha Valley's transportation systems may be the region's biggest economic asset, since Charleston is the region's hub for air service, river commerce, and highways. The city is an important distribution center because of its extremely sophisticated transportation routes. Charleston was designated a port of entry by the U.S. Customs Office in 1973, and the business and industrial sectors take advantage of direct shipments from foreign countries. The customs office at Yeager Airport inspects air, barge, rail, and other freight shipments received at locations throughout the region. A fixed-base operator with complete maintenance shop and 24-hour service is located at Yeager.

West Virginia's two railway systems transport chemicals, minerals, ores, primary metals, coal, petroleum, stone, or glass. The state has 3,931 miles of track, most of it linking the Atlantic Coast to the Midwest.

The U.S. Army Corps of Engineers maintains a navigation channel 200 feet wide and nine feet deep in the Kanawha River—from the mouth at Point Pleasant on the West Virginia-Ohio border to a point 91 miles east at Deepwater, about 40 miles up river from Charleston. Waterborne commerce has tripled on the Kanawha River since the early 1950s. Charleston is served by more than 40 motor freight carriers.

Labor Force and Employment Outlook

Due to the strong manufacturing base of Charleston's economy, the city boasts a workforce that is familiar with the machinery, equipment, and processes involved in technologically complex operations. But as the mining and manufacturing sectors shrink in response to national economic trends, services and retail trade are continuing to show significant growth. The area's extensive transportation network, stable workforce, and diverse economy combine to enable companies in the chemical, automotive, healthcare, telecommunications, and professional services sectors to thrive. Charleston and the surrounding region has seen steady economic growth with total employment increasing 21 percent over the past 10 years. Unemployment in the area is similar to the national average.

The following is a summary of data regarding the Charleston metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 133,100

Number of workers employed in . . .
- *construction and mining:* 8,800
- *manufacturing:* 7,600
- *trade, transportation and utilities:* 26,500
- *information:* 3,400
- *financial activities:* 8,000
- *professional and business services:* 13,500
- *education and health services:* 18,500
- *leisure and hospitality:* 11,600
- *other services:* 10,400
- *government:* 24,800

Average hourly earnings of production workers employed in manufacturing: $16.05

Unemployment rate: 4.3% (December 2004)

Largest employers	*Number of employees*
State Government	12,400
Charleston Area Medical Center	5,000
Kanawha County Schools	5,000
Federal Government	2,700
Verizon West Virginia	1,500

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Charleston area.

2004 (3rd Quarter) ACCRA Average House Price:$224,900

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.4 (U.S. average = 100.0)

State income tax rate: Ranges from 3.0% to 6.5%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $8.20 per $1.000 of assessed valuation; (assessed valuation = approximately 60% of market value)

Economic Information: Charleston Regional Chamber of Commerce & Development, 1116 Smith Street, Charleston, WV 25301-2610; telephone (304)340-4253

Education and Research

Elementary and Secondary Schools

Public education in Charleston is provided by the Kanawha County Public Schools. The district is administered by a five-member board of education and a superintendent who follow policies established by the State Department of Education and the West Virginia Board of Education. Kanawha County Schools has been awarded the What Parents Want award at least three times from SchoolMatch, a national educational research and consulting firm. The system offers a unique program consisting of several Family Resource Centers (FRCs) and Parent/Educator Resource Centers (PERCs) in the public schools. The centers offer families, students, and educators a variety of services to help support students and families.

The following is a summary of data regarding the Kanawha County Public Schools as of the 2002–2003 school year.

Total enrollment: 28,417

Number of facilities
elementary schools: 46
junior high/middle schools: 13
senior high schools: 8

Student/teacher ratio: 14:1

Teacher salaries
average: $39,356

Funding per pupil: $7,704

Students in Charleston may also attend one of the valley's more than a dozen private Catholic, Christian, and non-denominational schools.

Public Schools Information: Kanawha County School District, 200 Elizabeth Street, Charleston, WV 25311; telephone (304)348-7732; fax (304)348-1934

Colleges and Universities

In the Kanawha Valley, there are two state-supported colleges, West Virginia State University and West Virginia University Institute of Technology; a state-supported graduate school, the West Virginia Graduate College of Marshall University; and a privately funded institution, the University of Charleston.

West Virginia State University, 8 miles west of Charleston on Interstate 64 in the town of Institute, is the second-largest public four-year college in the state. The college provides a broad spectrum of undergraduate degree programs, both baccalaureate and associate. In 2003, the former West Virginia State College became accredited as a university and began offering MS and MA degrees.

West Virginia University Institute of Technology, a regional campus of West Virginia University, offers engineering and other degree programs; its Center for Applied Business, Engineering and Technology includes a small business development center and an engineering consultant program.

Established in 1969 as the West Virginia Graduate College to aid degree-holders working in the valley in obtaining master's degrees without leaving the community, the West Virginia Graduate College of Marshall University offers graduate study in several degree programs. The 1998 merger of the Graduate College with Marshall University has increased the available resources and course offerings.

The University of Charleston, a privately endowed institution, has a beautiful campus that is situated on the Kanawha River across from the State Capitol. It offers undergraduate degrees as well as graduate programs that include a master of business administration degree program and master's degrees in human services. The Charleston Conservatory of Music offers instruction as part of the University of Charleston.

Libraries and Research Centers

Housed in the former Federal Building in downtown Charleston, the Kanawha County Public Library is the largest public non-university library in West Virginia. In 10 branches in area communities and a bookmobile, the system

maintains more than 60,000 volumes and holds special history and oral history collections plus government documents. The Cultural Center in the Capitol Complex houses state archives, a genealogical library, and a general reference library. There are several special libraries in Charleston, including the Columbia Gas Transmission/Law Library, the First Presbyterian Church of Charleston Library, and several law and medical firms holding library collections.

Union Carbide's South Charleston Technical Center provides research and development support for the company's other facilities in Charleston and throughout the world.

Public Library Information: Kanawha County Public Library, 123 Capitol Street, Charleston, WV 25301-2686; telephone (304)343-4646

Health Care

Charleston is the hub of West Virginia's health-care system. The area's largest major hospital, the Charleston Area Medical Center with 913 beds, has three locations in the city and is a major teaching facility, serving as the Charleston base for West Virginia University's School of Medicine. St. Francis Hospital is a 200-bed acute care facility; Thomas Memorial Hospital is a 261-bed, not-for-profit hospital serving South Charleston.

Recreation

Sightseeing

Charleston's parks, museums, and music and cultural activities provide a variety of enjoyable and stimulating experiences. The state's Cultural Center at the Capitol Complex has a museum, performing arts, film and music festivals, and The Shop, which sells only West Virginia native crafts. The Capitol Complex also offers tours of the Governor's Mansion two days a week. On the State Capitol grounds is a memorial honoring Malden, West Virginia, native Booker T. Washington. Glass factories in the area provide tours to groups, and the museums at the Clay Center for the Arts and Sciences are a favorite of visitors. The Haddad Riverfront Park invites residents and visitors with its river views, evening concerts, and plays. The park offers paved paths for runners, walkers, and cyclists, as well as plenty of areas for picnicking, sunbathing, and relaxing.

A variety of historic homes from the late 1800s and early 1900s can be toured in Charleston. The Craik-Patton House, built in 1834 in the Greek Revival style of architecture, is open mid-April through mid-October for tours. The East End Historical District features homes in a variety of architectural styles, including Queen Anne, Victorian, Richardson Romanesque, Georgian, Italianate, and others, mainly built between 1895 and 1925. Victorian Block on Capitol Street features some of the oldest structures on Capitol Street, with homes dating back to 1887. Shrewsbury Street acknowledges sites and buildings that are prominent in West Virginia's African American history.

Formerly the Daniel Boone Hotel, 405 Capitol Street was built in 1929 at a then-extravagant cost of more than $1.2 million. Renovated in the 1990s, the building now houses business offices and is known for its unique 10-story atrium. Also afforded new life in the city is the C & O Railroad Depot, built in 1905. Refurbished in 1987, the Beaux Arts-style brick and terra cotta trimmed depot houses offices and a restaurant.

Charleston is home port to the *P. A. Denny,* a beautiful excursion sternwheeler available for scenic rides on the Kanawha or for rental trips for private groups. In addition, many of the forests, parks and resorts in West Virginia's excellent park system are within a half-day's drive of Kanawha Valley.

Arts and Culture

A well-respected symphony orchestra, a resident chamber-music string quartet, a youth orchestra and visiting chamber-music ensembles ensure a steady diet of live classical music in the Charleston area. The new Clay Center for the Arts and Sciences is home to the West Virginia Symphony Orchestra, which performs monthly concerts featuring guest artists from around the world. Municipal Auditorium hosts the Charleston Chamber Music Association, Broadway touring shows, and national recording artists. The West Virginia Youth Symphony Orchestra is one of Charleston's special cultural assets, and the group performs extensively in the Kanawha County school system and in schools throughout the state. The Charleston Light Opera Guild provides musical comedy and drama each season. Many community singers, actors, and actresses, such as the Charleston Civic Chorus, have formed a close-knit group of talented performers who act, sing, and dance their way through Broadway musicals each year.

The Civic Center in Charleston contains a 13,500-seat coliseum as well as the 750-seat Little Theatre, home for most of Charleston's community theater groups. Children's Theatre of Charleston introduces many youngsters to the stage. The group produces four plays annually and conducts a performing arts school for its aspiring young actors and actresses. The Kanawha Players—the oldest continuous community theater group in West Virginia—hosts a season of drama and comedy performances each year. From experimental

The West Virginia State Capitol building.

drama and dinner theater settings to more traditional offerings, the Kanawha Players has performed in Charleston since the 1920s and the group has been designated the official state theater of West Virginia. Using community directors and actors, the group plays to full houses season after season and performs at the workshops in Kanawha City and the Civic Center Little Theatre. Mountain Stage, a West Virginia Public Radio presentation that brings jazz, folk, blues, rock, and classical musicians from around the world to the city is broadcasted live to a national audience from the Cultural Center at the Capitol. Tickets to Sunday performances are available to the public.

Charleston is also home to the Charleston Ballet, which performs three to five ballets each season, and the West Virginia Dance theater and the Appalachian Youth Jazz Ballet.

For those with a penchant for the visual arts, the Avampato Discovery Museum at the Clay Center for the Arts and Sciences has a breathtaking gallery and provides art activities, programs, and workshops throughout the year.

Arts and Culture Information: Charleston Convention and Visitors Bureau, 200 Civic Center Drive, Charleston, WV 25301; telephone (304)344-5075; fax (304)344-1241.

Festivals and Holidays

For sheer spectacle, few festivals match Charleston's Annual Sternwheel Regatta Festival. The festival began as a small Labor Day race for sternwheel boats operating on the Kanawha River. From that modest beginning, the event expanded to an entire weekend, then a week, and finally to its current 10 days, which are scheduled each year during the days leading up to and including Labor Day. While the Regatta Festival's concerts draw the most impressive crowds, its other events are just as exciting. The Grand Feature Parade kicks off the festival and features balloon figures similar to those in Macy's Thanksgiving Day Parade. The Olympia Brass Band visits each year to highlight the traditional New Orleans-style Funeral Parade, where the unusual and inventive take to the streets for a spectacle that has to be seen to be believed. The Regatta Festival's Taste of Charleston is a major gourmet food event that brings a number of Charleston restaurants together under one roof to offer house specialties and other tasty dishes to regatta-goers. Other festival events include arts and craft shows, river cruises, film festivals, street fairs, and an antique car show.

''Symphony Sunday,'' held each year in the spring, features an outdoor concert on the campus of the University of Charleston. Another annual event that has become a favorite of West Virginians and thousands of out-of-state visitors is May's Vandalia Festival. For this event, crowds flock to the Cultural Center and its grounds to see magnificent quilts, traditional folk dancers, and demonstrations of blacksmithing and toy making and to taste treats like corn roasted over open fires. But it is the traditional music that lures most spectators. Banjo pickers, fiddlers, and dulcimer players compete in good-natured contests, and ''jam sessions'' seem to be going on everywhere. The first Sunday of June the State Capital Complex features artisans, food, and music at the Rhododendron Art & Craft Show. The Capital City Art and Craft Show at the Civic Center, held the week prior to Thanksgiving, brings together craftspeople and music and craft events for an exhibition with a holiday theme.

Sports for the Spectator

Charleston has the West Virginia Power, a single A South Atlantic League farm team of the Milwaukee Brewers, who play baseball at Appalachian Power Park. For fans of dog racing, the Tri-State Greyhound Park in Cross Lanes operates six days a week all year long.

Sports for the Participant

In Charleston, recreation can be as simple as a riverside stroll down Kanawha Boulevard when the dogwoods are in bloom or chipping a golf ball around one of the four private or five public golf courses in the area. Cyclists, hikers, and runners appreciate the miles of wooded trails and paved paths available in nearby parks, and the paved riverfront path at Kanawha Boulevard downtown. The city and county support numerous recreational centers, parks, ballfields, and golf and tennis facilities. These—along with a number of private country clubs and sports and fitness facilities—can accommodate many recreational interests.

Charleston annually hosts the Charleston Distance Run, one of the oldest and rated one of the 10 best road runs in the United States. This rigorous course—set along 4 miles on the hills and 11 miles on the flatlands—has tested the mettle of world champions.

The Kanawha Parks and Recreation Commission operates seven recreational facilities in Kanawha County. The largest, Coonskin Park, has 1,200 wooded acres near Yeager Airport and offers picnic areas, shelters, tennis, swimming, golf, hiking, a modern amphitheater, soccer stadium, and wedding garden. Sandy Brae Golf Course, 20 minutes north of Charleston off Interstate 79, is an 18-hole championship course. Big Bend is a 6,000-yard golf course along the beautiful Coal River at Tornado.

Kanawha State Forest, adjacent to Charleston, is a sprawling, 9,300 acre unspoiled area ideal for picnicking, hiking, fishing, horseback riding, mountain biking and camping, and cross-country skiing in the winter. Some of the best whitewater rafting in the country is available just a short distance from Charleston on the Gauley and New rivers; the area attracts more than 100,000 rafters and kayakers each year.

Shopping and Dining

Opportunities for pleasant shopping and dining experiences are abundant in Charleston. The Charleston Village District features specialty shops for clothing, books, photography, and other unique items in an architecturally interesting setting. The Village District also offers fine dining experiences. Town Center Mall has more than 130 shops and specialties, in addition to its three main anchor stores. Kanawha Mall, 10 minutes from downtown, features 40 stores and unique eateries. A number of hand production glass factories are in the area, where one may observe skilled craftspersons at work and purchase their wares. Quilts and furniture, handcrafted in West Virginia, are available at local specialty stores. Diners in Charleston will find options for casual and fine dining as well as ethnic flavors of Chinese, Greek, Japanese, Indian, Mediterranean, Italian, and Mexican specialties.

Visitor Information: Charleston Convention and Visitors Bureau, 200 Civic Center Drive, Charleston, WV 25301; telephone (304)344-5075; fax (304)344-1241.

Convention Facilities

In total, Charleston offers more than 173,300 square feet of meeting space, more than 4,000 hotel rooms, and easy access to shopping, dining, and recreation for visitors. One of the city's main meeting locations, the Charleston Civic Center, has more than 100,000 square feet of exhibition space in its Grand Hall, North and South halls, and meeting rooms. Located only one block from the central business district, the modern Charleston Civic Center is available for large gatherings, events, and concerts. Adjacent to the Civic Center is the Coliseum, a multipurpose facility that offers unobstructed-view seating for 13,500 people for events ranging from concerts and circuses to athletic competitions and horse races. A brick walkway links the Charleston Town Center complex—which consists of the Civic Coliseum, a three-story enclosed mall, the four-star Marriott Hotel, and many restaurants and night clubs—with the renovated Village District. Just two blocks away is the Charleston Municipal Auditorium with seating for up to 3,500 people. The Haddad Riverfront Park is available for special events. The University of Charleston also has facilities for groups of varying size, and all downtown hotels have ample meeting space.

Many shops and restaurants are within walking distance of the downtown hotels, and a low crime rate further enhances the appeal of the area for visitors and conventioneers.

Convention Information: Charleston Convention and Visitors Bureau, 200 Civic Center Drive, Charleston, WV 25301; telephone (304)344-5075; fax (304)344-1241

Transportation

Approaching the City

Arriving in Charleston by air, travelers land at Yeager Airport—a facility located 10 minutes from downtown that is a remarkable feat of engineering named for an even more remarkable man. First known as the Kanawha Airport, it was built in the late 1940s by shearing off mountaintops and filling in adjacent valleys. In 1986, the terminal facilities were completely renovated, and the airport was renamed after General Charles S. ''Chuck'' Yeager, World War II flying ace and the first man to break the sound barrier. Yeager happens to be a native of Lincoln County, located about 30 miles southwest of Charleston. Yeager Airport provides service from six commercial air carriers, has private aviation facilities, and is home to the 130th Tactical Airlift Group of the West Virginia Air National Guard. In 2004 Yeager Airport announced the addition of Independence Air, offering low-cost service to Washington D.C.'s Dulles airport.

Arriving by car, visitors approach Charleston via three major interstates, 64, 77, and 79, which intersect near downtown. Charleston is one of 13 cities in the nation where three interstates merge. I-64 links the Midwest through Charleston to Virginia's eastern seaboard. I-77 links the Great Lakes area through Charleston to South Carolina and north to Cleveland. The West Virginia Turnpike, which originates in Charleston and ends at the Virginia border near Princeton, has been incorporated into the I-77 and I-64 systems. Interstate-79 runs from Erie, Pennsylvania, where it connects with the New York throughways, through Pittsburgh, and terminates in Charleston. Amtrak offers rail passenger service.

Traveling in the City

Charleston and the Kanawha Valley have a reputation of being cosmopolitan and compact. For those who live and work in the city, it is 10 minutes to work from most neighborhoods and 15 minutes to the airport. A bus system provided by the Kanawha Valley Regional Transportation Authority serves the entire valley from the western end at Nitro to the eastern end as far as Montgomery, 26 miles east of Charleston. Buses in downtown Charleston are designed as replicas of old fashioned trolleys and shuttle passengers between major downtown sites.

Communications

Newspapers and Magazines

Charleston's two daily newspapers are the *Charleston Daily Mail* (evening) and the *Charleston Gazette* (morning). On

Sundays they combine efforts to produce the *Sunday Gazette-Mail.* Several magazines—most of them special-interest publications aimed at readers in the fields of business and health care—are also published in the city. *Wonderful West Virginia* is published monthly by the state Department of Natural Resources.

Television and Radio

Cable television is available in Charleston, as are several television stations broadcasting from neighboring towns in West Virginia, Kentucky, and Ohio, providing viewers with a full range of options. Ten radio stations offer Charleston listeners a variety of formats, including country/western, talk radio, sports, adult contemporary, and public radio.

Media Information: *Charleston Daily Mail* and *Charleston Gazette;* 1001 Virginia Street East, Charleston, WV 25301; telephone (304)348-5140

Charleston Online

BIDCO. Available www.charleston-wv.com

Charleston Daily Mail. Available www.dailymail.com

Charleston Gazette. Available www.wvgazette.com

Charleston West Virginia Convention & Visitors Bureau. Available www.charlestonwv.com

City of Charleston Home Page. Available www.cityofcharleston.org

Kanawha County Public Library. Available http://kanawha.lib.wv.us/chas.html

Kanawha County Schools. Available http://kcs.kana.k12.wv.us

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Bell, Quentin, Virginia Nicholson, and Alen MacWeeney, *Charleston: A Bloomsbury House and Garden* (London: Francis Lincoln, 1997)

Huntington

The City in Brief

Founded: 1871

Head Official: Mayor David Felinton (D) (since 2005)

City Population
1980: 63,684
1990: 54,844
2000: 51,475
2003 estimate: 49,533
Percent change, 1990–2000: −6.2%
U.S. rank in 1980: 314th
U.S. rank in 1990: 450th (State rank: 2nd)
U.S. rank in 2000: 696th (State rank: 2nd)

Metropolitan Area Population
1980: 311,350
1990: 312,529
2000: 315,538
Percent change, 1990–2000: 0.2%
U.S. rank in 1980: 97th
U.S. rank in 1990: 114th
U.S. rank in 2000: 126th

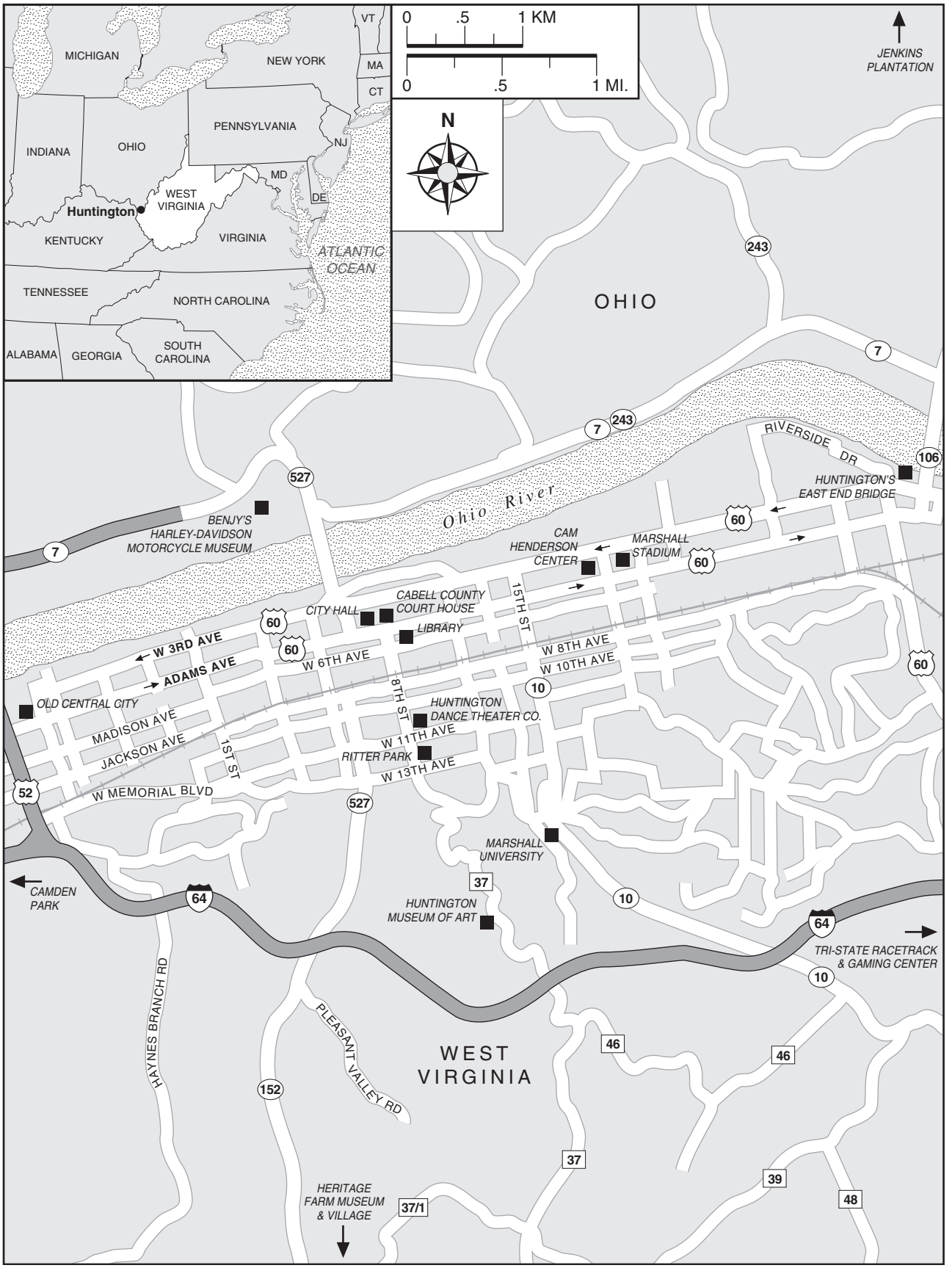
Area: 16 square miles (2000)
Elevation: Averages 570 feet above sea level
Average Annual Temperature: 55.0° F
Average Annual Precipitation: 42.31 inches

Major Economic Sectors: services, manufacturing, transportation, wholesale and retail trade
Unemployment rate: 6.1% (January 2005)
Per Capita Income: $16,717 (2000)

2002 FBI Crime Index Total: 4,008

Major Colleges and Universities: Marshall University, Marshall Community and Technical College, Huntington Junior College

Daily Newspaper: *The Herald-Dispatch*


MICHIGAN
NEW YORK
VT
MA
CT
PENNSYLVANIA
NJ
INDIANA
OHIO
MD
DE
WEST VIRGINIA
Huntington
KENTUCKY
VIRGINIA
ATLANTIC OCEAN
TENNESSEE
NORTH CAROLINA
ALABAMA
GEORGIA
SOUTH CAROLINA
0 .5 1 KM
0 .5 1 MI.
N
JENKINS PLANTATION
OHIO
243
7
RIVERSIDE DR
106
HUNTINGTON'S EAST END BRIDGE
527
Ohio River
BENJY'S HARLEY-DAVIDSON MOTORCYCLE MUSEUM
CAM HENDERSON CENTER
MARSHALL STADIUM
60
CABELL COUNTY COURT HOUSE
CITY HALL
LIBRARY
15TH ST
W 3RD AVE
ADAMS AVE
W 6TH AVE
W 8TH AVE
W 10TH AVE
OLD CENTRAL CITY
MADISON AVE
JACKSON AVE
1ST ST
8TH ST
HUNTINGTON DANCE THEATER CO.
W 11TH AVE
RITTER PARK
W 13TH AVE
10
52
W MEMORIAL BLVD
MARSHALL UNIVERSITY
37
CAMDEN PARK
64
HUNTINGTON MUSEUM OF ART
TRI-STATE RACETRACK & GAMING CENTER
HAYNES BRANCH RD
PLEASANT VALLEY RD
WEST VIRGINIA
46
152
39
48
HERITAGE FARM MUSEUM & VILLAGE
37/1

Introduction

Huntington is the largest city in the Tri-State Region, being just across the Ohio River from Ohio and across the Big Sandy River from Kentucky. The city retains the charm of an earlier time, with century-old homes, historic districts, and nineteenth-century preserved villages. It also looks to the future by encouraging business creation in technology and biotechnology, with a world-class university vitalizing the city with a youth and art scene.

Geography and Climate

Huntington is located on the flood plain of the Ohio River, which acts as its northern border, and also sits at the foothills of the Appalachian Mountains. It is the county seat of Cabell County, but parts of the city are also in Wayne County. Because of the proximity to the river, flooding has been a problem during heavy rains. Huntington is less than an hour away by car from Charleston, West Virginia's capital. The other two cities in the Tri-State area are Ashland, Kentucky, and Ironton, Ohio. Huntington is in a continental temperate zone, with warm and humid summers, and cold winters without arctic fronts.

Area: 16 square miles (2000)

Elevation: Averages 570 feet above sea level.

Average Temperatures: January, 32.7° F; August, 73.9° F; annual average, 55.0° F

Average Annual Precipitation: 42.31 inches

History

Native Tribes are First Inhabitants

The first known inhabitants of the Ohio River Valley were the Adena people, also known as the ''mound builders'' because of the artifact-laden mounds they built, some over 2000 years ago. Since the 1500s, different Native American tribes lived in the Ohio Valley and in the area now called Huntington, such as the Hurons, but the area was also used as hunting grounds by the larger Shawnee of Ohio and the Iroquois Confederacy from New York. There was much fighting in the region between the British and Native Americans in the 1760s and 1770s, resulting in battles and massacres of entire villages. As more settlers entered the region after the American Revolution, the Mingo and Shawnee tribes were forced to move further inland.

War and Railroads

In 1837 Marshall Academy, the forerunner of Marshall University, was created in the town of Barboursville. Named after U.S. Supreme Court Chief Justice John Marshall, it started as a subscription school, and after being closed during the Civil War it reopened as the State Normal School of Marshall College to train teachers.

Inhabitants of Cabell County during the Civil War were divided about their allegiances. The Border Rangers were a local pro-South militia formed in 1860, but the county's representative to the Virginia secession convention of 1861 voted to remain in the Union. While Virginia seceded, Cabell County voted to stay in the Union, with the exception of the town of Guyandotte, now part of Huntington. The Battle at Barboursville in 1861 was the first battle in the county, won by the Confederacy. The town was eventually captured by Union forces, which then burned most of Guyandotte to the ground. It was due to the area's Union leanings that caused the State of West Virginia to be created in 1862.

Huntington, originally called Halderby's Landing, was named after Collis P. Huntington, a railroad baron who was a major partner in the Central Pacific Railroad, and who bought out the Chesapeake & Ohio Railway. In 1869 he began construction of the western terminus to the C & O, connecting the Ohio River and trains from the Midwest to the Atlantic Seaboard. The city was incorporated in 1871 by the West Virginia State Legislature. In 1873, the first locomotive arrived from Richmond to the celebration of the entire community. The railroad was the city's largest employer for a century, until eventually becoming part of CSX in the 1970s.

A Glimpse of Modern Life

In 1884 the Ohio River overflowed its banks, flooding the city and causing major damage. Huntington became the seat of Cabell County in 1887, just after the first electric streetlights were installed. Electric streetcars became a fixture in the city soon afterwards. Just west of Huntington, Central City was incorporated in 1893. Central City started as just a few farms but grew as manufacturers, such as glass and chain factories, entered the area, and in 1909 Central City was annexed by Huntington. The same year, construction of Ritter Park was begun, which was completed in 1913, and the park continues to be a valued part of Huntington today.

Again in 1913 the river flooded Huntington, causing serious damage. However, it was not as bad as the flood to come. The ''Great Flood of 1937'' left 6,000 residents homeless and the region devastated. The disaster caused the U.S.

Army Corps of Engineers to build a 15-mile flood wall to protect the town, which it continues to do today.

Readily available raw materials, cheap coal power, and connections to major markets by the railroad caused Huntington to grow into the industrial hub of the area. Steel producers and fabricators blossomed along with manufacturers of railcars and railroad equipment. Huntington is still known for its glassworks and pigment production.

Huntington Today

In 1970, tragedy struck the city when a plane carrying 75 passengers, including the entire Marshall University football team, crashed in rain and fog on approach to Tri-State Airport. The crash was the worst aviation disaster in the country that year.

West Virginia's economy has had its ups and downs. At first, mechanization in mining increased the unemployment rate when fewer workers were needed. In the 1970s, when energy prices were high, the coal industry and state profited. When energy prices dropped in the 1980s it was a devastating blow to the entire state, affecting all the mining communities and all business sectors beyond. Huntington suffered from factory closures and a declining population.

Today's Huntington is still a center of manufacturing and shipping, especially of the region's coal. As Mayor David Felinton said in his 2004 State of the City Address, ''West Virginia is experiencing a time of rebirth. We are on the edge of economic development with the potential for unprecedented growth and prosperity within the next five years. We can be confident that Huntington is on the right path for the future.''

Historical Information: The City of Huntington, City Hall, 8th Street and 5th Avenue, Huntington, WV 25701; telephone: (304)696-5580

Population Profile

Metropolitan Area Residents
1980: 311,350
1990: 312,529
2000: 315,538
Percent change, 1990–2000: 0.2%
U.S. rank in 1980: 97th
U.S. rank in 1990: 114th
U.S. rank in 2000: 126th

City Residents
1980: 63,684
1990: 54,844
2000: 51,475
2003 estimate: 49,533
Percent change, 1990–2000: −6.2%
U.S. rank in 1980: 314th
U.S. rank in 1990: 450th (State rank: 2nd)
U.S. rank in 2000: 574th (State rank: 2nd)

Density: 3,234.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 46,127
Black: 3,858
American Indian and Alaskan Native: 101
Asian: 422
Native Hawaiian and other Pacific Islander: 25
Hispanic or Latino (may be of any race): 437
Other: 155

Percent of residents born in state: 74.1% (2000)

Age characteristics (2000)
Population under 5 years old: 2,499
Population 5 to 9 years old: 2,539
Population 10 to 14 years old: 2,471
Population 15 to 19 years old: 4,237
Population 20 to 24 years old: 6,402
Population 25 to 34 years old: 6,539
Population 35 to 44 years old: 6,303
Population 45 to 54 years old: 6,565
Population 55 to 59 years old: 2,422
Population 60 to 64 years old: 2,226
Population 65 to 74 years old: 4,502
Population 75 to 84 years old: 3,611
Population 85 years and older: 1,159
Median age: 36.7 years

Births (2002)
Total number: 675

Deaths (2002)
Total number: 768 (of which, 4 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,717
Median household income: $23,234
Total households: 23,067

Number of households with income of . . .
less than $10,000: 5,276
$10,000 to $14,999: 2,783
$15,000 to $24,999: 3,995
$25,000 to $34,999: 2,995
$35,000 to $49,999: 3,051
$50,000 to $74,999: 2,848
$75,000 to $99,999: 1,065

$100,000 to $149,999: 576
$150,000 to $199,999: 182
$200,000 or more: 296

Percent of families below poverty level: 17.5% (59.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,008

Municipal Government

The Huntington City Council has eleven members, one from each of the nine municipal election districts and two members elected at-large. The mayor and council members are elected for four-year terms in November, with primaries held in May.

Head Official: Mayor David Felinton (D) (since 2005; current term expires 2009)

Total Number of City Employees: 350 (2005)

City Information: City Huntington, 8th Street and 5th Avenue, Huntington, WV 25701; telephone (304)696-5580

Economy

Major Industries and Commercial Activity

Huntington and Cabell County have long been known for their strong manufacturing base, although now the service sector makes up the largest percentage of jobs. Steel and glass were industries that grew in the city's Industrial Revolution origins, as did the transportation sector, which created the town. New industries are being lured to the area with economic incentives. The health care industry in the area continues to grow, with health care organizations being among the area's top employers.

Incentive Programs—New and Existing Companies

Local programs—A variety of incentive programs are available to companies who establish new businesses in the Huntington area, including free land programs, relocation grants, financing of equipment, rent breaks, and others.

State programs—West Virginia has a number of state tax exemption and incentive programs, such as the Warehouse Freeport Tax Exemption on goods traveling through the state, the Manufacturing Sales Tax Exemption on materials or equipment, and the Strategic R&D Credit program. Companies that relocate their corporate headquarters are eligible for the Corporate Headquarters Credit.

Job training programs—The Governor's Guaranteed Work Force Program offers one-stop service for all economic development-related job training in the Huntington area. The program provides funds for up to 100 percent of the cost for training new or existing employees in qualifying companies, up to a total of $2,000. The Cabell County Career Technology Center provides vocational and technology training, while the Robert C. Byrd Institute for Advanced Flexible Manufacturing helps small- and medium-sized manufacturers with technology and technical training. The Apprenticeship for Child Development Specialists Training Program offers on-the-job training to child care professionals. Area colleges also provide many job training programs.

Development Projects

The Huntington Area Development Council (HADCO) has been an important factor in economic growth in recent years. Two major projects that have recently come to fruition are Kinetic Park and Pullman Square. Kinetic Park is a 95-acre technology and business park and retail center, which in 2005 will see its first occupants build and begin business activities. In 2004, after years of planning, Pullman Square opened, a $60 million open-air retail and entertainment complex that hopes to rejuvenate the downtown area. HADCO and Marshall University have joined forces to promote and develop the biotech industry in the area, and together will build the Velocity Center in Kinetic Park to encourage business growth. HADCO boasts that in 10 years the organization has brought 9,000 new jobs to Huntington; has brought in 30 new companies; and has leased, sold or built 1.7 million feet of building space. Other recent developments include the re-opening of a former glass bottle factory as a steel plant by Capresa, a Spanish steelmaker based in Barcelona, and two new call centers for Amazon.com and Global Contact Services.

Items and goods produced: steel, glass, railroad equipment

Economic Development Information: Huntington Area Development Council, 916 Fifth Avenue, Suite 400, Huntington, WV 25701; telephone (304)525-1161; fax (304)525-1163; email hadco@hadco.org. Huntington Regional Chamber of Commerce, 720 Fourth Ave., Huntington, WV 25701; telephone (304)525-5131

Commercial Shipping

Huntington's central location in the heart of the Tri-State region of West Virginia, Ohio, and Kentucky affords it a convenient midway point between Pittsburgh, Pennsylvania, and Louisville, Kentucky. Products and people move

through the Tri-State region's efficient transportation network that includes the Tri-State Airport; an interstate highway system that links the area to East Coast, Southern, and Midwestern markets; an advanced rail network; and the largest tonnage barge port on the Ohio River. In addition, Huntington is within a 24 hour drive of approximately 44 percent of the nation's industrial market, and 37 percent of the consumer market.

Labor Force and Employment Outlook

The outlook for the Huntington area looks bright, despite the city's continuing decline in population. HADCO's development plans and joint ventures with Marshall University offer the promise of bringing new technology and biotech firms to the area. Higher energy prices in the mid-2000s could bring much needed capital into West Virginia, through the coal industry. In this case, investment in new business sectors and redevelopment of the old industrial base could provide a boom to the Tri-State region. Employment rates in Cabell County have remained fairly stable in the last few years, but there has also been a −0.7% decrease in population between 2000 and 2003. Since 2000, only 22.4% of the adult population over 25 have bachelor degrees; more education and training programs may be needed to keep technology-based jobs in the city.

The following is a summary of data regarding the Huntington metropolitan area labor force, 2003 annual averages.

Size of nonagricultural labor force: 121,400

Number of workers employed in . . .
construction and mining: 6,800
manufacturing: 10,600
trade, transportation and utilities: 26,100
information: 1,600
financial activities: 5,300
business and professional services: 11,000
educational and health services: 20,300
leisure and hospitality: 10,900
other services: 8,100
government: 20,700

Average hourly earnings of production workers employed in manufacturing: $15.48

Unemployment rate: 6.1% (January 2005)

Largest employers	*Number of employees*
Marshall University	2,000
St. Mary's Hospital	2,000
Marathon Ashland Petroleum	1,700
Cabell-Huntington Hospital	1,500
AK Steel	1,400
CSX Huntington	1,100
Applied Card Systems	1,000
Alcon Surgical	506
U.S. Army Corps of Engineers	450
Client Logic	400

Cost of Living

The cost of living in Huntington is somewhat lower than comparable cities in the United States.

The following is a summary of data regarding several key cost of living factors for the Huntington area.

2004 (3rd Quarter) ACCRA Average House Price:$232,360

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.7 (U.S. average = 100.0)

State income tax rate: Ranges from 3.0 to 6.5%

State sales tax rate: 6.0%

Local income tax rate: none

Local sales tax rate: none

Property tax rate: $.035088 per $100 of assessed valuation (calculated on 60% of market value)

Economic Information: Huntington Area Development Council, 916 Fifth Avenue, Suite 400, Huntington, WV 25701; telephone (304)525-1161; fax (304)525-1163

Education and Research

Elementary and Secondary Schools

Cabell County Schools experienced a period of change in the mid-2000s. In 2005 the Superintendent of Schools was replaced when his contract was bought out. The high school drop-out rate was 20 percent in 2003, up from an already-high 13 percent a decade earlier. However, new policies in the district are expected to create improvements. The county has a higher than national average percentage of children in pre-kindergarten programs. Elementary schools in the district have adopted a ''balanced literacy'' system with co-teachers in class that has over 80 percent of students reading at or above grade level. New curriculum standards were also recently put in place. Before-school enrichment classes are available at many schools, and in most schools, students meet or exceed standards on the SAT tests.

The following is a summary of data regarding Cabell County's public schools as of the 2004–2005 school year.

Total enrollment: 12,294

Number of facilities
elementary schools: 20
middle schools: 6
senior high schools: 2
other: 2

Student/teacher ratio: 14.5:1

Teacher salaries
average: $38,240

Funding per pupil: $7,795 (2002–2003)

Seven private and parochial schools serve Huntington and Cabell County.

Public Schools Information: Cabell County Schools, 2850 Fifth Avenue, Huntington, WV 25702; telephone (304)528-5000; fax (304)528-5080

Colleges and Universities

Huntington is home to three colleges and universities. Marshall University (MU) is the area's largest university, and is ranked by *U.S. News and World Report* as one of ''America's Best Buys'' in education. With enrollment at 17,000 students, it offers degree programs in business, education, journalism, medicine and health sciences, information and engineering, and the performing and fine arts.

Affiliated with MU is the Marshall Community and Technical College, a two-year institute offering associates degrees in allied health, business, information and manufacturing technologies, and its unique Railroad Conductor Training Program. Huntington Junior College is located in the downtown area and offers seven associates degree programs in the business and health professions.

Libraries and Research Centers

The Cabell County Public Library system operates a main library in Huntington and seven branches in neighboring towns. Over 100 years old, it was the first library system in the state to have a computerized catalog and circulation system. The main branch is home to a local history and genealogy room, and three social services agencies: The Tri-State Literacy Council, the Adult Learning Center, and the Information and Referral Services.

Marshall University has several prominent research centers. The Center for Business and Economic Research investigates promoting regional economic growth. The Center for Environmental, Geotechnical and Applied Sciences researches environmental management and technology using geo-science. The Robert C. Byrd Center for Rural Health Resources runs rural health programs across the state, and the Center of Biomedical Research Excellence focuses on cancer research.

Public Library Information: Cabell County Public Library; 455 9th Street Plaza, Huntington, WV 25701; telephone (304)528-5700

Health Care

The Tri-State area has seven hospitals that serve the community, with a total of 1,300 beds. The largest in the area, and second largest in the state, is St. Mary's Hospital. With 400 beds and centers in cardiac care, neuroscience, diabetes, and cancer treatment, St. Mary's is a teaching hospital for Marshall Univerity's School of Medicine and School of Nursing. Cabell Huntington Hospital, a 291-bed facility, opened the 50,000 square-foot Edwards Comprehensive Cancer Center in 2005. The hospital is also home to West Virginia's only Burn Intensive Care Unit, a Neonatal Intensive Care Unit, and a Joint Replacement unit that opened in 2004. The Huntington VA Medical Center serves veterans with a 50-bed acute care and surgical hospital and 4 outpatient clinics.

Valley Health operates 22 general health care centers and public health programs. Health South operates two centers in the area: the Rehabilitation Hospital of Huntington and the Cabell-Huntington Outpatient Surgery Center. The Prestera Center provides outpatient mental health services for adults, children, and families, and has inpatient substance abuse and psychiatric facilities. Mildred Mitchell-Bateman Hospital is an adult inpatient psychiatric facility, and River Park Hospital provides inpatient services for both adults and adolescents. Genesis HealthCare runs Heritage Center, an 189-bed eldercare and rehabilitation center.

Recreation

Sightseeing

Huntington has a range of attractions for the history buff, the arts lover, and families. A number of the city's historic buildings are open to the public and available for tours. The Jenkins Plantation Museum is a brick mansion built in 1835 and is part of the Civil War Discovery Trail. Featured are tours, reenactments and special events. In 2005, the museum is undergoing restoration to restore its original nineteenth-century appearance. The Madie Caroll House, run by the Huntington Park District, was floated into town on a barge in 1810 and survived an attack by federal troops in 1861. The

building was home to the Caroll family, existed as an inn, and was the first house of Catholic worship in Cabell County. The Cabell County Courthouse was built in 1901 and is on the National Register of Historic Places. Heritage Village, across from Riverfront Park, consists of the restored original B & O Railway station and Huntington's first bank, reportedly robbed by Jesse James in 1875. On display are a period locomotive and Pullman car, and shops and restaurants draw visitors.

Heritage Farm Museum and Village displays Appalachian farm culture by preserving 16 buildings from the 1800s, including a schoolhouse, blacksmith shop, meeting hall, a mill, and barns. Collections of farm equipment, a petting zoo, a country store, and four bed and breakfasts are part of the attractions. The Rose Garden at Ritter Park has existed for over 70 years and features more than 2,000 rose bushes. Blenko Glass Company is home to artisans creating handmade glassware, which can be viewed from an observation area. Camden Park, West Virginia's only amusement park, has been in existence since 1903 but is still going strong with 18 major rides, a Kiddieland area with 9 rides, and a Midway full of games and food. The Tri-City Racetrack and Gaming Center is in nearby Cross Lanes, and features Greyhound racing, slot machines, and video gambling.

Arts and Culture

The 5th Avenue Theater Company, a non-profit production company, specializes in musicals and theater for children and families. The company performs in the historic Jean Carlo Stephenson Auditorium in Huntington's City Hall. The Renaissance Theater at Marshall University hosts plays, films, musicians, dance companies, and other touring productions through the Marshall Artists Series. Students from Marshall's Department of Theater also put on productions at the University's venues. Huntington Outdoor Theater presents musicals every July in the Ritter Park Amphitheater. Free Spirit Productions presents classics and new plays at venues in the area, including Marshall University and the Huntington Museum of Art. Huntington Dance Theater performs and teaches ballet and modern dance. In nearby Ashland, Kentucky, the 1,400-seat Paramount Arts Center presents plays, music, and dance performances from national and local groups.

The Huntington Symphony Orchestra presents an average of six classical and three pops performances each season, with classical performances presented at Jean Carlo Stephenson Auditorium, and pops shows at Harris Riverfront Park in the summer. Marshall University's many ensembles showcase jazz, chamber, orchestral, and choral music. The Greater Huntington Park and Recreation District hosts music performances at Veteran's Memorial Field House and Ritter Amphitheater.

Huntington's several museums and galleries appeal to a wide variety of tastes. The Huntington Museum of Art has a broad collection of nineteenth- and twentieth-century paintings, drawings, sculpture, glass, silver, folk art, and firearms. Attached to the Museum of Art is the C. Fred Edwards Conservatory, West Virginia's only plant conservatory and home to sub-tropical native plants and seasonal displays. The Huntington Railroad Museum in Ritter Park is home to two locomotives and two cabooses; free tours are available by arrangement. The Birke Art Gallery at Marshall University displays student and professional art. The Museum of Radio and Technology features radios from the 1920s through the 1950s, military radio technology, and vintage computers. Benjy's Harley-Davidson Motorcycle Museum, located in a Harley dealership, shows off an amazing collection of antique and modern motorcycles.

Festivals and Holidays

In March, Huntington's Park District holds a St. Patrick's Day Celebration with live music, Irish food, and fun for kids. At Easter time, an Egg Hunt goes on in Ritter Park. The Huntington Dogwood Arts and Crafts Festival takes place in April at the Big Sandy Superstore Arena. The city celebrates West Virginia Day, June 20th, with entertainment, food, and crafts. Also in June, Jazz-MU-Tazz, Marshall University'sMarshall University jazz festival, features plenty of free music outdoors, and Old Central City Days has the area's streets busy with flea markets and historic tours. The Fourth of July brings fireworks and music to Riverfront Park. The Cabell County Fair takes place in July and August. Food is first billing in August's Ribfest and September's Chilifest. September also brings the Hilltop Festival to the Huntington Museum of Art and the Pilot Club of Huntington Antique Show and Sale. In October comes the Grecian Festival at St. George Greek Orthodox Church, the Harvest Festival, and the West Virginia Pumpkin Festival. Guyandotte Civil War Days in November brings re-enactors together to commemorate the raid on the town in 1861 with period music, history tours, and craft displays. The Lions Tri-State Arts and Crafts Festival happens in December at the Big Sandy Superstore Arena.

Sports for the Spectator

Fans of Marshall University's Thundering Herd sports program enjoy watching football, baseball, and men's and women's basketball. Other sports at Marshall include volleyball, soccer, golf, tennis, and swimming. Regional college and local high school football and basketball are also enjoyed by residents.

Sports for the Participant

The Greater Huntington Park District offers 11 parks with many sports facilities. The Ritter Park Tennis Center has 11 hard courts with 4 indoor courts and a pro shop. Veterans

Memorial Field House is home to indoor soccer, inline hockey, and basketball games. Softball fields, basketball courts, pools and other amenities serve the community. Huntington's YMCA provides many recreational activities, including an indoor pool. An 18-hole golf course is at the Esquire Country Club in nearby Barboursville. Hiking trails, camping, boating and fishing are available activities in the three nearby state parks: Virginia Point Park, East Lynn Lake and Dam, and Beach Fork Lake and State Park.

Shopping and Dining

Huntington's several shopping areas range from the historic to the modern. Old Central City features antique shops and is close to the Railroad Museum and Heritage Farm. Pullman Square, the new entertainment and retail complex opened in 2004, is attracting specialty shops and national chains. The Huntington Mall has more than 100 stores, including clothing, book, electronics and jewelry retailers.

Dining choices at local restaurants vary and are plentiful. For casual eating, Huntington is well-known for its hot dog/root beer stands and ''Huntington-style'' hot dogs, such as those offered at the Frostop Drive-In, Stewart's Original, Sam's, and Bowincal. The hot dog's sauce, of which Stewart's claims to have invented, makes the difference. Jim's Steak and and Spaghetti House is a Huntington institution, in business for over 60 years and still operated by the original owner. Buddy's Bar-B-Que's killer wings are famous on the Marshall University campus. For more refined dining, fine Italian, American, seafood, Indian, and Mexican food are available. Two restaurants in historic buildings are Savannah's, serving traditional southern food in a 1903 Victorian mansion, and Boston Beanery, at the old B & O Railroad station.

Visitor Information: Cabell-Huntington Convention and Visitor's Bureau, PO Box 327, Huntington, WV 25708; telephone (304)525-7333; toll-free (800)635-6329

Convention Facilities

The Big Sandy Superstore Arena and Conference Center offers more than 100,000 square feet of exhibition, conference, meeting and ballroom facilities, and offers an on-site caterer and videoconferencing equipment. Marshall University's Memorial Student Center can be rented for conferences; its recital halls and the Joan C. Edwards Playhouse make interesting venues for meetings or conferences. The University can also provide housing at its Twin Towers Residence Hall. The Veteran's Memorial Field House, operated by the Greater Huntington Park and Recreation District, has 20,000 square feet of exhibition space, and has played host to concerts, rodeos, circuses, and sporting events. Hotels: with exhibition and conference space include the Executive Inn and Suites, the downtown Radisson, and the StoneLodge Huntington.

Convention Information: Cabell-Huntington Convention and Visitor's Bureau; PO Box 347, Huntington, WV 25708; telephone (304)525-7333; toll-free (800)635-6329.

Transportation

Approaching the City

The Tri-State Airport is located only nine miles from Huntington, and is served by U.S. Airways Express and Delta Connection, making connections to Charlotte, North Carolina, and Cincinnati, Ohio. In nearby Charleston, West Virginia, Yeager Airport has United, Delta, Continental, Northwest, U.S. Airways and Independence Air flights to larger cities.

Interstate 64 runs along the south side of Huntington, heading east to the capitol, Charleston, and west to Lexington, Kentucky. West Virginia route 60 runs right through Huntington's downtown.

Intercity passenger service to Huntington is available on Amtrak's Cardinal Line, running three days a week from New York City to Chicago, Illinois. Greyhound Bus Lines offers regular service to downtown.

Traveling in the City

The Tri-State Transit Authority (TTA) runs nine bus lines, all connected at the TTA Center on 4th Avenue. The TTA connects Huntington with Milton, Barboursville, Ceredo and Kenova. Yellow Cabs are available for hire, and Top Hat Pedal Cab has two bicycle-powered rickshaws that drive passengers around downtown Huntington.

Communications

Newspapers and Magazines

Huntington's daily newspaper is the *The Herald-Dispatch*. *Huntington Quarterly* is a full-color magazine that features articles about the community and city.

Television and Radio

Huntington is home to five television stations, and also receives broadcasts from Charleston, West Virginia, Ashland, Kentucky, and Portsmouth, Ohio. Six FM and three

AM radio stations broadcast from Huntington proper, with 27 other stations in the surrounding communities.

Media Information: *The Herald Dispatch,* 946 5th Ave., Huntington, WV 25701; telephone (304)526-4000; toll-free (800)955-6110

Huntington Online

Cabell County Public Library. Available cabell.lib.wv.us

Cabell County Schools. Available www.boe.cabe.k12.wv.us .org

Cabell-Huntington Convention and Visitors Bureau. Available www.wvvisit.org

City of Huntington Home Page. Available www.cityof huntington.com

The Herald-Dispatch. Available www.herald-dispatch.com

Huntington Regional Chamber of Commerce. Available www.huntingtonchamber.org

Selected Bibliography

Casto, James E., *Huntington: An Illustrated History* (Northridge, CA: Windsor Publications, Inc., 1985)

Rice, Otis K., *West Virginia: A History* (Lexington, KY: The University of Kentucky Press, 1985)

ALASKA

Anchorage 5
Fairbanks 19
Juneau 31

The State in Brief

Nickname: Land of the Midnight Sun
Motto: North to the future

Flower: Forget-me-not
Bird: Willow ptarmigan

Area: 663,267 square miles (2000; U.S. rank: 1st)
Elevation: Ranges from sea level to 20,320 feet above sea level
Climate: Summers are short and hot, winters long and intensely cold

Admitted to Union: January 3, 1959
Capital: Juneau
Head Official: Governor Frank H. Murkowski (R) (until 2006)

Population
- **1980:** 402,000
- **1990:** 570,000
- **2000:** 626,932
- **2004 estimate:** 655,435
- **Percent change, 1990–2000:** 14.0%
- **U.S. rank in 2004:** 47th
- **Percent of residents born in state:** 38.1% (2000)
- **Density:** 1.1 people per square mile (2000)
- **2002 FBI Crime Index Total:** 27,745

Racial and Ethnic Characteristics (2000)
- **White:** 434,534
- **Black or African American:** 21,787
- **American Indian and Alaska Native:** 98,043
- **Asian:** 25,116
- **Native Hawaiian and Pacific Islander:** 3,309
- **Hispanic or Latino (may be of any race):** 25,852
- **Other:** 9,997

Age Characteristics (2000)
- **Population under 5 years old:** 47,591
- **Population 5 to 19 years old:** 160,526
- **Percent of population 65 years and over:** 5.7%
- **Median age:** 32.4 years (2000)

Vital Statistics
- **Total number of births (2003):** 10,071
- **Total number of deaths (2003):** 3,158 (infant deaths, 67)
- **AIDS cases reported through 2003:** 271

Economy
- **Major industries:** Oil, government, commercial fishing, food processing, lumber, mining
- **Unemployment rate:** 7.4% (January 2004)
- **Per capita income:** $33,254 (2003; U.S. rank: 14th)
- **Median household income:** $55,143 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.0% (3-year average, 2001-2003)
- **Income tax rate:** None
- **Sales tax rate:** None

Anchorage

The City in Brief

Founded: 1915 (incorporated, 1920)

Head Official: Mayor Mark Begich (since July 2003)

City Population (Anchorage municipality)
1980: 174,431
1990: 226,338
2000: 260,283
2003 estimate: 270,951
Percent change, 1990–2000: 15.0%
U.S. rank in 1980: 78th
U.S. rank in 1990: 69th (State rank: 1st)
U.S. rank in 2000: 75th (State rank: 1st)

Metropolitan Area Population
1980: 174,431
1990: 226,338
2000: 260,283
2003 estimate: 270,951
Percent change, 1990–2000: 15.0%
U.S. rank in 1980: 78th
U.S. rank in 1990: 69th
U.S. rank in 2000: 75th

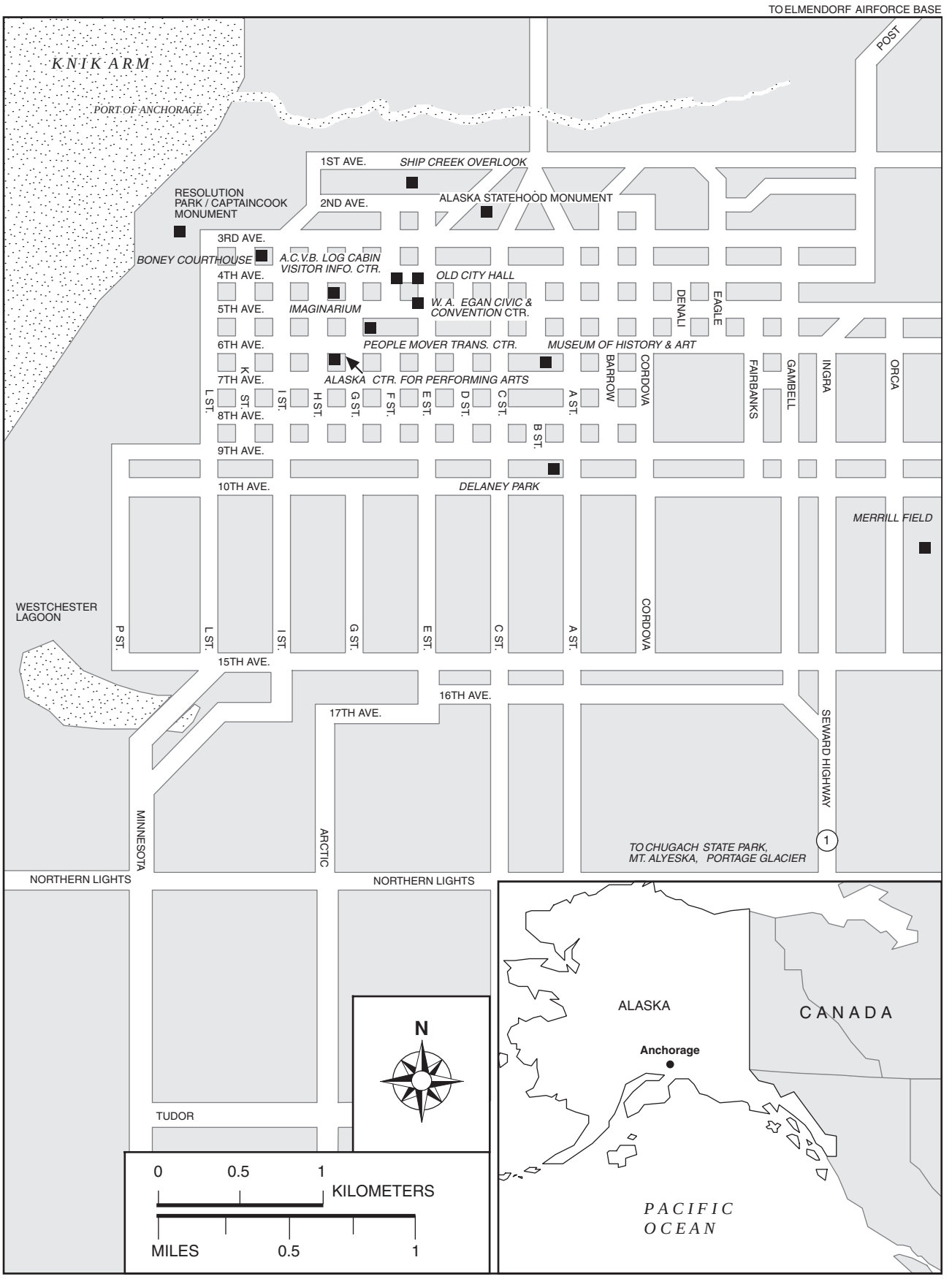
Area: 1,955 square miles (2000)
Elevation: 132 feet above sea level
Average Annual Temperature: 35.8° F
Average Annual Precipitation: 15.71 inches of rain; 70.6 inches of snow

Major Economic Sectors: Government, trade, services, transportation (air)
Unemployment Rate: 5.1% (December 2004)
Per Capita Income: $25,287 (1999)

2002 FBI Crime Index Total: 13,670

Major Colleges and Universities: University of Alaska Anchorage, Alaska Pacific University

Daily Newspaper: *Anchorage Daily News*


TO ELMENDORF AIRFORCE BASE
KNIK ARM
PORT OF ANCHORAGE
POST
1ST AVE.
SHIP CREEK OVERLOOK
RESOLUTION PARK / CAPTAINCOOK MONUMENT
2ND AVE.
ALASKA STATEHOOD MONUMENT
3RD AVE.
BONEY COURTHOUSE
A.C.V.B. LOG CABIN VISITOR INFO. CTR.
4TH AVE.
OLD CITY HALL
5TH AVE.
IMAGINARIUM
W. A. EGAN CIVIC & CONVENTION CTR.
DENALI
EAGLE
6TH AVE.
PEOPLE MOVER TRANS. CTR.
MUSEUM OF HISTORY & ART
7TH AVE.
ALASKA CTR. FOR PERFORMING ARTS
K ST.
L ST.
I ST.
H ST.
G ST.
F ST.
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C ST.
A ST.
BARROW
CORDOVA
FAIRBANKS
GAMBELL
INGRA
ORCA
8TH AVE.
B ST.
9TH AVE.
10TH AVE.
DELANEY PARK
MERRILL FIELD
WESTCHESTER LAGOON
P ST.
15TH AVE.
16TH AVE.
17TH AVE.
SEWARD HIGHWAY
MINNESOTA
ARCTIC
TO CHUGACH STATE PARK, MT. ALYESKA, PORTAGE GLACIER
1
NORTHERN LIGHTS
NORTHERN LIGHTS
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MILES 0.5 1
ALASKA
CANADA
Anchorage
PACIFIC OCEAN

Introduction

Anchorage is the home of 42 percent of the state's residents and is the commercial heart of south-central and western Alaska. When its brief modern history is considered—the town of Anchorage was founded in 1915 as a railroad construction headquarters—the fact that Anchorage stands as a sophisticated metropolis in the midst of rugged wilderness can be appreciated as a phenomenon. A visit to the city will dispel myths about its long, dark winters: Anchorage's climate is relatively mild with distinct seasons, winters similar to Denver's, and short-daylight periods confined to late December. A high per capita income, low taxes, and a low crime rate are among the positive qualities that have earned Anchorage a place among the country's most livable cities.

Geography and Climate

Located in south-central Alaska in a wide valley, Anchorage is bordered on the west, north, and south by Knik Arm and Turnagain Arm of Cook Inlet. The Chugach Mountains to the east have a general elevation of 4,000 to 5,000 feet, with peaks from 8,000 to 10,000 feet. These mountains block warm air from the Gulf of Mexico, keeping precipitation relatively low. The Alaska Range to the north protects the city from cold air from the state's interior; thus temperatures in Anchorage are usually 25 to 30 degrees warmer than temperatures in the rest of the state. While the area has four seasons, their length and characteristics differ from those of the middle latitudes; snows arrive in October and leave in mid-April, while annual average snowfall is seventy inches. Daylight hours vary from 19 in late June to 6 in late December.

Area: 1,955 square miles (2000)

Elevation: 132 feet above sea level

Average Temperatures: January, 20° F; July, 65° F; annual average, 35.8° F

Average Annual Precipitation: 15.71 inches of rain; 70.6 inches of snow

History

Native American Trade Center Transformed by Discovery of Gold

The Anchorage area was settled more than 6,000 years ago as a summer fishing camp for the Tanaina tribe. Until the seventeenth century it was under the dominance of the Pacific Eskimos; then in 1650 the Eskimos were defeated in battle by the Tanaina where Point Woronzof is now located on the shore of Knik Arm. By 1700 the area had become a major trade center for Native Americans, Eskimos, and Aleuts.

The first European to explore the territory around the inlet was the British explorer Captain James Cook, who claimed the land for England in 1778 and after whom Cook Inlet was named. Russian settlers moved onto Upper Cook Inlet in the late 1890s, establishing settlements inhabited by traders and missionaries. With the sale of Alaska to the United States in 1867, Russia turned over its holdings on Cook Inlet to the Alaska Commercial Company of San Francisco. In 1882 gold was discovered in streams along Turnagain Arm, causing a population explosion as steamships from Seattle brought prospectors who settled in the Matanuska and Sustina Valleys to pan for gold.

City Becomes Major Railroad, Aviation, Military Center

Another growth spurt occurred in 1915 when Ship Creek was chosen as the mid-point construction headquarters for the government-owned Alaska Railroad that was to be built from Seward to Fairbanks. A town site was soon established at Ship Creek, land was auctioned off, and the new town was called Anchorage. By 1920, the year of its incorporation, Anchorage had developed into a major city. The Alaska Railroad was completed in 1923; that same year Anchorage's first airfield was built, initiating the aviation industry that within a decade became a vital part of the city's economy. Anchorage established its own airline in 1926 and in 1935 Merrill Field was opened. In 1935 the city also experienced another population boom with the migration of dust bowl farmers from the Midwest into the Matanuska Valley.

The foundation of another important element of Anchorage's economy, the military defense complex, was formed with the military buildup in Alaska during the late 1930s. Fort Richardson and Elmendorf Field Air Force Base were established near the city; the Alaska Highway, the American military supply line to northern defense headquarters and a link between Anchorage and other parts of the country, was completed in 1942. Through World War II and into

the early 1950s the city expanded, the population increasing to 43,314 in 1950 at a rate of more than 600 percent in a decade. In 1951 International Airport opened, making Anchorage a primary connection for transpolar air traffic between Europe and Asia.

City Devastated by Earthquake; Oil Discovered

Anchorage suffered a severe setback in 1964 when it was struck by a devastating earthquake, one of the most serious ever recorded in North America. Damage was extensive, but within two years the city had recovered and was moving into another phase of prosperity resulting from the discovery of oil on Cook Inlet. The city and borough governments merged in 1975 to form the municipality of Anchorage, and in 1978 ''Project 80s'' was initiated. A development plan of major proportions, Project 80s involved the construction of the George M. Sullivan Arena, the William A. Egan Convention and Civic Center, and the Anchorage Center for the Performing Arts; the final stage of the project, the Center for the Performing Arts, was completed in 1988. A collapse in world crude oil prices brought statewide recession in 1986, causing high unemployment rates and a population decrease in Anchorage.

Oil Spilled in Prince William Sound

Anchorage made international headlines on Good Friday, March 24, 1989, when the grounded oil tanker *Exxon Valdez* spilled nearly 11 million gallons of crude oil into nearby Prince William Sound, forming a slick that eventually reached into the Gulf of Alaska and beyond. Anchorage served as the command post for cleanup efforts costing more than $2.5 billion. Only a small amount of oil remained by the mid-1990s, and seals, whales, and bald eagles had returned to the region. U.S. government biologists and scientists for the Exxon Corporation continued to disagree over the issue of damage to animals, with Exxon contending that the damage was less than what government scientists claimed. In 1994 an Anchorage jury ordered Exxon Corp. to pay more than $5 billion to fishermen and others who could show that they had been financially hurt by the oil spill.

A Time of Growth

In the 1990s Anchorage began to experience record economic growth that continues today. The Anchorage Economic Development Corporation predicts an increase of 2,100 jobs in Anchorage for 2005, an increase of 1.5 percent over 2004. If that prediction holds true, the year will mark Anchorage's 17th straight year of job growth.

Alaska has become increasingly attractive as a tourist destination. Seventeen of the nation's twenty highest peaks reside in the state; six mountain ranges can be seen from Anchorage alone. In 2002, Anchorage was one of ten cities to receive the 2002 All-America City Award, an award designated by the National Civic League. The city's favorable business climate, commitment to education, thriving cultural life, and stunning natural beauty combine to make today's Anchorage a strong and growing city.

Historical Information: Anchorage Museum of History and Art Archives, 121 West Seventh Avenue, Anchorage, AK 99501; telephone (907)343-6189

Population Profile

Metropolitan Area Residents
1980: 174,431
1990: 226,338
2000: 260,283
Percent change, 1990–2000: 15.0%
U.S. rank in 1980: 78th
U.S. rank in 1990: 69th
U.S. rank in 2000: 75th

City Residents
1980: 174,431
1990: 226,338
2000: 260,283
2003 estimate: 270,951
Percent change, 1990–2000: 15.0%
U.S. rank in 1980: 78th
U.S. rank in 1990: 69th (State rank: 1st)
U.S. rank in 2000: 75th (State rank: 1st)

Density: 153.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 188,009
Black or African American: 15,199
American Indian and Alaska Native: 18,941
Asian: 14,433
Native Hawaiian and Pacific Islander: 2,423
Hispanic or Latino (may be of any race): 14,799
Other: 5,703

Percent of residents born in state: 32.1% (2000)

Age characteristics (2000)
Population under 5 years old: 20,033
Population 5 to 9 years old: 21,867
Population 10 to 14 years old: 21,501
Population 15 to 19 years old: 19,662
Population 20 to 24 years old: 17,694
Population 25 to 34 years old: 40,113
Population 35 to 44 years old: 48,210
Population 45 to 54 years old: 38,803

Population 55 to 59 years old: 11,240
Population 60 to 64 years old: 6,918
Population 65 to 74 years old: 8,895
Population 75 to 84 years old: 4,284
Population 85 years and older: 1,063
Median age: 32.4 years

Births (2003)
Total number: 4,284

Deaths (2003)
Total number: 1,222 (of which, 19 were infants under the age of 1 year)

Money Income (1999)
Per capita income: $25,287
Median household income: $55,546
Total households: 95,080

Number of households with income of . . .
less than $10,000: 3,948
$10,000 to $14,999: 3,774
$15,000 to $24,999: 8,936
$25,000 to $34,999: 10,251
$35,000 to $49,999: 15,199
$50,000 to $74,999: 21,506
$75,000 to $99,999: 13,597
$100,000 to $149,999: 12,266
$150,000 to $199,999: 3,203
$200,000 or more: 2,400

Percent of families below poverty level: 5.1% (32.4% of which were female householder families with related children under 5)

2002 FBI Crime Index Total: 13,670

Municipal Government

The municipality of Anchorage is administered by a mayor-assembly form of government, with the mayor and eleven assembly members elected to three-year terms.

Head Official: Mayor Mark Begich (since July 2003; current term expires June 30, 2006)

Total Number of City Employees: 4,300 (2003)

City Information: Municipality of Anchorage, PO Box 196650, Anchorage, AK 99519; telephone (907)343-4431 (mayor's office)

Economy

Major Industries and Commercial Activity

While the U.S. economy has shown declines in recent years, Alaska's economy has shown a relatively stable growth of two percent annually. The United States government and the oil industry have been integral to the Anchorage economy. The federally funded Alaska Railroad gave Anchorage its start; later the military defense system supported an essentially undiversified economic base. This base expanded in the 1970s when the Trans-Alaska Pipeline, one of the largest construction projects in history, brought thousands of workers and increased service industries.

Although Juneau is the state capital, Anchorage is the state's government center. In 2003, Anchorage employed 4,300 state government employees, and 10,000 federal government employees.

Anchorage is the state's primary transportation, communications, trade, service, and finance center. Anchorage makes up 42 percent of the state's population but accounts for 47 percent of the employment. Today, the four major sectors that drive Anchorage's local economy are oil and gas, the military (three military posts are located at the airport), transportation, and the convention and tourism industry.

Alaska's oil production accounts for more than 22 percent of the nation's oil reserves. Anchorage may not be the hub of production, but the city acts as the administrative center for the industry. While the sector only accounts for two percent of the local employment, the importance to Anchorage's economy is greater, accounting for about eight percent of local salaries and wages.

The military in Anchorage is a constant presence. Elmendorf Air Force Base, Fort Richardson Army Post, and Kulis Air National Guard base are all located at the Ted Stevens Anchorage International Airport. The three military posts employ 8,500; military personnel and their family members boost local economy by patronizing businesses. In addition, nearly 10 percent of Anchorage's population is comprised of military personnel and family members.

The transportation industry in Anchorage is the busiest in the state. The Ted Stevens Anchorage International Airport (ANC) accounts for another 10 percent of Anchorage's employed, either directly or indirectly. The ANC flies more than 560 transcontinental cargo flights each week; the airport's economic impact is felt as far away as the North Pole, where jet fuel is refined and loaded onto the more than 100 rail cars that then travel by Alaska Railroad to service ANC daily. The Alaska Railroad transports freight and passengers; in summer months the Railroad transports passengers

to popular destinations throughout the state. The Port of Anchorage accounts for delivery of more than 90 percent of the consumer goods arriving in Alaska.

The tourism and convention industry, along with the service businesses that sprout up around the industry, are a major driving force in Anchorage economy. Mainly due to its central location, Anchorage acts as the gateway to the state of Alaska, thereby funneling tourists, conventioneers and other visitors through the area. Alaska's tourism industry accounts for more than 30,000 statewide jobs and an estimated (2003) economic impact of nearly $80 million in Anchorage alone. The market for trade shows and conventions in the city is growing; the 2003 economic impact of meetings sold during that year equaled more than $71 million.

Items and goods produced: fisheries' products, wood and wood products, petroleum products, coal, minerals

Incentive Programs—New and Existing Companies

The most widely used local incentives include customized job training programs, low interest loans, municipal revenue bonds, and property tax abatement. Anchorage Economic Development Corporation, a public-private partnership, assists new and existing businesses with information on taxes and utilities and on available sites and buildings, which are said to be plentiful.

Local programs—The Municipality of Anchorage offers a program that exempts some types of economic development properties from taxation. Inventory that is held for shipment outside of Alaska may also be exempt from local inventory taxes.

State programs—The Governor's Office of International Trade provides assistance and information to firms interested in foreign trade and investment, organizes trade missions and promotions, and sponsors trade shows and seminars. Several areas in the city are located in Anchorage's Foreign Trade Zone, the two most notable being the Ted Stevens Anchorage International Airport and the Port of Anchorage. The World Trade Center assists businesses seeking to enter or expand their role in international trade. The Alaska Export Assistance Center helps local businesses expand into foreign markets.

Job training programs—The University of Alaska Anchorage offers classes and degree programs to businesses and individuals on logistics and on doing business in Pacific Asia and the former Soviet Union. The university also partners with the Alaska Economic Development Corporation to provide a Mentor Program that connects students with business leaders. Lunchtime forums highlight a different business industry each time.

Development Projects

In April 2005 residents will be asked to approve $46.9 million in bonds for projects involving road improvements, public transportation, and public safety. Residents will be asked to approve more funds to build a new $93 million civic center and to help fund the $100 million planned expansion at the Anchorage Museum of Art and History. Other projects in the works or in planning stages include developing ski terrain at the Winner Creek-Glacier Valley north of the Alyeska Resort in Girdwood. Development of this area is expected to bring thousands more skiers each winter, with another 320,000 visitors expected each summer; this could mean a generation of $74 million annually in gross revenues and the creation of about 900 new jobs. Other projects involve revitalizing neighborhoods, such as the Eagle River Downtown Revitalization and the Mountain View Arts and Cultural District.

In transportation, a $250 million expansion is underway at the Port of Anchorage in 2005. The expanded facility is expected to generate more than 2,300 jobs once completed and will accommodate the area's cruise and military business. Merrill Field has constructed two new taxiways, and an apron expansion in 2005 will add more space and accommodations for ski-equipped aircraft in winter and aircraft with tundra tires in summer. In late 2004, Congress approved funding for several intermodal facilities to be built throughout the city at museums, medical centers, and other destinations. The 2004 summer road construction season completed 41 road and safety projects with a total cost of about $45 million.

Anchorage has a strong commitment to preserving land for recreation. Part of this commitment involves the Foster-A-Flower program; in 2004 downtown businesses bought more than 200 hanging flower baskets, each at $75, to beautify the area. Five new dog parks were created in Anchorage in 2004.

Economic Development Information: Anchorage Economic Development Corporation, 900 West Fifth Avenue, Suite 300, Anchorage, AK 99501; telephone (907)258-3000; toll-free (800)462-7275; fax (907)258-6646; email aedc@aedcweb.com. Municipality of Anchorage, 632 W. Sixth Avenue, Anchorage, AK 99501

Commercial Shipping

Anchorage's sea and air ports combine with its railroad to make the area the primary cargo distributor in the state. The Port of Anchorage, the largest seaport in Alaska, is a year-round shipping point with five terminals served by three major carriers, which bring four to five ships from the Pacific Northwest and Asia each week. More than four million tons of iron and steel products, containerized freight, bulk petroleum, cement, wood products, and various other commodities crossed the Port's docks in 2003. More than 50

air carriers and 9 freight forwarders connect Anchorage to the rest of the country and the world beyond. The airport is said to be one of the busiest cargo airports in North America; in 2002, Anchorage was second to Memphis in having the most cargo landed weight in the country, and third ranked in the world for most cargo landed weight. Municipal Merrill Field airport serves the intrastate needs of business, banking, and commerce. The Alaska Railroad provides rail freight service; in 2003 the railroad moved more than eight million tons of freight across 525 miles of track. More than 30 motor freight carriers link Anchorage with major market areas.

Labor Force and Employment Outlook

Anchorage boasts an abundant and well-educated labor pool with a relatively low median age. Ninety percent of residents are high school graduates, and approximately 65 percent of Anchorage's adult residents have completed at least one year of college. In addition, wage rates in Anchorage tend to be higher than wages in other areas of the country due to an abundance of higher-level positions available. Anchorage employment levels rose 28 percent between 1995 and 2003, due mainly to a 40 percent increase in the private support sector. In that same period, the services industry increased 114 percent, reflecting the area's attractiveness as a tourist destination.

Expansion and diversification have given Anchorage's economy the ability to absorb fluctuations in the business cycle or unexpected economic events. Anchorage now has a steady year-round employment base, with a summer boost from tourism and construction activities. The international cargo business in Anchorage continues to grow; Anchorage is equidistant to both Asia and Europe, and is 9 hours flying time to nearly the entire industrialized world, making it a good location for warehousing and distribution. About 10 percent of the city's employment can be attributed either directly or indirectly to the airport.

According to the Anchorage Economic Development Corporation, job growth in Anchorage is expected to be in the service sector, which would include jobs in health and social services, hospitality, trade, and finance and real estate. Contributing to Anchorage's economy will be the addition of 2,000 Stryker Brigade soldiers to Fort Richardson as part of a nationwide reorganization.

The following is a summary of data regarding the Anchorage metropolitan area labor force, 2003 annual averages.

Size of non-agricultural labor force: 142,600

Number of workers employed in . . .
natural resources and mining: 2,200
construction: 8,500
manufacturing: 1,800
trade, transportation and utilities: 33,000
information: 4,600
financial activities: 8,800
professional and business services: 16,000
educational and health services: 17,300
leisure and hospitality: 14,600
other services: 5,700
government: 30,000

Average hourly earnings of production workers employed in manufacturing: $12.01 (statewide average)

Unemployment rate: 5.1% (December 2004)

Largest employers (2003)	*Number of employees*
Providence Health System Alaska	3,566
Safeway Stores, Inc. (retail-grocery)	3,135
Wal-Mart/Sam's Club	2,443
Fred Meyer (retail-grocery)	2,341
Alaska Airlines	1,726
BP Exploration, Inc. (oil and gas production)	1,417
Banner Health System	1,243
NANA Management Services	1,227
Yukon-Kuskokwim Health Corporation	1,217
ASRC Energy Services	1,171
Federal Express	1,094
VECO Inc. (oil field services)	1,018

Cost of Living

The personal tax burden in Alaska is extremely low, while the cost of living is significantly higher than much of the rest of the nation. Residents benefit from distributions from the Permanent Fund, a savings account established in 1976 by voters allowing residents to receive 25 percent of the state's royalty oil revenue. Senior citizens enjoy a $150,000 property tax exemption or a renter's rebate.

The following is a summary of data regarding several key cost of living factors for the Anchorage area.

2004 (3rd Quarter) ACCRA Average House Price: $349,640

2004 (3rd Quarter) ACCRA Cost of Living Index: 122.5 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: 8% on rental cars, fuel, alcohol, tobacco

Property tax rate: Graduated from 7.91 mills to 18.15 mills levied on full assessed value

Economic Information: Alaska Department of Labor, Research & Analysis Section, 3301 Eagle Street, Suite 202, PO Box 107018, Anchorage, AK 99510-7018; telephone (907)269-4863; fax (907)269-4870

Education and Research

Elementary and Secondary Schools

The Anchorage School District prides itself on test scores that are better than state and national averages. The district's 50,000 students represent a diverse array of ethnic backgrounds. In the 1990s Anchorage voters approved more than $500 million in school construction that continues today. Two middle schools and nine elementary schools were built, and the new South Anchorage High School, serving 1,600 students, opened for the 2004-2005 school year. The new Eagle River High School will open in fall 2005 and will educate 800 students, relieving crowding at Chugiak High School. Many of the other Anchorage schools have undergone expansions or upgrades since 1990.

The school system is administered by a nonpartisan, seven-member school board that appoints a superintendent on the recommendation of a selection task force. The system faced budget hardships, making cuts to supplies and services in the 2004-2005 school year. A 2005-2006 budget was announced with hopes for increased funds, pending approval from state legislature.

The following is a summary of data regarding the Anchorage School District as of the 2004–2005 school year.

Total enrollment: 50,000

Number of facilities
elementary schools: 59
middle schools: 9
senior high schools: 7
other: 1 middle/high school, 1 K-12 school, 1 vocational school, 10 specialized schools, 5 charter schools

Student/teacher ratio: 25:1

Teacher salaries
minimum: $35,284
maximum: $66,286

Funding per pupil: $8,764 (2001-2002)

A small percentage of students attend private and parochial schools in the Anchorage area.

Public Schools Information: Anchorage School District, 4600 DeBarr Road, Anchorage, AK 99508-3126; telephone (907)742-4000

Colleges and Universities

Anchorage boasts one of the highest percentages of residents with postsecondary degrees in the country. Two fully accredited universities are located there: the University of Alaska Anchorage (UAA), which enrolls more than 17,000 students, and Alaska Pacific University, a private institution affiliated with the United Methodist church with about 700 enrolled students. Both institutions offer undergraduate degrees in a wide range of disciplines and master's degrees in such fields as biological sciences, business and management, logistics, and engineering. Also located in the Anchorage area are several vocational, specialty, and technical schools.

Libraries and Research Centers

In addition to its main branch downtown, the Anchorage Municipal Libraries system operates five branches throughout the city. Holdings consist of more than 452,000 books, nearly 1,700 periodical subscriptions, and films, records, tapes, art reproductions, and sheet music. Special collections at the system's main Loussac Library include the Alaska Collection, featuring more than 25,000 books and documents on Alaska and the North, and the Loussac Children's Collection, with materials for parents and people who work with children. Nearly 50 special libraries and research centers are located in Anchorage, most of them affiliated with the University of Alaska Anchorage and specializing in the fields of environment, natural resources, art, history, law, and education. ARLIS, or Alaska Resources Library and Information Services, features a collection of more than 200,000 books, 700 journals, and a variety of other sources of information about Alaska. Housed on the University of Alaska campus, ARLIS contains the collection of The Oil Spill Public Information Center, featuring scientific data from the *Exxon Valdez* oil spill damage. The National Center for Infectious Diseases Arctic Investigations Program seeks to improve the quality of life of arctic and subarctic people.

Public Library Information: Anchorage Municipal Libraries, 3600 Denali St., Anchorage, AK 99503; telephone (907)343-2975

Health Care

Anchorage is a primary medical treatment center for the state of Alaska and is home to the two largest hospitals in the state, Providence Alaska Medical Center and Alaska Regional Hospital. The new $157 million 100-bed hospital on

Elmendorf Air Force Base opened in 2001. The new Elmendorf Hospital replaces the existing 50-bed hospital, which suffered structural damage during the 1964 earthquake, and serves the state's military population.

Providence Alaska Medical Center, with 341 beds and more than 600 staff physicians, is the main medical referral center in the state, offering such specialized treatment as open heart surgery and neonatal care. In 2001, the hospital added a new state-of-the-art emergency department as part of a 100,000 square foot expansion. Alaska Regional Hospital provides neurosurgery and spinal and orthopedic surgery; a maternity center, critical care units, and emergency services, including an air ambulance, are maintained. A $7 million renovation at Alaska Regional Hospital included a new trauma and open-heart surgery room. Anchorage Neighborhood Health Center offers three family practice clinics featuring medical, dental, pharmaceutical, and mental health services. The North Star Behavioral Health System provides mental health and substance abuse treatment programs through several facilities.

Recreation

Sightseeing

An ideal way to see the points of interest in downtown Anchorage is to take a walking tour. A circular route—beginning at Old City Hall, original seat of the municipal government, and ending two blocks away at the Pioneer Schoolhouse, the first school in Anchorage—provides a leisurely stroll through the city's history. Principal attractions along the way include the Ship Creek Viewpoint with a view of the site of Tanaina summer fish camps. Nearby are the David Leopold House, built in 1917 for the city's first mayor; and Boney Memorial Courthouse, housing fine examples of nineteenth-century art motifs of Alaskan natives and animals. The Oscar Anderson House Museum in Elderberry Park is Anchorage's only historic house museum, and gives visitors a glimpse into the life of the family that occupied the home as well as Anchorage history.

Resolution Park, featuring the Captain Cook Monument, commemorates the two-hundredth anniversary of Cook's exploration of the area. Adjacent to the park are historic Anchorage homes, including the first permanent frame residence in the city. Located on the southern edge of downtown is Delaney Park, known as ''The Park Strip,'' once a firebreak for the original town site and later the city's first airfield.

The Alaska Zoo features hundreds of animals; special attractions are the natural land habitat for brown bears and an aquarium for seals and otters. Points of interest in north Anchorage include St. Nicholas Russian Church. The oldest building in the municipality, the church is located at Eklutna, the site of the first Tanaina settlement east of Knik Arm; the cemetery's ''spirit'' houses are reminders of the blend of native tradition and missionary influence.

In south Anchorage are the Potter Section House and Crow Creek Mine, the first non-native settlement. An example of a nineteenth-century placer mine, Crow Creek is still in operation, and rental equipment is available for those wishing to pan for any gold that remains. Local fur factories provide regularly scheduled tours of their facilities. Sightseeing and ''flightseeing'' tours of the Anchorage area and day trips to attractions such as Mt. McKinley and Portage Glacier can be arranged through bus and air services.

Arts and Culture

Dating back to Territory days when opera was staged regularly and when the city had an orchestra before it had paved streets, the performing arts have been an integral part of life in Anchorage. The city's arts community, with more than 75 organizations offering cultural experiences ranging from classical music to native dance, provides a striking contrast to the surrounding wilderness. The Anchorage Concert Association, founded in 1950 to bring international performers to local audiences, is still active, sponsoring about 22 music, dance, and theatre productions each year.

Many of these performances are presented in the downtown Alaska Center for the Performing Arts, a modern complex housing four theaters, including the new Elvera Voth Hall, an 1,800 square foot performance and rehearsal space opened in 2003. A significant contribution to the Anchorage arts community, the center offers a year-round schedule of more than 600 events and furnishes a showcase for local performers. The center's resident companies include Alaska Dance Theatre, Alaska Junior Theater, Anchorage Concert Association, Anchorage Concert Chorus, the Anchorage Symphony Orchestra, Anchorage Opera, and Whistling Swan Productions.

Dance thrives in Anchorage with the Alaska Dance Theater, as well as Native American, Eskimo, and Russian folk troupes.

The Anchorage Symphony Orchestra, formed in 1946 and today featuring 80 musicians, hosts a September-to-May season with performances of classics and young people's concerts. The Anchorage Opera offers three full-scale opera productions per season. The Alaska Chamber Singers, a chorale ensemble of 40 voices, offer performances at various venues throughout the city.

Interest and participation in the visual arts has been encouraged in Anchorage by ''1% for Art in Public Places,'' a 1978 law setting aside for the purchase of commissioned

artwork at least one percent of construction costs of all public buildings. Since 1978, $5.8 million has been spent on 267 works of art in more than 100 buildings.

Museums and galleries in Anchorage specialize in science, history, and arts and crafts. Imaginarium is a science discovery center with a variety of hands-on experience exhibits, a 10-foot tall Tyrannosaurus Rex, a planetarium, and a preschool learning area. The Alaska Aviation Heritage Museum traces the history of state aviation and prominent aviators, with a theater, observation deck, and historic planes. The Anchorage Museum of History and Art features a permanent collection of 17,500 objects and 2,000 artifacts; the museum is also responsible for a $5.8 million collection of 276 works of art viewable in public buildings around the city. In early 2005 the museum was in the planning stages of a 70,000 square foot expansion, funded by a private donor endowment to the tune of $50 million, with matching federal and state funds. The 15,000 square foot Alaska Gallery in the museum displays a collection of more than 1,000 objects of traditional and modern native art with demonstration exhibits. At the Alaska Native Heritage Center the visitor can explore five distinct Alaska Native cultures through interpretive displays, films, and daily performances by traditional storytellers. A trail from the Welcome House leads to Native Tradition Bearers—artists and performers at five traditional village exhibits surrounding a lake on the 26-acre grounds.

Festivals and Holidays

The year kicks off in Anchorage with the Annual Anchorage Folk Festival, offering more than 120 musical performances by local and guest acts, and the Great Alaska Beer and Barleywine Festival. February offers the Fur Rendezvous, known as the ''Fur Rondy'' (dating back to 1936 and one of the 10 largest festivals in the nation), a popular 10-day celebration of the annual fur-auctioning and social gathering of trappers and miners. The world-famous cross country Iditarod Trail Sled Dog Race starts in downtown Anchorage the first Saturday in March. Also in March and coinciding with the Iditarod is the Tour of Anchorage, a cross-country ski event with varying race lengths.

April follows up with the Alyeska Spring Carnival & Slush Cup, and May brings the Alaska Native Youth Olympics. June events include the Three Barons Renaissance Faire and the Mayor's Midnight Sun Marathon.

Live music can be heard all summer long on Wednesday and Friday afternoons from the park at Fourth Avenue and E Street. Other summer fare includes the annual July 4th Celebration and the Bear Paw Festival at Eagle River in July; August offerings include the Alyeska Blueberry & Mountain Arts Festival and the Arctic Thunder Elmendorf Air Force Base Open House and Air Show.

Among the fall highlights are the Alaska State Fair in late August and early September, followed in October by the Nye Frontier Hockey Classic. The year closes out with Thanksgiving weekend events that include an annual production of *The Nutcracker* by the Cincinnati Ballet and the Town Square Tree Lighting Ceremony, and in December the Anchorage International Film Festival.

Sports for the Spectator

The Wells Fargo Sports Complex at the University of Alaska Anchorage hosts Seawolves National Collegiate Athletic Association (NCAA) hockey, basketball, and volleyball competition. The Alaska Aces of the East Coast Hockey League are based in Anchorage and play at Sullivan Arena. The Carrs Great Alaska Shootout collegiate basketball tournament is a major event that draws fans from throughout the state and nation.

Sled dog racing is the official state sport and Anchorage hosts several main sledding events. The world famous Iditarod Trial Sled Dog Race originates in Anchorage and runs more than 1,000 miles to Nome, the course taking from 10 days to a month to complete. The World Championship Sled Dog Races, the most famous sprint race, is held during the Fur Rendezvous and draws racers from all over the world.

Sports for the Participant

With more than 162 parks covering 14,000 acres, residents have a multitude of choices for year-round and seasonal outdoor activities. Park facilities include shelters, pools, camping, more than 40 ball fields, 59 tennis courts, winter ice skating, and programming for recreational events. Mountain climbing can be pursued at the 500,000-acre Chugach State Park, situated within the city limits; hiking and horseback-riding trails are located in several other municipal parks. Salmon and trout fishing facilities are maintained on rivers, creeks, and lakes, and licensed hunting is regulated by the Alaska Department of Fish and Game.

During summer the midnight sun provides additional time for recreation. Popular activities include boating, kayaking, and river rafting on the flowing waters within the municipality limits. Free loaner bicycles are available for use on downtown bike trails; among other public facilities are 4 golf courses, 5 indoor pools, several lakes, and 49 tennis courts. With 120 miles of paved trails and 300 miles of unpaved and wilderness trail, Anchorage's extensive trail system attracts both residents and visitors. One of the most popular routes is the Tony Knowles Coastal Trail, an 11-mile asphalt trail that runs from downtown to Kincaid Park (which has its own system of 43 miles of wooded trail). Flattop Mountain is a popular hike; both beginner and expert hikers can summit the 3,510 foot mountain (3 miles round trip) as a day hike. Cyclists and runners enjoy the multitude of trails in and around Anchorage.

Runners have been traveling to Anchorage to participate in the Mayor's Midnight Sun Marathon since its inception in 1974. *Bicycling* magazine called Anchorage's trail system one of the best in the United States.

Winter sports enthusiasts can find a wide range of choices, including dog sledding, ice skating, skiing, sledding, snowshoeing, snowmobiling, and skating on several rinks, including two Olympic-sized hockey rinks. Dog sled rides and tours are available through local vendors. The municipality maintains more than 200 miles of cross-country ski trails, including 40 kilometers lit for night skiing, plus sledding hills and snowmobile trails. Alaska's largest ski resort is 40 minutes from downtown Anchorage. Alyeska Resort boasts an annual average of 742 inches of snowfall and a lift capacity of more than 10,000 skiers per hour on its 9 lifts.

Shopping and Dining

More than a dozen shopping centers, including five major malls, are located in Anchorage. Downtown's Fifth Avenue Mall houses major national retail chains such as Eddie Bauer, The Gap, Body Shop, and Banana Republic, but products native to Alaska are the major shopping attractions, with foods, ivory, jewelry, gold, furs, seal oil candles, and Eskimo and Aleut basketry among the most popular items. Shoppers can visit workshops to see fur styling, jewelry crafting, and wool making demonstrations. The Anchorage Saturday Market operates both Saturday and Sunday throughout the summer at Third Avenue and E Street. Shoppers will find fresh baked goods and vegetables, handmade jewelry and crafts, and unique Native art.

More than 350 restaurants in Anchorage offer a variety of ethnic cuisines. The local specialty is fresh seafood, particularly salmon, served at most restaurants in settings that offer views of mountain ranges and oceangoing vessels departing the Port of Anchorage.

Visitor Information: Anchorage Convention and Visitors Bureau, 524 W. Fourth Avenue, Anchorage, AK 99501; telephone (907)276-4118

Convention Facilities

Anchorage is rapidly gaining distinction as a convention and meeting site. The city's downtown convention center is within walking distance of fine restaurants, unique shops, and world-class cultural events. The extraordinary experience of enjoying first-class amenities in close proximity to untouched wilderness attracts an increasing number of groups to Anchorage yearly.

The principal meeting place in Anchorage is the William A. Egan Civic and Convention Center. The complex contains 45,000 square feet of meeting and exhibit space accommodating groups of 20 to 2,776 people; other features include 189 custom exhibit areas, simultaneous interpreting facilities, and complete catering service. Across the street from Egan Center and adjoined by a skybridge is the Alaska Center for the Performing Arts, which provides theater-style meeting halls seating 350 to 2,100 people.

In April 2005 voters will be asked to approve a 4 percent increase in hotel and motel taxes to help fund the new Anchorage Civic & Convention Center. Proponents of the new center say that the city's needs have outgrown the current Egan Civic and Convention Center. At a proposed cost of $93 million, the new center plans include a 50,000 square foot exhibit hall, a second 25,000 square foot multiuse exhibit hall, and several breakout rooms totaling 12,000 square feet. The proposal includes a covered walkway attaching the new center to the Egan Center.

Located 2 miles from downtown is the George M. Sullivan Arena, which accommodates trade shows with 32,000 square feet of usable space and parking for 1,800 vehicles. The Anchorage Museum of History and Art is available to host special events in its atrium. Other meeting facilities are available at the University of Alaska–Anchorage, Alaska Pacific University, and major hotels in the metropolitan area. In total, Anchorage features more than 8,000 hotel and motel rooms, and more than 850 beds in bed and breakfast and hostel accommodations.

Convention Information: Anchorage Convention and Visitors Bureau, 524 W. Fourth Ave., Anchorage, AK 99501; telephone (907)276-4118

Transportation

Approaching the City

The majority of travelers come to Anchorage by plane, arriving at Anchorage International Airport, located ten minutes west of downtown. A major stop for transpolar flights, the airport is one of the busiest in the country and is served by more than 50 freight and passenger air carriers.

For those heading to Anchorage by car, the major route into the city is Alaska 1, which is Glenn Highway as it enters from the northeast and Seward Highway (scenic S.R. 1/9) as it enters from the south. The Alaska Railroad, headquartered in Anchorage, provides passenger rail service within Alaska.

Traveling in the City

Downtown Anchorage is laid out in a series of square blocks, a pattern typical of early western railroad towns. All lettered streets run north-south and numbered streets run east-west, with Northern Lights Boulevard dividing north from south and A Street dividing east from west.

Anchorage's bus-based public transit system is the People Mover, which provides a convenient way to see the city, as buses stop at major points of interest and extend to all suburbs. The Share-A-Ride service connects people living in the same area for car or vanpooling, and in some cases municipally-owned vans are provided. AnchorRides offers paratransit services to residents with disabilities. Four major taxi companies and several private shuttle companies offer transportations services throughout Anchorage.

Communications

Newspapers and Magazines

The major daily newspaper in Anchorage is the morning *Anchorage Daily News.* Several other newspapers are published in Anchorage, including *Petroleum News,* a paper covering the petroleum industry in Alaska and Canada; and the *Sourdough Sentinel,* a weekly covering happenings at Elmendorf Air Force Base. Also published in Anchorage are *Northern Pilot Magazine, Alaska Business Monthly,* which focuses on state business developments, and *Senior Voice.*

Television and Radio

Anchorage has four commercial television stations. The city is also served by cable television and by fourteen AM and FM radio stations broadcasting a variety of formats such as adult contemporary, country, and broadcasts from National Public Radio and American Public Radio.

Media Information: *Anchorage Daily News,* 1001 Northway Drive, PO Box 149001, Anchorage, AK 99514-9001; telephone (907)257-4200.

Anchorage Online

Alaska Department of Education and Early Development. Available www.educ.state.ak.us/home.html

Anchorage Convention and Visitors Bureau. Available www.anchorage.net

Anchorage Daily News. Available www.adn.com

Anchorage Economic Development Corporation. Available www.aedcweb.com

Anchorage Municipal Libraries. Available www.lexicon.ci.anchorage.ak.us

Anchorage School District. Available www.asd.k12.ak.us

Municipality of Anchorage Home Page. Available www.ci.anchorage.ak.us

State of Alaska. Available www.state.ak.us

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Fairbanks

The City in Brief

Founded: 1901 (incorporated 1903)

Head Official: Mayor Steve M. Thompson (since 2001)

City Population
1980: 22,645
1990: 30,843
2000: 30,224
2003 estimate: 30,970
Percent change, 1990–2000: − 2.4%
U.S. rank in 1990: 878th
U.S. rank in 2000: Not reported (State rank: 3rd)

Metropolitan Area Population (Fairbanks North Star Borough)
1980: 53,983
1990: 77,720
2000: 82,840
Percent change, 1990–2000: 6.6%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

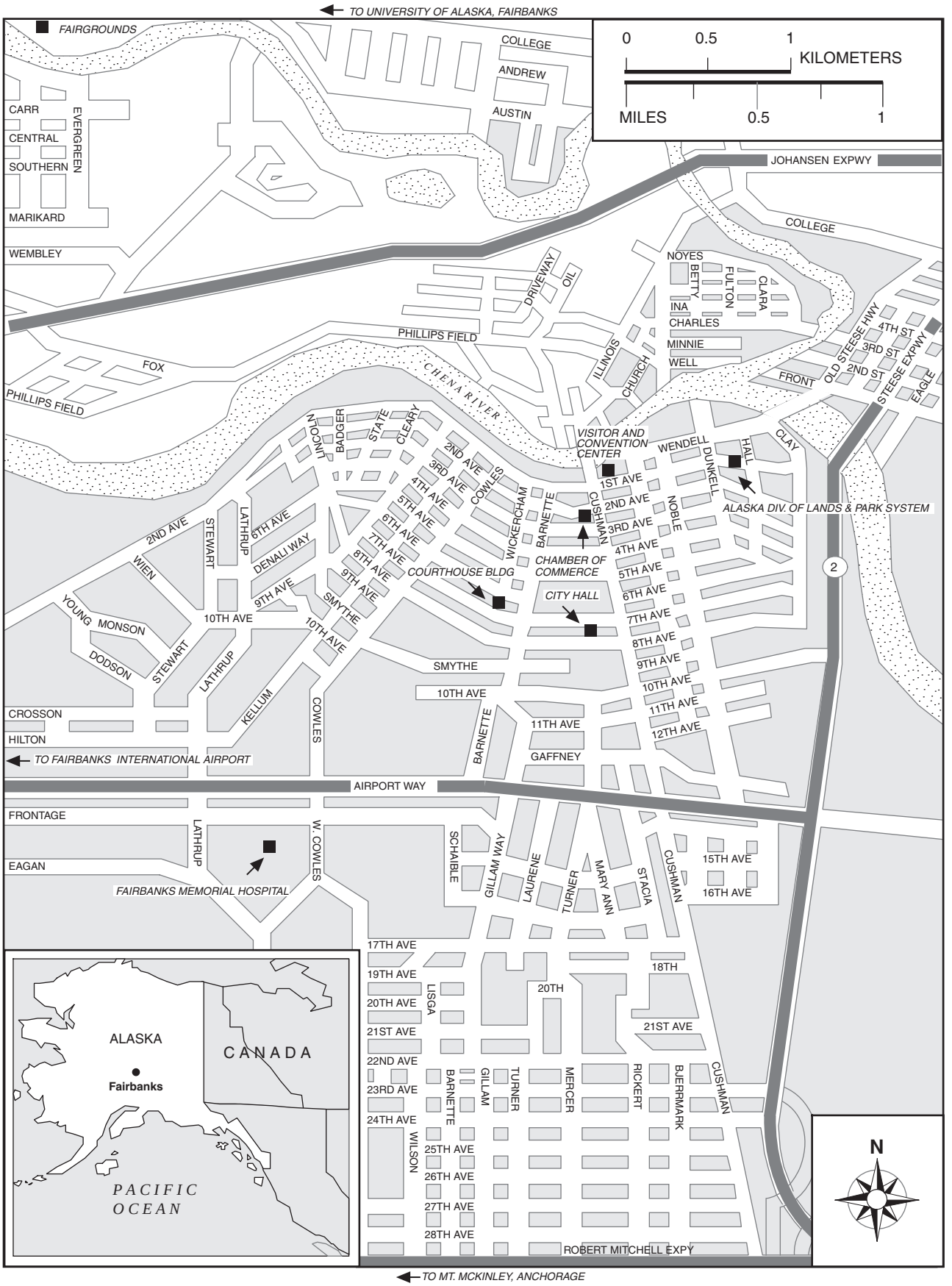
Area: 32.67 square miles (2000)
Elevation: 432 feet above sea level
Average Annual Temperature: 30.4° F
Average Annual Precipitation: 11.5 inches with 67.8 inches of snowfall

Major Economic Sectors: Government, services
Unemployment Rate: 7.6% (January 2005)
Per Capita Income: $19,814 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Alaska Fairbanks

Daily Newspaper: *Fairbanks Daily News-Miner*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NOYES
BETTY
FULTON
CLARA
INA
CHARLES
MINNIE
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OLD STEESE HWY
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2ND ST
STEESE EXPWY
EAGLE
DRIVEWAY
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ILLINOIS
CHURCH
PHILLIPS FIELD
FOX
PHILLIPS FIELD
CHENA RIVER
LINCOLN
BADGER
STATE
CLEARY
VISITOR AND CONVENTION CENTER
WENDELL
DUNKELL
HALL
CLAY
ALASKA DIV. OF LANDS & PARK SYSTEM
2ND AVE
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YOUNG
MONSON
DODSON
SMYTHE
KELLUM
CROSSON
HILTON
GAFFNEY
TO FAIRBANKS INTERNATIONAL AIRPORT
AIRPORT WAY
FRONTAGE
EAGAN
FAIRBANKS MEMORIAL HOSPITAL
W. COWLES
SCHAIBLE
GILLAM WAY
LAURENE
TURNER
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ROBERT MITCHELL EXPY
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CANADA
Fairbanks
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Introduction

Fairbanks is the second-largest city in Alaska, the northernmost city in the United States, and one of only a few communities in the entire world where a concentration of people is living at such an extreme northern latitude. Despite being the trade, transportation, and cultural center of the Alaskan Interior, Fairbanks has maintained much of its frontier character. Mining camps, swinging-door saloons, and unpaved roads mingle with modern hotels and restaurants, a symphony orchestra, and an internationally known research university. Fairbanks has almost continuous daylight from the middle of May through the end of July; on June 21st, the longest day of the year, Fairbanks has more than 20 hours of sunlight. The most distinctive feature of the city, however, is its weather: with long winter nights, snow covering the ground six months of the year, Fairbanks is quintessentially Alaska.

Geography and Climate

Fairbanks is located in the Tanana Valley in the Interior of Alaska, 358 miles north of Anchorage and 125 miles south of the Arctic Circle. Significant changes in solar heat during the year produce a wide variation of temperatures from winter to summer. During the summer months (June and July) the sun is above the horizon 18 to nearly 21 hours per day and temperatures are often in the high 80s. From November to March, daylight ranges from 10 to less than 4 hours daily, and temperatures can drop to −60 degrees Fahrenheit. During the winter, ice fog can occur if the temperature drops below −20 degrees Fahrenheit. Fairbanks rarely experiences windy conditions.

Area: 32.67 square miles (2000)

Elevation: 432 feet above sea level

Average Temperatures: January, −10.2° F; August, 55.4° F; annual average, 30.4° F

Annual Average Precipitation: 11.5 inches with 67.8 inches of snowfall

History

Discovery of Gold Brings Prospectors, Settlers

Fairbanks was founded accidentally in 1901 by Captain E. T. Barnette. On his way to set up a trading post on the Tanana River, Barnette was instead stranded on the Chena River when the riverboat in which he was traveling was forced to turn back. As he was making plans to move his supplies to a more profitable location, gold was discovered about 12 miles away, near Fox. An Italian prospector, Felix Pedro, is credited with having made the discovery on July 22, 1902. Every year on that date, Fairbanks commemorates the gold strike with the Golden Days celebration.

During the ensuing gold rush, Barnette's trading post became the center of activity for prospectors who swarmed into the area. A settlement grew up and was named for Senator Charles Fairbanks of Indiana who served as vice president under Theodore Roosevelt from 1905-1909; the town was incorporated in 1903. Barnette was elected the first mayor of Fairbanks. He is credited with establishing telephone service, fire protection, sanitation ordinances, electricity and steam heat, but he soon fell into disfavor as a result of his involvement in a bank failure that caused many citizens to lose their savings.

Oil and Military Buildup Replace Gold as Economic Pillars

By 1910 the population of Fairbanks grew to 3,541 people, although more than 6,000 miners lived and worked their claims north of town. During World War I, however, gold activity declined and the population of the town decreased. The start of the construction of the Alaska Railroad brought another boom period, so that by 1930 the population was restored to about half of its previous level.

In 1922 the Alaska Territorial legislature accepted lands granted by the United States Congress, creating the Alaska Agricultural College and School of Mines, which grew into the University of Alaska Fairbanks. During World War II the Alaska Highway was constructed as part of the military buildup, and Fairbanks experienced yet another boom period when thousands of military personnel were located at nearby Eielson Air Force Base and Ladd Field (now Fort Wainwright). Military personnel in the area grew from 10 in 1940 to 5,419 in 1950. Following the war, the Fairbanks population again declined, but during the following decade the community experienced gradual growth.

The Fairbanks North Star Borough was established on January 1, 1964, by an act of the Alaska State Legislature. The Borough includes the cities of Fairbanks and North Pole and encompasses 7,361 square miles (4.7 million acres), making it the fourth largest borough in the state.

In August 1967, just weeks before the expected winter freeze-up, the city was swept by a flood that inundated 95 percent of its residences and left the city under eight feet of water. Fairbanks recovered from the extensive damage, and with the discovery in 1968 of oil on the north slope of the Brooks Mountain Range, the city entered a new era of expansion.

Construction of the Trans-Alaska oil pipeline triggered one of the city's largest booms, and the population is estimated to have reached 70,000 persons in 1977. With the completion of the pipeline construction, the community's economy went into a serious decline, but it soon recovered with the injection of state revenues in the early 1980s. By the mid-1980s, however, crude oil prices had dropped and Alaska slipped into a severe recession, with Fairbanks experiencing the most abrupt decline in the state. Since then the local economy has recovered somewhat, but high unemployment rates continued into the new millennium.

Today, Fairbanks is a popular tourist destination; visitors are attracted to its boundless opportunities for outdoor adventure and its pioneer spirit still reflected in its gold mines, saloons and frontier towns.

Historical Information: Fairbanks Historic Preservation Foundation, telephone (907)456-8848; Tanana Yukon Historical Society, telephone (907)455-8947

Population Profile

Metropolitan Area Residents (Fairbanks North Star Borough)
1980: 53,983
1990: 77,720
2000: 82,840
2003 estimate: 85,978
Percent change, 1990–2000: 6.6%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

City Residents
1980: 22,645
1990: 30,843
2000: 30,224
2003 estimate: 30,970
Percent change, 1990–2000: − 2.4%
U.S. rank in 1990: 878th
U.S. rank in 2000: Not reported (State rank: 3rd)

Density: 948.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 20,150
Black or African American: 3,370
American Indian and Alaska Native: 2,994
Asian: 821
Native Hawaiian and other Pacific Islander: 164
Hispanic or Latino (may be of any race): 1,854
Other: 740

Percent of residents born in state: 30.4% (2000)

Age characteristics (2000)
Population under 5 years old: 2,908
Population 5 to 9 years old: 2,503
Population 10 to 14 years old: 2,233
Population 15 to 19 years old: 2,283
Population 20 to 24 years old: 3,423
Population 25 to 34 years old: 5,588
Population 35 to 44 years old: 4,340
Population 45 to 54 years old: 3,262
Population 55 to 59 years old: 989
Population 60 to 64 years old: 709
Population 65 to 74 years old: 1,086
Population 75 to 84 years old: 700
Population 85 years and older: 200
Median age: 27.6 years

Births (2003, Fairbanks North Star Borough)
Total number: 1,565

Deaths (2002, Fairbanks North Star Borough)
Total number: 283

Money Income (1999)
Per capita income: $19,814
Median household income: $40,577
Total number of households: 11,075

Number of households with income of . . .
less than $10,000: 822
$10,000 to $14,999: 820
$15,000 to $24,999: 1,468
$25,000 to $34,999: 1,615
$35,000 to $49,999: 2,052
$50,000 to $74,999: 2,167
$75,000 to $99,999: 1,086
$100,000 to $149,999: 802
$150,000 to $199,999: 206
$200,000 or more: 94

Percent of families below poverty level: 7.4% (41.8% of which were female householder families with related children under 5)

2002 FBI Crime Index Total: Not reported

Municipal Government

Fairbanks North Star Borough (FNSB), similar to a county, is governed by an 11-member assembly and an elected mayor who is the chief executive officer. The mayor serves for three years as the executive and administrative officer of

the city; elected council members serve for staggered three-year terms. Administration for the public school system is the responsibility of the FNSB.

Head Official: Mayor Steve M. Thompson (since 2001; current term expires 2007)

Total Number of City Employees: 468 (2005)

City Information: City of Fairbanks, 800 Cushman, Fairbanks, AK 99701; telephone (907)459-6793; fax (907) 459-6787

Economy

Major Industries and Commercial Activity

As Alaska's second largest city, Fairbanks is an important trading, transportation, military, regional service and supply center. City, borough, state and federal government services are located here. The government services sector, including the military, employs more than one-third of the region's workers. The city's international airport serves villages in the region, is a supply point for North Slope oil fields, and is a center for the transport of cargo by international carriers.

Military activity is a significant contributor to the local economy. The combined payrolls at Fort Wainwright and Eielson Air Force Base are in excess of $354 million. According to the Fairbanks Economic Development Corporation, the total economic impact of the two military bases to the Greater Fairbanks community is $390.9 million annually. A total of almost 17,000 military active duty personnel lived in Fairbanks North Star Borough in 2004, comprising more than 20 percent of the total borough population. This figure is an increase of 1.6 percent from the previous year. In 2003, the United States Army Alaska began the transformation of the 172nd Brigade from a Light Infantry Brigade to a Stryker Brigade. One-third of the more than 1000 soldiers, plus dependents and support personnel, is already posted at Fort Wainwright, with the balance to be transferred to the Fort possibly as early as 2006 when housing and related infrastructure are in place. The Fairbanks North Star Borough's economy will benefit from the housing construction, rental and utility income, wages, and additional visitors these soldiers bring to the area.

Tourism and mining also comprise a large percentage of the commercial activity in the region. Each summer, approximately 325,000 visitors travel to Fairbanks. However, visitor numbers have declined from a high in the summer of 2001. The Fort Knox gold mine is the largest producing gold mine in the state. It produces 1,200 ounces of gold daily and employs 360 permanent year-round workers. Despite gold prices tumbling below $300 per ounce, the mine is still acquiring prospects in the region in order to expand its operation. To date, more than $200 million in gold has been extracted from the mining district. The mine is expected to remain in operation through 2010.

Incentive Programs—New and Existing Companies

State programs—The Governor's Office of International Trade provides assistance and information to firms interested in foreign trade and investment, organizes trade missions and promotions, and sponsors trade shows and seminars.

Local programs—The Small Business Development Center (SBDC) offers seminars, counseling, and workshops for new and established businesses to support their existence and help them grow. The Procurement Technical Assistance Center (PTAC) assists businesses who contract with local, state, or federal government.

Job training programs—A variety of training programs exist to help meet the business needs of Fairbanks employers; many are organized through the local educational institutions. Tanana Chiefs' Conference offers a wide array of programs for tribal populations through its Employment and Training Department. The Chamber of Commerce offers the School Business Partnership, which allows businesses and schools to work together.

Development Projects

Fairbanks and other Alaska officials are working toward the development of an 800-mile natural gas pipeline, which would run from the North Slope to a liquefied natural gas (LNG) plant to be developed at Valdez for export to the rest of North America. The All-Alaska Gas Pipeline will run parallel to the existing Trans-Alaska Oil Pipeline. In 2005, the Alaska Gasline Port Authority (AGPA) had reached a development agreement with Sempra LNG to assist in the development of the All-Alaska Pipeline Project and market the related LNG. Work was underway to acquire permits and the rights of way from Yukon Pacific for building the pipeline. The first LNG tanker is projected to leave the terminal at Valdez sometime around 2011. A 40 percent portion of project revenues will be shared among the Alaskan municipalities. The cost of the pipeline could approach $9 billion.

A major plan to redevelop the land surrounding the river bend in the Chena River for recreational, commercial and residential use is on the drawing board. Plans include the creation of a public riverwalk to provide direct access to the river and its recreational opportunities, along with the improvement of Pioneer Park and Carlson Center. Along the river, the construction of a fish hatchery and indoor/outdoor tennis courts, as well as the demolition of a sewer treatment

Construction of the Alaskan oil pipeline triggered one of the city's largest periods of growth.

facility are scheduled for 2005 and 2006. The Chena Riverbend Project is slated for completion in 2010.

Construction of a new $25 million fish hatchery is also planned for Fairbanks. A feasibility study was completed in 2004, with design, site selection, environmental assessment, and site preparation scheduled for 2005-2006. The actual construction of the hatchery is planned for 2007-2008, with operation to begin the following year. Not only is the hatchery expected to increase the number of stocked catchable fish to provide a better fishing experience for tourists, it will also be an important tourist destination itself. It could also be the source of research dollars for the University of Alaska Fairbanks' fish biology program.

Fairbanks' extreme climate has become a real asset for the area as the city was chosen as the site for the construction of a Research Test Facility (RTF) for the Cold Climate Housing Research Center (CCHRC). It will be built on land adjacent to the University of Alaska Fairbanks campus. Plans call for it to be the first of several test facilities in a future research test park. RTF construction alone is expected to have a $4.5 million impact on the area's economy, with an additional annual direct economic impact of between $800,000 in 2005 to $1.4 million in 2009.

Commercial Shipping

As the only large city and main business center in interior Alaska, Fairbanks is a major transportation hub. Goods are shipped via truck, air and the Alaska Railroad. Fairbanks International Airport functions as the air freight distribution and supply center for the region. In 2003, the airport handled almost 200 million tons of air transit freight. Fourteen motor freight carriers transport goods through facilities in the city.

Labor Force and Employment Outlook

Continued slow population growth is projected in Fairbanks, especially among the working-age population. However, the Fairbanks North Star Borough has seen its population steadily increase over the past four decades. The senior population is projected to nearly triple by 2020, while the school-age population will grow about 10 percent by 2005 then hold steady for the next 15 years. Fairbanks-area businesses that cater to the needs of seniors will prosper, but there will be more competition by employers to find workers. The construction of the All-Alaska Pipeline is expected to bring new jobs to the area with a total of 7,600 total new jobs to the State of Alaska. The transfer of military personnel to Fort Wainwright will also augment the area's labor force. The projection for growth in the construction industry through 2012 is 15.5 percent statewide.

The following is an annual summary of data regarding the Fairbanks labor force, 2004 annual averages.

Size of non-agricultural labor force: 36,900

Number of workers employed in . . .
natural resources and mining: 900
construction: 2,700
manufacturing: 500
trade, transportation and utilities: 7,300
information: 600
financial activities: 1,400
professional and business services: 2,100
education and health services: 4,100
leisure and hospitality: 4,100
other services: 1,300
government: 11,500

Average hourly earnings of production workers employed in manufacturing: $12.16

Unemployment rate: 7.6% (January 2005)

Largest private employers	*Number of employees*
Banner Health System	1,204
Alyeska Pipeline Service Co.	1,007
Tanana Chiefs Conference	669
Fairbanks Gold Mining Co.	376
Petro Star	308

Cost of Living

Despite Alaska's reputation for its high cost of living, prices in Fairbanks compare favorably with those in many other North American cities. In 2002, Fairbanks's cost of living index was lower than New York or Boston, for example. In addition, the personal tax burden for Fairbanks residents is extremely low. Residents benefit from distributions from the Permanent Fund, a savings account established in 1976 by voters allowing residents to receive 25 percent of the state's royalty oil revenue. Senior citizens enjoy a $150,000 property tax exemption or a renter's rebate. The availability of vast natural resources insures utility costs somewhat lower than the national average.

The following is a summary of data regarding key cost of living factors for the Fairbanks area.

2004 (3rd Quarter) ACCRA Average House Price: $349,615

2004 (3rd Quarter) ACCRA Cost of Living Index: 128.4 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 20.777 mills for city of Fairbanks; (7.171 City and 13.606 Borough areawide)

Special taxes: 5% alcohol tax (city only); 16% tobacco tax (8% city/8% borough); 8% accommodations tax (city only)

Economic Information: Alaska Department of Labor, Research and Analysis, PO Box 25501, Juneau, AK 99802-5501.

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Fairbanks are part of the Fairbanks North Star Borough School District (FNSBSD), the second largest in the state. The district is administered by a nonpartisan, seven-member school board with three non-voting advisory members, which appoints a superintendent. Students in the district come from 50 different language backgrounds. The district opened a new Fairbanks Magnet School for grades K-8 at Barnette Elementary School in fall 2005. The Yukon-Koyukuk School District, headquartered in Fairbanks, covers the Western interior of Alaska. Serving an area of 65,000 square miles, the district is larger than the state of Washington. The District's 11 schools serve 10 villages with 500 school-aged children in grades K-12. More than 90 percent of the students are Tanana or Koyukon Athabaskan Indians.

The following is a summary of data regarding public schools in the FNSBSD as of the 2003–2004 school year.

Total enrollment: 15,412

Number of facilities
elementary schools: 19
middle schools: 4
junior/senior high: 1
senior high schools: 3
other: 1 vocational education center, 1 correspondence school, 2 charter schools, 1 magnet school

Student/teacher ratio: 17.5:1

Teacher salaries (2004-2005)
minimum: $35,605
maximum: $69,073

Funding per pupil: $6,691

Private schools, including seven religious schools, with an enrollment of about 1,800 students, provide alternative forms of education in the Fairbanks area.

Public Schools Information: Fairbanks North Star Borough School District, 520 Fifth Avenue, Fairbanks, AK 99701-4756; telephone (907)452-2000

Colleges and Universities

Fairbanks is home to the University of Alaska Fairbanks (UAF), which offers 162 degrees in more than 112 disciplines to its 10,400 students. Programs of study include developmental programs and certificate, associate, baccalaureate, and graduate/professional programs in the arts, sciences, career fields, and professions. It is Alaska's only doctoral-granting institution. UAF possesses unique strengths in both the physical and natural sciences and offers a broad array of engineering programs with particular emphasis on the northern environment. UAF is the state's center for the study of Alaska native cultures and languages, and also offers a northern studies program.

Libraries and Research Centers

The Fairbanks North Star Borough Public Library operates a main facility in the city, the Noel Wien Public Library, and a branch in the city of North Pole, which is a community of 1,600 residents 11 miles from Fairbanks. Mail library service is available. The library houses about 269,000 volumes, periodicals, tapes, and films. The Elmer E. Rasmuson Library at the University of Alaska Fairbanks houses more than 1.75 million items, making it the largest library in the State. Its holdings include books, periodicals, photography, manuscripts, films, oral histories, rare books, maps, microfiches, tapes, records, and prints. Its Alaska and Polar Regions collection is one of the world's finest.

The University of Alaska Fairbanks (UAF) ranks among the top 100 universities in the nation for its research and development activities. It also ranks 55th out of 200 universities in the amount of research money awarded by the National Science Foundation. In 2003-2004, UAF received $175 million for research activities, more than triple the amount received just six years earlier. Among UAF's many outstanding research schools and institutes are the School of Fisheries and Ocean Science, the Geophysical Institute, the Institute of Arctic Biology, the Polar Ice Coring Office, the Institute of Northern Engineering, and the Agriculture and Forestry Experiment Station. The Arctic Region Supercomputing Center, a collaboration between the UAF and the Department of Defense, supports computational research in science and engineering with emphasis on high latitudes and the arctic. A $32 million, 100,000-square-foot International Arctic Research Center provides office and research space for scientists from around the world. Research at the Center focuses on four major spheres: arctic ocean circulation, arctic atmosphere, permafrost/frozen soil, and arctic vegetation. The most recent addition to research efforts at UAF is the Office of Electronics Miniaturization (OEM), which re-

places the former Center for Nanosensor Technology. The Office boasts a Class 10,000 Clean Room, equipped with Chip-Scale Packaging and related technologies. UAF is engaged in prototyping design development and production through a cooperative agreement with the Department of Defense's Defense MicroElectronics Activity (DMEA). Finally, the Poker Flats Research Range, located 33 miles north of Fairbanks, is a scientific rocket launching facility owned by the University of Alaska under contract to NASA. Poker Flat houses many scientific instruments for the study of the arctic atmosphere and ionosphere.

The Cold Climate Housing Research Center in Fairbanks researches and develops the latest building technologies and products for cold climate regions. Alaska's full range of climatic conditions and a cold season which lasts for six months or longer provides researchers ample time to conduct experiments and evaluations of housing performance. The Agricultural Research Service projects in the area focus on aquaculture, crop protection, plant diseases, and plant, microbial and insect genetics.

Public Library Information: Fairbanks North Star Borough Public Library and Regional Center, 1215 Cowles Street, Fairbanks, AK 99701; telephone (907)459-1020

Health Care

Fairbanks Memorial Hospital, the only civilian hospital in the region, serves 98,000 people in an area covering some 250,000 square miles. Operated by the Banner Health System, Fairbanks Memorial is a modern 142-bed facility that has been expanded and remodeled several times since its opening in 1972. Recent additions to the hospital include a newly expanded laboratory, Mental Health wing and Cancer Treatment Center. Memorial Hospital's sister hospital in Denali Center is a 110-bed facility.

Bassett Army Hospital at Fort Wainwright serves military personnel and retirees. Clinics in the area are the Tanana Valley Clinic, the Fairbanks Clinic, and a public health center.

Recreation

Sightseeing

Fairbanks is rich in frontier history. One of the main attractions is Pioneer Park, a 44-acre historic theme park on the banks of the Chena River. The Park features a Gold Rush Town with authentic historic buildings, a Native Village with Indian and Eskimo architecture and artifacts, and the riverboat Nenana in drydock. The Kitty Hensley House, home of one of Fairbanks's early citizens, has been restored and is open to the public in Gold Rush Town. A narrow gauge railroad train meanders through the park, and a mini golf course, a mining operation, three museums, and an art gallery are also part of the fun. The Alaska Centennial Center for the Arts is located at Pioneer Park.

There are 20 National Historic Register buildings within the Fairbanks area, including Creamer's Dairy Wildlife Refuge; these sites are a living testament to the area's rich cultural history. Several churches and buildings in the city are of architectural interest. Muskoxen, caribou and reindeer can be seen at the Large Animal Research Station at the University of Alaska Fairbanks which offers tours of its facility from June through September.

Hot springs, gold dredges, gold camps, and engineering projects such as the first water system in permafrost ground and the Trans-Alaska Oil Pipeline are attractions in the outlying areas. The art of extracting gold from the frozen Alaskan ground is on display at Gold Dredge No. 8, which also has a dining hall and offers an opportunity to pan for gold. The Ester Gold Camp, a popular family attraction, features a 1900s gold camp site and town, a dining hall buffet dinner, a Saloon Show and a view of the Northern Lights set to music. The El Dorado Gold Mine offers two-hour guided tours through a permafrost tunnel, a walking tour of a mining camp, and a chance to pan for gold.

A recommended day trip is a visit to Denali National Park, 120 miles south of Fairbanks. Within its boundaries is North America's tallest mountain, Mt. McKinley (also known locally as Denali). Wildlife such as moose, grizzly bear, mountain sheep, and caribou can be seen in their natural habitat. During the summer months colorful carpets of wildflowers add to the beauty of the park.

The Georgeson Botanical Garden, on the University of Alaska Fairbanks campus, offers tours in the summer months. The sternwheeler Riverboat Discovery paddles the Chena River for a three-and-a-half hour cruise and makes stops to visit Iditarod kennels, a traditional Athabascan fish camp and an Old Chena Indian Village.

Fairbanks visitors can take advantage of one or more tour packages to explore the area's beauty, wildlife, and opportunities for outdoor fun. Choices for guided tours are plentiful and varied and can include tours by horseback, canoe, raft, boat, plane, car, snowmobile, dogsled, jet boat, or even hot air balloon. Day-long and multi-day trips are available to a number of destinations for individuals and groups.

The Aurora Borealis is one natural wonder that visitors shouldn't miss when visiting the area. Recommended view-

ing is from September to April, with February, March, September, and October as the very best months (the midnight sun makes viewing difficult in the summer months). There are a variety of options for viewing the Northern Lights, with special guided tours of the Aurora Circle and lodges catering to Aurora viewers.

Arts and Culture

As the cultural center of the Interior, Fairbanks is home to the Fairbanks Symphony Orchestra, the Arctic Chamber Orchestra, Fairbanks Art Association, Fairbanks Shakespeare Theatre, and the Fairbanks Drama Association & Fairbanks Children's Theatre. Musical comedy revues and light opera productions are staged by the Fairbanks Light Opera Theater, the Center Stage, and the Palace Saloon.

The city has several museums relating to the natural and cultural history of the area. The University of Alaska Museum of the North is one of the most frequently visited tourist attractions in the state and is the only natural and cultural museum in Alaska. Blue Babe, the Ice Age's only restored steppe bison mummy, Alaska's largest public display of gold and Alaskan native artifacts are on exhibit. Scheduled to open in September 2005 is an addition which will display the museum's art collection, and house office space and lab space for processing animals and performing DNA testing. Fairbanks Community Museum chronicles the history of Fairbanks from its founding in 1901 to the present with a focus on the Gold Rush era and mining. In the same building is the Dog Mushing Museum which exhibits sleds, clothing, harnesses, trophies, and cold weather expedition gear. Life-size ice sculptures are on view at the Fairbanks Ice Museum which preserves year-round some of the sculptures carved during the World Ice Art Championships held annually in March.

The Alaska Public Lands Information Center provides both exhibits and recreation information on state and federal land in Alaska for those planning a trip to the ''back country.'' Information on camping grounds, hiking trails, scenic drives, and fishing spots is available. Several art galleries are also located in Fairbanks, including the Alaska House Art Gallery and Tundra Walker Studio.

Festivals and Holidays

The North American Championship Preliminary Sled Dog Races are held in December and January. In February the Yukon Quest International Dog Sled Race is a 1,000-mile run on gold rush trails. The Tesoro Iron Dog Gold Rush Classic, also in February, is the world's longest snowmobile race. In February or early March the Ice Alaska/Winter Carnival showcases the World Ice Art Championships, an 11-day international ice carving competition. Folk, celtic, bluegrass, orchestral, and gospel music are all on stage at the Fairbanks Folk Festivals held in February and June. March is the month for the Open North American Sled Dog Championships, which attracts top sprint mushers from the U.S., Canada, Europe, and Japan, as well as the Junior North American Sled Dog Championships. Native people from all over the state gather to share their dancing, singing, storytelling, and traditional arts and crafts at the Annual Festival of Native Arts.

June is a busy month, with the Midnight Sun Baseball Game during the summer solstice when the sun never sets and the Yukon 800, a marathon riverboat race. Music, theater, story telling, creative writing, visual arts, dance, and ice skating are on display at the Fairbanks Summer Arts Festival on the campus of the University of Alaska Fairbanks during the last two weeks in July. Also in July, Golden Days celebrates the rich gold-mining history of Fairbanks; a hairy chest, legs, and beard contest is one highlight of the five-day festival. In the World Eskimo-Indian Olympics, another July event, Native people from all over the Arctic compete in games of strength and endurance; among other highlights are storytelling and Native dances.

The Tanana Valley State Fair is held in August, followed by Oktoberfest. The Athabascan Old-Time Fiddling Festival in November celebrates a musical format that is a composite of French Canadian and Scottish-Arcadian styles fused with Native tunes. Fairbanks celebrates the Winter Solstice each weekend in December with Santa, live music, and family activities downtown.

Sports for the Spectator

The Fairbanks area supports a baseball team, the Alaska Goldpanners, college players from the lower 48 who play their games at Growden Field. The University of Alaska Fairbanks Nanooks basketball and ice hockey teams host games on the University of Alaska campus and in the Carlson Center in town.

Dog mushing is the official sport of the state of Alaska, and Fairbanks is the site of mushing competitions throughout the winter. Mushing demonstrations can be seen in summer, but serious racing requires cool temperatures and snow. The Fairbanks Curling Club hosts competitions with teams from throughout Alaska, Canada, and the United States. The Greater Fairbanks Racing Association sponsors summer stock and sprint car racing nearly every weekend starting Memorial Day weekend through Labor Day at the Mitchell Raceway. The Sundawgs Rugby Football Club plays rugby during the Golden Days festival in July. Fairbank's junior ice hockey team is the Ice Dogs, a North American Hockey League team.

Sports for the Participant

Running is a popular activity in Fairbanks. The Equinox Marathon, said to be the second most challenging marathon

in the U.S., is a 26-mile race to the top of Ester Dome. The Midnight Sun Run is held in conjunction with the celebration of the summer solstice, and the Chena River 5K Run is held in May.

Many city and area parks offer facilities for a variety of year-round indoor and outdoor recreational activities. Among the most popular pursuits are downhill and cross-country skiing, fishing, canoeing, goldpanning, hiking, hockey, hunting, ice skating, jogging, nature walks, tennis, swimming, volleyball, and racquetball. Smooth paved trails along the Chena River are ideal for biking and rollerblading. Fairbanks boasts three golf courses including the northernmost golf course, where during the mid-summer, golfers can play golf 24 hours a day. Winter is a favorite time for swimming in nearby hot springs. A skate board park and volleyball courts are located at Growden Park. Birch Hill Park, a few minutes north of Fairbanks, is a 460-acre park with hiking and running trails, mountain biking, and bird watching in the summer.

Shopping and Dining

Fairbanks has a number of shopping malls and neighborhood stores. Specialty shops feature Alaska native arts and crafts and jewelry fashioned from ivory, jade, and hematite, as well as handmade fur garments. Visitors can watch the manufacture of Alaskan birch bowls at the Great Alaskan Bowl Company where they are also for sale. Santa Claus House, located 13 miles from Fairbanks in the city of North Pole, has become a landmark, drawing visitors from throughout the world to shop for Alaskan gifts, jewelry, and clothing. Local farmers and craft makers display their wares at the Farmers' Market, open Wednesdays and Saturdays from May through the end of summer next to the Tanana Valley Fair Grounds. The city's main commercial district extends along Airport Way, between University Ave. and Cushman St. where most of the fast-food chains and malls can be found. Many bars, restaurants and businesses that cater to the university crowd are located along University Ave. and College Rd.

Dozens of restaurants in Fairbanks provide a wide range of cuisine in casual and elegant settings. Area restaurants specialize in fish from inland waters to more casual fare including miners's stew served in the dining halls of the local gold mines. Visitors can also enjoy Japanese, Korean, Mongolian, and Mexican specialties. Salmon, halibut and cod are the specialties at the Alaska Salmon Bake, one of the more popular venues with its Palace Theater and Saloon in Gold Rush Town. Located in Pioneer Park, it features evening entertainment in the summer with its ''Golden Heart Revue.''

Visitor Information: Fairbanks Convention and Visitors Bureau, 550 First Avenue, Fairbanks, AK 99701-4790; telephone (907)456-5774; toll-free (800)327-5774; fax (907)452-4190

Convention Facilities

More than 12 hotels and more than 65 bed-and-breakfast properties in Fairbanks offer a combined total of 2,000 guest accommodations and a wide variety of meeting space. The largest meeting and exhibition facility is the Carlson Center, which features a 35,000-square-foot arena and several meeting rooms, for a combined total of 50,000 square feet of space that can accommodate more than 1,200 meeting participants, 200 trade show exhibits, or 4,000 people for a concert or sports event. The Alaska Centennial Center for the Arts at Pioneer Park houses a 384-seat theater, art gallery, exhibit areas, meeting rooms and all-purpose hall. Also at Pioneer Park is the Birch Hill Cross Country Ski Center which has a 2,400 square foot assembly room. The Chief Peter John Tribal Hall (capacity 750 people) and Mushers Hall are downtown banquet and meeting facilities. The University of Alaska Museum of the North and the Tanana Valley State Fair also provide many options for meeting spaces for any type of function.

Hotel properties with meeting and conference facilities include the Fairbanks Princess Riverside Lodge, Westmark Fairbanks Hotel and Conference Center, Wedgewood Resort, Pike's Waterfront Lodge, Regency Fairbanks Hotel, and Sophie Station Hotel. Chena Hot Springs Resort, located 56 miles outside of Fairbanks, offers meeting space that can accommodate more than 100 people.

Convention Information: Fairbanks Convention and Visitors Bureau, 550 First Avenue, Fairbanks, AK 99701; telephone (907)457-3282; toll-free (800) 327-5774, fax (907)452-4190; email info@explorefairbanks.com

Transportation

Approaching the City

The Fairbanks International Airport is served by Alaska Airlines, Alaska Central Express, Cargolux Airlines International and Lufthansa. Alaska Airlines has regularly scheduled daily flights to Anchorage and Seattle. Direct connections to major cities and international connections are made through Anchorage International Airport. Airport shuttle service into Fairbanks is available.

Principal routes into Fairbanks are the Alaska Highway, running southeast to northwest, which connects the city with the lower 48 states through Canada, and the George Parks Highway, leading south to Anchorage. Fairbanks is also connected with Anchorage via the Richardson Highway.

The Dalton Highway connects Fairbanks to Prudhoe Bay near the Arctic Ocean.

The Alaska Railroad, which links Fairbanks to Anchorage, Denali Park, and Seward on the Kenai Peninsula, has Fairbanks for its northern terminus.

Traveling in the City

Chartered bus tours operate throughout the tourist season in Fairbanks. The Metropolitan Area Commuter System (MACS) operates four bus routes and the Van Tran paratransit services. Alaska Cab provides taxi service in Fairbanks.

Communications

Newspapers and Magazines

The major daily newspaper in Fairbanks is the *Fairbanks Daily News-Miner,* published in the morning. The *Northstar Weekly* is distributed in Fairbanks, North Pole and surrounding communities. The University of Alaska Fairbanks publishes the *Sun Star Newspaper.*

Television and Radio

Five television stations broadcast in Fairbanks; cable is available. Seventeen AM and FM radio stations broadcast in the Fairbanks metropolitan area, providing a variety of music, news, and information programming.

Media Information: *Fairbanks Daily News-Miner,* 200 North Cushman St., Fairbanks, AK 99707; telephone (907)456-6661

Fairbanks Online

City of Fairbanks website. Available www.ci.fairbanks.ak.us

Fairbanks Convention and Visitors Bureau. Available www.explorefairbanks.com

Fairbanks Daily News-Miner. Available www.newsminer.com

Fairbanks Economic Development Corporation. Available www.investfairbanks.com

Fairbanks North Star Borough Home Page. Available www.co.fairbanks.ak.us

Fairbanks North Star Borough School District. Available www.northstar.k12.ak.us

Fairbanks North Star Public Library. Available www.co.fairbanks.ak.us

Greater Fairbanks Chamber of Commerce. Available www.fairbankschamber.org

State of Alaska. Available www.state.ak.us

University of Alaska Fairbanks. Available www.uaf.edu

Selected Bibliography

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Blunk, R. Glendon, *Yearning Wild: Exploring the Last Frontier and the Landscape of the Heart* (Montpelier,Vermont: Invisible Cities Press, 2002)

Cole, Dermot, *Amazing Pipeline Stories* (Epicenter Press, 1997)

Cole, Dermot, *Fairbanks: A Gold Rush Town that Beat the Odds* (Epicenter Press, 1999)

Fejes, Claire, *Cold Starry Night: An Alaskan Memoir* (Fairbanks, Alaska: Epicenter Press, 1996)

Juneau

The City in Brief

Founded: 1880, incorporated, 1970

Head Official: Mayor Bruce Botelho (NP) (since 2003)

City Population
1980: 19,528
1990: 26,751
2000: 30,711
2003 estimate: 31,187
Percent change, 1990–2000: 14.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 1,013th
U.S. rank in 2000: 989th (State rank: 2nd)

Metropolitan Area Population (City is considered a Metropolitan Area)
1980: 19,528
1990: 26,751
2000: 30,711
Percent change, 1990–2000: 14.8%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

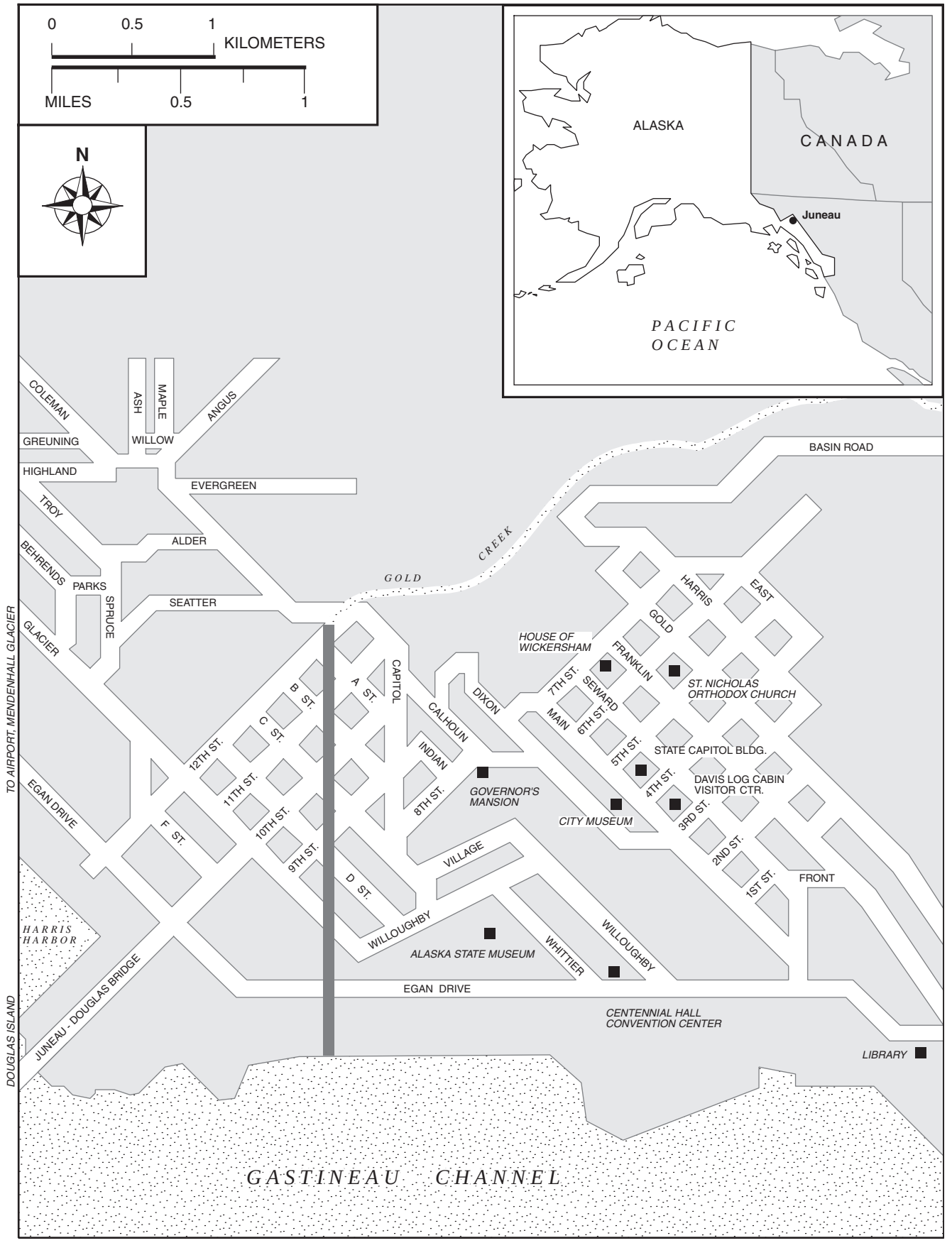
Area: 3,255 square miles (2000; Borough)
Elevation: Ranges from sea level to 3,800 feet above sea level
Average Annual Temperature: 41.9° F
Average Annual Precipitation: 91.32 inches

Major Economic Sectors: Government, services
Unemployment rate: 7.2% (January 2005)
Per Capita Income: $26,719 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Alaska Southeast

Daily Newspaper: *Juneau Empire*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BEHRENDS
PARKS
SPRUCE
SEATTER
GLACIER
TO AIRPORT, MENDENHALL GLACIER
BASIN ROAD
GOLD CREEK
HARRIS
EAST
GOLD
HOUSE OF WICKERSHAM
FRANKLIN
7TH ST.
SEWARD
6TH ST.
MAIN
ST. NICHOLAS ORTHODOX CHURCH
5TH ST.
STATE CAPITOL BLDG.
4TH ST.
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9TH ST.
8TH ST.
GOVERNOR'S MANSION
CITY MUSEUM
EGAN DRIVE
F ST.
VILLAGE
D ST.
HARRIS HARBOR
WILLOUGHBY
ALASKA STATE MUSEUM
WHITTIER
WILLOUGHBY
EGAN DRIVE
JUNEAU - DOUGLAS BRIDGE
CENTENNIAL HALL CONVENTION CENTER
LIBRARY
DOUGLAS ISLAND
GASTINEAU CHANNEL

Introduction

The city and borough of Juneau is one of Alaska's most popular tourist destinations and one of the state's most important ports. Juneau is unique in that it is accessible only by air and sea. Annually, more than 800,000 cruise-ship passengers visit the city between May and September. Many are surprised to find a vibrant community with professional theater, museums, art galleries, and historical sites in a small-town atmosphere. The area has a temperate climate with weather on par with that of Seattle. Juneau had been one of the world's major gold mining areas until the 1940s when costs outstripped the value of the gold; however, the industry has had a resurgence with a significant project having gained approval in 2005. The city's economy relies heavily on the government workers who make up the majority of the work force, along with fishermen, loggers, and miners. Nearby Glacier Bay, Admiralty Island, and the Juneau Icefield offer spectacular scenery, and sightseeing flights are available year-round.

Geography and Climate

The city of Juneau is located on the mainland of southeastern Alaska's Panhandle on the narrow southeastern strip bordering the Canadian province of British Columbia, approximately 1,000 miles northwest of Seattle, Washington. Most of the city lies on the mainland of Alaska, although Douglas Island, which is connected by a bridge, is also part of Juneau. The Gastineau Channel separates the island from the main part of the city, which is surrounded by the Tongass National Forest. The city climbs the tree-lined slopes of Mount Roberts and Mount Juneau, which rise from the water's edge to more than 3,500 feet.

The city has a mild, rainy climate with a year-round ice-free harbor. The Pacific Ocean currents temper the weather, and average summer temperatures are in the 60s with many days reaching into the high 70s or low 80s. Juneau's winters are comparable to those of Minneapolis or Chicago.

Area: 3,255 square miles (Borough, 2000)

Elevation: Ranges from sea level to 3,800 feet

Average Temperatures: January, 23.0° F; July, 56.0° F; annual average, 41.9° F

Average Annual Precipitation: 91.32 inches

History

In the late 1800s when gold prospecting began in the Gastineau Channel region, the area was a fishing ground for local Tlingit Native Americans. A mining engineer from Sitka, George Pilz, offered a reward to any local native chief who could show him the site of gold-bearing ore. After Chief Kowee of the Auk Tlingit arrived in Sitka with ore samples from the Gastineau Channel, Pilz outfitted Joseph Juneau and Richard Harris for a trip to investigate the lode.

The prospectors reached the area in 1880, and although they found gold samples, they did not follow the gold to its source. After their return to Sitka, Pilz sent them out again. On the second trip Harris and Juneau climbed Snow Slide Gulch at the head of Gold Creek and observed the mother lode of Quartz Gulch, and Silver Bow Basin. They staked a 160-acre town site on the beach. By the next year more than 100 prospectors had arrived in the settlement, which was later named in honor of Joseph Juneau.

Within a few years, Juneau grew to a center for large-scale hard-rock mining, and tunnels and shafts wound through the surrounding hills. Two great mills were developed, the Alaska-Juneau at the south end of the city and the Alaska-Gastineau at Thane.

In May 1882 John Treadwell established the Alaska Mill & Mining Company with the construction of a five-stamp mill. The Treadwell Gold Mining Company produced more than $70 million of gold before it closed. Treadwell's production peaked in 1915, but a 1917 flooding of three of its mines after a cave-in spelled its demise. The Alaska-Gastineau closed in 1921 when operations became too expensive. The final big mill, Alaska-Juneau, folded in 1944 as a result of high prices and labor shortages due to World War II.

By the beginning of the twentieth century, Juneau had become a transportation and regional trading center. It assumed the title of Alaska's capital in 1906 following its transfer from Sitka. In 1931 the Federal and Territorial Building, now the State Capitol Building, was constructed. Juneau has remained the state capital despite attempts to move the capital elsewhere. In 2005 the city announced its desire to build a modern, $100 million facility to replace the aging Capitol Building. Today, government—local, state or federal—employs one out of every two workers and tourism is the largest private-sector employer in Juneau. A federally recognized Native American tribe lives within the Juneau community.

With its vast natural wonders, temperate climate, and position as the capital city, Juneau has the foundation for a long-term prosperous community as can be seen in its population

growth since 1980. The Juneau Economic Development Council has programs in place to create positive business conditions for new and existing companies.

Historical Information: Juneau-Douglas City Museum, 155 S. Seward St., Juneau, AK 99801; telephone (907)586-3572; email mary_pat_wyatt@ci.juneau.ak.us

Population Profile

Metropolitan Area Residents (City is considered a Metropolitan Area)
1980: 19,528
1990: 26,751
2000: 30,711
Percent change, 1990–2000: 14.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

City Residents
1980: 19,528
1990: 26,751
2000: 30,711
2003 estimate: 31,187
Percent change, 1990–2000: 14.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 1,013th
U.S. rank in 2000: 989th (State rank: 2nd)

Density: 11.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 22,969
Black or African American: 248
American Indian and Alaska Native: 3,496
Asian: 1,438
Native Hawaiian and Pacific Islander: 116
Hispanic or Latino (may be of any race): 1,040
Other: 323

Percent of residents born in state: 38.0% (2000)

Age characteristics (2000)
Population under 5 years old: 2,003
Population 5 to 9 years old: 2,339
Population 10 to 14 years old: 2,541
Population 15 to 19 years old: 2,321
Population 20 to 24 years old: 1,686
Population 25 to 34 years old: 4,286
Population 35 to 44 years old: 5,781
Population 45 to 54 years old: 5,514
Population 55 to 59 years old: 1,456
Population 60 to 64 years old: 916
Population 65 to 74 years old: 1,084
Population 75 to 84 years old: 615
Population 85 years and older: 169
Median age: 35.3 years

Births (2003)
Total number: 400

Deaths (2000–2002)
Total number: 428 (of which, 12 were infants under the age of 1 year)

Money income (1999)
Per capita income: $26,719
Median household income: $62,034
Total households: 11,534

Number of households with income of . . .
less than $10,000: 404
$10,000 to $14,999: 407
$15,000 to $24,999: 974
$25,000 to $34,999: 1,111
$35,000 to $49,999: 1,653
$50,000 to $74,999: 2,525
$75,000 to $99,999: 2,183
$100,000 to $149,999: 1,625
$150,000 to $199,999: 390
$200,000 or more: 262

Percent of families below poverty level: 3.7% (29.2% of which were female householder families with related children under 5)

2002 FBI Crime Index Total: Not reported

Municipal Government

Juneau, a home-rule municipality, has a council-manager type of government formed via elections held every three years. In 1970 the city merged with the city of Douglas and other areas of the Juneau Borough to become the city and borough of Juneau. The Borough Assembly is comprised of the mayor and eight assembly members.

Head Official: Mayor Bruce Botelho (NP) (since 2003; current term expires 2006)

Total Number of City Employees: 1,536 (2004)

City Information: City and Borough of Juneau, 155 S. Seward St., Juneau, AK 99801; telephone (907)586-3300

Economy

Major Industries and Commercial Activity

Nearly half of Juneau's working population is employed by the federal, state, or local government. All state departments have offices in Juneau, including the Superior and District Courts. A large federal building houses the regional headquarters of several federal agencies. Those with the largest number of workers are the U.S. Forest Service, National Park Service, National Marine Fisheries Service, Bureau of Indian Affairs, U.S. Fish and Wildlife Service, U.S. Postal Service, and the U.S. Coast Guard. It is estimated that for each government worker, one private sector job is needed to supply the services required by the government workers.

Tourism is the largest private-sector employer. The number of non-Alaskan visitors to Juneau tops 800,000 each year, accounting for about half of the total Alaska visitor market. The majority of visitors travel between May 1 and October 1, though year-round travel is growing. During that time, the harbor is filled with cruise ships bringing tourists from the ''Lower 48'' and around the world.

Commercial fishing and fish processing are another important sector of the local economy. Salmon hatcheries and a cold storage facility operate in town, the latter processing two million pounds of salmon, halibut, black cod, and crab annually.

Transportation and trading are the other important sectors of the economy. Manufacturing jobs had been almost nonexistent but that area has become a focal point for government programs resulting in a growth spurt.

Kenneccott Greens Creek Mine, on Admiralty Island near the city, produces gold, silver, lead, and zinc, and is one of the largest silver mines in North America. In December 2004 an environmental impact study was completed allowing for the Kensington Gold Mine project to proceed. It is expected to create about 200 construction jobs for two years, then roughly 250 positions for its 10 to 15 years of operation.

The $900 million Regional Corporation Alaska Native Land Claims Settlement Act (ANCSA) was enacted in 1971 to help compensate the native Alaskans for the lands taken from them when the United States purchased the Alaskan Territory from Russia in 1867. Two of Alaska's 13 regional native Alaskan corporations are located near Juneau. Sealaska, the ANCSA regional corporation for Southeast Alaska that serves 17,500 Tlingit and Haida shareholders, has its headquarters in Juneau. Goldbelt Inc., the urban native village corporation, is also located near Juneau and handles about 3,500 shareholders of primarily Alaska Native heritage. The two corporations are in the business of money management, producing timber, and studying diversification into the area of mineral rights. Juneau is also the home of Klukwan Forest Products, Inc., which holds 23,000 acres of forested land within the area's rainforest.

Items and goods produced: processed fish, ore, forest products

Incentive Programs—New and Existing Companies

Local programs—The Southeast Alaska Revolving Loan Fund (RLF), since its formation in 1997, has developed a capital pool of about $5 billion to assist area businesses in retaining and creating jobs. Entrepreneurs can go to the Business Assistance Center (BAC) for information, workshops, and a variety of other services.

State programs—The Governor's Office of International Trade provides assistance and information to firms interested in foreign trade and investment, organizes trade missions and promotions, and sponsors trade shows and seminars. The Office of Economic Development provides business assistance to new and existing Alaskan businesses and industry. Programs include business counseling, Made in Alaska, RAPIDS: Rural Alaska Project Identification and Delivery System, and the Alaska Economic Information System.

Job training programs—Business start up services are offered by the state of Alaska on a case-by-case basis.

Economic Development Information: Alaska Department of Community and Economic Development, Research & Analysis Section; telephone: (907)465-4508; fax (907)465-4506; email raweb@labor.state.ak.us. Juneau Economic Development Council, 612 W. Willoughby Ave., Ste. A, Juneau, AK 99801-1732; telephone (907)463-3662; fax (907)463-3929; email administrator@jedc.org

Commercial Shipping

The Juneau airport includes a paved 8,456-foot runway and a seaplane landing area. Marine facilities include a seaplane landing area at Juneau Harbor, two deep draft docks, five small boat harbors, and a state ferry terminal. The Alaska Marine Highway System and cargo barges provide year-round services. Juneau's docks are used primarily for the cruise ships bringing tourists to Juneau.

Labor Force and Employment Outlook

Because so many are employed in government, Juneau's workforce is better educated than is the statewide workforce and per capita income is higher. However, dependence on one industry leaves Juneau vulnerable to severe economic

distress when government falters. Ongoing efforts are being made to diversify Juneau's economy. The overall labor force demonstrated significant increases in all major categories. Manufacturing and financial industries have shown great successes, and construction and mining continues to grow with the Kensington Gold Mine starting production. Employment in the service sector should remain strong. Tourism is vibrant, and there has been a change in the characteristics of the typical visitor to Alaska. Many of the new travelers are younger, more independent, and interested in family, adventure, and environment-related activities.

The following is a summary of data regarding the Southeast Region labor force as of 2003.

Size of nonagricultural labor force: 36,250

Number of workers employed in . . .
construction and mining: 2,050
manufacturing: 1,850
trade, transportation, and utilities: 7,050
information: 500
financial activities: 1,250
professional and business services: 1,400
educational and health services: 3,450
leisure and hospitality: 3,550
other services: 1,150
government: 13,650

Average monthly earnings of production workers employed in manufacturing: $2,611

Unemployment rate: 7.2% (January 2005)

Largest employment sectors and employers (2003)	*Number of employees*
Federal, state, and local government	17,105
Southeast Alaska Regional Health Corp.	705

Cost of Living

The personal tax burden in Alaska is extremely low. Residents benefit from distributions from the Permanent Fund, a savings account established in 1976 by voters allowing residents to receive 50 percent of the state's royalty oil revenue. Senior citizens enjoy a $150,000 property tax exemption or a renter's rebate. The availability of vast natural resources insures utility costs somewhat lower than the national average. However, in Juneau, the overall costs are significantly higher than the U.S. average (about 30%).

2004 (3rd Quarter) ACCRA Average House Price: $390,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 134.5 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: 5.0%

Property tax rate: varies; the highest mill level that will be levied in 2005 is 12.00. This includes the levy for general government, schools, fire, and debt service. Levy is per $1,000 of assessed valuation; assessment ratio = 100% for residential.

Economic Information: Alaska Department of Labor & Workforce Development, Research & Analysis Section, PO Box 25501, Juneau, AK 99802-5501; telephone (907)465-4500; fax (907)465-2101; email raweb@labor.state.ak.us

Education and Research

Elementary and Secondary Schools

Juneau's schools offer special programs for secondary school students, including the Project of Assisted Learning, an alternative approach; the Entrepreneurship Program, with an emphasis on vocational education; and special education programs for children with special needs. Due to Juneau's geographic location, the schools also offer programs focusing on the sea.

The following is a summary of data regarding Juneau's public schools as of the 2003–2004 school year.

Total enrollment: 5,475

Number of facilities
elementary schools: 6
junior high/middle schools: 2
senior high schools: 1

Student/teacher ratio: 17.5:1

Teacher salaries
minimum: $34,606
maximum: $67,305

Funding per pupil: $6,497

Public Schools Information: Juneau School District, 10014 Crazy Horse Dr., Juneau, AK 99801; telephone (907)463-1700

Colleges and Universities

Enrolling 700 full-time and 2,000 part-time students, the University of Alaska Southeast's (UAS) Juneau location on the shores of the Inside Passage serves as the main campus, with two other administrative units of the University of Alaska statewide system (in Ketchikan and Sitka), and focuses on general liberal arts education. The university proper offers certificate, associate of arts, associate of applied science, baccalaureate, professional, and master's degree programs in the applied areas of business, fisheries, liberal arts, science, public administration, and teacher education. The university's two-year and certificate program in vocational and technical education supplies employees for local business and industry.

Libraries and Research Centers

The 18,000 square foot Juneau Public Library has a unique design built upon a parking garage in a beautiful waterfront location, with holdings of about 70,000 volumes. In March 2005 it began offering the Alaska Library Network Catalog (ALNCAT) which provides access to all state libraries' collections. The Juneau Public Library and its two branches are part of the Capital City Libraries consortium, a cooperative catalog and circulation system shared with the Alaska State Library since 1989, the University of Alaska Southeast Egan Library, the Juneau-Douglas High School Library, and the Alyeska Central School Library. Holders of library cards at one of these libraries may borrow from any of the others and have access to library resources from home.

Other libraries in the city include the Alaska State Libraries, Archives & Museums, which encompass legislative information, policy issues and Alaskan history; the U.S. Bureau of Mines Library (with a collection of more than 20,000 publications); the U.S. Forest Service Library; the Alaska Historical Library; and other state level governmental libraries.

Public Library Information: Juneau Public Libraries, 292 Marine Way, Juneau, AK 99801; telephone (907)586-5249

Health Care

Juneau is served by Bartlett Memorial Hospital, a city-owned facility that began an extensive $40 million expansion project in 2005. Bartlett Memorial also operates the Juneau Recovery Hospital, a medical model facility for the detoxification and rehabilitation of persons with alcohol or other drug dependencies. Other Juneau health facilities are the Juneau Alliance for Mental Health, Inc. (JAMHI), and the Teen Health Clinic.

Recreation

Sightseeing

A good place for visitors to start exploring Juneau is at the Davis Log Cabin Visitor Center, which offers guides and maps. The Downtown Historic District of the city contains many buildings dating back to 1880 and has wider sidewalks reminiscent of the old boardwalks. The Governor's Mansion, built in 1912, is not open to the public on a regular basis but tours can be arranged by contacting the governor's office. Alaska's State Capitol Building, with columns fashioned from a quarry on Prince of Wales Island, houses both the governor's office and state legislative offices and is open for tours. From January through May visitors may watch floor sessions from the galleries. The House of Wickersham, built in 1898 and the former home of famous local judge, James Wickersham (1837–1939), contains historic memorabilia as well as a genuine Chickering grand piano circa late 1800s, and is listed on the National Register of Historic Places.

The Juneau-Douglas City Museum includes various exhibits related to the areas's rich history and provides educational and public programs while concentrating on the city's mining history. Tours are available of the St. Nicholas Orthodox Church, the oldest original Russian Orthodox church in the state, which was founded in 1893. The Shrine of St. Therese, a chapel located on an island north of Juneau that is connected to the city by a narrow path, has stations of the cross on a trail circumnavigating the chapel in the surrounding woods and can be visited year-round.

The Last Chance Basin Historic District, usually referred to as the Jualpa Mining Camp, features many old mine buildings and attractions for visitors such as gold panning and, in summer, an outdoor salmon bake. A 5,000-gallon aquarium full of local sea life is the highlight of the Macaulay Salmon Hatchery, which is located three miles from downtown. Green Angel Gardens is a botanical facility featuring a variety of local plants and a salmon stream located near a low, active volcano.

Nature is the star at Juneau, and the walk-up Mendenhall Glacier, located 13 miles from downtown, is a must-see experience. It features a visitor center, built in 1962, which describes the progression of the glacier and the icecap from which it descends; the visitor center also features a movie and self-guided walking tour map. The 1,500-square-mile Juneau Icefield, the birthplace of the Mendenhall Glacier and 37 others, is located just over the mountains behind the city and is the fifth largest in North America. Light plane charters and helicopters offer an up-close tour.

Many visitors enjoy taking walking tours of Juneau's four local harbors, where fishing boat captains are usually ame-

nable to discussing the day's catch. Whalewatching and wildlife viewing charter boat tours are a popular visitor attraction; a variety of companies offer tours from in or around Juneau, and many guarantee sightings.

Arts and Culture

The Alaska State Museum, established in 1900 when the state was a territory, offers more than 27,000 fine historical, cultural, and artistic collections under one roof. Juneau's gold rush history is captured at the Juneau-Douglas City Museum, which also contains a ''Back to the Past'' hands-on room for children, and a large relief map of Juneau's topography. Juneau has a very active artists' community, and there are many works of art located in public areas throughout downtown, including sculptures and totem poles.

Alaska's only professional theater company, Perseverance Theatre of Juneau, presents a variety of classic, comedic, and dramatic plays during its fall-winter-spring season that typically draws 20,000 annually. The Naa Kahidi Theater, supported by the Sealaska Heritage Foundation, performs ancient Tlingit legends via storytelling for special events. The Gold Nugget Revue presents comedic historical adventures of Juneau's history, along with cancan dancers and other entertainment.

Festivals and Holidays

April is the time for the annual Alaska Folk Festival, which has been running since the mid-1970s. Music lovers assemble for the 10-day Juneau Jazz & Classics Festival in May. August's Golden North Salmon Derby, a tradition since 1947, offers big prizes, including scholarships, for catching big fish.

Sports for the Participant

Juneau has five mountain peaks within reasonable day-trip distances, affording many hiking and climbing opportunities. Hiking trails lead from downtown to overlooks on 3,576-foot Mt. Juneau, 3,819-foot Mt. Roberts, and 3,337-foot Mt. Bradley (also known as Mt. Jumbo). The Mt. Roberts tramway travels from Juneau's waterfront to an elevation of nearly 2,000 feet. Guided tours, a restaurant, and theater are available at the upper terminal. The Juneau visitor's center offers free guides to more than two dozen trails to glaciers and historic gold mining ruins.

Fishing, sailing, kayaking, and river rafting are available on the protected waters of the Inside Passage. In summers, operators offer gentle river rafting, salmon watching, and gold panning. Picnics, camping, fishing, and beachcombing are popular on the area's beaches.

Mendenhall is the only golf course in Southeast Alaska, a par-three, nine-hole course built on private land behind the airport and only 10 miles from downtown. Winter downhill skiing and snowboarding are offered at Eaglecrest, 12 miles from the city's downtown, with alpine runs, Nordic trails, and a vertical drop of 1,400 feet. Helicopter ski packages are available from late November through early April.

Juneau also has a racquet club, indoor rock-climbing, several aerobic studios, yoga classes, and local Parks and Recreation Department seasonal sports programs that welcome visitors.

Shopping and Dining

Visitors will find galleries, shops, and restaurants throughout the downtown Juneau area. Specialty shops and gift shops offer hand-crafted work by local artists. Nugget Mall, the largest shopping destination, is within walking distance of the airport; its more than 35 stores feature Alaskan gifts and clothing and the mall has a visitor information center. Senate Shopping Mall houses eight eclectic shops from Native art to flyfishing supplies. Merchant's Wharf, an office and shop complex, is located at harborside. Gift shops and taverns line South Franklin Street. The Emporium Mall contains specialty shops and stores, as well as the Heritage Coffee Co., a sandwich and coffee shop on the main floor. Fantastic mountain views and a traditional steak and seafood menu are signatures of the historic Hangar on the Wharf restaurant.

The state's most famous bar, the lively Red Dog Saloon, provides local pictorial history, music, and excitement, especially when cruise ships are in port.

Visitor Information: Juneau Convention and Visitors Bureau, One Sealaska Plz., Ste. 305, Juneau, AK 99801; telephone (907)586-1737; toll-free (800)587-2201; fax (907)586-1449; email info@traveljuneau.com

Convention Facilities

Centennial Hall Convention Center, just across the street from the waterfront, is three blocks away from the heart of Juneau's downtown with its shops and restaurants. Built in 1983, Centennial Hall has 7 meeting rooms ranging from 300 square feet to an 11,275-square-foot, column-free ballroom. The ballroom can be divided into three separate rooms, each with state-of-the-art light and sound systems. Centennial Hall also has two lobbies that provide an additional 4,200 square feet for receptions, displays, and relaxation. Juneau also offers meeting spaces in majestic settings atop Mt. Roberts, on the banks of the Gastineau Channel, or overlooking Auke Lake.

Convention Information: Juneau Convention and Visitors Bureau, One Sealaska Plz., Ste. 305, Juneau, AK 99801; telephone (907)586-1737; toll-free (800)587-2201; fax (907)586-1449; email info@traveljuneau.com

Transportation

Approaching the City

Juneau International Airport covers 80,000 square feet of land and is serviced daily by Alaska Airlines. The city is about a two-hour flight north from Seattle, or approximately a 90-minute flight southeast from Anchorage. In 2005 a study was in process to determine the specific renovations needed to modernize the aging facility. Juneau has no direct road and rail links. The Alaska Marine Highway ferry system provides car and passenger connections into Juneau from other southeast communities, as well as Bellingham, Washington (a two and one-half day trip) and Prince Rupert, British Columbia (a 24-hour trip). The ferries have staterooms, observation decks, cocktail lounges, and heated solariums. A variety of regional air taxi services and chartered flights are available to nearby attractions and smaller towns. Barge lines serve Juneau from Seattle several times per week. Power boats, sailboats, and kayaks are also available to rent for trips to the Inside Passage.

Traveling in the City

Egan Drive is one of the major streets in Juneau, running from one end of town to the other and following the shoreline of the Gastineau Channel. The downtown area is divided into a grid with Main Street crossing the numbered streets and passing the Capitol building and other major sites. Bus service is provided by the Capitol Transit line with 16 buses in its fleet. Buses and vans meet every ferry from mid-April to the end of September, providing inexpensive service to downtown and the airport. Local air taxi operators fly both wheel and float planes.

Communications

Newspapers and Magazines

Juneau Empire is the city's daily newspaper and *Inside Passage,* the official newspaper of the Catholic Diocese of Juneau, is produced biweekly from September through May and monthly from June to August.

Television and Radio

ABC and PBS television stations are based in Juneau. Cable television is available, and there are five AM and FM radio stations broadcasting news, adult contemporary music, public radio, and album-oriented rock.

Media Information: *Juneau Empire,* Morris Communications Corp., 3100 Channel Dr., Juneau, AK 99801; telephone (907)586-3740; (907)586-9097

Juneau Online

Alaska Communications Systems. Available www.acsalaska.com

Alaska Department of Labor & Workforce Development, Research & Analysis Section. Available almis.labor.state.ak.us

Alaska State Library. Available www.library.state.ak.us

Alaska State Museum. Available www.museums.state.ak.us/asmhome.html

City of Juneau Home Page. Available www.juneau.org

Juneau Borough Schools. Available www.jsd.k12.ak.us

Juneau Chamber of Commerce. Available www.juneauchamber.com

Juneau Convention and Visitors Bureau. Available www.traveljuneau.com or www.juneau.com

Juneau Economic Development Council. Available www.jedc.org

Juneau Empire. Available www.juneauempire.com

Juneau Public Library. Available www.juneau.org/library/index.php

State of Alaska. Available www.state.ak.us

Selected Bibliography

Alaska Natural History Association. *Juneau Trails: Guide to the Trails of Juneau, Alaska,* telephone Forest Service Information Center at (907)586-8751

Discover Southeast Alaska with Pack and Paddle, published by The Mountaineers of Seattle, telephone (800)284-8554

Raban, Jonathan. *Passage to Juneau: A Sea and Its Meanings* (New York: Pantheon Books, 1999)

ARIZONA

Flagstaff 43
Mesa 55
Phoenix 69
Scottsdale 81
Tucson 91

The State in Brief

Nickname: Grand Canyon State
Motto: *Ditat Deus* (God enriches)

Flower: Blossom of the saguaro cactus
Bird: Cactus wren

Area: 113,635 square miles (2000; U.S. rank: 6th)
Elevation: Ranges from 100 feet to 12,670 feet above sea level
Climate: Dry and sunny, but heavy snows in the high central area

Admitted to Union: February 14, 1912
Capital: Phoenix
Head Official: Governor Janet Napolitano (D) (until 2007)

Population
- **1980:** 2,718,000
- **1990:** 3,750,000
- **2000:** 5,130,632
- **2004 estimate:** 5,743,834
- **Percent change, 1990–2000:** 40.0%
- **U.S. rank in 2004:** 18th
- **Percent of residents born in state:** 34.7% (2000)
- **Density:** 45.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 348,467

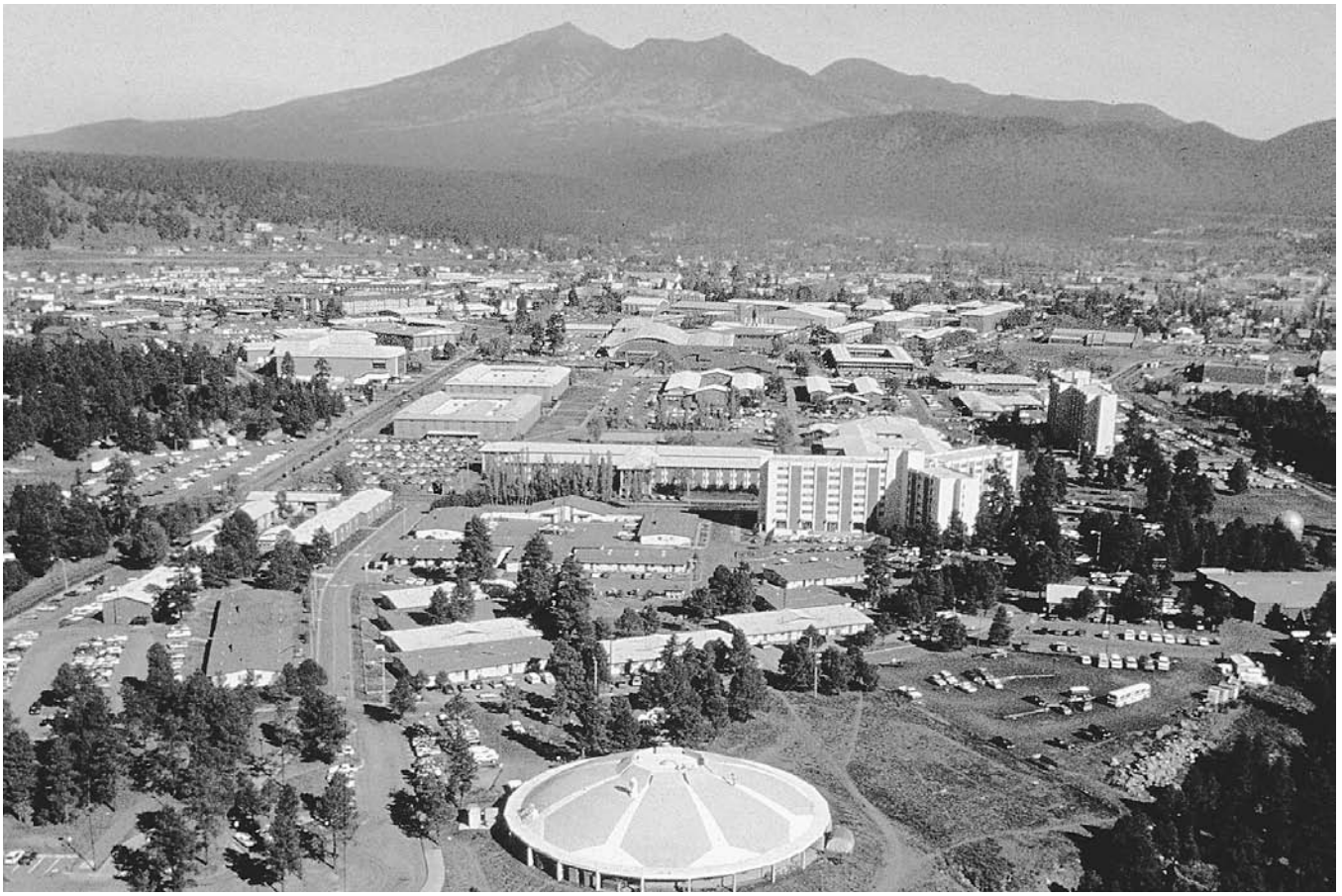
Racial and Ethnic Characteristics (2000)
- **White:** 3,873,611
- **Black or African American:** 158,873
- **American Indian and Alaska Native:** 255,879
- **Asian:** 92,236
- **Native Hawaiian and Pacific Islander:** 6,733
- **Hispanic or Latino (may be of any race):** 1,295,617
- **Other:** 596,774

Age Characteristics (2000)
- **Population under 5 years old:** 382,386
- **Population 5 to 19 years old:** 1,135,802
- **Percent of population 65 years and over:** 13.0%
- **Median age:** 34.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 90,931
- **Total number of deaths (2003):** 43,346 (infant deaths, 591)
- **AIDS cases reported through 2003:** 4,127

Economy
- **Major industries:** Services, trade, manufacturing, agriculture
- **Unemployment rate:** 4.2% (January 2005)
- **Per capita income:** $26,931 (2003; U.S. rank: 39th)
- **Median household income:** $42,062 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 13.9% (3-year average, 2001-2003)
- **Income tax rate:** ranges from 2.87% to 5.04%
- **Sales tax rate:** 5.6% (food and prescription drugs are exempt)

Flagstaff



The City in Brief

Founded: 1881

Head Official: Mayor Joseph Donaldson (R) (since 2000)

City Population
1980: 34,743
1990: 45,857
2000: 52,894
2003 estimate: 61,030
Percent change, 1990–2000: 13.3%
U.S. rank in 1980: 676th
U.S. rank in 1990: 543rd (State rank: 10th)
U.S. rank in 2000: 673rd (State rank: 13th)

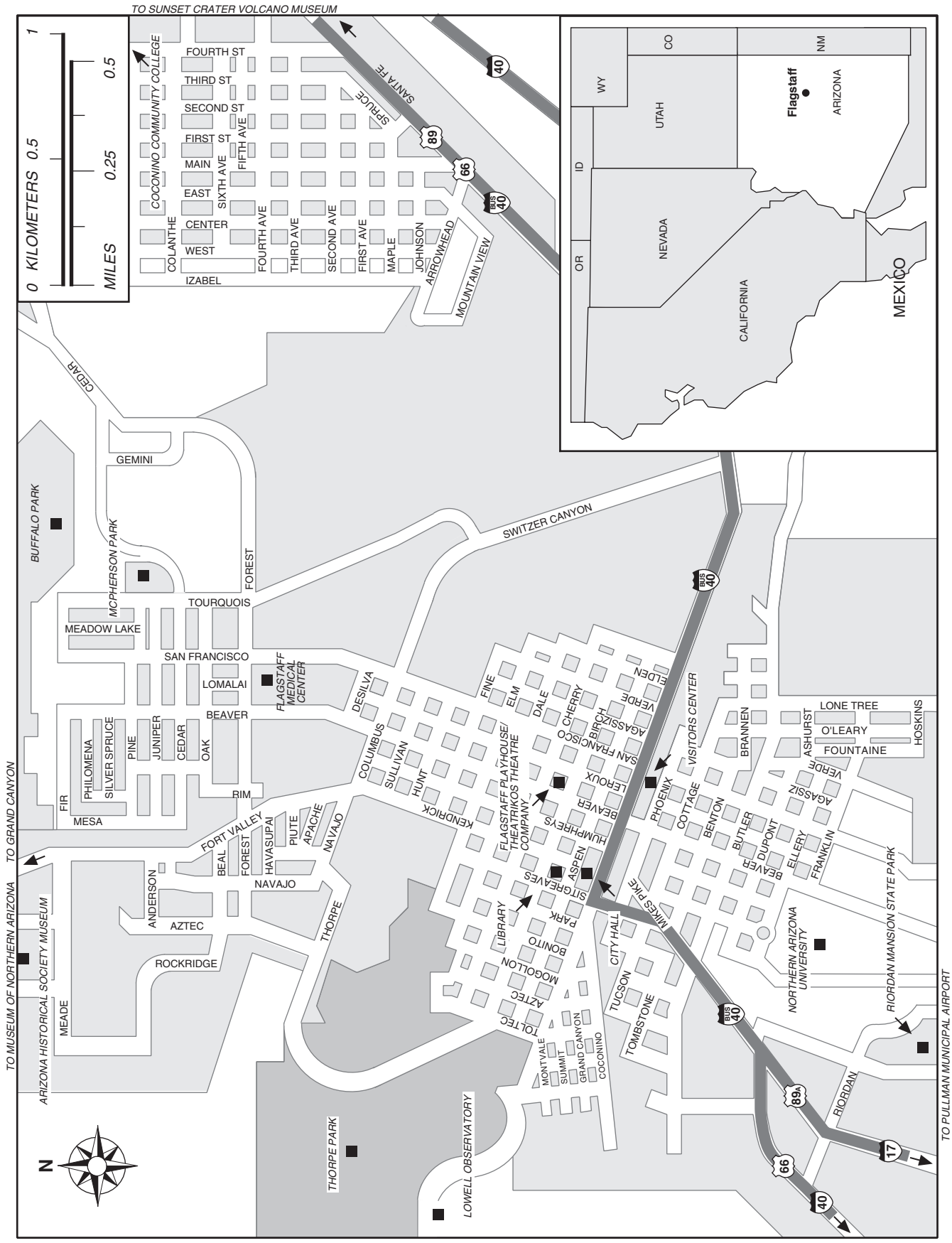
Metropolitan Area Population
1990: 101,760
2000: 122,366
Percent change, 1990–2000: 20.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 237th

Area: 63.58 square miles (2000)
Elevation: 6,899 feet above sea level
Average Annual Temperature: 45.8° F
Average Annual Precipitation: 21.3 inches of rain
Major Economic Sectors: government, trade, manufacturing, research and development, services (especially tourism)
Unemployment Rate: 5.4% (January 2005)
Per Capita Income: $18,637 (1999)

2002 FBI Crime Index Total: 5,597

Major Colleges and Universities: Northern Arizona University, Coconino County Community College

Daily Newspaper: *Arizona Daily Sun*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FIFTH AVE
FOURTH AVE
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SECOND AVE
FIRST AVE
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CALIFORNIA
MEXICO
Flagstaff
ARIZONA
CEDAR
GEMINI
BUFFALO PARK
MCPHERSON PARK
FOREST
SWITZER CANYON
TOURQUOIS
MEADOW LAKE
SAN FRANCISCO
LOMALAI
FLAGSTAFF MEDICAL CENTER
BEAVER
PHILOMENA
SILVER SPRUCE
PINE
JUNIPER
CEDAR
OAK
FIR
MESA
RIM
DESILVA
COLUMBUS
SULLIVAN
HUNT
KENDRICK
FINE
ELM
DALE
CHERRY
BIRCH
SAN FRANCISCO
AGASSIZ
VERDE
GOLDEN
LEROUX
BEAVER
HUMPHREYS
ASPEN
SITGREAVES
FLAGSTAFF PLAYHOUSE/ THEATRIKOS THEATRE COMPANY
VISITORS CENTER
PHOENIX
COTTAGE
BENTON
BUTLER
DUPONT
ELLERY
FRANKLIN
BEAVER
BRANNEN
ASHURST
LONE TREE
O'LEARY
FOUNTAINE
HOSKINS
AGASSIZ
VERDE
FORT VALLEY
BEAL
FOREST
HAVASUPAI
PIUTE
APACHE
NAVAJO
NAVAJO
ANDERSON
AZTEC
ROCKRIDGE
MEADE
THORPE
LIBRARY
PARK
BONITO
MOGOLLON
AZTEC
TOLTEC
CITY HALL
TUCSON
TOMBSTONE
MONTVALE
SUMMIT
GRAND CANYON
COCONINO
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THORPE PARK
LOWELL OBSERVATORY
ARIZONA HISTORICAL SOCIETY MUSEUM
TO MUSEUM OF NORTHERN ARIZONA
TO GRAND CANYON
TO PULLMAN MUNICIPAL AIRPORT
N

Introduction

Located along the fabled American highway, Route 66, Flagstaff is the largest city and regional center in northern Arizona. Known as ''the Gateway to the Grand Canyon,'' it is the county seat for Coconino County, the second largest in the nation, with 12 million acres. At 7,000 feet, Flagstaff is one of the highest cities in the United States. This attractive community sits at the base of the San Francisco Peaks, Arizona's highest point at 12,633 feet. There are many tales surrounding how the city got its name. A popular one holds that a group from Boston stripped a pine tree on the Fourth of July and placed a flag atop it. Flagstaff boasts a refurbished downtown and a top-rate museum, and its colony of college students make for a lively atmosphere.

Geography and Climate

Flagstaff is located 146 miles due north of Phoenix, 150 miles west of Albuquerque, and 525 miles east of Los Angeles.

Flagstaff enjoys a four-season climate. Because of its high elevation, the city has cool summers in which air conditioners are mostly unnecessary, not the desert conditions one might expect. The altitude and low humidity result in clean air and relatively mild weather year round. Occasional late-afternoon thunder showers are common from July through September, and snow usually first occurs in mid-October, and is heaviest December through March. The snow, which averages just under 100 inches per year, generally melts off rather quickly. The city experiences about 300 days of sunshine annually.

Area: 63.58 square miles (2000)

Elevation: 6,899 feet above sea level

Average Temperatures: January, 29.7° F; July, 66.1° F; annual average, 45.8° F

Annual Average Precipitation: 21.3 inches

History

Local Springs and Railroad Draw Settlers

It is said that it is the springs that first drew people to the Flagstaff area of dry, northern Arizona. The Sinagua, Anasazi, and Cohonino tribes were the first to settle there. Ruins of the pueblos and cliff dwellings belonging to the Navaho nation and Hopi tribes can still be found in the forests and lands surrounding present-day Flagstaff. A mountain man named Antoine Leroux knew the location of a source of water at the base of the San Francisco Peaks, and in 1876 a group of New Englanders left from Boston in search of the excellent farm land that they had heard about in highly exaggerated stories. They started a settlement in present-day Leroux Springs later in the year. According to legend, it was this group who placed a flag on top of a denuded pine tree, celebrating the Centennial of the Declaration of Independence, and thus gave the city the name by which it has been known ever since.

In 1882, the arrival in Flagstaff of the Atlantic and Pacific Railroad started a building boom. The site of what is today downtown Flagstaff was selected because the railroad wanted to build its new depot on flat land. The brick-fronted building that merchant P.J. Brennan erected for a new store still exists, now serving as a popular saloon and pool hall. Shortly after the arrival of the railroad, a sawmill began operations to accommodate the railroad's need for wooden ties. The new sawmill provided jobs for more than 250 people. Wood was easily attainable, as the city is near the world's largest forest of ponderosa pines.

For more than half a century, beginning in the 1880s, miles of spur rail line extended in all directions from the city. The men who engaged in the sawmill industry developed their own culture. Author Rose Houk describes ''logger lingo'' in which ''coffee was referred to by its brand name, Arbuckle; pancakes were 'blankets;' [and] biscuits were 'doorknobs.' ''

Sheep ranching got started in the mid-1880s and became big business in Flagstaff. Many of the sheep ranchers were of Basque or Spanish heritage. At the same time, cattle raising was begun by a group of Mormons at Leroux Spring.

City Becomes Observatory Site

In 1894, Andrew E. Douglass of Boston chose Flagstaff as the site for an astronomical observatory. Douglass placed the Lowell Observatory there in part because of the clear skies that good telescope viewing requires. During that same year a reform school was built, which was later to serve as the first building of what is now Northern Arizona University. In 1930 astronomer V.M. Slipher discovered the planet Pluto at the observatory. Lowell Observatory has stayed in the forefront of science, notably with its research in the area of bodies within the solar system such as satellites (moons), near-Earth asteroids, and comets.

Wildland-Urban Interface

In June and July 2002 the catastrophic Rodeo-Chediski fire grabbed national attention as the worst fire in Arizona his-

tory. Affecting Coconino County and its contiguous neighbors Navajo, Apache, and Gila Counties, the fire burned approximately 468,000 acres, the bulk of which was Ft. Apache Indian Reservation and national forest land; destroyed almost 500 homes; and cost $43 million to quell. More than $34 million in federal disaster aid was directed to the area. Flagstaff itself was not directly affected because of city leaders' and civic groups' proactive work in land use planning and response training.

In the past decade, some of Flagstaff's citizens became concerned about increasing development, mostly due to tourism, and preserving the very environment that makes the area special. Plans were developed to ensure a balance between economic opportunity and growth limits. Today, the city seems to have met and exceeded this goal. Mayor Joe Donaldson sums it up: ''Flagstaff is a community raved about in many magazines as the place to invest, develop, vacation and just plain enjoy. Flagstaff prides itself in the miles of internal majestic scenic trails, multi modal transportation opportunities. . . . The community boasts of its efforts in achieving sustainable economic strength while preserving its pristine environment through community activism, emulated quality of life ordinances and resolutions driven through extensive community driven processes. Flagstaff is not just a place. It is a way of life where people become one with their environment.''

Historical Information: The Historical Society, Northern Arizona University, Cline Library, PO Box 6022, Flagstaff, AZ 86011-6022; telephone (520)523-6802

Population Profile

Metropolitan Area Residents
1990: 101,760
2000: 122,366
Percent change, 1990–2000: 20.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 237th

City Residents
1980: 34,743
1990: 45,857
2000: 52,894
2003 estimate: 61,030
Percent change, 1990–2000: 13.3
U.S. rank in 1980: 676th
U.S. rank in 1990: 543rd (State rank: 10th)
U.S. rank in 2000: 673rd (State rank: 13th)

Density: 831.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 41,214
Black or African American: 927
American Indian and Alaska Native: 4,210
Asian: 660
Native Hawaiian or Pacific Islander: 65
Hispanic or Latino (may be of any race): 8,500
Other: 3,201

Percent of residents born in state: 41.6% (2000)

Age characteristics (2000)
Population under 5 years old: 3,546
Population 5 to 9 years old: 3,410
Population 10 to 14 years old: 3,599
Population 15 to 19 years old: 4,762
Population 20 to 24 years old: 9,004
Population 25 to 34 years old: 8,654
Population 35 to 44 years old: 7,457
Population 45 to 54 years old: 6,433
Population 55 to 59 years old: 1,876
Population 60 to 64 years old: 1,327
Population 65 to 74 years old: 1,658
Population 75 to 84 years old: 909
Population 85 years and older: 259
Median age: 26.8 years

Births (2000)
Total number: 1,031

Deaths (2000)
Total number: 253

Money income (1999)
Per capita income: $18,637
Median household income: $37,146
Total households: 19,355

Number of households with income of . . .
less than $10,000: 2,035
$10,000 to $14,999: 1,335
$15,000 to $24,999: 2,866
$25,000 to $34,999: 2,789
$35,000 to $49,999: 3,258
$50,000 to $74,999: 3,360
$75,000 to $99,999: 1,793
$100,000 to $149,999: 1,279
$150,000 to $199,999: 343
$200,000 or more: 297

Percent of families below poverty level: 10.6% (49.0% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 5,597

Municipal Government

Flagstaff has a council/manager form of government with a mayor and six council members elected at large. Mayoral elections are held every two years; council members serve four years, and elections are staggered every two years.

Head Official: Mayor Joseph Donaldson (R) (since 2000; current term expires 2006)

Total Number of City Employees: 678 permanent, 271 temporary or seasonal (2005)

City Information: City of Flagstaff, 211 W. Aspen, Flagstaff, AZ 86001; telephone (520)774-5281

Economy

Major Industries and Commercial Activity

New scientific and high tech research and development industries have located to Flagstaff, broadening the economic base of tourism, government, education, and transportation, which replaced the lumber, railroad, and ranching eras.

Research activities are important to the city's economy. The most well-known facility, Lowell Observatory, is currently celebrating the 75th anniversary of the discovery of Pluto, and has done pioneering work in observations of near-Earth phenomena such as asteroids, comets, and belt systems; and in the field of interferometric studies, in which a distributed network of small telescopes together create images of celestial bodies with much higher resolutions than any other single telescope can produce.

Items and goods produced: dog and cat food; surgical/medical instruments and apparatus; wind generators; circuit boards; packaging products; recycled paper products for commercial use

Incentive Programs—New and Existing Companies

Most programs in Arizona are offered at the state level. The Greater Flagstaff Economic Council is a public/private agency that serves the city, county, Chamber of Commerce, and local businesses.

Local programs—The city offers an Infrastructure Assistance Incentive Fund with up to $100,000 available per economic development project.

State programs—Flagstaff businesses in recently expanded Enterprise Zone areas may receive direct state income tax credits based on the number of net new employees hired. Any qualified position is eligible if the position is a full-time permanent job, if the employer pays an hourly wage of above $7.55 an hour (raised from $5.77 in 1997); and if the employer provides health insurance and pays at least 50 percent of the insurance cost. If at least 35 percent of new employees live in any Enterprise Zone areas, then all new net employees qualify for eligibility. Any unused state income tax credits may be carried forward for up to five taxable years, providing the business remains in the Enterprise Zone. Other Enterprise Zone incentives include tax breaks for companies that make more than a $1 million investment and retain a new hire for more than three years. Other programs give tax credits on the cost of installing recycling equipment, exemptions for contractors and vendors of solar energy devices, for pollution control, purchase of construction materials, and research and development investment. State lottery proceeds provide fixed-asset loans to companies for expansion, relocation, and consolidation.

Job training programs—The Flagstaff Job Service Center gives aid to employers in advertising openings, evaluating applicants, and immigration certification. The state of Arizona offers matching funds of up to 75 percent to businesses for the training of workers for new jobs in the state. Through the new federal Workforce Investment Act (WIA), formerly Job Training Partnership Act, employers may receive up to 50 percent of their wages back during initial training periods. Customized training programs are also available.

The Small Business Development Center is jointly funded by the U.S. Small Business Administration and Coconino County Community College. This one-stop center offers free one-on-one counseling, training, and technical assistance in all aspects of small business management.

Development Projects

Downtown Flagstaff completed a major $7 million project upgrading its commercial area surrounding the Visitors Center in the 1990's. Flagstaff 2020 Vision Project began then, when some citizens began to question whether increasing development was compatible with preservation of what made the area special. The plan laid out a five year plan to balance economic opportunity with growth limits, and was replaced in 2002 with the Regional Growth and Transportation Plan, which governs land use, transportation, open space, and trail systems. Another development project in the works is dependant upon pending federal legislation, which will authorize the procurement of 1,100 acres surrounding the airport for business park, light industrial, residential development, runway expansion, and municipal uses.

In 2003, the Lowell Observatory and Discovery Communications announced a cooperative effort on a $30 million telescope that will bring unprecedented wide range views

and deep imaging surveys of the night skies. The Discovery Channel Telescope's unique design will allow it to switch from extremely wide-field focus to much more detailed spectroscopy, infrared imaging and other applications. In addition to significantly advancing capacity for research, the telescope will also be used for real-time worldwide broadcasting and for science education programs for the public. The expected completion date for the telescope is 2009.

Commercial Shipping

Air cargo carriers flying direct from Flagstaff Pulliam Airport are Federal Express and United Parcel Service. The city has ten motor freight carriers. The one-day truck radius extends to Salt Lake City, San Francisco, Albuquerque, El Paso, Los Angeles, and parts of Mexico. Flagstaff is served by Burlington Northern and Santa Fe Railways.

Labor Force and Employment Outlook

Northern Arizona, which includes Flagstaff, Sedona, and Payson, has experienced a massive influx of tourists and retirees in recent years. After concerns were voiced by residents about the continued development and its impact on the environment, developers and environmentalists are working together to achieve a balance between economy and landscape preservation. Government is one of the largest employment sectors in Flagstaff. Tourism, and the service and construction industries in concert, create employment opportunities as well.

The following is a summary of data regarding the Coconino County labor force, 2004 annual averages:

Size of nonagricultural labor force: 60,000

Number of workers employed in . . .
construction and mining: 3,400
manufacturing: 3,100
trade, transportation, and utilities: 9,200
information: 400
financial activities: 1,600
professional and business services: 3,300
educational and health services: 6,700
leisure and hospitality: 11,800
other services: 1,800
government: 18,400

Average hourly earning of production workers employed in manufacturing: $16.56

Unemployment rate: 5.4% (January 2005)

Largest employers:	*Number of employees*
Northern Arizona University	3,393
Flagstaff Medical Center	1,999
Flagstaff Unified School District	1,700
W.L. Gore & Associates	1,300
Coconino County	1,075
City of Flagstaff	948
Grand Canyon Railway	400
Walgreens Distribution Center	400
Coconino Community College	400
SCA Tissue	279
Pepsi Cola Bottling Plant	250

Cost of Living

Housing costs in Flagstaff run somewhat higher than the national average. The typical rent for a two-bedroom apartment is about $850 per month. Food and health care also run a bit higher than the nation as a whole.

The following is a summary of data regarding several key cost of living factor in the Flagstaff area.

2004 (3rd Quarter) ACCRA Average House price: $336,338

2004 (3rd Quarter) ACCRA Cost of Living Index: 111.5 (U.S. average = 100.0)

State income tax rate: Ranges from 2.87% to 5.04%

State sales tax rate: 5.60%

Local income tax rate: none

Local sales tax rate: 1.51% city; .80% county

Property tax rate: $9.89 per $100 of assessed value (2003)

Economic Information: Flagstaff Chamber of Commerce, 101 W. Route 66, Flagstaff, AZ 86001-5598; telephone (520)774-4505. Greater Flagstaff Economic Council, S. Milton Road, Flagstaff, AZ 86001; telephone (520)779-7658; toll-free (800)595-7658; fax (520)556-0940

Education and Research

Elementary and Secondary Schools

The Flagstaff Unified School District is widely recognized as one of the finest in the Southwest. It offers a wide range of programs to meet the needs of students with diverse backgrounds, interests, and abilities. Through use of nontraditional approaches, Project New Start helps students on the verge of dropping out, and the Teen Parent Program assists young mothers to continue their education while pregnant and during the months following childbirth. Flagstaff was the first school system in the U.S. to implement drug-and-alcohol prevention programs in both its ele-

mentary and secondary schools. The district also participates in Communities in Schools, which provides families with access to a range of social services through the schools. Other programs include artists-in-residence, after-school classes for high school credit, Suzuki violin program, parenting programs, bilingual education, and magnet and alternative programs, among others.

The following is a summary of data regarding the Flagstaff Unified School District as of the 2003-2004 school year.

Total Enrollment: 11,433

Number of facilities
elementary schools: 9
middle schools: 2
high schools: 3
other: 2 alternative schools and 5 magnet schools

Student teacher ratio: elementary, 23:1; middle schools, 24:1; high schools, 32:1 (2005)

Teacher salaries (2003-2004)
minimum: $28,280
maximum: $54,000

Funding per pupil: $6,000 including capital

Colleges and Universities

Northern Arizona University (NAU) has more than 13,000 undergraduate and 5,000 graduate students and offers small classes, respected and accessible faculty and advisers, comprehensive libraries, computer labs, research opportunities, career placement, cultural programs and events, recreational facilities, and intramural and NCAA athletics. NAU students can choose from 108 baccalaureate degrees and 55 graduate studies programs. Unique programs range from Colorado Plateau-based forestry to global-ranging bioterrorism. More pedestrian fields such as physical therapy and hotel/restaurant management are available. The university's Center for Excellence in Education promotes a competency based approach to teacher education.

Coconino County Community College, a two year college educating more than 3,000 students, offers programs for students to continue their higher education or to enter the business world.

Libraries and Research Centers

The Flagstaff City-Coconino County Public Library consists of a main library, a combined school-branch library in Flagstaff, and eight affiliate branches throughout the county. The main library, built in an attractive ski-lodge style, features four fireplaces and local Native American art. The library contains more than 170,000 volumes and an extensive collection of Arizona and Southwest publications. Other special collections include a U.S. genealogy collection, the Economic Development Information Center, a large print collection, and the City of Flagstaff Archives.

For its small population, the city is home to a large number of research collections and special libraries, including Lowell Observatory, the Museum of Northern Arizona, the U.S. Geological Survey, the Arboretum (Transition Zone Horticultural Institute), the Cross Cultural Dance Resources Institution, and Northern Arizona University's Cline Library Special Collections and Archives Division.

The many research centers and institutes at Northern Arizona University include the Colorado Plateau Research Station, the Center for Quaternary Studies, and the Institute for Native Americans. The university's Distance Learning Network provides 10 classes per day to non-campus students across the state and is used by many private corporations for special research needs. The U.S. Geological Survey Flagstaff Field Center supports such research as Space Mission support, water locating, earth geology, and image processing.

Public Library Information: Flagstaff City/Coconino County Public Library, 330 West Aspen Avenue, Flagstaff, AZ 86001; telephone (520)779-7670; fax (520)774-9573

Health Care

Flagstaff Medical Center (FMC) is Northern Arizona's regional referral medical facility and has the only Level II trauma center in the area. Prominent departments of Flagstaff Medical Center are The Heart Center, The Cancer Center, Imaging/Radiology, Sports Medicine Center of Northern Arizona, Women and Infants Center, and a Children's Health Department that recently moved into a new building. FMC has 238 inpatient beds and 178 physicians active on staff. The center's parent corporation, Northern Arizona Healthcare, also has facilities in nearby Sedona and Verde Valley.

Recreation

Sightseeing

Flagstaff, originally a railroad town, now houses its visitors center in the Tudor revival-style Santa Fe Station, where one can pick up maps for walking tours of the city. The Lowell Observatory, possibly the city's most famous structure, presents visitors with hands-on exhibits, historic displays, and a scenic campus located near downtown. Tours, sky shows, demonstrations, and lectures are offered throughout the

The Riordan Mansion in Flagstaff.

year. The observatory's oldest telescope is housed in an historic wooden dome, and night sky viewing is offered in evening hours during most of the year.

The Arboretum at Flagstaff, with the highest elevation of a botanical research garden in the nation, displays a fascinating variety of plant life native to the region, and features a Threatened and Endangered Plant Conservation Program. Its 10 gardens include an Herb Garden of 250 specimens, a Constructed Wetland wherein native plants purify water, a butterfly garden, organic vegetable garden, and other gardens spread over 200 acres with scenic trails. Visitors to Coconino National Forest may spot American bald eagles and black bear in the world's largest ponderosa pine forest, which ranges in elevation from 2,600 to 12,633 feet. The Eldon Pueblo Archaeological Project at the National Forest informs visitors about archaeological concepts, values, laws, and practices through personal experience. Programs for children are also available.

Guides escort tourists through the Riordan Mansion State Historic Park, a mansion with forty rooms and more than 13,000 square feet of living area. This 1904 duplex contains original artifacts, handcrafted furniture, and personal mementos of the Riordan family, who lived there early in the twentieth century. The park also offers a visitor center, a self-guided tour of the grounds, and picnic tables. Reservations are recommended for tours.

Three national monuments in the area draw visitors for their history and breathtaking beauty. The pristine, stream-cut gorge at Walnut Canyon National Monument offers walking trails that reveal the ancient cliff dwellings built into the steep canyon walls where the Sinagua people lived nearly a thousand years ago. The on-site museum displays artifacts that paint a picture of what life was like for these early inhabitants of the area. Located in the shadow of the San Francisco peaks, the Wupatki National Monument was once home to the farmers and traders of the Anasazi and Sinagua tribes at this monument can be seen four pueblos offering a glimpse into the past. (Wupatki is Hopi for ''big house.'')

Fifty thousand years ago an enormous iron-nickel meteorite, falling through space at about 30,000 to 40,000 miles per hour, struck a rocky plain of northern Arizona with an explosive force greater than 20 million tons of TNT. It left behind a crater, called the meteor Crater, which today is 550 feet deep and 2.4 miles in circumference. The adjacent Museum of Astrogeology offers exhibits, movies and lectures that vividly describe the impact and the awesome results.

The Grand Canyon is about 80 miles northwest of Flagstaff. There one can view one of the most spectacular examples of arid land erosion in the world. The park covers 1,904 square miles, including 277 miles of the Colorado River. South Rim facilities are open year-round, and North Rim facilities are open mid-May through mid-October. The Grand Canyon Railway lets one travel in grand style on a vintage train from Williams, Arizona to the South Rim, across 65 miles of beautiful Arizona countryside.

Arts and Culture

The Coconino Center for the Arts, a modern glass-front building, is the site of many cultural activities in Flagstaff, including symphonic, orchestral, and choral performances. It is also home to the 10-day Festival of Native American Arts in August. Visual arts and literary and educational programs edify both locals and visitors. The center's 4,000 square foot gallery presents the work of a variety of artists throughout the year. Annual exhibits of note held at the center include the Youth Art Exhibit held in March or April, which features the works of students throughout Coconino County; and the Trappings of the American West exhibit in May and June, which highlights contemporary cowboy arts and crafts by artists throughout the Southwest and Canada, and also offers cowboy poetry readings and musical performances.

The Flagstaff Symphony Orchestra (FSO) has been bringing enjoyment to local audiences since its founding in 1950. The FSO performs in the 1,500-seat Ardery Auditorium, giving eight concerts during its September through April season as well as Youth Concerts, a Lollipop concert in December for very young children, and pops series in nearby ShowLow and Sedona. The Museum of Northern Arizona also plays host to many entertainment events throughout the year. Theatrikos, a popular local theatre group, performs five mainstage productions per year; is involved in project P.E.A.C.E (Prevention, Education, and Creative Expression) which helps to prevent teen violence through theatre and peer interaction; and offers classes on acting, scene building, lighting design, voice, and the like. Theatrikos's home, the Flagstaff Playhouse, was renamed the Doris Harper-White Community Playhouse after one of its founders and longest member. It is an intimate black box theatre with 99 seats.

Flagstaff's premier museum is the Museum of Northern Arizona, which introduces museum-goers to the native peoples and natural sciences of the Colorado Plateau region. Permanent galleries and changing exhibits explore anthropology, biology, geology, and fine art. Native American art is for sale at the museum shop and there is a nature trail on the grounds.

The history of Flagstaff from the time of cowboys to the lumberjacks and railroaders to the astronomers is presented at the Arizona Historical Society Pioneer Museum. Exhibits include early medical equipment, saddles, household and livestock items, and a 1929 Baldwin locomotive.

Festivals and Holidays

Summer events in Flagstaff center around the rodeo and ethnic cuisine. Fans of the rodeo enjoy the Arizona High

School Rodeo finals, which take place the first weekend of every June at the Coconino county Fair Grounds. High school students compete in such events as barrel racing, bareback riding, saddle bronco riding, bull riding, team roping, calf roping, and goat tying. The annual Chili Cook-off held during that same weekend features live music and contests for both adults and children. On the second Saturday in June, the Great Fiesta Del Barrio & Fajita Cook-off celebrates the customs and culture of the local Hispanic community. The third weekend in June brings the Pine Country Pro Rodeo, which draws contenders to the Coconino County Fairgrounds. The Arizona Highland Celtic Festival offers music, Irish dancing, and whiskey tastings. The Festival of Native American Arts, held during July and August, includes an exhibit, outdoor market, dances, workshops and demonstrations celebrating the arts, crafts, culture, and traditions of Native Americans throughout the Southwest. August's Flagstaff Summerfest Festival in the Pines tops off the summer season with the finest in arts and crafts, food, and entertainment.

Every Labor Day Weekend the Coconino County Fair takes places at the fairgrounds in Fort Tuthill Park. Highlights of the fair include exhibits, livestock, entertainment, a demolition derby, and carnival. The Flagstaff Festival of Science, a 10-day event held annually at the end of September, promotes science awareness through hands-on exhibits, interactive displays, field trips, and world-class scientist participants.

Flagstaff kicks off the winter season as children young and old delight in the Playthings of the Past exhibit, which runs from November through January and features dolls, trains, cars, and castles from the 1880s through the 1960s. During December, Riordan Mansion offers holiday tours of its festively decorated turn-of-the-century rooms. February's Flagstaff Winterfest features nearly 100 events: sled dog races, skiing competitions, and other snow events, llama play days, sleigh rides, concerts, cultural events, and historic walking tours are all on schedule. The Arizona Special Olympics is a competition for mentally and physically challenged athletes that is held during the last weekend in February.

Sports for the Spectator

The Arizona Cardinals of the National Football league and the Phoenix Suns, affiliates of the National Basketball Association, hold preseason training camps in Flagstaff. A variety of NCAA-sanctioned events are hosted at Northern Arizona University, including football, men's and women's basketball, volleyball, track and swimming. NAU's Skydome, where many athletic events are held, is one of the largest wood-domed structures in the world; the university's Wall Aquatic Center is a high-altitude training site for U.S. and international Olympic swimmers and divers.

The Coconino County Horse Races—a tradition for more than 50 years—features thoroughbreds and quarter horses and is held annually over the Fourth of July weekend at Fort Tuthill Downs.

Sports for the Participant

Flagstaff has 29 parks with 2 swimming pools, 1 public 18-hole golf course and 5 private ones, an ice-skating rink, 16 tennis courts, 2 bowling alleys, a skeet-and-trap facility, and a ski resort. FUTS, the Flagstaff Urban Trails System, runs through the city and provides several multi-use trails varying in length from one to five miles. Northern Arizona University's Wall Aquatic Center has an Olympic size pool that is open to the public. The city's transportation network of interstate highways makes it easy to explore the national forests surrounding the city. Popular forest-based activities include hiking, mountain biking, and horseback riding. Coconino National Forest offers more than 320 miles of hiking trails. In town, trailheads access Mount Elden from the east and west. The Arizona Snowbowl atop the San Francisco Peaks, with a base elevation of 9,000 feet, is higher in elevation than most resorts in Utah, Colorado, and California. It offers skiers a vertical drop of 2,300 feet, four chairlifts and more than 30 slopes, the longest of which stretches more than a mile. Its chairlift becomes a 6,450-foot-long ''Scenic Skyride'' during the summer. Flagstaff Nordic Center, 16 miles north of the city, offers 25 miles of groomed trails for every level of skier.

Shopping and Dining

Flagstaff is the primary commercial center in northern Arizona. The city boasts many fine art galleries, antique shops and specialty shops, as well as 13 major shopping centers. Flagstaff's proximity to a number of Indian reservations provides shoppers with a variety of Native American arts and crafts. The historic downtown shopping area has nearly 200 gift shops, boutiques, and clothing stores. Import stores downtown specialize in South American and Mexican goods. The Flagstaff Mall, an enclosed shopping center with more than 60 stores, recently went through a 500,000 square foot expansion project. The Gallery Shop at Coconino Center for the Arts specializes in hand-made arts and crafts by area artists.

Flagstaff's more than 200 restaurants range from casual southwestern to European-style with food served in the historic atmosphere of turn-of-the-century buildings. Ethnic cuisine ranges from Italian, Mexican, and Asian, to Middle Eastern and Bohemian. Music fans enjoy visiting the Museum Club, a Depression-era Route 66 road house and the Southwest's largest log cabin, which continues to present popular country musicians.

Visitor Information: The Flagstaff Visitor Center, (520)774-9541

Convention Facilities

Flagstaff's largest conference hotel, with 248 guest rooms, is the Little America hotel. With 10,000 square feet of conference space, the facility can accommodate 360 people classroom style, 675 people theater style, and 460 people for banquets. The Radisson Woodlands Hotel, with 183 guest rooms, has 6,000 square feet of conference space and can accommodate 168 classroom style, 375 theater style, and can handle banquets for up to 350 people. Nearly 70 area hotels offer more than 4,900 rooms.

Transportation

Approaching the City

I-40, providing east-west coast access, runs through the center of Flagstaff. Access to the south is via I-17. U.S. routes 89 and 180 run between Flagstaff and the Grand Canyon. At Pulliam Airport, located just four miles south of downtown Flagstaff, America West Express provides hourly flights to Phoenix, where national and international connections can be made. Amtrak offers two daily trains from Flagstaff that connect with trains to Chicago and Los Angeles, and Greyhound-Trailways has interstate and intrastate bus service.

Traveling in the City

Flagstaff has developed many of the traffic congestion problems that come with rapid growth. Some estimates say that traffic has more than tripled since 1974. Two major traffic improvements are underway; one on I-40 and the other a new bridge over the railway at 4th Street and at Route 66. Shuttle and tour bus service is provided by Grayline/Nava-Hopi Tours and Mountain Line.

Communications

Newspapers and Magazines

The city's daily newspaper, the *Arizona Daily Sun*, is published weekdays in the evenings and on Saturday and Sunday mornings. The *Canyon Shopper* is published weekly, and the *Navajo-Hopi Observer* serves the Native American peoples of northern Arizona. The monthly *Mountain Living Magazine* features topics of community interest, and the *Arizona Guide* describes things to do and see in the area.

Television and Radio

Flagstaff has three television stations and cable is available throughout most of the city. Fifteen AM and FM radio stations broadcast out of the city, offering a wide range of formats.

Media Information: The *Arizona Daily Sun,* 417 W. Santa Fe Ave., PO Box 1849, Flagstaff, AZ 86002; telephone (520)774-4545

Flagstaff Online

Arizona Daily Sun. Available www.azdailysun.com

Arizona School Report Cards. Available www2.ade.state.az.us/srcs

City of Flagstaff home page. Available www.flagstaff.az.gov

Flagstaff Chamber of Commerce. Available www.flagstaff.az.us

Flagstaff Community Profile. Available www.commerce.state.az.us/comm/flagstaf.pdf

Flagstaff Convention and Visitors Bureau. Available www.flagstaffarizona.org/info.htm

Flagstaff Online. Available www.flagstaff.az.us

Flagstaff Unified School District. Available www.flagstaff.k12.az.us

Selected Bibliography

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Ashworth, Donna, *Against This Ground: Biography of a Small Mountain* (Flagstaff, Ariz., Small Mountain Books, 1994)

Cline, Platt, *Mountain Town: Flagstaff's First Century* (Flagstaff, Northland Press, 1994)

Houk, Rose, *The Peaks* (Phoenix; Arizona Highways, 1994)

Mesa

The City in Brief

Founded: 1878 (incorporated in 1883)

Head Official: Mayor Keno Hawker (since 2000)

City Population
1980: 152,453
1990: 288,091
2000: 396,375
2003 estimate: 432,376
Percent change, 1990-2000: 37.6%
U.S. rank in 1990: 53rd (3rd in state)
U.S. rank in 2000: 51st (3rd in state)

Metropolitan Area Population (PMSA)
1980: 1,508,030
1990: 2,122,101
2000: 3,251,876
Percent change, 1990-2000: 53.2%
U.S. rank in 2000: 14th

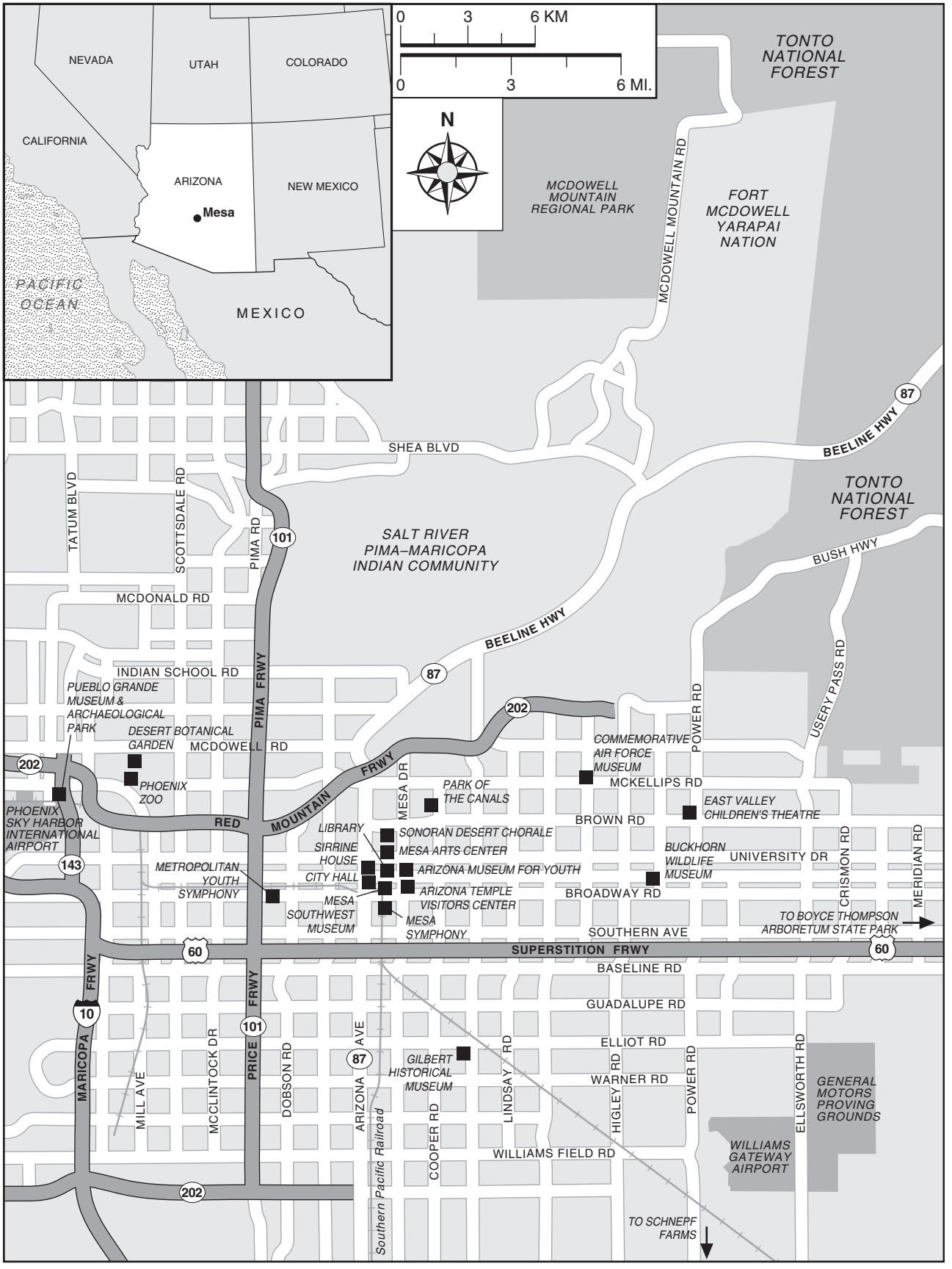
Area: 125.18 square miles (2000)
Elevation: 1,241 feet above sea level
Average Annual Temperature: 84.5° F
Average Annual Precipitation: 8.5 inches

Major Economic Sectors: aerospace/aviation, agribusiness, automotive, business services, education services, electronics, health services, manufacturing, retail, transportation services
Unemployment Rate: 4.0% (January 2005)
Per Capita Income: $19,601

2002 FBI Crime Index Total: 33,335

Major Colleges and Universities: Arizona State University East, Mesa Community College, East Valley Institute of Technology

Daily Newspapers: *East Valley Tribune*


NEVADA
UTAH
COLORADO
CALIFORNIA
ARIZONA
NEW MEXICO
Mesa
PACIFIC OCEAN
MEXICO
0 3 6 KM
0 3 6 MI.
N
TONTO NATIONAL FOREST
MCDOWELL MOUNTAIN REGIONAL PARK
FORT MCDOWELL YARAPAI NATION
MCDOWELL MOUNTAIN RD
SHEA BLVD
BEELINE HWY
87
TONTO NATIONAL FOREST
TATUM BLVD
SCOTTSDALE RD
PIMA RD
101
SALT RIVER PIMA–MARICOPA INDIAN COMMUNITY
BUSH HWY
MCDONALD RD
BEELINE HWY
INDIAN SCHOOL RD
PUEBLO GRANDE MUSEUM & ARCHAEOLOGICAL PARK
DESERT BOTANICAL GARDEN
MCDOWELL RD
PIMA FRWY
202
POWER RD
USERY PASS RD
COMMEMORATIVE AIR FORCE MUSEUM
MCKELLIPS RD
PHOENIX ZOO
PARK OF THE CANALS
MESA DR
RED MOUNTAIN FRWY
EAST VALLEY CHILDREN'S THEATRE
BROWN RD
PHOENIX SKY HARBOR INTERNATIONAL AIRPORT
LIBRARY
SONORAN DESERT CHORALE
SIRRINE HOUSE
MESA ARTS CENTER
BUCKHORN WILDLIFE MUSEUM
UNIVERSITY DR
CRISMON RD
MERIDIAN RD
143
METROPOLITAN YOUTH SYMPHONY
CITY HALL
ARIZONA MUSEUM FOR YOUTH
ARIZONA TEMPLE VISITORS CENTER
BROADWAY RD
MESA SOUTHWEST MUSEUM
MESA SYMPHONY
TO BOYCE THOMPSON ARBORETUM STATE PARK
SOUTHERN AVE
60
SUPERSTITION FRWY
BASELINE RD
GUADALUPE RD
ELLIOT RD
10
MARICOPA FRWY
PRICE FRWY
MCCLINTOCK DR
DOBSON RD
ARIZONA AVE
GILBERT HISTORICAL MUSEUM
LINDSAY RD
WARNER RD
HIGLEY RD
POWER RD
ELLSWORTH RD
GENERAL MOTORS PROVING GROUNDS
MILL AVE
COOPER RD
WILLIAMS FIELD RD
WILLIAMS GATEWAY AIRPORT
Southern Pacific Railroad
TO SCHNEPF FARMS

Introduction

Founded by Mormon agricultural pioneers, Mesa today is growing like a weed. Far enough from Phoenix to retain its small town feel yet near enough to the big city to encourage the growth of technological and manufacturing industries, Mesa has become more than a retirement community and has evolved into a tourist mecca in its own right. Layers of native, frontier, and Mexican history have combined to form a city of eclectic tastes and offerings, from the prehistoric farming canals deep in the ground to the aviation businesses that take to the skies.

Geography and Climate

Desert, mountains, water—somehow Mesa got it all. Located along a spit of the Sonoran Desert, Mesa is warm and arid every month of the year and enjoys the flora and fauna of the desert clime. Saguaro and prickly pear cacti are abundant, along with varieties of cholla, and the dry soil outside the city is wandered by rattlesnakes, jack rabbits, bobcats, hawks, and owls. While Mesa gets 320 days of sunshine annually and temperatures in the 100s during the summer, the city also has easy access to six local lakes and two nearby rivers. The Superstition Mountain range just to the east of the city provides some altitude to the mesas and valleys of the area.

Area: 125.18 square miles (2000)

Elevation: 1,241 feet above sea level

Average Temperatures: January, 54.1° F; July, 91.1° F; annual average, 84.5° F

Average Annual Precipitation: 8.5 inches

History

The First Farmers

More than 2,000 years ago, Mesa's agricultural destiny was carved out by the Hohokam Indians who settled the area. The Hohokam were peaceful farmers who developed a sophisticated and effective network of irrigation canals that turned the arid land around Mesa into arable soil. Eventually, the Hohokam people seemed to disappear from the area; it is theorized that the tribe may have morphed into the Tohono O'dham tribe or that the Hohokam were driven out of the future Mesa area by Apache Indians. Regardless, the tribe left an indelible mark on the desert that served farmers of all nationalities well for centuries.

Spanish explorers and conquistadores followed—both Francisco Vasquez de Coronado and Father Eusebio Kino passed near Mesa as they searched for treasure and sought to convert Native Americans. The Mesa-Phoenix area also lay along the route to the legendary seven cities of Cibola sought by Estevanico (or Esteban), a former Muslim slave who became an explorer after hurricanes and battles with Native Americans decimated his former crew in Florida. As quickly as the Spanish attempted to put down roots in southwestern Arizona, the Apache tribe drove them out again in a tradition that lasted through the 1700s.

The Mexican War and the U.S. Civil War largely occupied the time and resources of the United States military during the early and mid-1800s, and its forces were operating at less than full power when the government decided to intervene in the clashes between native peoples and European settlers in the Southwest after a portion of Arizona was ceded to the U.S. The Western Indian Wars in the later 1800s were spotted with massacres and relocations; in the Mesa area, the U.S. Army did battle with the Apaches until the tribe agreed to resettlement. Unfortunately, several competing Apache tribes were co-located, resulting in a resumption of hostilities until the military was able to negotiate a surrender by Apache Chief Geronimo in 1886. It was in relative peace that a group of Mormon farmers, dealing with relocation and persecution themselves, established the settlement of Fort Utah in Lehi, just north of Mesa.

Mesa Takes Root

A decade before Chief Geronimo's surrender, the 85 intrepid members of the First Mesa Company left Utah and Idaho. The group was composed of Latter-Day Saints, some of whom practiced polygamy and who had been intrigued by the descriptions of Arizona brought back to church elders by the Mormon Battalion that fought during the Mexican War and traveled through Arizona on its way back to Utah. Stopping briefly in Lehi, the First Mesa Company moved on to the mesa, where they discovered and began clearing the irrigation canals left by the Hohokam people. The Second Mesa Company set out from Idaho about a year later; with the best land in Mesa already claimed, these pioneers established a nearby community called Stringtown, which was eventually absorbed into modern Mesa.

In the late 1800s, a flood in Lehi washed away Fort Utah; it had become evident over time that the lower desert lands were prone to sudden and unexpected flooding, allowing table-top Mesa to flourish. It began to look like a city, complete with an adobe pesthouse to control smallpox outbreaks, a city hall, saloons, and *The Mesa Free Press*, which has existed continu-

ously under a variety of names since 1892 and is currently known as *The East Valley Tribune.*

Dr. A.J. Chandler played a significant role in the foundation of Mesa. Using heavy machinery, he enlarged the Hohokam canals and made them more effective in agricultural enterprises. Dr. Chandler was the force behind the construction of the first office complex in Mesa, and he started the first electric power plant. When the municipal government purchased the utility in 1917, it became one of a handful of Arizona cities to own such a service. Earnings from utilities solely funded capital expenditures until the 1960s and also provided the financial underpinning for Works Progress Administration (WPA) projects during the Great Depression. WPA projects included the first dedicated hospital facility, a new city hall and library, sidewalks, paved streets, parks, and a recreation department for the city.

Layers of Culture

By 1940, Mesa had achieved its standing as the third largest city in Arizona, boasting 7,000 inhabitants. Joining the Tohono O'dham Indians, the Hispanics and the Mormons living in Mesa in the early 1900s were African American families (including a veterinarian) and families of Chinese and Japanese heritage who farmed and owned a variety of local businesses. This eclectic populace provided an interesting backdrop for events during the second World War, particularly considering the proximity of the internment camp at the Gila River Indian Reservation nearby.

World War II had another lasting cultural and industrial impact with the development of Falcon Field Airport and Williams Air Force Base as training sites for pilots. British pilots trained at Falcon Field, while U.S. pilots trained at Williams; many of those military families stayed in the Mesa area after the war ended. The aeronautical training and supply facilities at Falcon Field and Williams Air Force Base attracted aviation and aerospace companies to Mesa, propelling a switch from citrus and cotton farming to high-tech employment in the mid-1960s.

Twenty-First Century Mesa

Williams Air Force Base was closed in September of 1993 and was quickly reborn as Williams Gateway Airport. The aviation industry gives Mesa its wings today, with weather conditions that are near-perfect for training and testing every month of the year. Both Williams Gateway and Falcon Field are home to national and international aeronautical companies that develop aircraft and aviation systems both for the commercial aviation industry as well as for the military. The climate and geography have also made Mesa a golf destination, to the extent that local universities have developed golf-related degree programs that have been accredited by the Professional Golf Association.

Historical Information: Mesa Historical Museum, 2345 N. Horne Street, Mesa, AZ 85211; telephone (480)835-7358; email: mesamuseum@netzero.net

Population Profile

Metropolitan Area Residents (CMSA)
1980: 1,508,030
1990: 2,122,101
2000: 3,251,876
Percent change, 1990-2000: 53.2%
U.S. rank in 2000: 14th

City Residents
1980: 152,404
1990: 288,091
2000: 396,375
2003 estimate: 432,376
Percent change, 1990-2000: 37.6%
U.S. rank in 1990: 53rd (3rd in state)
U.S. rank in 2000: 51st (3rd in state)

Density: 3,171.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 323,655
Black or African American: 9,977
American Indian and Alaskan Native: 6,572
Asian: 5,917
Native Hawaiian and Pacific Islander: 932
Hispanic or Latino (may be of any race): 78,281
Other: 38,271

Percent of residents born in state: 33%

Age characteristics
Population under 5 years old: 32,592
Population 5 to 9 years old: 30,259
Population 10 to 14 years old: 28,842
Population 15 to 19 years old: 28,774
Population 20 to 24 years old: 32,488
Population 25 to 34 years old: 61,551
Population 35 to 44 years old: 56,124
Population 45 to 54 years old: 43,807
Population 55 to 59 years old: 15,913
Population 60 to 64 years old: 13,149
Population 65 to 74 years old: 26,546
Population 75 to 84 years old: 20,320
Population 85 years and over: 6,010
Median age: 32.0 (2000)

Births (Maricopa County, 2004)
Total number: 60,480

Deaths (Maricopa County, 2004)
Total number: 23,497 (of which, 395 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,601
Median household income: $42,817
Total households: 146,700

Number of households with income of . . .
less than $10,000: 8,758
$10,000 to $14,999: 8,104
$15,000 to $24,999: 19,061
$25,000 to $34,999: 21,131
$35,000 to $49,999: 28,482
$50,000 to $74,999: 31,494
$75,000 to $99,999: 15,636
$100,000 to $149,999: 10,093
$150,000 to $199,999: 2,320
$200,000 or more: 1,621

Percent of families below poverty level: 6.2% (20% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 33,335

Municipal Government

The city of Mesa has established a charter under which it operates, with citizens of the municipality electing a mayor and six district council members. Council members serve four-year terms; every two years, there is an election for three seats on the council. The mayor serves a four-year term in office. A vice mayor, chosen by the council, assists the mayor and council in administration of the city government.

Head Official: Mayor Keno Hawker (since 2000; current term expires 2008)

Total Number of City Employees: 4,105 (2005)

City Information: City of Mesa, 20 E. Main Street, Mesa, AZ 85201; telephone (480)644-2055

Economy

Major Industries and Commercial Activity

The arid, warm climate of Mesa has made it a top-flight locale for aeronautical industries that range from manufacturing to educational. Boeing maintains a facility at Falcon Field Airport where flight control panels are created, tested, and installed in freighters. The Mesa plant was the site of the development of the Apache Longbow helicopter during the 1990s and continues to research and develop military aeronautical equipment. Boeing Training Services and Systems not only equips pilots with the latest knowledge in flight but puts together training packages that can be administered to prospective pilots in other locations.

The local airports host a number of aviation training businesses, including Arizona Aviation, Eagle's Roost Aviation Services, and Professional Flight Instruction. Airplane and helicopter medical transport, maintenance, and tour operations range from Airevac Services to Eagle Rescue.

TRW Vehicle Safety Systems, Inc., is the subsidiary of a Fortune 500 company and stands at the head of Mesa manufacturers. The plant produces vehicle restraint systems and other safety equipment, which is sold to automakers from around the world. TRW has been on the leading edge of safety system integration of restraint belts, air bags, crash sensors, and steering wheel technologies. Some of those restraint and safety systems might find their way into the heavy machinery and large vehicles produced by Empire Southwest Machinery in Mesa, where buses and caterpillars are researched and refined. The Empire Regional Training Center offers classes in machinery management, maintenance and repair as well.

The technology of golf has evolved into a thriving industry in Mesa. A sophisticated golf driving range and PING Swing Analysis Lab at Arizona State University East supports not only the golf-related majors at the college but also serves the community in perfecting its game.

Items and goods produced: aeronautical equipment, military equipment, vehicles, vehicle safety systems

Incentive Programs—New and Existing Companies

Local programs—Local business development assistance is available through the Neighborhood Economic Development Corporation (NEDCO), a partnership between the public and private sectors in support of community development and community reinvestment. NEDCO oversees the Business Development Loan Program, along with Individual Development Accounts that stimulate the creation of small businesses. Funding support comes from joint ventures between NEDCO and its partner financial institutions, as well as New Markets Tax Credit and private social investment dollars. NEDCO's Mesa Grande Commercial Revitalization Program works hand in hand with low income neighborhood groups to further development of cooperative housing and microenterprises.

State programs—The State of Arizona encourages businesses to invest in areas with higher poverty and/or unemployment

rates through its Enterprise Zone Program, which provides income or premium tax credits along with property tax benefits. Construction of industrial and manufacturing facilities is supported via the state Private Activity Bond program. New businesses at the Williams Gateway Airport in Mesa can take advantage of the state Military Reuse Zone program, established in 1992 to lessen the economic impact of military base closures. Businesses sited at the former Williams Air Force Base can benefit from property reclassification, tax credits and transaction privilege tax exemptions.

Williams Gateway Airport also lies within a Foreign Trade Zone, an area that is essentially treated as if it were outside of U.S. Custom Territory. This allows for imported goods to be stored in the zone duty-free and without full customs formalities. Foreign Trade Zones additionally allow businesses to realize significant real and personal property tax reductions.

Other State of Arizona business incentive programs include tax credits for research and development, pollution control, and information technology training. The state also offers a Waste Reduction Assistance Program to new and existing businesses.

Job training programs—The Neighborhood Economic Development Corporation (NEDCO) offers technical assistance and workforce training as part of its services locally. Maricopa Workforce Connections is a county branch of the state workforce development office, serving Maricopa County businesses and job seekers. Employers can access recruitment, screening, job matching, corporate restructuring, and job training services, while county residents in search of employment can tap into education and job training opportunities, career planning services, vocational counseling, specialized support services, job placement, and a national job database. The State of Arizona also operates the Arizona Job Training Program to tailor training plans to the evolving industry landscape. The Arizona Apprenticeship System maintains more than 100 registered apprenticeship opportunities that pair education with on-the-job training. The state's job workforce development programs are underscored by job training and hiring tax credits for companies providing specialized training or hiring employees in a targeted group.

Development Projects

The state of Arizona is experiencing exponential growth, as exemplified by Mesa's population and industry leaps over the past 20 years; this has spurred the state to institute ''Growing Smarter'' legislation in reference to municipal planning efforts. The city of Mesa's priority work plan for 2004-2005 demonstrates this careful approach as it lays out development strategies for the Williams Gateway Airport area, including recruitment of a new passenger airline, expansion of cargo services with a new 25,000 square foot cargo storage facility, and improvements to roads and utilities that make Williams Gateway a more attractive business destination. The city has been in negotiations with Cessna as a new Williams Gateway business, holding out as a carrot the great weather, skilled local workforce and business incentives available.

Looking even farther into the future, the ''Mesa 2025'' strategic plan has identified areas of focus for economic development for the next 20 years, including the 4,560 acres that comprise the Falcon Field Airport corridor (business park and industrial usage), the Town Center/Main Street corridor (light rail, other rapid transit, business development, historical, and cultural development), and the Santan Freeway corridor (a combination of residential, commercial, industrial and mixed use).

The city is participating in an ongoing redevelopment and historical preservation effort, with particular emphasis on the town center. Four sites in downtown are on the National Register of Historic Places: the Evergreen area, West 6th Street, Glenwood Wilbur, and Temple. In an effort to support older neighborhoods that are reporting decline, the City of Mesa has instituted a Neighborhood Opportunity Zone plan that coordinates residents, government, businesses, and non-profits in planning and implementing neighborhood improvements.

Largely funded by the 1998 ''Quality of Life'' sales tax, the Mesa Arts Center will open its doors in 2005 as a 212,775 square foot performing arts, visual arts and art education hub for the entire state of Arizona. The Arts Center was designed to reflect the aesthetic sensibilities of the Sonoran Desert on its exterior; inside is a complex of four theaters, exhibit space, art education classrooms, and Mesa Contemporary Arts' Galleries. The Mesa Arts Center is the largest facility of its kind in the state and is expected to drive economic development in the downtown area while it anchors the art scene locally and regionally.

In 2004 the City of Mesa developed a cutting-edge Transportation Management Center as part of its Intelligent Transportation System, using the latest technology to improve the flow of traffic through the city. Large-scale improvements on freeways, arterial streets and mass transit programs, funded by a proposition passed in 2004, will keep Mesa an accessible destination for businesses.

Commercial Shipping

Mesa is served by two local airports, a major international airport 12 miles to the west, and a network of freeways, highways, and rail. The Williams Gateway Airport can accommodate corporate, cargo, military, and general aviation craft. A 21,500 square foot storage hangar and a 25,000

square foot air cargo facility are available for shipping concerns, and the airport resides in Foreign Trade Zone #221, allowing for landing and storing import merchandise without full customs formalities.

Falcon Field Airport doubles as an industrial park, offering a variety of charter, general aviation, and cargo flights daily. Sky Harbor International Airport, located between Mesa and Phoenix, is a major aeronautical enterprise that handles 788 tons of air cargo daily and has a $72 million economic impact on the area. The amount of cargo passing through Sky Harbor is expected to increase between 10 and 11 percent per year. Sky Harbor joins Williams Gateway Airport in Foreign Trade Zone #221, easing customs requirements for imported goods and providing some tax relief for those businesses.

Several freeways, U.S. highways, and state highways pass through Mesa, including U.S. 60 (known as Superstition Freeway) and state highways 87 and 89. The Santan Freeway 202 creates a bypass around the more congested downtown area, and Interstates 10 and 17 are quickly accessible from the city. Mesa is the headquarters for several trucking companies of national scope and is located conveniently near many more in Phoenix. Driving conditions are good year-round, and Mesa is within an 8-hour drive of Albuquerque, El Paso, Las Vegas, Los Angeles, San Diego, Tucson, and several major cities in Mexico. Mesa is also served by Union Pacific Railroad, which has 32,832 miles of track in most states west of the Mississippi River.

Labor Force and Employment Outlook

Census data from the past three decades indicates that Mesa will continue to grow, and it's expected that the economy will grow apace. Despite its agrarian past, it seems likely that farming, fishing, and forestry occupations will decline within the next 10 years, while healthcare, education, construction, and sales will all likely increase their niche in the local job market.

Certain occupational areas such as architecture, transportation, and industry are expected to experience steady growth or remain stable.

The following is a summary of data regarding the Phoenix-Mesa-Scottsdale metropolitan statistical area labor force, 2004 annual averages.

Size of nonagricultural labor force: 1,674,800

Number of workers employed in . . .
natural resources and mining: 2,000
construction: 140,000
manufacturing: 130,500
trade, transportation and utilities: 339,600
information: 35,700
financial activities: 137,400
professional and business services: 270,900
educational and health services: 172,600
leisure and hospitality: 160,500
other services: 64,200
government: 220,900

Average hourly earnings of production workers employed in manufacturing: $13.84

Unemployment rate: 4.0% (January 2005)

Largest employers	*Number of employees*
Mesa Public Schools	10,132
Banner Health System	6,100
Boeing	4,300
City of Mesa	4,105
AT&T	2,800
WalMart	1,775
TRW Safety Systems	1,450
Empire Southwest Machinery	1,000

Cost of Living

The following is a summary of data regarding key cost of living factors for the Mesa area.

2004 (3rd Quarter) ACCRA Average House Price: $254,751

2004 (3rd Quarter) ACCRA Cost of Living Index: 99.2 (U.S. average = 100.0)

State income tax rate: From 2.87% to 5.04%

State sales tax rate: 5.6%

Local income tax rate: None

Local sales tax rate: .15%

Property tax rate: 0%

Economic Information: City of Mesa, Office of Economic Development, Mesa City Plaza, 20 E. Main Street, Suite 200, PO Box 1466, Mesa, AZ 85201; telephone (480)644-2398; toll-free (800)290-MESA

Education and Research

Elementary and Secondary Schools

The Mesa Public Schools System has come a long way from its pioneer farmer roots, when classes were taught in a shack made of cottonwood. These days, the emphasis is on preparing students to function in the new technology of the

information age. Classes are geared toward the development of students who can use the latest technology and can think critically in the course of their learning experiences. The school district plans for every student to graduate with a skill or trade that will lead to future employment; to that end, the district has created and implemented a Career and Technical Education (CTE) curriculum. The program is comprised of five areas of concentration, including agricultural education, business education, family and consumer sciences, industrial technology, and informational technology. Hands-on learning is stressed, with some high school students enrolled in a Cooperative Office Education program that allows them to attend classes in the morning and work at local businesses in the afternoon.

With job preparedness as a district-wide concern, it makes sense that Mesa School District would also contain a well-developed and well-supported service learning program, with community-based education suggested in art, business, computer technology, and foreign language classes.

Mesa Public Schools offers 12 alternative education programs spanning kindergarten to 12th grade and running the gamut from early education centers, to support for home-schooled students, to institutions created for drop-out prevention and retrieval.

The following is a summary of data regarding the Mesa Public Schools as of the 2004–2005 school year.

Total enrollment: 74,916

Number of facilities
elementary schools: 57
junior high schools: 13
high schools: 6
alternative: 12

Student/teacher ratio: 17:1

Teacher salaries
Minimum: $31,641
Maximum: $62,065

Funding per pupil: $4,787

Public Schools Information: Mesa Public Schools, 63 E. Main Street, #101, Mesa, AZ 85201-7422; telephone (480)472-0000

Colleges and Universities

Arizona State University (East Campus) in Mesa functions as a polytechnic institute, or vocational college, offering its nearly 4,000 students degrees in 29 educational concentrations including business, agribusiness, engineering technology, professional pilot training, health and wellness, and education. Baccalaureate, masters and doctoral degrees are all available through the Mesa campus. In June 1999, the university received accreditation by the Professional Golfers Association and is one of the first state universities west of the Mississippi to offer both a Professional Golf Management program and a Golf and Facilities Management major.

Masters and doctoral degrees are available through the Arizona School of Health Sciences, which offers programs such as medical informatics, advanced physician assistant studies, sports medicine, occupational therapy, and audiology. Fieldwork experiences occur in a variety of urban and rural placements, allowing for practical application of academic concepts.

The largest of the 10 Maricopa Community Colleges, Mesa Community College (MCC) offers its student body of 27,000 the only biotechnology studies program in the state of Arizona. Well-respected Fire Science and Nursing academic programs are underscored by a service learning program that has become a blueprint for community colleges across the country. Courses within a variety of disciplines send their students out into the local community to do meaningful volunteer work that employs the theoretical concepts learned in class. Additionally, MCC provides AmeriCorps service scholarships to students who are performing volunteer work or completing unpaid internships.

East Valley Institute of Technology (EVIT) is billed as Arizona's first regional technological education district, serving high school students from 10 East Valley school districts (including Mesa Public Schools). The programs at EVIT are the result of partnerships with local industry and business in an effort to prepare students with the skills needed for future employment. High school students can attend half-days at EVIT and the rest of the school day at their own school. EVIT additionally offers adult education classes under the banner of Evenings at EVIT.

Highly specialized training is available to would-be pilots and transitioning former members of the military at Williams Gateway Airport Educational Campus, which includes tenants such as Advanced Training Systems International, Inc. and Airline Transport Professionals. Keller Graduate School of Management also maintains a Mesa branch with a range of business-related masters degrees. Adult learners can also enroll at the Mesa campus of Ottawa University and the University of Phoenix.

Libraries and Research Centers

The City of Mesa Library system is comprised of one centrally located main library facility, with two branch libraries covering the southwest and northeast portions of the city. The main library is home to the Mesa Room, an archive of local history items and special collections regarding Mesa. Besides offering general library services, the City of

Mesa Library coordinates reading programs for children, book discussion groups, special exhibits and lectures.

The Research Library at the Mesa Southwest Museum contains non-circulating materials dedicated to the natural and cultural history of the Southwest.

The East Library at Mesa's branch of Arizona State University offers access to hundreds of databases and thousands of online journals and periodicals, which can be searched remotely. The library provides a call center for help, along with live tech support. The library features the Naxos Music Library, an online compendium of classical music with a sprinkling of other musical genres.

Arizona State University (ASU) East also houses several high-tech facilities for specialized research, including the Golf Driving Range and PING Swing Analysis Lab, which refine the work of students in Professional Golf and Golf Facilities Management programs. ASU's Agribusiness Center incorporates a Consumer Behavior Research Lab with a Market/Trading Room, along with a testing theater for students in the pre-veterinary medicine program. An altitude chamber and a simulator lab provide the latest facilities for pilot training, while the College of Technology and Applied Sciences benefits from the Microelectronics Teaching Factory, a 15,000 square foot manufacturing facility available to both students and local industry partners. ASU East is in the process of constructing a 34,600 square foot research facility to house Applied Biological Research labs, the Applied Cognitive Sciences Center, the Health Lifestyles Center, and the Plant Made Pharmaceutical Research and Manufacturing Facility.

Public Library Information: City of Mesa Main Library, 64 East 1 Street, Mesa AZ 85201; telephone (480) 644-2207

Health Care

Mesa is home to four medical centers, three of which are part of the Phoenix-based Banner Health company. The Banner Mesa Medical Center (formerly Mesa Lutheran Hospital) has 258 acute care beds and 62 behavioral health and rehabilitation beds; this full-service community hospital offers acute care for adults, intensive and emergency care, pediatrics, labor and delivery, medical imaging, and surgery. Banner Desert Medical Center offers the community 600 licensed beds for adult acute care, emergency services, intensive care, oncology and cardiology specialties, orthopedics, and neurology. Banner Desert additionally operates a Children's Hospital staffed by medical specialists in pediatric emergency, and surgical, intensive, and rehabilitative care. The third Banner facility is Banner Baywood Medical Center; currently licensed for 239 beds, the hospital is undergoing major expansion that will add 123 patient care beds and increase the size of several departments. Banner Baywood's Orthopedic Institute has been ranked in the top 100 orthopedic programs nationally, according to the Health Network. Other specialty programs and services include an ambulatory treatment unit, intensive care and emergency services, pain management programs, endoscopy and wound/ostomy care. The Banner Baywood Heart Hospital is located on the same campus, with a capacity of 111 beds after a recent expansion. BBHeart provides specialized cardiology services to the East Valley community, offering advanced cardiac diagnostics and treatment.

Mesa General Hospital has served the community for 40 years, offering 126 licensed beds for care ranging from cardiac services, intensive and critical care, imaging, rehabilitation, and wound treatment. Mesa General is also home to the Arizona Diagnostic and Surgical Center and is a designated Diabetes Care Center of Arizona.

Mesa's proximity to Phoenix allows access to hundreds of medical professionals in family practice, specialty practices, outpatient psychiatric services and alternative medicine practices.

Recreation

Sightseeing

A tour of Mesa might best be started at the very beginning, at the Park of the Canals near the intersection of McKellips Road and Horne Street north of the downtown area. Visitors can see the innovative irrigation systems established by the original Hohokam Indian residents of Mesa, with the effectiveness of the canals demonstrated by the Brinton Desert Botanical Garden at the same location. The Botanical Garden hosts special events in season, along with desert gardening workshops and concerts in what can be a surreal setting. The Salt River is just northwest from the Park of the Canals, making for a water-themed day in the desert.

On the way back to Mesa's town center, it's an easy stop at the former Lehi School, circa 1913, which now houses the Mesa Historical Museum and provides snapshots into the lives of early settlers of the communities that have blended to form modern Mesa. The historic downtown section of Mesa features attractions ranging from the Wild West era to modern arcades. The Ellis-Johnson home, the Alhambra Hotel, the Vance Auditorium and the former Southside Hospital all echo back to the beginnings of Mesa. The Mesa Southwest Museum provides scholarly, scientific, and fun background for sites visited in the city and beyond.

Immediately east of the original Mesa town site is the Temple Historic District, encompassing two residential divisions. Homes from the early 1920s line streets that were named for the Mormon pioneers who helped shape present-day Mesa and who laid the foundations for the Arizona Temple of the Church of Jesus Christ of Latter-Day Saints built in 1927. The temple is open for tours.

From Mesa, visitors and history buffs can embark on sightseeing adventures such as the Apache Trail Jeep Tour, which follows the stagecoach and freight wagon route from Mesa to Globe through the Superstition Mountains. Somewhere in those mountains, the Lost Dutchman Mine waits to be found again. The Goldfield Ghost Town resurrects its history as a thriving mining community that bit the dust when the mine petered out. At its height, there were three saloons, a boarding house, a general store, blacksmith shop, brewery, schoolhouse, and bordello. Along the finger of the Sonoran Desert that points across the East Valley, a smorgasbord of desert succulents can be encountered: saguaro, prickly pear, varieties of cholla, hedgehog cactus, and ocotillos. When the mountains and desert become too dry, visitors can head northeast to Saguaro Lake for a paddleboat excursion on the *Desert Belle* past canyon walls and Arizona wildlife.

Arts and Culture

The new Mesa Arts Center, expected to open in 2005, is the largest arts center in Arizona at 212,775 square feet of space for performing arts facilities, visual arts galleries and studios, and art education classrooms. The outside of the complex is as inviting as the inside, with a design reflective of the surrounding Sonoran Desert in hue, shape and landscaping. A 700-foot Shadow Walk serves as a cool outdoor plaza for events or relaxing during a tour. Located in the heart of downtown Mesa, the Arts Center campus contains three buildings, including a four-theater complex. The theater spaces are: the 1,588-seat Tom and Janet Ikeda Theater; the 550-seat Virginia G. Piper Repertory Theater; the 200-seat Nesbitt/Elliott Playhouse; and the 98-seat Anita Cox Farnsworth Studio Theater. The other facilities on the Arts Center campus are the Mesa Contemporary Arts Building and the Art Studios' classrooms and work areas.

Ballet Etudes will eventually be housed within the Mesa Arts Center, offering serious ballet performers an experience akin to a professional dance company. Ballet Etudes stages ''The Nutcracker'' annually, along with a Spring Repertory performance. The dancers have performed with the Mesa Symphony Orchestra, soon also to be located under the Arts Center roof. Besides its five scheduled orchestral performances each season, the Mesa Symphony Orchestra does outreach in the public schools and provides vouchers that allow students and their families to attend future performances at a reduced rate. The Metropolitan Youth Symphony involves 275 excellent young musicians in a minimum of three concerts each season, providing a professional-level experience for aspiring performers. The Sonoran Desert Chorale's 56 vocalists present four major concerts each season, with selections ranging from the classical to the Broadway stage.

Billed as ''theatre for children by children,'' the East Valley Children's Theatre encourages creativity, self-confidence, and expression through community theatrical performances. The company puts on three productions each season, along with a host of workshops and classes for youth between the ages of 8 and 18. Also offering three plays per season is the Southwest Shakespeare Company, which strives to bring classical theater to the masses through dynamic live performances. The actors are able to share their appreciation for the Bard via student matinees, post-show seminars, and play introductions. For theater along with edible fare, the Broadway Palm West Dinner Theatre is recommended.

At the Arizona Museum for Youth, exhibits are tailored for young children to 12-year-olds, although adults will also enjoy the explanatory and interactive displays. Tours, opportunities to contribute to masterpieces, art classes, and workshops all happen at this fun and stimulating site located at Robson and Pepper streets.

Housed in the original 1913 Lehi Schoolhouse, the Mesa Historical Museum contains a wealth of artifacts donated by Mesa's pioneer families and linked to the city's colorful past. Also on the grounds is the Settler's Adobe House, reconstructed in the scale and manner of the first permanent homes as the new residents attempted to deal with life in the desert heat.

The natural and cultural histories of Mesa and its environs are the focus of the Mesa Southwest Museum. A $4.5 million expansion in 1996 brought the museum to its current size of 80,000 square feet, and another $4.5 million funded new exhibits for the expanded area. Collections include Spanish Colonial relics, artifacts of mining, reflections of Arizona's role in World War II (including Japanese relocation camps), Hohokam ceramics and jewelry, and evidence of Arizona's former function as ocean floor. The museum's Archaeology Team has several active excavations that are open to the public.

Arts and Culture Information: Mesa Arts Center, 1 East Main Street, PO Box 1466, Mesa, AZ 85211-1466; telephone (480)644-6501

Festivals and Holidays

The desert heat in summer dictates that festivals and outdoor events in Mesa are concentrated in winter, spring and fall months with a bit of a summer siesta in between. The year kicks off in January with the Martin Luther King, Jr., Festi-

val, where the civil rights pioneer is feted with music, food, and carnival rides. In February, Mesa joins forces with Phoenix and other East Valley communities to put on the Blues Blast at the Mesa Amphitheatre. National and local blues artists perform a day-long concert that gets central Arizona in the groove. In mid-March, the Old World Folk Music Festival celebrates centuries-old indigenous music from a variety of cultures. From March through April, Free Community Concerts are performed, including a family series with puppetry and theater as well as the Courtyard Series on Thursday nights.

Cinco de Mayo festivities start May off, with a two-day cultural fiesta in Pioneer Park. For 45 years, Mesa has held a Fourth of July party; the Mesa Symphony Orchestra typically provides a rousing rendition of ''The Star Spangled Banner.'' The United Mesa Firefighter Charities usher in cooler weather in September with the Annual Firefighters Benefit Bash. Live music, auctions and raffles all collect proceeds that benefit firefighters and their families during difficult times. Later in September, Mesa honors its history during the Annual Constitution Celebration, featuring a parade, picnics and music.

Native American art, culture, music, dancing, and food are the focus of the Mesa Pow Wow in late October. Elaborate native dress and dance competitions attract visitors from many tribes and states. From November through April, art takes to the streets with Mesa's Sculptures in the Streets program, during which the public can stroll through temporary sculpture displays along downtown Main Street. In December, Main Street is again the destination for holiday celebrations in the downtown area. Mesa's Merry Main Street decks the halls with lights, gingerbread houses, tempting wrapped packages and a visit by Santa.

Sports for the Spectator

The Chicago Cubs get ready for baseball season at Mesa's own Hohokam Field. In 2004, baseball fans at Hohokam Field broke attendance records for Major League Baseball Spring Training. The Cactus League gets started in early March and wraps the Spring Training season up in approximately a month. Locals and visitors get the opportunity to preview not just the Cubs but also their impressive roster of opponents, including the Colorado Rockies, San Diego Padres, and the Oakland A's.

Baseball doesn't end in March, though—Mesa and Hohokam Field are also hosts to Golden League and Fall League baseball. The Golden League subsidizes professional independent teams in Arizona and California at present; the Mesa Miners play ball from May through August. In October and November, Fall League baseball picks up the slack, with the Mesa Solar Sox providing a preview of the next generation of Major League Baseball players.

Mesa Community College's Thunderbirds compete in a variety of sports at the National Junior College Athletic Association level, with teams in baseball, basketball, football, soccer, and track. Phoenix offers more professional and collegiate sports options, from the Cardinals football team to the Suns basketball program to the Diamondbacks baseball organization.

Sports for the Participant

The name of the game in Mesa is golf—local courses abound and a short drive provides access to even more holes stunningly situated in desert and mountain terrain. Local courses in Mesa include Fiesta Lakes Golf Club (public; 9 holes), Royal Palms Golf Course (public; 9 holes), Augusta Ranch Golf Club (private; 18 holes), Las Sendas Golf Club (public; 18 holes), and Superstition Springs Golf Club (9 holes), just to name a few. Toka Sticks Golf Course on the grounds of the Williams Gateway Airport offers the unique opportunity to fly in, play 18 holes and fly out again. Mountain Brook Golf Club is located outside of Mesa but is set in the desert just below the Superstition Mountains, making it a dramatic experience for the golfer.

The Gene Autry Sports Complex contains tennis courts, indoor volleyball courts and beach volleyball pits. Lessons are offered, and players can join leagues or drop in on specified days.

Mesa may be in the desert, but watersports are still available. Rafting and tubing on the Salt River are popular summertime thrills, while local lakes like Saguaro are typically good spots for anglers to try for walleye, largemouth and brown trout, bluegills, channel catfish, and crappie.

The Superstition Mountains east of Mesa offer hikes of all levels of difficulty and duration, including the 1.5 mile Massacre Grounds trail, the Peralta Trail to the Fremont Saddle, and the steep Siphon Draw trail. The Tonto National Forest to the north of Phoenix and Mesa is the fifth largest forest in the United States, providing opportunities for a range of outdoor activities such as hiking, rock climbing, and camping. For a classic hiking adventure, trekkers can head north to the Grand Canyon.

Shopping and Dining

The Mesa Market Place Swap Meet covers 55 acres with more than 1,600 booths under a canopy to give an outdoor shopping experience with shade and water misters to keep customers cool. The Swap Meet is open year-round with great bargains and unusual merchandise. Antiques and collectibles are often found among the shops in the historic downtown area of Mesa, while more recognizable stores can be encountered at the Fiesta Mall, Superstition Springs Center, and The Village Square at Dana Park. Mesa holds a

Community Farmers Market downtown all year, with vendors providing fresh produce and other goods in a street fair atmosphere.

As might be expected, Mesa's culinary specialty is Mexican-Southwestern food, with burgers and pizza coming in second and third. There's something for every taste, though, in Mesa's menu of Chinese, Japanese, sushi, Italian, Greek, steak, and homestyle eateries. Local and chain coffee shops abound, as well.

Convention Facilities

The Main Hall of the Mesa Convention Center offers 15,000 square feet of open space that can be used for trade show exhibits, banquets, dances, concerts and other events. An additional 4,000 square feet can be added by leaving the adjacent meeting rooms open to the Main Hall. The Conference Center features a 100-seat conference theatre that possesses multi-media capabilities for presentations and teleconferences. Breakout rooms and an executive conference room are also available.

The Mesa Amphitheatre hosts more than 70 events per year; festival-style seating can accommodate 4,200 for commercial shows and outdoor festivals.

The Arizona Golf Resort and Conference Center has a 12,000 square foot space for meetings and exhibitions, bolstered by an additional 5,000 square feet of general session rooms, training rooms, board rooms, outdoor courtyards, and even onsite Championship Golf. The Marriott Phoenix Mesa Hotel and Convention Center offers 52,000 square feet of meeting and function space. The 18,000 square foot Exhibit Hall is accompanied by the 9,000 square foot Arizona Ballroom and an outdoor amphitheatre that can accommodate up to 5,200 people.

Transportation

Approaching the City

Phoenix Sky Harbor Airport is located approximately 12 miles to the west of Mesa and is served by 21 airlines that connect the East Valley area to 109 cities in the United States and around the world. Sky Harbor is a major hub for Southwest and America West airlines but also has services through airlines such as United, Delta Frontier, and Sun Country. Non-stop international flights are available via Aeromexico, Air Jamaica, British Airways, Lufthansa, Air Canada, and America West Airlines. The local airfields, Williams Gateway and Falcon Field, offer charter flights in the southwest.

Several freeways, U.S. highways and state highways pass through or near Mesa, including U.S. 60 (known as Superstition Freeway) and state highways 87 and 89. The Santan Freeway 202 creates a bypass around the more congested downtown area, and Interstates 10 and 17 are quickly accessible from the city. Greyhound Bus service maintains a branch in Mesa, with daily departures and arrivals.

Traveling in the City

Mesa is laid out on a straightforward north-south, east-west grid pattern as regards its major streets. Center Street and Main Street are perpendicular to each other and, as suits their names, intersect in the city center in a manner that provides a handy reference point and makes city navigation relatively easy.

Bus service within Mesa is provided by Valley Metro, which runs buses 6 days a week for about 16 hours per day. There are 9 local routes and 4 express routes to Phoenix. Mesa operates a Dial-A-Ride program for people with mobility or vehicle operation issues, plus the city offers RideChoice options to elderly and disabled patrons who either use the bus, cabs or are driven to their destinations by friends or family members.

Mesa has styled itself as a bicycle-friendly city, with 70 miles of bicycle routes and 40 miles of bicycle lanes. The city plans for more bicycle route and lane construction in the future, along with facilities at bike destinations.

Communications

Newspapers and Magazines

The Mesa area is served by *The East Valley Tribune,* which is delivered daily and is available online by subscription. *Get Out,* an affiliate of the daily paper, supplies dining and entertainment information for Mesa residents and tourists alike. Another online news alternative for the East Valley is offered by *Newszap.com*. Mesa Community College publishes its campus paper, *The Mesa Legend.* Spanish language speakers can check out *La Voz* and *Prensa Hispana,* while other local publications write to the interests of the Catholic, Jewish, and senior populations in Mesa.

Television and Radio

Phoenix is Mesa's source for network television broadcast stations, being home to affiliates of CBS, ABC, NBC, and

Fox. Mesa Channel 11 provides local coverage of council meetings and announcements of local events.

Mesa is within hearing distance of a wide variety of AM and FM radio stations with signals originating in Phoenix; formats run the gamut from talk radio to National Public Radio to classical music to rock and roll. KDKB 93.3 FM is based in Mesa and plays a hard rock rotation.

Mesa Online

City of Mesa home page. Available www.ci.mesa.az.us

City of Mesa Library. Available www.mesalibrary.org

Mesa Chamber of Commerce. Available www.mesachamber.org

Mesa Convention and Visitors Bureau. Available www.mesacvb.com/index.cfm

Mesa Historical Museum. Available www.mesaaz.org/index.htm

Mesa Town Center Corporation. Available www.mesatowncenter.com

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Phoenix

The City in Brief

Founded: 1864 (incorporated, 1881)

Head Official: Mayor Phil Gordon (since 2003)

City Population
1980: 789,704
1990: 983,015
2000: 1,321,045
2003 estimate: 1,388,416
Percent change, 1990–2000: 34.4%
U.S. rank in 1980: 9th
U.S. rank in 1990: 9th
U.S. rank in 2000: 10th (State rank: 1st)

Metropolitan Area Population
1980: 1,509,000
1990: 2,238,498
2000: 3,251,876
Percent change, 1990–2000: 45.3%
U.S. rank in 1980: 24th
U.S. rank in 1990: 20th
U.S. rank in 2000: 14th

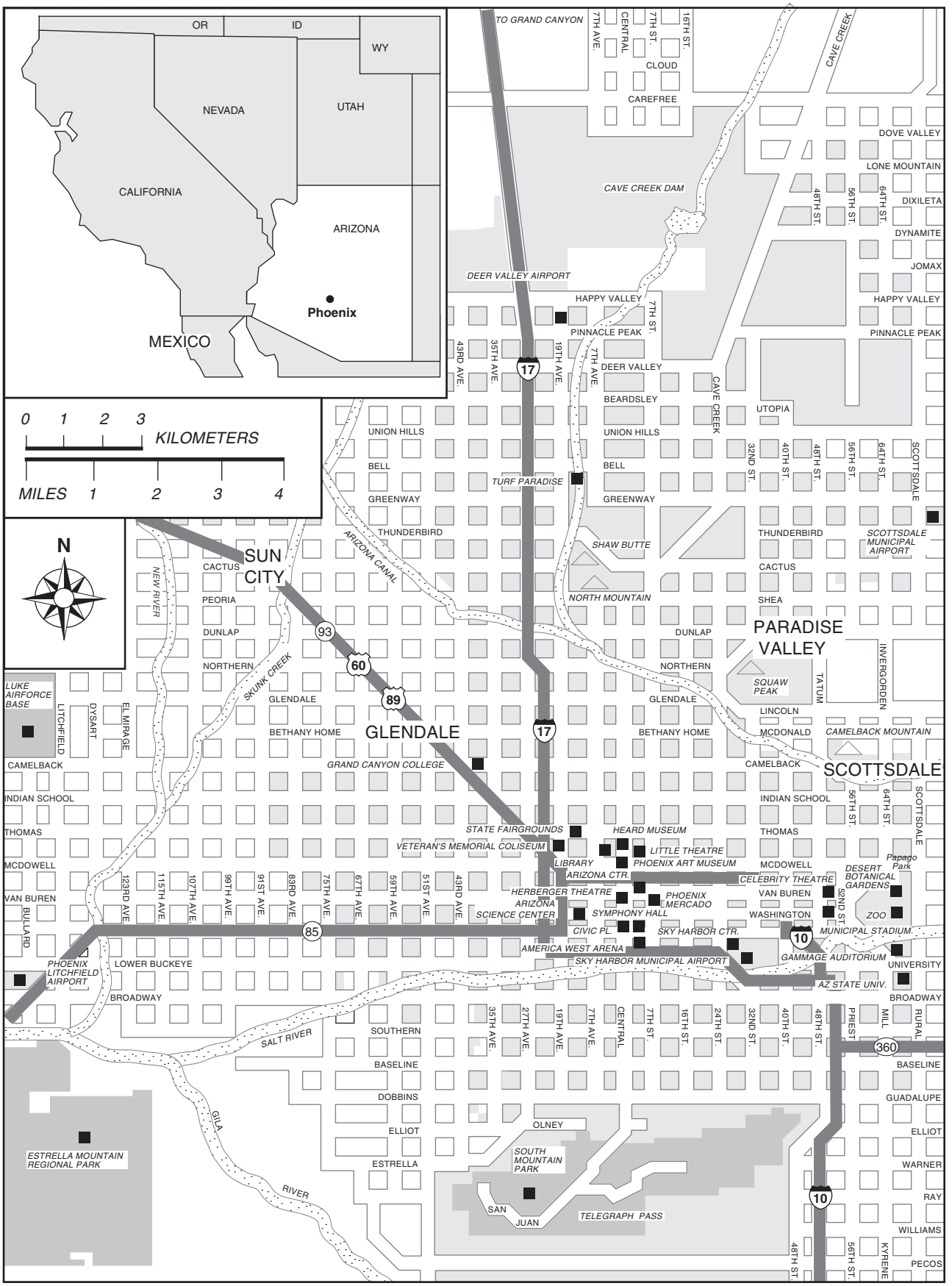
Area: 475.09 square miles (2000)
Elevation: 1,058 feet above sea level
Average Annual Temperature: 72.6° F
Average Annual Precipitation: 8.3 inches

Major Economic Sectors: Services, government, manufacturing
Unemployment Rate: 4.0% (January 2005)
Per Capita Income: $19,833 (1999)

2002 FBI Crime Index Total: 109,916

Major Colleges and Universities: University of Phoenix, Arizona State University, Maricopa Community Colleges

Daily Newspapers: *The Arizona Republic, The Phoenix Gazette*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CLOUD
CAREFREE
CAVE CREEK
DOVE VALLEY
LONE MOUNTAIN
CAVE CREEK DAM
48TH ST.
56TH ST.
64TH ST.
DIXILETA
DYNAMITE
JOMAX
DEER VALLEY AIRPORT
HAPPY VALLEY
PINNACLE PEAK
43RD AVE.
35TH AVE.
19TH AVE.
DEER VALLEY
BEARDSLEY
UTOPIA
UNION HILLS
BELL
TURF PARADISE
GREENWAY
32ND ST.
40TH ST.
SCOTTSDALE
THUNDERBIRD
SHAW BUTTE
SCOTTSDALE MUNICIPAL AIRPORT
CACTUS
NORTH MOUNTAIN
SHEA
ARIZONA CANAL
NEW RIVER
SUN CITY
PEORIA
DUNLAP
PARADISE VALLEY
NORTHERN
SQUAW PEAK
TATUM
INVERGORDEN
LINCOLN
MCDONALD
CAMELBACK MOUNTAIN
SKUNK CREEK
GLENDALE
BETHANY HOME
LUKE AIRFORCE BASE
LITCHFIELD
DYSART
EL MIRAGE
GRAND CANYON COLLEGE
CAMELBACK
SCOTTSDALE
INDIAN SCHOOL
THOMAS
STATE FAIRGROUNDS
HEARD MUSEUM
VETERAN'S MEMORIAL COLISEUM
LITTLE THEATRE
PHOENIX ART MUSEUM
LIBRARY
ARIZONA CTR.
MCDOWELL
CELEBRITY THEATRE
DESERT BOTANICAL GARDENS
Papago Park
HERBERGER THEATRE ARIZONA
SCIENCE CENTER
PHOENIX MERCADO
SYMPHONY HALL
VAN BUREN
WASHINGTON
ZOO
CIVIC PL.
SKY HARBOR CTR.
MUNICIPAL STADIUM
AMERICA WEST ARENA
GAMMAGE AUDITORIUM
SKY HARBOR MUNICIPAL AIRPORT
PHOENIX LITCHFIELD AIRPORT
LOWER BUCKEYE
AZ STATE UNIV.
UNIVERSITY
BROADWAY
SALT RIVER
SOUTHERN
BASELINE
DOBBINS
GUADALUPE
ELLIOT
OLNEY
SOUTH MOUNTAIN PARK
ESTRELLA
ESTRELLA MOUNTAIN REGIONAL PARK
GILA RIVER
SAN JUAN
TELEGRAPH PASS
WARNER
RAY
WILLIAMS
PECOS
KYRENE
PRIEST
MILL
RURAL
17
93
60
89
85
10
360

Introduction

Phoenix, the capital of Arizona, is a study in contrasts. As the center of ''the Valley of the Sun,'' the city has traditionally been associated with Old West myths, tourist resorts, and Sun Belt retirement communities. While it retains strong links with this image—frontier history permeates the city's culture and architecture, tourism continues to thrive, and people still spend their golden years here—Phoenix is also emerging as one of the ''newest'' cities in the nation. It is among the country's fastest expanding metropolitan areas, and with children under the age of 14 comprising a significant percentage of its inhabitants, Phoenix is adding a youthful contrast to its traditions as a frontier desert town and a place ''where the old-timers go to retire.'' With a growing labor force and population, friendly business environment, affordable housing, and low cost of living, the area is ideal for businesses and residents alike. In 2004 the Milken Institute bestowed upon Phoenix a third place ranking on its annual ''Best Performing Cities: Where America's Jobs are Created and Sustained'' list.

Geography and Climate

Located in the Salt River Valley in the south central part of the state, Phoenix is situated on flat desert terrain, bordered by lakes and the Superstition Mountains to the east and surrounded by the Phoenix Mountain Preserve. The climate is warm, with low humidity. The most remarkable weather feature is sunshine approximately 325 days per year, making Phoenix one of the sunniest cities in the country.

Area: 475.09 square miles (2000)

Elevation: 1,058 feet above sea level

Average Temperatures: January, 67° F; July, 106.0° F; annual average, 72.6° F

Average Annual Precipitation: 8.3 inches

History

Native Americans Removed to Make Way for White Settlers

The city of Phoenix stands on the site of a prehistoric settlement built by Native Americans, the Hohokam tribe, who had established a thriving culture but who vanished without a trace around 1450 A.D. Thought to be the ancestors of the Pima—''Hohokam'' means ''those who have gone'' in Pima—the Hohokam had constructed a sophisticated system of irrigation canals, many of which are still in use today, that remain as evidence of their existence.

Permanent resettlement of the Hohokam site did not come until the late 1860s; in the interim the area shared the history of the rest of the state. Hispanic conquistadors invaded Arizona in the 1500s in search of the Seven Cities of Cibola, bringing with them cattle, horses, and new agricultural methods. They were followed by miners, traders, and farmers whose presence was tolerated by the Native Americans until the 1850s, when it became apparent that the white settlers were encroaching on their land. Battles between the settlers and the tribes brought intervention by the U.S. military and the tribes were eventually confined to reservations.

City Thrives as Trade Center; Irrigation Aids Farms, Industry

In 1864 a U.S. Army post, a supply camp for nearby Camp McDowell, was set up on the ruins of the Hohokam settlement. Then in 1867 the Hohokam's irrigation canals were rebuilt by two settlers, one of whom called the place ''Phoenix.'' He predicted that, like the mythical phoenix bird rising from its own ashes, a great city would emerge from the ruins. Incorporated in 1881, Phoenix rapidly developed into a major trading center with the building of the railroad in 1887 and became the capital of the Arizona territory in 1889; it was named the capital of the state of Arizona in 1912.

Phoenix gained a reputation as a rowdy frontier town because of its saloons, gambling palaces, and general outlaw atmosphere. Law and order were restored by the turn of the century, however, and Phoenix entered a new phase. The railroad, bringing settlers from throughout the country, established an immigration pattern that has continued steadily without interruption; during the three decades following World War II, for instance, the population of Phoenix increased from roughly 107,000 to nearly 790,000 people.

Major technological advances during the first half of the twentieth century—the Roosevelt Dam on the Salt River, the Southern Pacific Railroad, the advent of air conditioning, and the Central Arizona Project aqueduct system—brought about agricultural and industrial development that also fueled tremendous growth. In the 1990s Phoenix went through its third major growth boom in four decades, partly a result of a large influx of people from California. The city has begun to experience the effects of urban sprawl, including serious air pollution. Entering the twenty-first century, Phoenix's landscape consists of Hispanic colonial and Indian pueblo architecture interspersed with gleaming high-rise office buildings. The economic success of the area has

spurred a continuing population growth and nearly all business indicators present positive gains. The City Council has allotted $1 billion in public and private projects to enhance and maintain the community. This foresight, in conjunction with the natural appeal of the environment, prepares the city for boundless prosperity.

Historical Information: Phoenix Museum of History, 105 N. 5th St., Phoenix, AZ 85004-4404; telephone (602)253-2734; email exhibits@pmoh.org

Population Profile

Metropolitan Area Residents
1980: 1,509,000
1990: 2,238,498
2000: 3,251,876
Percent change, 1990–2000: 45.3%
U.S. rank in 1980: 24th
U.S. rank in 1990: 20th
U.S. rank in 2000: 14th

City Residents
1980: 789,704
1990: 983,015
2000: 1,321,045
2003 estimate: 1,388,416
Percent change, 1990–2000: 34.4%
U.S. rank in 1980: 9th
U.S. rank in 1990: 9th
U.S. rank in 2000: 10th (State rank: 1st)

Density: 2,781.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 938,853
Black or African American: 67,416
American Indian and Alaska Native: 26,696
Asian: 26,449
Native Hawaiian and Pacific Islander: 1,766
Hispanic or Latino (may be of any race): 449,972
Other: 216,589

Percent of residents born in state: 34.6% (2000)

Age characteristics (2000)
Population under 5 years old: 114,516
Population 5 to 9 years old: 111,367
Population 10 to 14 years old: 99,471
Population 15 to 19 years old: 97,425
Population 20 to 24 years old: 103,873
Population 25 to 34 years old: 227,481
Population 35 to 44 years old: 211,442
Population 45 to 54 years old: 157,615
Population 55 to 59 years old: 52,623
Population 60 to 64 years old: 38,437
Population 65 to 74 years old: 58,309
Population 75 to 84 years old: 36,879
Population 85 years and over: 11,607
Median age: 30.7 years

Births (2003)
Total number: 25,749

Deaths (2003)
Total number: 7,902 (of which, 174 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,833
Median household income: $41,207
Total households: 466,114

Number of households with income of . . .
less than $10,000: 37,689
$10,000 to $14,999: 27,862
$15,000 to $24,999: 63,160
$25,000 to $34,999: 65,783
$35,000 to $49,999: 82,180
$50,000 to $74,999: 89,831
$75,000 to $99,999: 45,918
$100,000 to $149,999: 33,461
$150,000 to $199,999: 9,674
$200,000 or more: 10,556

Percent of families below poverty level: 11.5% (41.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 109,916

Municipal Government

The capital of Arizona and the Maricopa County seat, Phoenix has a council-manager form of government. The eight council members serve staggered four-year terms, representing districts of the city, while the mayor is elected at large to a four-year term and also serves as a member of the council. Phoenix has won international recognition and many awards for the quality of management of the city.

Head Official: Mayor Phil Gordon (since 2003; current term expires 2007)

Total Number of City Employees: 13,095 (2004)

City Information: City of Phoenix, 200 W. Washington St., Phoenix, AZ 85003; telephone (602)262-6011

Economy

Major Industries and Commercial Activity

Manufacturing and tourism, traditionally the base of the city's economy, continue to be important to Phoenix. Major industrial products manufactured by companies located in the metropolitan area include aircraft parts, electronic equipment, agricultural chemicals, radios, air-conditioning equipment, leather goods, and native American crafts.

Tourism is an especially vital part of the economy. With more than 10 million visitors from the throughout the United States and Canada annually visiting for the warm weather and sunshine in the Valley of the Sun, Phoenix continues to be an important resort center. Flights from Phoenix travel to 89 locations within the United States and 17 cities internationally including destinations in Norway, Sweden, Greenland, Mexico, India, and Canada. The airport is constantly seeking to improve its facilities as is demonstrated by the nearly 80 ongoing slated projects costing an upwards of $600 million.

As the result of the population boom, the economy of Phoenix has taken on new dimensions in recent decades by moving into technology and service industries. Tourism and business services in particular now account for nearly 77 percent of the area's total employment. Another sector of growth has been financial services and banking as several significant processing and/or regional headquarters operations call Phoenix home: American Express, Chase Bank, Bank of America, Discover Card Services, and Wells Fargo Bank. High technology and aerospace firms hold a considerable share of the manufacturing jobs throughout the state (56 percent).

Population and economic growth have made Phoenix the center of the state's economy. More than a third of the state's entire labor force works in the Phoenix metropolitan area. Further, many *Fortune* 500 companies operate within the area such as Boeing, Bank of America, Time Warner Telecom, IBM, and Intel.

Items and goods produced: aircraft and aircraft parts, electronic equipment, steel castings and fabrications, flour, boxes, agricultural chemicals, aluminum products, radios, mobile homes, air conditioning machinery, creamery products, beer, liquor, saddles and leather goods, apparel, native American and Mexican novelties

Incentive Programs—New and Existing Companies

Funding and assistance for business development in Phoenix are available through the Business Development Finance Corporation, Southwestern Business Financing Corp., the Phoenix Industrial Development Authority (PIDA), the Small Business Innovation Research Program (SBIR), and the Arizona Commerce and Economic Development Commission.

Local programs—Employers locating facilities in the 100-square-mile City of Phoenix Enterprise Zone (COPEZ), as designated by the Arizona Department of Commerce, can earn state corporate income tax credit for each net new job created in the zone. Tax credits can total up to $3,000 per hire (with a maximum of 200 annually) over a three-year period. The city of Phoenix is the administrator of Foreign Trade Zone #75, which allows companies to reduce or defer payment of customs duties on imported products; companies operating in the zone can benefit from an 80 percent reduction in real and personal property tax. EXPAND (Expansion Assistance and Development Program) was formed to facilitate a growing company's need for funds to acquire capital.

State programs—Arizona has a favorable tax structure for businesses, collecting no corporate franchise tax; in addition, business inventories are exempt from property taxes. The State of Arizona has adopted a four-year accelerated depreciation schedule for certain personal property devoted to any commercial or industrial use. There are weight-distance tax exemptions and transaction privilege tax refunds for the motion picture industry, and exemptions from taxation for secured and unsecured personal property relating to construction work in progress. Qualified employers that provide technical training for their employees are eligible for the Technology Training Tax Credit.

Job training programs—The Arizona Legislature has allocated $7 million for the administration of the Arizona Work Force Development and Job Training program, targeted at new and existing businesses. Funds are available on a grant basis and range from $2,000 to $5,000 per job. In addition, Arizona State University and the Maricopa Community College district work with area employers to maintain continuing education programs for local workers.

Development Projects

A rapidly growing young city, Phoenix has required more recent construction activities than more mature cities. The first phase of a $600-million construction project for the Phoenix Civic Plaza will, once all three phases are complete, boost the plaza's national rank from 67th to the top 25 by tripling its size. One new research institute (Translational Genomics Research Institute (TGEN) was built in the downtown area for $46 million while another large facility opened in late 2004 on the campus of Arizona State University.

Economic Development Information: City of Phoenix Community and Economic Development Office, 200 W. Washington St., 20th Fl., Phoenix AZ 85003; telephone (602)262-5040; fax (602)495-5097

Commercial Shipping

Phoenix is located at the center of market areas stretching along interstate highways from southern California to western Texas, Colorado, Utah, and Mexico. More than 50 companies provide motor freight service. Rail service is available from two transcontinental rail lines. The Phoenix metropolitan area economy benefits from air cargo service through Phoenix Sky Harbor International Airport, where American Airlines and American West provide wide-body freight service.

Labor Force and Employment Outlook

The local labor force is described as young, plentiful, and well-educated. Arizona consistently ranks in the top five growth states, and workers are attracted by the quality of life to be enjoyed. A right-to-work state, Arizona has union membership of 3.6 percent in the private sector.

In March 2005 Manpower, Inc.'s employment outlook survey indicated that 36 percent of employers in the greater Phoenix area intend to expand their workforce in nearly all major categories including construction, durable goods manufacturing, transportation, trade, and finance. This exceeds the national average of 30 percent. In fact, the Arizona Department of Economic Security reported the area's labor force growth as 7.2 percent in 2003–2004 (with 1.8 million workers in 2004) while the national level was 0.6 percent. Growth is expected to top 550,000 jobs by 2012 with significant gains in the professional, service, and technical fields.

The following is a summary of data regarding the Phoenix-Mesa-Scottsdale metropolitan area non-agricultural labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,674,800

Number of workers employed in . . .
natural resources and mining: 2,000
construction: 140,000
manufacturing: 130,500
trade, transportation, and utilities: 339,600
information: 35,700
financial activities: 137,400
professional and business services: 270,900
educational and health services: 172,600
leisure and hospitality: 160,500
other services: 64,200
government: 220,900

Average hourly earnings of production workers employed in manufacturing: $13.84

Unemployment rate: 4.0% (January 2005)

Largest employers	*Number of employees*
State of Arizona	50,363
Wal-Mart	18,677
Banner Health Systems	13,756
Maricopa County	13,482
City of Phoenix	13,095
Honeywell International Inc.	12,000
U.S. Postal Service	11,406
Wells Fargo Company	11,000
Arizona State University	10,005
Albertson's-Osco	9,500

Cost of Living

The cost of living for the area is below that of the national average according to the Greater Phoenix Economic Council. Phoenix boasts affordable new and existing housing, with median-range homes at costs below the national average as reported by the Arizona State University Real Estate Center in April 2004.

The following is a summary of data regarding several key cost of living factors for the Phoenix area.

2004 (3rd Quarter) ACCRA Average House Price: $254,751

2004 (3rd Quarter) ACCRA Cost of Living Index: 99.2 (U.S. average = 100.0)

State income tax rate: Ranges from 2.87% to 5.04%

State sales tax rate: 5.6% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.4% plus 0.7% county rate

Property tax rate: Varies by school district. The 2004 average was $16.95 per $100 of assessed valuation

Economic Information: Greater Phoenix Economic Council, Two N. Central Ave., Ste. 2500, Phoenix, AZ 85004; telephone (602)256-7700 or (800)421-4732; fax (602)256-7744; email info@gpec.org

Education and Research

Elementary and Secondary Schools

A total of 58 separate school districts serve the entire Maricopa County. The city of Phoenix is served by 16 separate public school districts, each with its own school board and superintendent. The Greater Phoenix area has an extensive

magnet school program with an emphasis on specialized course work in career fields such as aeronautics and aerospace, agri-business, and computer studies, among others.

The following is a summary of data regarding school districts in the Phoenix area as of the 2003–2004 school year.

Total enrollment: 626,461

Number of facilities
elementary schools: 95
middle schools: 32
senior high schools: 67

Student/teacher ratio: ranges from 16.4:1 to 22:1, depending on school district

Teacher salaries
average: $44,404

Funding per pupil: ranges from $4,980 to $8,304, depending on school district

More than 80 private elementary and high schools are also located in Phoenix, providing alternative educational services.

Public Schools Information: Maricopa County Superintendent of Schools, 301 W. Jefferson St., Ste. 660, Phoenix, AZ 85003; telephone (602)506-3866

Colleges and Universities

Phoenix has 79 private technical and business colleges, including the University of Phoenix and Maricopa Community Colleges, the second-largest public community college system in the United States. The University of Phoenix has garnered the spot as the nation's top private university via its innovative online degree program and 163 campuses throughout North America. Both offer undergraduate degrees in a wide range of disciplines and graduate degrees in such fields as business and management and education. Other colleges in Phoenix include Grand Canyon University and a campus of the Arizona State University (ASU), the largest university in the Rocky Mountain area with an enrollment of about 58,000 students and 2,165 full-time faculty, based in nearby Tempe. ASU boasts a strong science orientation; the Phoenix campus (named West Campus) focuses on upper division and graduate courses.

Libraries and Research Centers

The Phoenix Public Library system consists of the main branch downtown and 13 branches located throughout the city. Located in 280,000 square feet, the central library's collection numbers nearly one million volumes as well as magazines, newspapers, tapes, films, slides, and art reproductions. Special collections include the Arizona Room that features a variety of resources related to Arizona's rich history. The Arizona State Library, Archives, and Public Records also focuses on the state's history and includes law, government, and genealogy holdings. More than 50 special libraries and research centers are located in Phoenix; most are affiliated with colleges, medical centers, and government agencies and specialize in such fields as medicine, business, and technology. Arizona State University's Engineering Center focuses on microelectronics, CAD/CAM, telecommunications, and computer science.

The Translational Genomics Research Institute (TGEN) held its grand opening in March 2005 with a 170,000 square foot facility. The first of several facilities to be constructed, the $46 million center will employ 450 people. The Arizona Biodesign Institute on the campus of Arizona State University is contributing to Phoenix's growth by luring scientists and biotechnological companies to the area. Four modules are set for completion by 2007; the first opened with 250,000 square feet in the fall of 2004.

Public Library Information: Phoenix Public Library, 1221 N. Central Ave., Phoenix, AZ 85004; telephone (602)262-4636

Health Care

Along with population growth in Phoenix has come an increased demand for health care services; meeting this need, the Phoenix medical community has become a major industry in the metropolitan area. More than 33,000 medical personnel are employed in the region. Forty-two licensed hospitals, providing in excess of 8,000 beds, serve the Phoenix metropolitan area; more than 2,000 physicians, dentists, psychiatrists, chiropractors, osteopaths, and ophthalmologists attend to health care needs.

The largest health care facilities in Phoenix are the Maricopa Integrated Health System with 621 beds; St. Joseph's Hospital and Medical Center, housing 520 beds; the 600-bed Banner Desert Medical Center; the Barrow Neurological Institute, known internationally for the treatment of neurological disorders; and Good Samaritan Regional Medical Center, with 619 beds. In 2000 a bone marrow transplant program for children was launched after Phoenix Children's Hospital Foundation supplied a grant to underwrite the salary costs for a physician who specializes in pediatric bone marrow transplants.

Recreation

Sightseeing

A visitor to the Phoenix metropolitan area will find many sights and attractions, some of them related to frontier history and the natural beauty of Salt River Valley. A principal attraction in Phoenix since 1939 is the Desert Botanical Garden on 50 acres of Papago Park, containing 10,000 desert plants that represent half of the 1,800 existing species of cactus. Also located in Papago Park is the Phoenix Zoo, a privately funded, non-profit zoo, where 1,200 animals are exhibited.

Historic Heritage Square near downtown is a city block of restored Victorian houses preserved as replicas of homes in the late 1800s and converted into museums, shops, and restaurants; a highlight is the elegant Rosson House. Also downtown is the National Native American Cooperative, which features dancers, foods and crafts, and a monthly Indian market October through May. In neighboring Scottsdale is Taliesin West, a national historic landmark built as the desert home of architect Frank Lloyd Wright.

Scottsdale is also the site of Rawhide, a replica of a 1880s western town that offers a variety of activities, including stagecoach and burro rides, a petting zoo, and stunt shows. Located in nearby Tempe is Big Surf, ''Arizona's ocean.''

Old West-style entertainment, such as stagecoach rides, covered wagon campfire circles, and simulated gunfighter shootouts, is available to groups by reservation through various commercial enterprises in the area. Scenic day trips to the Grand Canyon and other sights near metropolitan Phoenix are provided by several bus and airplane charter services. Encanto Park is the home of the Enchanted Island Amusement Park with a variety of rides geared for the younger set.

Arts and Culture

Phoenix has a vital performing arts community, which was enriched with the 1989 opening of the Herberger Theatre Center. Located downtown next to the Phoenix Civic Plaza Convention Center and Symphony Hall, the complex is designed to augment existing cultural facilities. The Herberger Theater is used primarily for music, dance, and dramatic performances and includes an art gallery.

The Phoenix Center Youth Theatre, CityJazz, Dance Phoenix, and the Phoenix Children's Chorus call the Phoenix Center for the Arts their home. A variety of theater and drama, including amateur, professional, children/family-oriented, and experimental productions, is offered by companies in the Phoenix area. Founded in 1920, the Phoenix Theatre Little Theater is one of the oldest continuously running companies in the country. The Arizona Theatre Company, based in Phoenix, is in residence at the Herberger Theater Center and offers about 25 weeks of performances. Other local troupes include Childsplay, Actors Theatre of Phoenix, and Centre Dance Ensemble.

Housed in Symphony Hall, the Phoenix Symphony Orchestra performs an extensive classical repertoire and presents pops concerts with well-known guest artists. Phoenix hosts the state's professional ballet company and other international dance companies. The Arizona Opera also gives regular performances for Phoenix area audiences. Touring artists perform at the America West Arena, Celebrity Theatre, Gammage Auditorium, and the Cricket Pavilion.

More than 40 museums and 150 art galleries in the Phoenix area offer a range of educational and cultural experiences. The Arizona Hall of Fame Museum, opened in 1902, honors people who have contributed to Arizona heritage. Featuring the history of central Arizona, the Arizona Historical Society Museum includes replications of old-time shops and stores. The family-oriented Shemer Art Center and Museum presents primarily local and state artists. The Arizona Science Center provides interactive exhibits for children and adults in such areas as energy, life science, and health. The Hall of Flame Fire Fighting Museum houses the world's most extensive collection of fire-fighting apparatus, equipment, and memorabilia. Anthropological exhibits, fine arts, and historic arts of Native American cultures of the Southwest are specialties at the Heard Museum, which boasts 18,000 works of art and artifacts. The Phoenix Art Museum contains a permanent collection of 17,000 objects focusing on European, American, Western American, Latin American, and Asian arts and costume design. Owned and operated by artisan members, the Craftsmen's Cooperative Gallery at Heritage Square features handmade arts and crafts.

Festivals and Holidays

Highlights from the Phoenix special events calendar include the Tostitos Fiesta Bowl Football Classic, which opens the year with a game between two of the country's best collegiate teams on New Year's Day at Sun Devil Stadium. Also held in January are the Arizona National Livestock Show (since 1948) and the Parada del Sol Parade and Rodeo.

The Heard Museum Guild Annual Indian Fair and Market takes place in March, featuring Native American culture. Also in March is the St. Patrick's Day Parade and Irish Family Fare. The Desert Botanical Garden's Annual Cactus and Succulent Show and Sale is offered in April. In May the Cinco de Mayo festival celebrates the 1862 Mexican victory over the French with various activities throughout the Phoenix area. The Arizona State Fair, billed as one of the most successful in the nation, takes place in October and November. The fall also brings the Way Out West Oktoberfest. The

year ends with the APS Fiesta of Light Parade and Victorian Holiday Celebration, two December celebrations of the holiday season in downtown Phoenix. During the final week of the month the Fiesta Bowl events precede the New Year's Day Fiesta Bowl game with the Pageant of Bands, the Fiesta Bowl Parade, and sports and cultural events.

Sports for the Spectator

Phoenix fields teams in all major league sports. The city is home to two professional basketball teams, the Phoenix Suns of the National Basketball Association, and the Phoenix Mercury of the Women's National Basketball Association, both of which play their games at the America West Arena. Professional football is represented by the National Football League's Arizona Cardinals and the Arena Football League's Rattlers while professional hockey is represented by the National Hockey League's Phoenix Coyotes and the East Coast Hockey League's Phoenix Roadrunners. In 1998 the major league baseball team, the Arizona Diamondbacks, were formed and began play at Bank One Ball Park, built especially for them. In 2001 the expansion team defeated the powerhouse New York Yankees to capture their first World Series crown.

From March through early April, exhibition baseball games are held nearly every day by the 12 major league baseball teams that hold spring training in Phoenix at the Cactus League games. Other popular sporting events are polo matches and greyhound, horse, and auto racing. The Phoenix Greyhound Park features greyhound races year round, and Turf Paradise schedules thoroughbred racing from September through May. The Phoenix International Raceway, built in 1964, boasts the world's fastest one-mile oval paved track for auto racing, and the Manzanita Speedway holds Sprint, midget, and stockcar races.

Annual sporting events in the Phoenix area include professional golf tournaments, such as the FBR Open, with about 500,000 attendees, and the LPGA Safeway International at the Superstition Mountain Golf and Country Club; the Formula One Grand Prix auto race in April; and World Championship Tennis.

Sports for the Participant

Phoenix's consistently warm climate permits such year-round outdoor activities as camping, backpacking, hiking, horseback riding, mountain climbing, swimming, boating, fishing, water skiing, skating, tennis, and golf. In metropolitan Phoenix and the surrounding valley area, there are more than 1,100 tennis and racquetball courts, more than 190 championship golf courses (many designed by golfing legends Arnold Palmer and Jack Nicklaus), and many natural and man-made lakes and waterways with facilities for a variety of water sports. Contained within the city limits is South Mountain Regional Park, said to be the largest municipal park in the world, which offers horseback riding, hiking trails, and a view of the city. Three snow skiing resorts are within traveling distance of the city.

Shopping and Dining

Retail establishments in Phoenix range from large malls and shopping centers—including several downtown—that feature nationally known department stores to small specialty shops offering products made by local artists and craftsmen. Located downtown the Arizona Center is a uniquely landscaped mall on three acres of land. Close to the center city is Biltmore Fashion Park, a collection of exclusive and stores anchored by Macy's and Saks Fifth Avenue. Nearby is Town & Country Shopping Center, considered Arizona's original open-air mall; two blocks away is Tower Plaza Mall. Located in the northeast sector of the city is Colonnade Mall, winner of the International Council of Shopping Centers ''Beauty of Design'' award. A variety of shops in metropolitan Phoenix specialize in such items as native American arts and crafts, products made from Arizona copper, leather crafts, and Western apparel.

Restaurants in Phoenix have become more sophisticated with the city's growth and prosperity. They offer a variety of cuisines, including traditional American, Italian, Continental, Oriental, and French. Specialties are Southwestern and Mexican dishes with an emphasis on regional foods such as chilies, jicama, local game, and citrus. A popular attraction is Rustler's Roost, a landmark and one of the busiest dining establishments west of the Mississippi. With a scenic mountaintop view of the surrounding area, the restaurant features a mineshaft entrance and walls decorated with the brands of local cattle ranches. Selected by *Food and Wine* magazine as Distinguished Restaurants of North America were Different Point of View, Le Orangerie, and Vincent Guerithault on Camelback.

Visitor Information: Greater Phoenix Convention & Visitors Bureau, 400 E. Van Buren St., Ste. 600, Phoenix, AZ 85004; telephone (602)254-6500; fax (602)253-4415; email visitors@visitphoenix.com

Convention Facilities

Phoenix is a popular gathering place for large and small groups that wish to conduct business in a pleasurable environment. Known for its resorts, Phoenix offers plentiful hotel space (about 10,000 rooms in the central city alone), a year-round warm climate, and a variety of leisure activities. These factors have contributed to an increase in group business in metropolitan Phoenix since 1980. Nearly 40

percent of visitors to the Valley come to attend a convention.

The Phoenix Civic Plaza and Convention Center, with 300,000 square feet of meeting and exhibit space in 43 breakout meeting rooms providing a total seating capacity for more than 29,000 people, has been the city's primary convention facility since 1972. A $600-million expansion is planned that will by 2008 increase the space to 900,000 square feet. Meeting space is also available at Veterans Memorial Coliseum, at Arizona State University, and at area hotels.

Convention Information: Phoenix Civic Plaza and Convention Center, 111 N. 3rd St., Phoenix, AZ 85004; telephone (800)AT-CIVIC

Transportation

Approaching the City

Located near downtown, the Phoenix Sky Harbor International Airport is serviced by 23 airlines with direct flights from most cities in the United States and several locations abroad. More than 108,000 passengers are served on a daily basis, which is comparable to the Miami and San Francisco airports. Its importance to the area is highlighted by an estimated $72 million daily economic impact.

Interstate routes into the city are Interstate 10 (the Papago Freeway), entering from the west, and Interstate 17 (the Black Canyon Freeway), entering from the north. These highways join at Van Buren Street and 27th Avenue, becoming the Maricopa Freeway and then forming the Pima Freeway southeast of the city. State Route 89 (Grand Avenue Expressway) enters diagonally from the northwest, joins State Route 60 at Van Buren Street downtown then intersects the city laterally to the east, becoming the Superstition Freeway. A 20-year ''Regional Transportation Plan'' was passed by voters in November 2004 to alleviate excessive traffic congestion by building new or renovating existing freeways; 2007 is the earliest projected start date.

Traveling in the City

Phoenix made the top ten list in 2003 for most improved transit systems by the trade journal, *Metro Magazine.* Travel in the city is facilitated by the simple grid layout. The Phoenix Transit System provides daily bus service in the metropolitan area.

Communications

Newspapers and Magazines

Phoenix's major daily newspaper is the morning *The Arizona Republic.* The smaller-circulation *The Phoenix Gazette* is published in the evenings on Monday through Saturday. Among the many other daily and weekly periodicals published in Phoenix are the *Arizona Business Gazette, Arizona Informant, Jewish News of Greater Phoenix,* and *New Times* (which features arts, entertainment, and restaurants). Magazines published in Phoenix include *Phoenix Magazine* and *Arizona Highways.*

Television and Radio

Phoenix is served by seven television stations and by two cable television companies. Twenty-six AM and FM radio stations, including Hispanic-language radio, also broadcast in Phoenix.

Media Information: *The Arizona Republic,* Phoenix Newspapers Inc., 200 E. Van Buren St., Phoenix, AZ 85004; telephone (602)444-8000; toll-free (800)331-9303

Phoenix Online

The Arizona Republic. Available www.azcentral.com/arizona republic

Arizona School Report Cards. Available www.ade.state.az.us/srcs

City of Phoenix Home Page. Available www.ci.phoenix.az.us

Greater Phoenix Convention & Visitors Bureau. Available www.phoenixcvb.com

Greater Phoenix Economic Council. Available www.gpec.org

Phoenix Museum of History. Available www.pmoh.org

Phoenix Public Library. Available www.ci.phoenix.az.us/LIBRARY/pplidx.html

Selected Bibliography

Bartlett, Michael H., and Thomas M. Kolaz, *Archaeology in the City: A Hohokam Village in Phoenix, Arizona* (Tucson: University of Arizona Press, 1986)

Hait, Pam, *Shifra Stein's Day Trips from Greater Phoenix, Tucson, and Flagstaff* (Charlotte, NC: East Woods Press, 1986)

Scottsdale

The City in Brief

Founded: 1888 (incorporated, 1951)

Head Official: Mayor Mary Manross (NP) (since 2004)

City Population
1980: 88,622
1990: 130,099
2000: 202,705
2003 estimate: 217,989
Percent change, 1990–2000: 55.8%
U.S. rank in 1980: 141st
U.S. rank in 1990: 139th
U.S. rank in 2000: 99th (State rank: 5th)

Metropolitan Area Population (CMSA)
1980: 1,509,175
1990: 2,238,480
2000: 3,251,876
Percent change, 1990–2000: 45.3%
U.S. rank in 1980: 26th
U.S. rank in 1990: 20th
U.S. rank in 2000: 14th

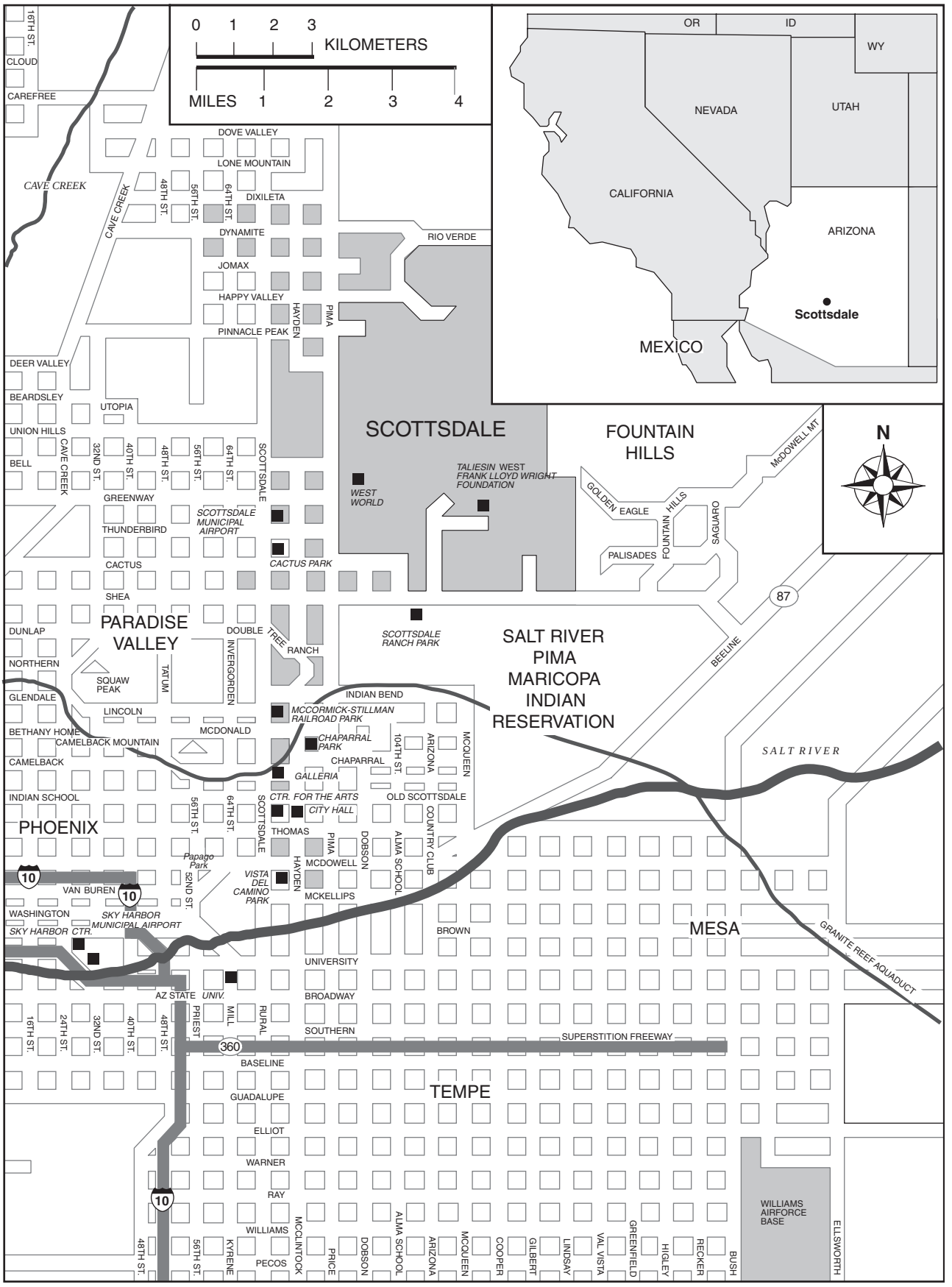
Area: 184.5 square miles (2000)
Elevation: 1,250 feet above sea level
Average Annual Temperature: 70.3° F
Average Annual Precipitation: 7.05 inches

Major Economic Sectors: Services; trade; finance, insurance and real estate; manufacturing
Unemployment Rate: 4.0% (January 2005)

2002 FBI Crime Index Total: 10,134

Major Colleges and Universities: Scottsdale Community College

Daily Newspaper: *Scottsdale Progress Tribune*


0 1 2 3
KILOMETERS
MILES 1 2 3 4
OR
ID
WY
NEVADA
UTAH
CALIFORNIA
ARIZONA
Scottsdale
MEXICO
N
SCOTTSDALE
FOUNTAIN HILLS
PARADISE VALLEY
PHOENIX
TEMPE
MESA
SALT RIVER PIMA MARICOPA INDIAN RESERVATION
SALT RIVER
CAVE CREEK
CAREFREE
CLOUD
16TH ST.
DOVE VALLEY
LONE MOUNTAIN
DIXILETA
DYNAMITE
RIO VERDE
JOMAX
HAPPY VALLEY
PINNACLE PEAK
HAYDEN
PIMA
DEER VALLEY
BEARDSLEY
UTOPIA
UNION HILLS
BELL
GREENWAY
THUNDERBIRD
CACTUS
SHEA
DUNLAP
NORTHERN
GLENDALE
LINCOLN
BETHANY HOME
CAMELBACK MOUNTAIN
CAMELBACK
INDIAN SCHOOL
VAN BUREN
WASHINGTON
SKY HARBOR CTR.
AZ STATE UNIV.
BASELINE
GUADALUPE
ELLIOT
WARNER
RAY
WILLIAMS
PECOS
SOUTHERN
BROADWAY
UNIVERSITY
BROWN
MCDOWELL
MCKELLIPS
THOMAS
INDIAN BEND
CHAPARRAL
OLD SCOTTSDALE
GOLDEN EAGLE
PALISADES
McDOWELL MT
SAGUARO
BEELINE
SUPERSTITION FREEWAY
GRANITE REEF AQUADUCT
WILLIAMS AIRFORCE BASE
ELLSWORTH
SCOTTSDALE MUNICIPAL AIRPORT
SKY HARBOR MUNICIPAL AIRPORT
CACTUS PARK
WEST WORLD
TALIESIN WEST FRANK LLOYD WRIGHT FOUNDATION
SCOTTSDALE RANCH PARK
MCCORMICK-STILLMAN RAILROAD PARK
CHAPARRAL PARK
GALLERIA
CTR. FOR THE ARTS
CITY HALL
VISTA DEL CAMINO PARK
Papago Park
DOUBLE TREE RANCH
SQUAW PEAK
TATUM
INVERGORDEN
MCDONALD
CAVE CREEK
SCOTTSDALE
64TH ST.
56TH ST.
48TH ST.
40TH ST.
32ND ST.
24TH ST.
16TH ST.
2ND ST.
PRIEST
MILL
RURAL
ALMA SCHOOL
DOBSON
MCCLINTOCK
KYRENE
PRICE
ARIZONA
MCQUEEN
COOPER
GILBERT
LINDSAY
VAL VISTA
GREENFIELD
HIGLEY
RECKER
BUSH
104TH ST.
COUNTRY CLUB
87
10
360

Introduction

Scottsdale is a popular winter vacation mecca in the area of Arizona known as the ''Valley of the Sun.'' A tiny farming community of 2,000 people covering only 1 square mile in 1951, Scottsdale has become a vibrant city of more than 200,000 residents encompassing nearly 200 square miles. Its many golf courses and resorts attract visitors from around the world. Art galleries abound amid the towering palm trees, purple shadowed mountains, and pastel landscapes. The city boasts more than 300 sunny days per year. The lively restaurants, nightclubs, and cultural and sporting events add a metropolitan touch, yet cowboy ranches and Indian reservations are a brief ride away. In addition to its booming tourism industry, Scottsdale has become a diverse high technology center and is becoming recognized as a leader in health care and medical research. It offers a vast array of recreational activities including biking, hiking, white water rafting, horseback riding, and ballooning. The arts are flourishing in the city, which has its own symphony orchestra and more art showcases per capita than almost any other world city.

Geography and Climate

Scottsdale is located in central Arizona, just northeast of Phoenix. With an area of more than 184.5 square miles, the distance between the most extreme northern and southern points in Scottsdale is 31 miles; the distance between the farthest east and west points in 11.5 miles. Scottsdale enjoys more sunshine than any other area in the United States. Low humidity year-round makes even high temperatures comfortable. Most of the yearly rainfall occurs July through September and December through March.

Area: 184.5 square miles (2000)

Elevation: 1,250 feet above sea level

Average Temperatures: January, 51.2° F; July, 91.2° F; annual average, 70.3° F

Average Annual Precipitation: 7.05 inches

History

Irrigation Leads to Thriving Agriculture Industry

Prior to its founding, the Scottsdale area was made up of barren desert lands, distinguished only by the intricate canals of the Hohokam Indians.

Scottsdale was founded in 1888 by U.S. Army Chaplain Winfield Scott, a Baptist minister from New York. That same year the construction of the Arizona Canal, which provided irrigation to a wide geographic area, was completed by Frank Murphy. Winfield Scott and his brother, George Washington Scott, who shared a dream of developing a thriving town in the desert, first grew citrus and other fruits, peanuts, and sweet potatoes on their land.

Air Quality Attracts Settlers, Manufacturers, Artists

Early settlers included people searching for better health and others who were attracted by the fresh desert air. History shows that many of these people were culturally-minded and nurtured the arts from the beginning. The city was first called Orangedale because of the orange orchards along Camelback Mountain, but the name was changed to Scottsdale in 1894 in honor of its founder.

From 1894 through the 1940s Paradise Valley ranchers drove their cattle through the city each spring and fall on their way to the stockyards or the train depot at Tempe where the cattle were shipped to market.

Modern development began after World War II when Motorola opened a plant in Scottsdale, the first of many electronics manufacturing plants to locate in the area. Artists and crafts persons also became attracted to the city, and the population grew from 2,000 people in 1950 to 10,000 people by 1960. By 1965 the city had grown to 55,000 residents. The city was incorporated in 1951 and received its city charter in 1961.

Through the 1960s the city preserved an Old West look of wood buildings and quaintly lettered signs, calling itself ''the West's most Western town.'' As the ''Old West'' theme became less prominent, the city began billing itself as the ''Arts Capital of the Southwest.'' Galleries shared the avenues with western wear stores, and the magnificent Scottsdale Center for the Arts was built, permitting year-round exhibits and concerts for residents and visitors.

Scottsdale's area was greatly increased by the annexation of territory north of the city in the 1980s. A great part of this area is made up of uninhabited desert and hilly land, much of which is maintained in its natural state. Although manufacturing remains the state's largest employer, tourism is now the city's major industry.

In recent years Scottsdale has spent almost $4 million on the renovation of the downtown area with new landscaping, entrances, signage and public art, making it a most appealing desert oasis.

Historical Information: Scottsdale Historical Society, Inc., PO Box 143, Scottsdale, AZ 85252; telephone (480)946-0394

Population Profile

Metropolitan Area Residents (CMSA)
1980: 1,509,175
1990: 2,238,480
2000: 3,251,876
Percent change, 1990–2000: 45.3%
U.S. rank in 1980: 26th
U.S. rank in 1990: 20th
U.S. rank in 2000: 14th

City Residents
1980: 88,622
1990: 130,099
2000: 202,705
2003 estimate: 217,989
Percent change, 1990–2000: 55.8%
U.S. rank in 1980: 141st
U.S. rank in 1990: 139th (State rank: 6th)
U.S. rank in 2000: 99th (State rank: 5th)

Density: 1,096 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 186,883
Black or African American: 2,501
American Indian and Alaska Native: 1,240
Asian: 3,964
Native Hawaiian and Pacific Islander: 167
Hispanic or Latino (may be of any race): 14,111
Other: 4,603

Percent of residents born in state: 18.3% (2000)

Age characteristics (2000)
Population under 5 years old: 10,444
Population 5 to 9 years old: 11,188
Population 10 to 14 years old: 11,256
Population 15 to 19 years old: 9,900
Population 20 to 24 years old: 9,798
Population 25 to 34 years old: 28,973
Population 35 to 44 years old: 32,677
Population 45 to 54 years old: 30,544
Population 55 to 59 years old: 13,215
Population 60 to 64 years old: 10,826
Population 65 to 74 years old: 18,581
Population 75 to 84 years old: 11,734
Population 85 years and older: 3,569
Median age: 41 years

Births (2003)
Total number: 2,795

Deaths (2003)
Total number: 2,088 (of which, 17 were infants under the age of 1 year)

Money income (1999)
Per capita income: $39,158
Median household income: $57,484
Total households: 90,602

Number of households with income of . . .
less than $10,000: 4,762
$10,000 to $14,999: 3,375
$15,000 to $24,999: 8,337
$25,000 to $34,999: 9,355
$35,000 to $49,999: 13,076
$50,000 to $74,999: 17,561
$75,000 to $99,999: 10,594
$100,000 to $149,999: 11,907
$150,000 to $199,999: 4,791
$200,000 or more: 6,844

Percent of families below poverty level: 3.4% (25.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 10,134

Municipal Government

Scottsdale's government consists of a mayor and six city council members elected at large who serve staggered four-year terms. The council appoints a city manager, city clerk, city treasurer, city attorney, and city judge.

Head Official: Mayor Mary Manross (since 2000; current term expires June 2008)

Total Number of City Employees: 1,700 (2005)

City Information: City of Scottsdale, PO Box 1000, Scottsdale, AZ 85252; telephone (480)994-2414

Economy

Major Industries and Commercial Activity

Tourism is Scottsdale's major industry and largest employer, providing jobs to 39 percent of the city's workers. Today, Scottsdale is home to more than 60 hotels and resorts with a combined total of more than 12,000 rooms. The city is also home to numerous high-technology firms such as Mo-

torola Research and Development and Medical Operations. In addition, it is the location for a number of regional and national corporate headquarters.

Aviation is one of the fastest growing sectors of the Arizona economy. The Scottsdale Airport/Airpark was begun in the 1960s as a fully planned facility specifically designed to meet the needs of employers with air transportation requirements. By 2004, the Airpark had become one of Scottsdale's top employment centers, with nearly 50,000 people employed in retail, service, technological, and manufacturing industries. The Airpark houses some 2,200 businesses in all with a combined economic impact of nearly $3 billion annually.

Items and goods produced: electronics, wearing apparel, aerial maps

Incentive Programs—New and Existing Companies

Local programs—To encourage commercial development and facilitate the paperwork involved, the city offers developers a ''One-Stop Shop'' where all the necessary permits can be obtained from one office. The Scottsdale Chamber of Commerce administers The Scottsdale Partnership, which is actively involved in attracting and retaining businesses, offering incentives such as entrepreneurial start-up assistance and free, confidential business counseling. To encourage economic development, Scottsdale recently began a building permit fee waiver program which has spurred investment by hundreds of businesses.

State programs—Arizona is a pro-business state. It levies no unitary tax, no inventory tax, no franchise tax, no municipal income tax, and no sales tax on direct sales to the state or federal government. It has developed targeted incentives to encourage the recruitment of desirable new businesses and to encourage the growth of existing businesses.

Job training programs—A work force recruitment and job training program is administered by the state and provides training and retraining for specific employment opportunities with new and expanding businesses and businesses undergoing economic conversion. Scottsdale Community College offers training classes for local businesses ranging from nursing to the hospitality industry, to computer operations and other skills.

Development Projects

Groundbreaking began in 2000 on the $140 million Scottsdale Waterfront project, a retail, dining, entertainment, office, and residential complex planned on 12 acres southwest of Scottsdale and Camelback roads on the north side of the Arizona Canal. The development will also be home to the Fiesta Bowl headquarters and museum; five acres will consist of public open space that will feature an outdoor amphitheater, recreation paths along the canal, and public art. Phase One of the project is planned for completion by late 2005. In 2004, the City of Scottsdale, Arizona State University, and the ASU Foundation entered into a partnership to develop the ASU Scottsdale Center for New Technology and Innovation on 42 acres of land that was the former site of the Los Arcos Mall. The city agreed to purchase the site from the ASU Foundation for $41.5 million with the provision that the site would be available to the ASU Foundation to develop the ASU Scottsdale Center. The Center will focus on technology commercialization, entrepreneurship, and business development. When completed in 2006, the Center is expected to provide approximately 4,000 jobs and a return of approximately $146 million in direct revenues to the city.

Economic Development Information: Scottsdale Chamber of Commerce, 4343 N Scottsdale Road, Scottsdale, AZ 85251; telephone (480)945-8481; fax (480)947-4523. Scottsdale Economic Development Department, One Civic Center, 7447 E. Indian School Road, Scottsdale, AZ; telephone (480)994-7989

Commercial Shipping

Air freight is handled at Phoenix Sky Harbor International Airport, a 20-minute drive from downtown Scottsdale. Arizona is crisscrossed by five U.S. interstate highways and by a growing system of state roadways. The interstates permit rapid motor freight delivery because of their by-pass features, no slowdown in the metro areas, and no toll roads or toll bridges. Numerous general interstate and transcontinental truck lines serve the city and state. Although there are no railroads in Scottsdale's city limits, the Southern Pacific and the Santa Fe lines connect in adjacent Tempe.

Labor Force and Employment Outlook

Scottsdale's labor force offers a complex blend of skills, abilities, and experience levels, and more than 100,000 highly educated and skilled workers. Scottsdale's economic base is primarily supported by the hospitality and tourism industries; other supports are business, professional and financial services, healthcare, retail, electronics, and corporate headquarters.

The following is a summary of data regarding the Scottsdale labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,674,800

Number of workers employed in . . .
natural resources and mining: 2,000
construction: 140,000
manufacturing: 130,500
trade, transportation and utilities: 339,600
information: 35,700
financial activities: 137,400
professional and business services: 270,900
educational and health services: 172,600

leisure and hospitality: 160,500
other services: 64,200
government: 220,900

Average hourly earnings of production workers employed in manufacturing: $13.85

Unemployment rate: 4.0% (January 2005)

Largest employers	*Number of employees*
Scottsdale Healthcare Group	4,473
Mayo Clinic Scottsdale Systems	4,000
General Dynamics-Decision Systems #48	3,600
Scottsdale Unified School District	2,700
Advance PCS	2,700

Cost of Living

The cost of living in the Phoenix metropolitan area, of which Scottsdale is a part, is above the national average.

2004 (3rd Quarter) ACCRA Average House Price: $349,640

2004 (3rd Quarter) ACCRA Cost of Living Index: 122.5 (U.S. average = 100.0)

State income tax rate: Ranges from 2.87% to 5.04%

State sales tax rate: 5.6% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.65%

Property tax rate: $9.30 per $100 of assessed value for a Scottsdale resident living within the Scottsdale Unified School District (2004)

Economic Information: Scottsdale Chamber of Commerce, 4343 N Scottsdale Road, Scottsdale, AZ 85251-4498; telephone (480)945-8481

Education and Research

Elementary and Secondary Schools

The Scottsdale Unified School District (SUSD) consistently receives outstanding support from city voters. Its high school students rate highest in the state on the SAT and ACT tests. The district offers special education services for all handicapped children, including programs for those that are moderately and severely handicapped, that are strategically located throughout the district. An English-as-a-Second Language program is available to help children who are limited in their ability to speak English. All of the district's elementary schools offer some type of on-campus after-school program. Elementary and middle school students with high academic ability are tested for participation in the district's gifted program. Desert Mountain High School offers the International Baccalaureate (IB) program to qualified students. The accelerated courses across all content areas allow students to complete pre-university work for college credit. Sierra Vista Academy, opened in 2003, is a transitional school for grades 4 through 12 that offers a non-traditional curriculum to students who have not experienced academic success in the traditional learning environment. As of 2005, the SUSD had more excelling schools than any other Arizona school district.

The following is a summary of data regarding the Scottsdale Unified School District as of the 2004–2005 school year.

Total enrollment: 26,360

Number of facilities
elementary schools: 20
junior high/middle schools: 7
senior high schools: 5
alternative schools: 1

Student/teacher ratio: between 17:1 and 20:1

Teacher salaries
minimum: $31,160
maximum: $60,933

Funding per pupil: $5,402

The Scottsdale/Paradise Valley area has a number of private academies, college prep, charter day, and child-care schools, including the nationally known Judson School and P.A.L.S. Play and Learn Schools.

Public Schools Information: Scottsdale Public Schools, 3811 North 44th Street, Phoenix, AZ 85018; telephone (480)952-6100

Colleges and Universities

Scottsdale Community College is part of the Maricopa Community College system, the second largest such system in the country. It offers an extensive selection of educational programs including associate's degrees and technical degrees. The college provides training classes for local businesses, continuing education courses, and community service programs. Ottawa University, based in Kansas, has one of several satellite campuses in Scottsdale; it is designed to meet the higher educational needs of adults with jobs and/or family responsibilities. Also located in Scottsdale are Phoenix Seminary, the Scottsdale Culinary Institute, Scotts-

dale Artists School, and the Frank Lloyd Wright School of Architecture/Taliesin West.

Students in Scottsdale also have access to nearby institutions: Arizona State University, located in adjacent Tempe; Southwest College of Naturopathic Medicine & Health Sciences; and the University of Phoenix.

Libraries and Research Centers

The Scottsdale Public Library System, established in 1960, includes one main library and three branch libraries, two of which are shared-use facilities located on the campuses of Desert Mountain Schools and Desert Mountain High School. The library has more than 800,000 items and 700 periodical subscriptions. The library system has a computer network of more than 200 terminals, 150 of which provide direct access to the Internet. The libraries within the system are the Civic Center Library, Mustang Library, Palomino Library (at Desert Mountain High School), and Arabian Library (on the campus of Desert Canyon Schools). In 2005, construction was expected to begin on the new Arabian Library, an $8.7 million stand-alone facility that will replace the current Arabian Library upon its completion in 2007.

At the Samuel C. Johnson Medical Research Building on the grounds of Mayo Clinic Scottsdale, scientists study molecular genetics, molecular immunology and chemistry, and molecular and cell biology. Construction began in 2004 for the Mayo Clinic Collaborative Research Building, a 100,000 square foot biomedical research facility.

Public Library Information: Civic Center Library (Main Library), 3839 N. Drinkwater Blvd., Scottsdale, AZ 85251-4405; telephone (480)312-2474

Health Care

Scottsdale offers the services of more than 1,000 doctors and has a full range of medical services available. The largest health care providers are Scottsdale Healthcare and Mayo Clinic Scottsdale. Since its inception in 1962 as the City Hospital of Scottsdale, Scottsdale Healthcare has grown to include three campuses, two hospitals, and outpatient centers. Scottsdale Healthcare offers one of the busiest Level 1 trauma centers in the state, as well as outpatient surgery, cardiology and oncology services, a diabetes center, and weight reduction surgery.

Mayo Clinic Scottsdale, a 332-physician group practice, providese health care in 65 medical and surgical specialties and programs. The Mayo Clinic Hospital provides inpatient care as well as emergency rooms and urgent care services.

Recreation

Sightseeing

Scottsdale celebrates the life of the West through a variety of attractions. Old Scottsdale hearkens back to pioneer days with its wooden sidewalks, blacksmith shop, mission, church, and the 1909 Little Red School House, now home to the Scottsdale Historical Society Museum. Rawhide Wild West Town is the state's largest western theme attraction, with a replica of a frontier town, stagecoach and burro rides, gunfights, petting ranch, museum, gold panning, and country music and food. Rawhide will close at the Scottsdale location at the end of 2005 and will reopen 35 miles from North Scottsdale. WestWorld of Scottsdale is a 120-acre equestrian center and special events facility. Many local companies offer trips via jeep, covered wagon, helicopter, and air balloon of the mountains, desert, and canyons surrounding Scottsdale. Day trips can be arranged to Kinishba and Tuzigoot or Canyon de Chelly, which are prehistoric pueblo villages. In Verde Valley, the five-story Montezuma Castle National Monument is a twelfth-century cliff dwelling carved into solid rock by the Sinagua Indians.

Arts and Culture

Scottsdale is a nationally recognized art mecca with more than 125 art galleries, the Scottsdale Center for the Arts, the Scottsdale Artists School, and a variety of public artworks, primarily downtown. Scottsdale has an ''ArtWalk'' every Thursday night that begins at the Scottsdale Center for the Arts; it offers an opportunity to meet artists and observe their work. The Fleischer Museum is dedicated to the American Impressionism California school of art, which flourished from the early twentieth century until the 1940s. It features landscapes, and architectural, figural, and still life paintings. Cosanti, an Arizona *istoric Site, is a unique complex of concrete structures designed and constructed by Paolo Soleri. Tours of where Soleri Windbells are made and sold are offered. Taliesin West/Frank Lloyd Wright Foundation is an architectural masterpiece and Wright's former home and studio. The world's largest art gallery, the Scottsdale Celebration of Fine Art, features 125 fine artists and crafts persons from across the country. The Scottsdale Museum of Contemporary Art, located in the city's Old Town district, houses modern and contemporary works from around the world. The House of Broadcasting, Inc. celebrates Arizona's radio and television history.

Other museums of interest in Scottsdale include the Buffalo Museum of America, with collections relating to the buffalo, and the Heard Museum North, focusing on Native American artists.

Scottsdale's showcase for the performing arts is the Scottsdale Center for the Arts, where symphonies and Broadway

Taliesin West, designed by Frank Lloyd Wright, served as the architect's home and studio.

plays are performed. Scottsdale Desert Stages Theatre presents children's, main stage, and professional productions. The newly renovated Theatre 4301 presents live theatre in an intimate setting.

Festivals and Holidays

Scottsdale's annual Barrett-Jackson Classic Car Auction in January is one of the largest in the world. In February, the Parada del Sol includes a rodeo and ends with the world's largest ''horse-drawn parade.'' Also in February, the Scottsdale Arabian Horse Show—the world's largest all-Arabian horse show—attracts Arabian horse breeders and buyers from around the world.

The Festival of the West, a three-day celebration of cowboy life at Rawhide each March, features western film and television stars, western antiques, western art and music, cowboy poetry, and other events. Also in March, the Scottsdale Arts Festival showcases the work of nearly 200 nationally acclaimed artists. Indian Artists of America showcases 125 of the country's premier talents. The Desert Classic Invitation Team Roping event is also in March.

The Culinary Arts Festival in April showcases local and nationally-known chefs. Scottsdale celebrates the holiday season with the Tree Lighting and Concert at the Scottsdale Mall in December, and with displays featuring more than 500,000 holiday lights at McCormick-Stillman Railroad Park.

Sports for the Spectator

Although Scottsdale fields no major league sports teams, sports fans have easy access to events in Phoenix. Scottsdale is the spring training home of the San Francisco Giants Major League Baseball team. Scottsdale Stadium is also one of the playing sites for the Arizona Fall League, where the stars of the future vie for a shot at Major League Baseball in the Arizona Fall League competition.

Professional golf has an enthusiastic following in Scottsdale. January's Phoenix Open Golf tournament is held at Scottsdale's Tournament Players Club; it attracts the Professional Golfers' Association (PGA) Tour's finest players to one of the most respected national tournaments. All the major senior golfers come to The Tradition at Desert Mountain Senior PGA Tournament at Desert Mountain Golf Club in April. One of Scottsdale's more unique golfing events is the Scottsdale Celebrity Chef Golf Invitational in May.

Sports for the Participant

Scottsdale has more than 500 acres of developed park land, 36 acres of lakes, 37 miles of bike trails, and about 200 miles of non-paved multiuse recreational trails. Many of Scottsdale's 38 parks are located within the Indian Bend Wash Greenbelt, a 7.5-mile-long flood control project that uses a system of parks, lakes, and golf courses as an alternative to a conventional concrete channel. Pools and recreation centers also meet the needs of Scottsdale residents year-round. Residents may participate in youth and adult sports and recreation programs.

There are nearly 200 golf courses in the Scottsdale area, including 28 public golf courses. The Robb Report rated Scottsdale ''America's Best Place to Live for Golf'' in 2002. The course for P.F. Chang's Rock'n'Roll Marathon runs through Scottsdale and nearby cities, beginning at the Arizona State Capitol in Phoenix and ending in Tempe. Held in January, the marathon attracts thousands of distance runners due to its flat, fast course and live musical entertainment. Tennis, horseback riding, swimming, rollerblading, and fishing are among the other year-round recreational opportunities available in Scottsdale.

Shopping and Dining

Scottsdale has more than 2,500 retail shops with everything from hand-stitched leather boots to designer fashions. Upscale shopping centers such as Scottsdale Fashion Square, Biltmore Fashion Park, and Borgata of Scottsdale feature retailers such as Burberry, Gucci, Louis Vuitton and Tiffany & Company. Old Town Merchants Association, with more than 150 shops and restaurants, captures the flair of the Old West with traditional and southwestern merchandise. Scottsdale Pavilions is a shopping center that offers mass retailers such as Target, Home Depot, and Best Buy. El Pedregal Festival and Marketplace has courtyard amphitheater facilities surrounded by boutiques, galleries and restaurants. Native American arts and crafts are available at Chief Dodge Indian Jewelry & Fine Arts, Gilbert Ortega Gallery of Indian Art, and Iverson's Indian Arts.

Scottsdale has an excellent selection of first-class dining establishments among its more than 500 restaurants. Notable among them are Mary Elaine's in The Phoenician resort and the Marquesa Restaurant in the Fairmont Scottsdale Princess, both of which have earned the prestigious AAA Five Diamonds award. Ethnic offerings include Southwestern specialties, Italian, French, Japanese, Chinese, Polynesian, Greek, Thai, Indian, and Continental cuisine. Mesquite grills abound, and Western fare served in cookout or ranch settings is popular.

Visitor Information: Scottsdale Chamber of Commerce, 7343 Scottsdale Mall, Scottsdale, AZ 85251-9800; telephone (480)945-8481; toll-free (800)877-1117

Convention Facilities

El Zaribah Shrine Auditorium is a multiuse facility with a 12,000-square-foot ballroom, eight break-out rooms, and a stage that can be used for banquets, seminars, and trade shows. Many hotels and resorts provide meeting space within the city. Among them are the Phoenician Resort, offering 60,000 square feet; the Hyatt Regency Scottsdale at Gainey Ranch, offering 43,000 square feet; Marriott's Camelback Inn Resort; and Marriott's Mountain Shadows Resort. Rawhide Western Town & Desert Cookouts stages banquets. The Hilton Scottsdale Resort & Villas encompasses more than 16,000 square feet of versatile meeting and conference space. WestWorld is one of the most sought-after equestrian show facilities in the country.

Convention Information: Scottsdale Chamber of Commerce, 7343 Scottsdale Mall, Scottsdale, AZ 85251-4253; telephone (480)945-8481 or (800)877-1117

Transportation

Approaching the City

Phoenix Sky Harbor International Airport, located about 15 miles west of downtown Scottsdale, is served by 23 airlines with direct flights from most cities in the United States and several locations abroad. Scottsdale is served by Greyhound Bus Lines and by the Phoenix Transit System. Interstate-10, and I-17, U.S. 60 and 89, and AZ 87 are near the city.

Traveling in the City

Scottsdale Road is the major north-south thoroughfare through the city. Scottsdale Trolley is a free downtown shuttle for tourists and shoppers in operation from November through May. The Regional Public Transportation Authority operates public transit bus routes throughout Paradise Valley and links to Scottsdale business and residential districts via the wheelchair-accessible ''Scottsdale Connection.''

Communications

Newspapers and Magazines

The *Scottsdale Tribune* is the city's daily newspaper, published in the morning. Other newspapers published in Scottsdale are *Scottsdale Airpark News*, and the weekly *Scottsdale Views,* a community paper. *Scottsdale Times* is a free human interest community newspaper with a humorous slant. Magazines published locally are *944 Magazine, American Indian Art Magazine, Document Management, Exhibitor Times,* and *Frank Lloyd Wright Quarterly.*

Television and Radio

Although Scottsdale does not have any television or radio stations within its borders, television and radio stations do broadcast in Paradise Valley, and cable is available.

Media Information: *Scottsdale Tribune,* Cos Arizona Publications, 7525 E. Camelback Rd., PO Box 1150, Scottsdale, AZ 85252-1150, telephone (480)941-2300

Scottsdale Online

Arizona School Report Cards. Available www2.ade.state.az.us/srcs

City of Scottsdale Economic Vitality Department. Available www.scottsdaleaz.gov/departments/deptDetail.asp?deptID=34

City of Scottsdale Home Page. Available www.scottsdaleaz.gov

Scottsdale Chamber of Commerce. Available www.scottsdalechamber.com

Scottsdale Convention and Visitors Bureau. Available www.scottsdalecvb.com

Scottsdale Public Library. Available www.library.scottsdaleaz.gov

Selected Bibliography

Frondorf, Shirley, *Death of a ''Jewish American Princess:'' The True Story of a Victim on Trial* (New York: Villard Books, 1988)

Tucson

The City in Brief

Founded: 1775 (incorporated, 1853)

Head Official: Mayor Bob Walkup (R) (since 1999)

City Population
1980: 330,537
1990: 415,444
2000: 486,699
2003 estimate: 507,658
Percent change, 1990–2000: 16.7%
U.S. rank in 1990: 34th
U.S. rank in 2000: 37th (State rank: 2nd)

Metropolitan Area Population
1980: 531,000
1990: 667,000
2000: 843,746
Percent change, 1990–2000: 26.5%
U.S. rank in 1990: 62nd
U.S. rank in 2000: 57th

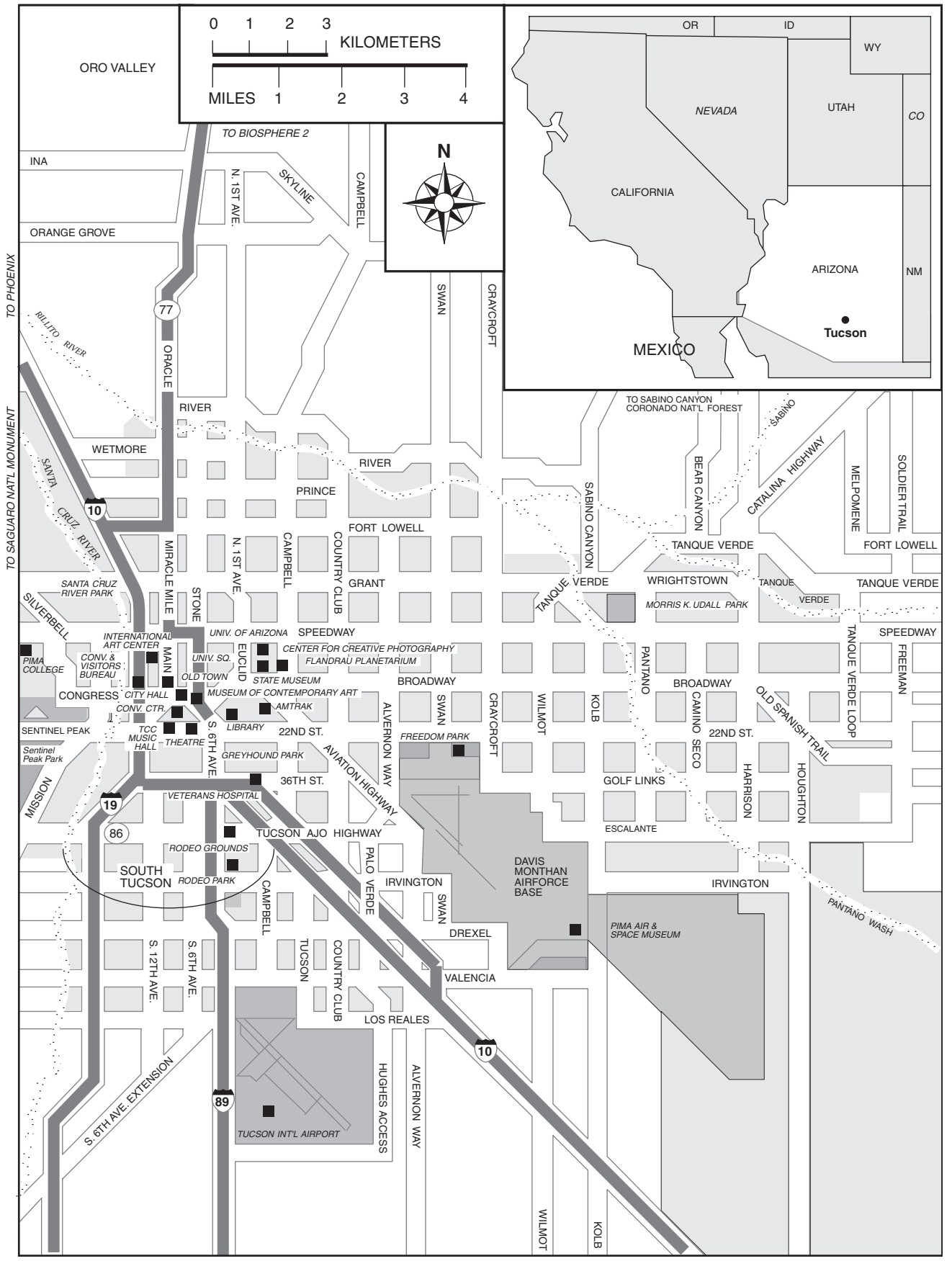
Area: 194.7 square miles (2000)
Elevation: 2,390 feet above sea level
Average Annual Temperature: 68° F
Average Annual Precipitation: 11 inches

Major Economic Sectors: High technology industry, services, tourism, government
Unemployment Rate: 4.1% (January 2005)
Per Capita Income: $16,322 (2000)

2002 FBI Crime Index Total: 50,171

Major Colleges and Universities: University of Arizona, Pima Community College, University of Phoenix

Daily Newspapers: *The Arizona Daily Star; Tucson Citizen*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TO SAGUARO NAT'L MONUMENT
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SANTA CRUZ RIVER
WETMORE
RIVER
PRINCE
FORT LOWELL
GRANT
SPEEDWAY
BROADWAY
22ND ST.
36TH ST.
IRVINGTON
VALENCIA
DREXEL
LOS REALES
TANQUE VERDE
WRIGHTSTOWN
GOLF LINKS
ESCALANTE
SOUTH TUCSON
RODEO GROUNDS
RODEO PARK
GREYHOUND PARK
VETERANS HOSPITAL
TUCSON AJO HIGHWAY
AVIATION HIGHWAY
FREEDOM PARK
DAVIS MONTHAN AIRFORCE BASE
PIMA AIR & SPACE MUSEUM
TUCSON INT'L AIRPORT
S. 6TH AVE. EXTENSION
HUGHES ACCESS
ALVERNON WAY
PANTANO WASH
TO SABINO CANYON
CORONADO NAT'L FOREST
SABINO CANYON
BEAR CANYON
CATALINA HIGHWAY
MELPOMENE
SOLDIER TRAIL
TANQUE VERDE LOOP
FREEMAN
OLD SPANISH TRAIL
CAMINO SECO
HARRISON
HOUGHTON
PANTANO
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KOLB
CRAYCROFT
SWAN
CAMPBELL
COUNTRY CLUB
TUCSON
PALO VERDE
ORACLE
N. 1ST AVE.
SKYLINE
MIRACLE MILE
STONE
EUCLID
MAIN
S. 6TH AVE.
S. 12TH AVE.
INTERNATIONAL ART CENTER
CONV. & VISITORS BUREAU
PIMA COLLEGE
CONGRESS
CITY HALL
CONV. CTR.
SENTINEL PEAK
Sentinel Peak Park
TCC MUSIC HALL
THEATRE
LIBRARY
AMTRAK
MUSEUM OF CONTEMPORARY ART
STATE MUSEUM
OLD TOWN
UNIV. SQ.
UNIV. OF ARIZONA
CENTER FOR CREATIVE PHOTOGRAPHY
FLANDRAU PLANETARIUM
SANTA CRUZ RIVER PARK
MORRIS K. UDALL PARK
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Introduction

Traditionally known for its dry and sunny climate, Tucson is gaining a new reputation for high culture and high technology. With record increases in population, the city has become a Southwest center for opera, theater, ballet, symphony, and visual arts as well as the economic and industrial focal point of an area known as the ''Silicon Desert.'' Consistently pleasant weather and a beautiful desert setting continue to make Tucson a popular tourist attraction. Proud of a multicultural heritage composed of Native American, Spanish, Mexican, and Anglo influences, residents call their hometown ''Old Pueblo,'' a name hearkening back to rough and exciting pioneer days.

Geography and Climate

Tucson is located in southeastern Arizona, 60 miles north of the Mexican border. Established in the valley of the Sonoran Desert, the city is surrounded by the Sierrita and Santa Rita mountain ranges to the south and the Rincon Mountains rising to 7,000 feet above sea level to the east. With more than 300 days of sunshine a year Tucson's climate lends itself to a variety of outdoor activities and enjoyment.

Area: 194.7 square miles (2000)

Elevation: 2,390 feet above sea level

Average Temperatures: January, 39° F; July, 78° F; annual average, 68° F

Average Annual Precipitation: 11 inches

History

Four Governments Claim Tucson Territory

Tucson is an extremely old settlement with a rich layering of history and pre-history. Archaeological excavations have revealed adobe huts, pit houses, and irrigation systems built by the Hohokam tribe who inhabited and farmed the area nearly 2,000 years ago. The Hohokam have since vanished; in fact, their name, meaning ''those who have vanished,'' was given to them by the Pimas, the Native Americans who occupied the site of present- day Tucson when the first white settlers arrived, and after whom Pima County is named. ''Tucson'' is also derived from a Pima word, ''Stjukshon'' or ''Chuk-son,'' meaning ''spring at the foot of a black mountain.''

Since its founding Tucson has operated under four governments: Spain, Mexico, the United States, and the Confederacy. One of the first Spanish visitors was Father Eusebio Francisco Kino, a Jesuit missionary who arrived in 1687. Tucson was officially founded as a Spanish colony less than one hundred years later, in 1775, and the Spanish settlers built the Presidio of San Augistin del Tucson as protection from the Apache. Part of this walled presidio still exists today, and its nickname, ''Old Pueblo,'' is now extended to the city as a whole.

When Mexico won independence from Spain in 1821, Tucson became a Mexican town. In 1853 the United States acquired from Mexico the Gadsden Purchase, a strip of land that included Tucson. Before 1863, when Arizona gained territorial status, Tucson briefly belonged to the Confederacy, then became the capital of the Arizona Territory in 1867.

Tucson played an integral role in the romance of the Old West. The city was the scene of gunfights, brawls, and attacks by Native Americans; neighboring Tombstone was the site of the legendary gunfight at the O.K. Corral. Tucson also participated in the great gold rush when prospectors moved east from California into Arizona. The effects of this migration were lasting, since Tucson became the center of a mining industry that continued unabated into the 1970s.

Healthy Climate Attracts Settlers, Tourists

By the time it became the 48th state in 1912, Arizona was famous for the sunny climate and dry air that made it ideal as a healthful spot where people could visit and settle. In 1920 Tucson became the first city in the nation to have a municipal airport. At the same time, major highways were being built. Tourism became one of Tucson's strongest industries and remains so today. During World War II the city contributed to the war effort when the government established the Davis-Monthan Air Force Base nearby. Tucson has since emerged as a major cultural center and one of the most sophisticated cities in the Southwest.

Today's Tucson is the second largest city in Arizona with more than 840,000 people living in its metropolitan area. Public and private sectors continue to join forces to improve Tucson's standard of living and business environment. With an expanding economy based on high-technology industries, modern Tucson aggressively preserves its multicultural heritage and pioneer spirit.

Historical Information: Arizona Historical Society, Tucson Museum, 949 East Second Street, Tucson, AZ, 85719; telephone (520)628-5774

Population Profile

Metropolitan Area Residents
1980: 531,000
1990: 667,000
2000: 843,746
Percent change, 1990–2000: 26.5%
U.S. rank in 1990: 62nd
U.S. rank in 2000: 57th

City Residents
1980: 330,537
1990: 415,444
2000: 486,699
2003 estimate: 507,658
Percent change, 1990–2000: 16.7%
U.S. rank in 1980: 45th
U.S. rank in 1990: 34th
U.S. rank in 2000: 30th (State rank: 2nd)

Density: 2,500.1 people per square mile (2000)

Racial and ethnic characteristics (1999)
White: 341,424
Black or African American: 21,057
American Indian and Alaskan Native: 11,038
Asian: 11,959
Native Hawaiian and Pacific Islander: 796
Hispanic or Latino (may be of any race): 173,868
Other: 81,988

Percent of residents born in state: 38.2% (2000)

Age characteristics (2000)
Population under 5 years old: 35,201
Population 5 to 9 years old: 34,189
Population 10 to 14 years old: 31,939
Population 15 to 19 years old: 38,170
Population 20 to 24 years old: 47,428
Population 25 to 34 years old: 76,394
Population 35 to 44 years old: 72,289
Population 45 to 54 years old: 57,608
Population 55 to 59 years old: 19,597
Population 60 to 64 years old: 16,056
Population 65 to 74 years old: 29,117
Population 75 to 84 years old: 21,394
Population 85 years and older: 7,317
Median age: 32.1 years

Births (2003)
Total number: 12,799

Deaths (2003)
Total number: 7,719

Money income (1999)
Per capita income: $16,322
Median household income: $30,981
Total households: 209,609

Number of households with income of . . .
less than $10,000: 25,225
$10,000 to $14,999: 16,717
$15,000 to $24,999: 34,714
$25,000 to $34,999: 31,708
$35,000 to $49,999: 33,463
$50,000 to $74,999: 29,487
$75,000 to $99,999: 11,946
$100,000 to $149,999: 6,531
$150,000 to $199,999: 1,713
$200,000 or more: 1,380

Percent of families below poverty level: 13.7% (47.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 50,171

Municipal Government

Tucson, the seat of Pima County, has a council-manager form of government, with a seven-member council that includes the mayor. All are elected to a four-year term.

Head Official: Mayor Bob Walkup (R) (since 1999; current term expires December 2007)

Total Number of City Employees: 5,933 (2002)

City Information: City of Tucson, PO Box 27210, Tucson, AZ 85726-7210; telephone (520)791-4533

Economy

Major Industries and Commercial Activity

Copper mining has traditionally been a vital part of the city's economy; in 1976, for instance, one of every twenty Tucson residents was a copper miner. Seven years later, a combination of foreign competition and depressed copper prices forced a dramatic downturn in mining industries nationwide, with the result that only four-tenths of a percent of the working population was employed in mining by the mid 1980s. The early 1990s saw an upturn in the mining industry again. In Arizona the mining industry continues to contrib-

ute to the economy, although locally and globally the industry has shown signs recently indicating a slowdown.

At the time of the mining crisis, Tucson and southern Arizona looked to economic diversity. In the 1980s the area experienced economic growth from Davis-Monthan Air Force Base with more than 9,200 employees and the University of Arizona with more than 11,000 employees as well as growth in the high-tech and service industries, particularly in banking.

Today the Tucson economy is based on the arts, tourism, manufacturing and high-tech industries. Unique because of Tucson's relatively small size is the fact that a ballet, symphony, live theater, and opera call Tucson home. Tucson's dependably dry and sunny climate assures continuing growth in tourism, an industry that employs about 1 in 10 workers in the metropolitan area labor force and brings in well over 1.5 billion dollars annually. Manufacturing activity has doubled in the last 10 years and includes such companies as AlliedSignal, Weiser Lock, 3M, Burr-Brown, Environmental Air Products, Inc., Krueger Industries, Inc., and Raytheon Missile Systems Company. Marked changes have come about elsewhere in Tucson's economic base, however, with copper mining being most deeply affected.

Tucson has actively promoted expansion in the high-technology industry. The Milkin Institute ranked Tucson the seventh Best Performing City out of 200 Metropolitan Areas in large part because of job growth in the high-tech arena. More than 300 local companies are directly involved in information technology. Other growing high-technology areas are bioindustry, aerospace, environmental technology, plastics and advanced composite materials, and teleservices. It is hoped that these industries will continue to be a catalyst, drawing companies to Tucson.

Another factor in the renewed strength of Tucson's economic base is the building or relocation of major corporations in the area. Industry leaders include Raytheon Missile Systems, IBM, Honeywell, Texas Instruments, Intuit, America Online, and Bombardier Aerospace.

Tucson has become more involved in international trade and has developed close partnerships with Mexico. One development asset in Tucson is the city's proximity to the Mexican border. The city actively encourages the growth of twin-plant or ''maquiladora'' industries locating part of their operations in Tucson. Increased expansion is predicted in the manufacture of electronics, aerospace, and computer component products.

Items and goods produced: aircraft and aircraft parts, electronic equipment, steel castings and fabrications, flour, boxes, agricultural chemicals, aluminum products, radios, mobile homes, air conditioning machinery, creamery products, beer, liquor, saddles and leather goods, apparel, native American and Mexican novelties

Incentive Programs—New and Existing Companies

Local programs—The Greater Tucson Economic Council's foundation is based on an industry cluster concept. The cluster concept attracts and empowers new businesses by promoting collaboration, enhancing research and production capabilities, and creating more powerful advocacy for common needs. The six business clusters include: aerospace, life sciences, environmental technology, information technology, optics, and advanced materials. The Tucson Metropolitan Chamber of Commerce works to promote a favorable business atmosphere conducive to attracting, sustaining, and expanding industrial and service sector employers. Its Economic Development Division provides information, counseling, training, and other services. The University of Arizona, one of the top research universities in the country, plays an active role in attracting businesses and encouraging the entrepreneurial spirit in Tucson.

State programs—Arizona is a pro-business state. It levies no unitary tax, no inventory tax, no franchise tax, no municipal income tax, and no sales tax on direct sales to the state or federal government. It has developed targeted incentives to encourage the recruitment of desirable new businesses and to encourage the growth of existing businesses. Innovative programs designed to encourage job growth include the Workforce Development and Job Training Progam, Enterprise Zones, Foreign Trade Zones, and Research and Development tax credits.

Job training programs—A work force recruitment and job training program is administered by the state and provides training and retraining for specific employment opportunities with new and expanding businesses and businesses undergoing economic conversion.

Development Projects

More than 900 million dollars of investment and tax dollars is funding The Downtown Rio Nuevo project which will add new attractions, shopping, restaurants, infrastructure, office space and residential housing in downtown Tucson. More than 1,100 housing projects are planned or under construction. Other new developments will include parking garages, streetscapes, and enhancements to arts districts and museums.

Economic Development Information: Tucson Metropolitan Chamber of Commerce, 465 West St. Mary's Road, PO Box 991, Tucson, AZ 85702; telephone (520)792-1212; fax (520)882-5704. Greater Tucson Economic Council, 33 N Stone, Ste 800, Tucson, AZ 85701; telephone (800)374-4769

Commercial Shipping

Tucson is linked to national and worldwide markets via Tucson International Airport, which receives service from major air cargo carriers. The Union Pacific railroad provides freight service; 39 motor freight carriers ship goods through facilities in Tucson.

Labor Force and Employment Outlook

Tucson attracts 18,000 to 20,000 new residents each year and offers a work force from which employers can draw relatively young and productive workers. Tucson has committed itself, through its educational institutions, to train and retrain potential employees. About 83 percent of residents have completed high school and 27 percent have 4 or more years of college education; 63 percent (age 16 and over) are in the labor force.

The following is a summary of data regarding the Tucson metropolitan area labor force, 2004 annual averages

Size of non-agricultural labor force: 359,100

Number of workers employed in . . .
natural resources and mining: 1,300
construction: 23,900
manufacturing: 28,300
transportation and utilities: 58,000
information: 7,500
financial activities: 16,600
professional and business services: 42,200
educational and health services: 47,700
leisure and hospitality: 38,800
other services: 14,700
government: 79,500

Average hourly earnings of workers employed in manufacturing: $14.53

Unemployment rate: 4.1% (January 2005)

Largest private employers	*Number of employees*
Raytheon Missile Systems	10,200
Phelps Dodge	3,783
Carondelet Health Care	3,328
Fry's Food and Drug	3,000
TMC Health Care	2,350
Asarco	2,700

Cost of Living

According to the Metropolitan Tucson Chamber of Commerce, in 2004 the median sales price for a single family unit was $128,900. Average size for these units was 2,798 square feet. The average apartment rental rate for a two-bedroom unit was $707.00.

The following is a summary of data regarding key cost of living factors for the Tucson area.

2004 (3rd Quarter) ACCRA Average House Price: $254,751

2004 (3rd Quarter) ACCRA Cost of Living Index: 99.2 (U.S. average = 100.0)

State income tax rate: Ranges from 2.87% to 5.04%

State sales tax rate: 5.6% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 2.0% (real estate, groceries, and prescriptions are exempt)

Average property tax rate: $17.00 per $100 of assessed valuation (2003); rate is assessed at 25% of fair market value of a home.

Economic Information: Tucson Metropolitan Chamber of Commerce, 465 West St. Mary's Road, PO Box 991, Tucson, AZ 85701; telephone (520)792-1212; fax (520)882-5704; email info@tucsonchamber.org. Pima County Treasurer, telephone (520)740-8344

Education and Research

Elementary and Secondary Schools

Pima County has 17 school districts, of which Tucson Unified School District is the largest, with an enrollment approaching 61,000 students. All districts focus on building basic skills. Gifted, honors, advance placement, English-as-a-Second-Language, computer literacy, special education, extended school year, sports, music, theater, arts, and homebound programs are among the special offerings. Vocational and business programs prepare students for entry into a job or further occupational education. Tucson's Canyon View Elementary School received Arizona's A+ Award for education in 2003.

The following is a summary of data regarding the Tucson Unified School District as of the 1999– 2000 school year.

Total enrollment: approximately 61,000

Number of facilities
elementary schools: 73
junior high schools: 19
senior high schools: 10
other: 11 alternative programs

Student/teacher ratio: 29:1

Teacher salaries (2002–2003)
minimum: $28,872
maximum: $53,494

Funding per pupil: $3,426.00 (2002–2003)

Thirty-five self-regulating and parochial schools operate in Pima County. These range from boarding schools offering a college preparatory curriculum to schools that provide basic education with religious instruction. Tucson is also home to the Arizona School for the Deaf and Blind.

Public Schools Information: Arizona Department of Education, 1535 W. Jefferson Street, Phoenix, AZ 85007; telephone (602)542-5393; hotline (800)352-4558

Colleges and Universities

Institutions of higher learning located in Tucson include the University of Arizona, Pima Community College, Tucson College of Business, and the University of Phoenix (Tucson). The University of Arizona has 150 undergraduate, 200 master's doctoral and specialist programs in 18 colleges and 12 schools. Pima Community College consists of 5 campuses in southern Arizona offering on campus, alternative-style and online courses.

Libraries and Research Centers

The Tucson-Pima Library has 21 locations. The system's collection consists of more than 1.2 million volumes, nearly 200,000 book titles, and more than 4,000 periodical subscriptions, plus records, films, and videotapes. A special collection focuses on Southwestern literature for children. Voters approved a $12.6 million bond issue in May 2004 to upgrade the library's branch facilities.

The University of Arizona Library holds more than 5 million volumes and nearly 27,000 serials and collections that include photography, science-engineering, Japanese and Chinese studies and Southwestern Americana. Also located in the city are a number of specialized scientific libraries associated with high-technology industries.

Biosphere 2, located 30 miles northeast of Tucson, was formerly the site of research into global climate change by Columbia University's Lamont-Doherty Earth Observatory. Tours of the inside and outside of the glass-and-steel geodesic structure are available. Research activities in such fields as architecture, engineering, astronomy, geology, geochemistry, minerals and mining, agriculture, fish and wildlife, arid lands and water, biotechnology, immunology, gerontology, sleep disorders, anthropology, Southwestern culture, and international studies are conducted at centers in the Tucson area.

Public Library Information: Tucson-Pima Public Library, 101 North Stone Avenue, Tucson, AZ 85701; telephone (520)791-4391; Infoline, telephone (520)791-4010

Health Care

Tucson has long had a reputation for its healthful climate. For the past century its warm, dry air has attracted people suffering from such respiratory illnesses as asthma and tuberculosis. The city continues to attract wealthy residents from across Mexico's border who travel to Tucson for health care.

Tucson's medical community includes about 15 hospitals with 1,700 beds and more than 300 health care agencies; 1,750 physicians serve the area. The University Medical Center, the teaching hospital of the University of Arizona (with the state's only medical school), specializes in the research of respiratory illness, cancer, and heart disease. Providing health care to residents throughout southern Arizona, Tucson Medical Center houses Southern Arizona's Level One Trauma Center. The 60-bed Tucson Heart Hospital offers inpatient and outpatient cardiovascular and cardiology services. Tucson also offers internationally known health and spa retreats and alternative health care centers.

Health Care Information: Pima County Medical Society, physician referral service, 5199 Farness Drive, Tucson, AZ 85712; telephone (520)795-7985

Recreation

Sightseeing

The variety of things to do and see in Tucson extends from the heart of the city to the surrounding area. Three historic districts—El Presidio, Armory Park, and Barrio Historico—provide convenient focal points for a walking tour of downtown Tucson. Around El Presidio, the old adobe wall that was part of the original town, are clustered other historic structures, among them restored homes of the city's early settlers and political leaders, as well as an artisans' marketplace housed in an adobe.

Located in the Barrio Historico district, El Tiradito—the ''Wishing Shrine''—is one of the nation's genuine folk shrines. A few blocks away, at the edge of the Armory Park district, is the site of the printing office of a Spanish-language newspaper founded in 1878. Other popular attrac-

tions in the city include Tucson's world famous zoo, situated in Gene C. Reid Park, and the Tucson Botanic Gardens.

The ideal way to view the landscape surrounding Tucson is to take a leisurely driving tour that winds through miles of scenic Sonora desert, the only place where Saguaro cactus grows, ending at Mt. Lemmon. Covered with stands of aspen, Ponderosa pine, and Douglas fir, Mt. Lemmon offers vistas of the desert.

Other interesting excursions include Colossal Cave, one of the largest caves in the world, and Sabino Canyon, in nearby Colorado National Forest. Kartchner Caverns State Park, home of the world's largest living cave offers guided cave tours, hikes, and group use areas. Popular visitor attractions are Old Tucson, a western theme park and the site of a television and movie set, and Mission San Xavier del Bac, called the ''White Dove of the Desert'' because of its striking appearance from a distance.

Arts and Culture

Tucson is the ''arts mecca'' of the American Southwest, offering a wealth of cultural activities: theater, opera, ballet, and symphony, as well as galleries and museums. The Tucson Arts District Partnership lies in the heart of downtown Tucson and includes the Tucson Music Hall, the Tucson Community Center, and the Temple of Music and Art. Tucson's Arizona Theatre Company, the leading professional theater company in the state, has received national recognition, including grants and citations from the Ford Foundation, the National Endowment of the Arts, and the White House Committee on the Arts. Its productions range from the classics to recent Broadway hits during a September-to-April season at the Temple of Music and Art. Off-Broadway shows and musicals are the forte of the Invisible Theatre, while a.k.a. Theatre presents experimental and modern works.

The award-winning Tucson Symphony offers a nine-month season of classical music at the Tucson Music Hall. The Arizona Opera makes Tucson its home, performing a standard repertoire along with less-frequently performed works. Dance lovers can see performances of Ballet Arizona, which is based in Tucson. The Gaslight Theatre presents old-fashioned melodrama. The ''UApresents'' series at the University of Arizona Centennial Hall brings performances and groups like Oliver, the American Virtuosi Baroque Theater and Moscow Philharmonic Orchestra to delight audiences.

Tucson is home to several museums and galleries. The Arizona State Museum, specializing in the archaeology and ethnology of Arizona, is noted for having one of the most comprehensive southwestern archaeology collections in existence. The Arizona Historical Society houses a museum, research library, and Arizona mining exhibit; the society also administers Fort Lowell Museum and Sosa-Carrillo-Frèmont House. Featuring military equipment, the Fort Lowell Museum is an 1865 reconstruction of the home of the fort's commanding officer. The Sosa-Carillo-Frèmont House, built around 1858, is one of the oldest adobe houses in Tucson and is furnished in original period pieces. Exhibits such as dinosaur canyon, an ocean discovery center and unique arts for kids can be found at the Tucson Children's Museum. The Pima Air and Space Museum features more than 75 acres of different kinds of military and civilian aircraft.

Arizona-Sonora Desert Museum, 14 miles west of downtown, is one of southern Arizona's most popular attractions. It exhibits hundreds of native plants and animals in their natural habitats. The Flandrau Science Center and Planetarium, on the campus of the University of Arizona, presents exhibits pertaining to optical science, astronomy, and space exploration, many of them encouraging visitor experimentation. For those interested in astronomy, the 56-mile trip to Kitt Peak National Observatory to gaze through one of the telescopes in the world's largest collection of optical solar telescopes is well worth the drive. The Tucson Museum of Art specializes in crafts, textiles, furnishings, and fine arts, including pre-Columbian and western American pieces. The University of Arizona Center for Creative Photography offers permanent and changing exhibitions of photographs and is home to 60,000 works by 2,000 photographers such as Ansel Adams, Richard Avedon, and Edward Weston. Tucson boasts an active community of artists and artisans. Local commercial galleries show their work, which includes paintings, jewelry, and pottery.

Arts and Culture Information: Tucson Museum of Art and Historic Block, telephone (520)624-2333; Tucson-Pima Arts Council, 10 E. Broadway Rd., Tucson, AZ 85701; telephone (520)624-0595; email info@tucsonpimaarts council.org

Festivals and Holidays

Tucson celebrates its history and multicultural heritage with a variety of activities throughout the year. Mid-winter's La Fiesta de los Vaqueros features riding and roping events. Beginning in March, the six-week Tucson Festival features events that showcase the city's unique culture. Also in March the Annual Wa:k Pow Wow Conference brings together southwestern tribes who present inter-tribal pow wow songs and dances. The month of April offers the Tucson International Conference featuring a full week of culture, music and dancing. In May Tucson's Mexican-American community commemorates Mexico's victory against France with the four-day Cinco de Mayo Festival. Tucson's patron saint is honored in the Fiesta de San Augustin in August, and in September the Hispanic community celebrates Mexico's independence from Spain. El Nacimiento, on the grounds of the Tucson Museum of Art, ushers in the Christmas holiday season with displays of folk art. It is followed by Fiesta Navidad, a Mexican mariachi Christmas celebration.

Tucson is the site of other events of interest to both residents and visitors. For several weeks in the winter colored stones, gems and beads are on show at various locations in the city. The Fourth Avenue Street Fair is held twice each year, usually in March and December.

Sports for the Spectator

Although Tucson does not field any teams in the major leagues, there is plenty of action for sports fans. Tucson is home to the University of Arizona Wildcats teams, which compete in Pacific Athletic Conference (PAC-10) basketball and football. The University of Arizona Icecats play hockey at Tucson Convention Center.

Fans of amateur and professional baseball can enjoy a full schedule. Hi Corbett Field is the spring training site for the Colorado Rockies of the National League, and the Tucson Sidewinders, AAA affiliate of the Arizona Diamondbacks, play a full schedule of summer baseball at Corbett Field. Tucson Electric Park is the site where the Arizona Diamondbacks and the Chicago White Sox have spring training. Greyhound races are held year-round at Tucson Greyhound Park. Stock car races are on view at Tucson Raceway Park, the only asphalt short track in Arizona.

Golf is very popular in Tucson, and major annual events include the Chrysler Classic of Tucson golf championship in February. Ranked by *Bicycling* magazine as one of the nation's top three cities for cycling, Tucson hosts the prestigious El Tour de Tucson cycling event each fall, as well as many tennis tournaments.

Sports for the Participant

Tucson's warm, sunny climate offers the outdoor sports enthusiast weather that rarely disrupts planned activities. The city of Tucson maintains 125 parks with jogging tracks, bike paths, and riding trails, 26 swimming pools, 5 municipal golf courses and 3 tennis centers. Swimming, boating, and fishing can be enjoyed in public and private pools and lakes. More than 4,500 participants run or walk in the Tucson Marathon, half marathon or 5k each December. Surrounding mountain ranges offer a variety of recreational opportunities. Mount Lemmon ski area receives an average of 175 inches and offers 3 months of skiing each year. In keeping with Tucson's western traditions, local ranches offer horseback riding; and for those who want to step back into the past, there are even opportunities to pan for gold or participate in a cattle drive.

Shopping and Dining

Shopping for necessities or for pleasure can be equally rewarding in Tucson at neighborhood retail centers, regional malls, shopping plazas, and numerous shops and boutiques conveniently located throughout the area. Downtown's Fourth Avenue historic shopping and arts district is a popular destination, with its more than 100 galleries and unusual shops. Many shops specialize in indigenous goods and crafts such as Mexican handicrafts and decorative items, Indian kachina dolls, baskets, pottery, and moccasins. Traditional western clothing, boots, and other leather goods are also available in Tucson.

The city's restaurants are famous for Southwestern cuisine. Local specialties include carne seca, beef that has been marinated in lime and cilantro then sun-dried; cinnamon chicken; black bean hummus; and prickly pear cactus. Diners can find a wide diversity of other ethnic fare, ranging from Greek to Thai, as well as traditional American food.

Visitor Information: Metropolitan Tucson Convention and Visitors Bureau, 100 S. Church Ave., Tucson, AZ 85701; telephone (520)624-1817; email info@visittucson.org

Convention Facilities

With an expanded convention center and with additional meeting facilities available in many of the more than 200 hotels and resorts, Tucson is emerging as a primary convention and meeting destination in the Southwest. Besides a consistently warm climate and a wealth of leisure activities, Tucson offers more than 16,000 hotel rooms in the metropolitan area.

To keep pace with hotel and resort developments that have gained for Tucson a reputation as an ideal setting for large and small group functions, the Tucson Convention Center offers flexible facilities for all types of meeting and convention needs. The center offers 205,000 square feet of meeting space and 3 exhibition halls as well as a music hall, arena, small auditorium and 8 meeting rooms for groups of 50 to 1,000 people. A spacious foyer and galleria are designed to accommodate pre-function activities.

Convention Information: Metropolitan Tucson Convention and Visitors Bureau, 100 South Church Ave., Tucson, AZ 85701; telephone (520)624-1817; fax (520) 884-7804; email greatmeetings@visittucson.org.

Transportation

Approaching the City

Visitors arriving in Tucson by plane are greeted by the recently expanded Tucson International Airport, located a few miles south of the city. In January 2005 the airport completed

a terminal expansion project allowing TIA to handle 7 million passengers in ticketing and baggage claim. A comprehensive master plan provides for even more development over 20 years to accommodate the area's rapidly growing needs and will include a runway relocation, additional runway, expanded passenger areas and terminal complex, as well as additional cargo, corporate and support facilities. Served by 12 major airlines, Tucson International provides daily flights to cities in the United States, Mexico, and abroad.

Principal highway routes into the city are Interstate 10, which runs between Los Angeles and El Paso and passes through downtown on a northwest-southeast axis, and Interstate 19, which originates at the Mexican border and merges with Interstate 10 in Tucson. Amtrak provides train service and Greyhound Trailways provides bus service.

Traveling in the City

Tucson, located in a narrow, elliptical valley, is laid out in a grid pattern. The city is essentially serviced by surface roads, which can be congested during rush hours. Some major cross-town roads may suddenly dead end, necessitating a switch to a roundabout route. Numbered streets south of Speedway Boulevard run east-west, and numbered avenues west of Euclid Avenue run north-south. Residential and commercial pockets are scattered throughout the city, which can cause confusion. Drivers should be aware that during rush hours, the center or left-turn lane on major east-west thoroughfares becomes a one-way traffic lane.

Tucson's public mass transit system, operated by Sun Tran Transit, provides service for 60,000 riders each day to major points within the city and the surrounding area, including the airport. Arizona has deregulated the ground transportation industry so that cab fare in Tucson is negotiable. The Old Pueblo Historic Trolley runs between the Fourth Ave Business District and the University of Arizona campus. Future expansion of the trolley will bring the line downtown to the Tucson Convention Center and the Rio Nuevo Development Area.

Communications

Newspapers and Magazines

Tucson readers choose from among three daily newspapers: *The Arizona Daily Star* (every morning), the *Tucson Citizen* (Monday through Saturday evenings), and the business paper, the *Daily Territorial. Desert Airman* is a weekly newspaper for military personnel at Davis-Monthan U.S. Air Force Base. Magazines published in Tucson include *Tucson Weekly,* which contains information about the arts and area news, *Tucson Guide Quarterly,* which publishes *Tucson Official Visitor's Guide* and *Tucson Lifestyle Monthly Magazine.* Several scholarly journals are also published in Tucson.

Television and Radio

Tucson's eight television stations include five network affiliates, two public stations, and one independent; a cable system is also available. Twenty AM and FM radio stations broadcast from Tucson, which also receives programming from neighboring communities.

Media Information: *The Arizona Daily Star* and *Tucson Citizen,* TNI Partners, PO Box 26767, Tucson, AZ 85726-6767; telephone (520)573-4400.

Tucson Online

The Arizona Daily Star home page. Available www.azstarnet.com

Arizona School Report Cards home page. Available www.ade.az.gov/srcs/main.asp

City of Tucson home page. Available www.ci.tucson.az.us

Greater Tucson Economic Council home page. Available www.futurewest.com

Metropolitan Tucson Convention & Visitors Bureau home page. Available at www.visittucson.org

Tucson Citizen home page. Available www.tucsoncitizen.com

Tucson Metropolitan Chamber of Commerce home page. Available at www.tucsonchamber.org

Tucson-Pima Library home page. Available www.lib.ci.tucson.az.us

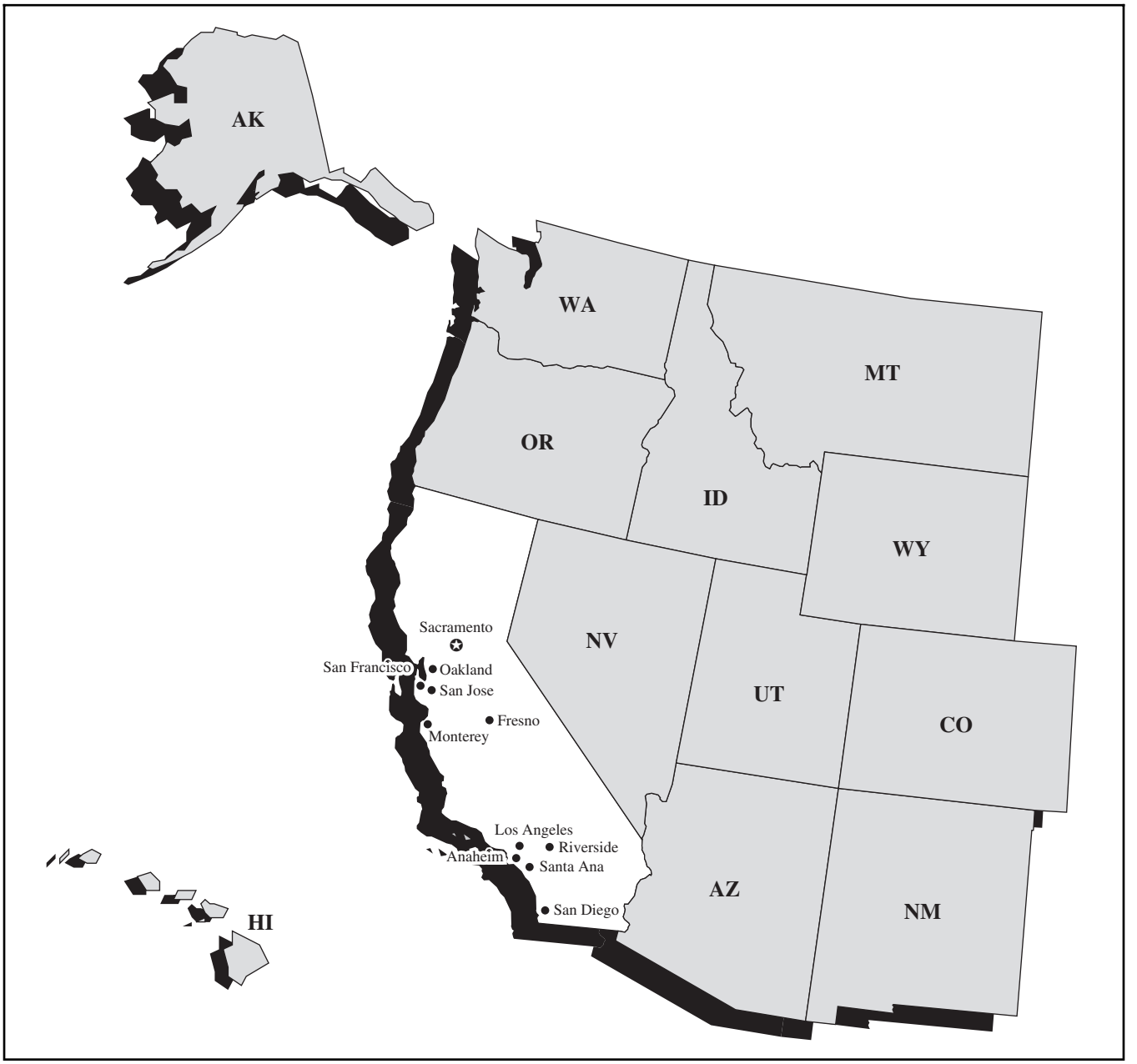
Selected Bibliography

Griffith, James S., *Hecho a Mano: The Traditional Arts of Tucson's Mexican American Community* (Tucson: University of Arizona Press, 2000)

Hait, Pam, *Shifra Stein's Day Trips from Greater Phoenix, Tucson, and Flagstaff* (Charlotte, NC: East Woods Press, 1986)

CALIFORNIA

Anaheim 105
Fresno 117
Los Angeles 127
Monterey 141
Oakland 155
Riverside 167
Sacramento 179
San Diego 191
San Francisco 205
San Jose 219
Santa Ana 229



The State in Brief

Nickname: Golden State
Motto: *Eureka* (I have found it)

Flower: Golden poppy
Bird: California valley quail

Area: 163,695 square miles (2000; U.S. rank: 3rd)
Elevation: Ranges from 282 feet below sea level to 14,494 feet above sea level
Climate: Extremely varied, with zones ranging from subtropical to subarctic, but in the main two seasons—wet from October to April, dry from May to September

Admitted to Union: September 9, 1850
Capital: Sacramento
Head Official: Governor Arnold Schwarzenegger (R) (until 2007)

Population
- **1980:** 23,668,000
- **1990:** 30,380,000
- **2000:** 33,871,653
- **2004 estimate:** 35,893,799
- **Percent change, 1990–2000:** 13.8%
- **U.S. rank in 2004:** 1st
- **Percent of residents born in state:** 50.2% (2000)
- **Density:** 217.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 1,384,872

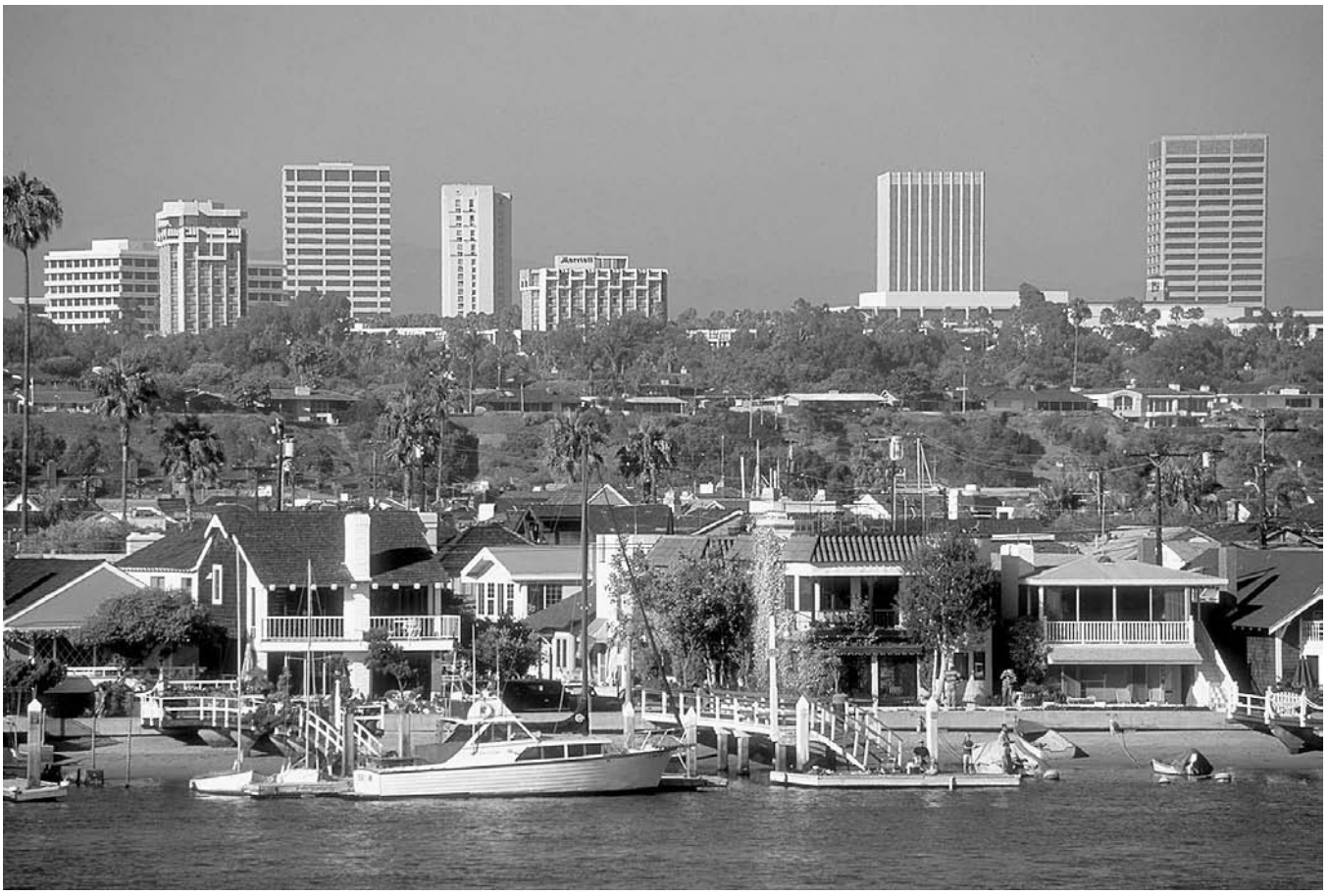
Racial and Ethnic Characteristics (2000)
- **White:** 20,170,059
- **Black or African American:** 2,263,882
- **American Indian and Alaska Native:** 333,346
- **Asian:** 3,697,513
- **Native Hawaiian and Pacific Islander:** 116,961
- **Hispanic or Latino (may be of any race):** 10,966,556
- **Other:** 5,682,241

Age Characteristics (2000)
- **Population under 5 years old:** 2,486,981
- **Population 5 to 19 years old:** 7,747,590
- **Percent of population 65 years and over:** 10.6%
- **Median age:** 33.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 541,046
- **Total number of deaths (2003):** 219,487 (infant deaths, 2,560)
- **AIDS cases reported through 2003:** 55,750

Economy
- **Major industries:** Agriculture, manufacturing (transportation equipment, electronics, machinery), biotechnology, aerospace, tourism
- **Unemployment rate:** 5.8% (January 2005)
- **Per capita income:** $33,403 (2003; U.S. rank: 11th)
- **Median household income:** $48,979 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 12.9% (3-year average, 2001-2003)
- **Income tax rate:** ranges from 1.0% to 9.3%
- **Sales tax rate:** 7.25% (food and prescription drugs are exempt)

Anaheim



The City in Brief

Founded: 1857 (incorporated, 1876)

Head Official: Mayor Curt Pringle (since 2002)

City Population
1980: 219,494
1990: 266,406
2000: 328,014
2003 estimate: 332,361
Percent change, 1990–2000: 23.1%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 59th (State rank: 10th)
U.S. rank in 2000: 64th (State rank: 10th)

Metropolitan Area Population (PMSA)
1980: 1,933,000
1990: 2,411,000
2000: 2,846,289
Percent change, 1990–2000: 18.1%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

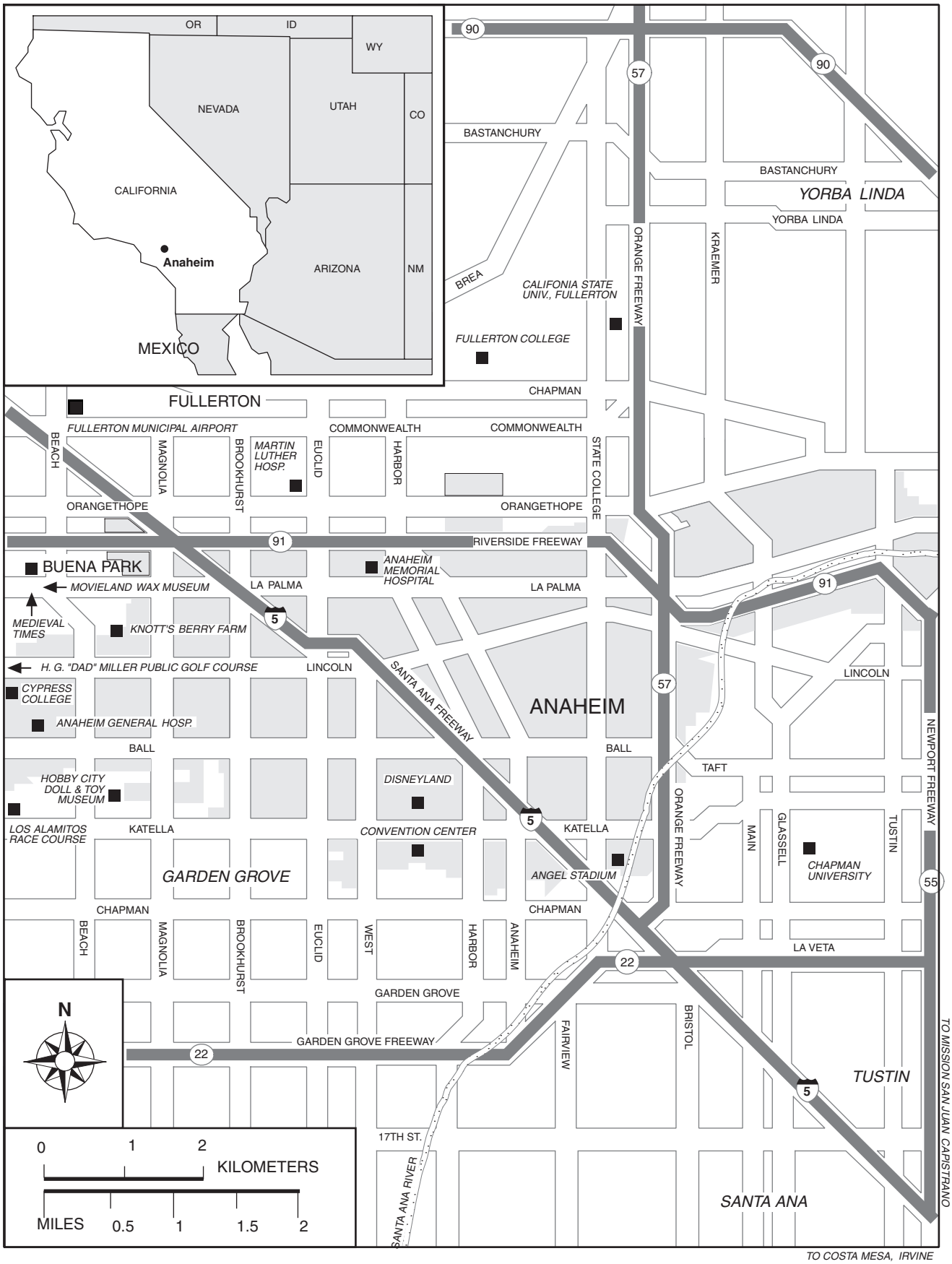
Area: 48.9 square miles (2000)
Elevation: 137 feet above sea level
Average Annual Temperature: 70.0° F
Average Annual Precipitation: 11.0 inches

Major Economic Sectors: Services, trade, manufacturing
Unemployment Rate: 4.1% (January 2005)
Per Capita Income: $18,266 (1999)

2002 FBI Crime Index Total: 12,198

Major Colleges and Universities: None

Daily Newspaper: *Orange County Register*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KRAEMER
BREA
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FULLERTON COLLEGE
CHAPMAN
FULLERTON
FULLERTON MUNICIPAL AIRPORT
COMMONWEALTH
BEACH
MAGNOLIA
BROOKHURST
MARTIN LUTHER HOSP.
EUCLID
HARBOR
STATE COLLEGE
ORANGETHOPE
91
RIVERSIDE FREEWAY
BUENA PARK
ANAHEIM MEMORIAL HOSPITAL
MOVIELAND WAX MUSEUM
LA PALMA
MEDIEVAL TIMES
KNOTT'S BERRY FARM
5
H. G. "DAD" MILLER PUBLIC GOLF COURSE
LINCOLN
SANTA ANA FREEWAY
CYPRESS COLLEGE
ANAHEIM GENERAL HOSP.
ANAHEIM
BALL
HOBBY CITY DOLL & TOY MUSEUM
DISNEYLAND
TAFT
LOS ALAMITOS RACE COURSE
KATELLA
CONVENTION CENTER
GARDEN GROVE
ANGEL STADIUM
MAIN
GLASSELL
TUSTIN
CHAPMAN UNIVERSITY
NEWPORT FREEWAY
55
WEST
ANAHEIM
LA VETA
22
GARDEN GROVE FREEWAY
FAIRVIEW
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Introduction

Contrary to popular notion, Anaheim is not a suburb of Los Angeles, but rather is the largest and wealthiest (with more than $1 billion in assets) of the 34 cities that comprise Orange County, and one of the fastest growing cities in California. A major entertainment mecca, Anaheim is one of the top convention sites and vacation destinations in the United States, with nearly 20,000 hotel rooms. Major attractions in or near Anaheim range from Disneyland, Knott's Berry Farm, and the Movieland Wax Museum to Medieval Times, San Juan Capistrano Mission, and the Anaheim Convention Center, the centerpiece of the city. In 2001, Anaheim completed a transformation of epic proportions, with a $5 billion renovation of its resort areas. In 2004 Orange County, which has more than 42 miles of coastline and beaches and is comprised of the well-known towns Huntington Beach, Newport Beach, and Laguna Beach, had 43.6 million visitors.

Geography and Climate

Anaheim is located approximately 27 miles south of downtown Los Angeles, 31 miles southeast of the Los Angeles International Airport, and 13 miles from the Pacific coast. The Santa Ana Mountains lie to Anaheim's east. Industrial and commercial areas along with a majority of the residential sections are relatively flat. The newer residential areas are in rolling terrain in the foothills of the Santa Ana Mountains. Anaheim's average temperature is 70 degrees. Summers are moderate to hot with cool evenings, and winters are mild with very little rain. In fact, there are only 38 days each year with even a one one-hundredth inch sprinkle.

Area: 48.9 square miles (2000)

Elevation: 137 feet above sea level

Average Temperatures: January, 57.0° F; July, 74.0° F; annual average, 70.0° F

Average Annual Precipitation: 11.0 inches

History

City Settled By German Winemakers

Anaheim was founded in 1857 by a group of German settlers who gave it the German name meaning ''home by the river.'' The settlers were part of a group who first came to the United States during the German Revolution of 1848 and settled in San Francisco. Fifty members of that German community decided to move south when they learned about an abundance of cheap land that was once part of a Spanish land grant. The German colonists purchased the 1,165 acres of coastal plains for $2 an acre. Two of the Germans had a wine-making business. Attracted by the area's moderate climate, the settlers decided to make wine production the region's economic foundation. A civil engineer named George Hansen was hired to plan a carefully thought-out community with fences to protect the planned vineyards from roaming cattle. To allow future growth, specific parcels were set aside for construction of a school and other public buildings.

With the introduction of irrigation, Anaheim remained a prosperous wine producing region until the 1880s. During the period of 1860 to 1885, Anaheim wineries produced more than 1.25 million gallons of wine annually. In the 1880s, a blight completely wiped out the vineyards, destroying a thriving business. The orange and citrus industry was then developed and prospered, as did the city of Anaheim. The Southern California Fruit Growers Exchange, which was later renamed Sunkist, was organized in 1893.

Disneyland Displaces Agriculture as Major Industry

The railroad had a positive effect on the city's development. Railroad service was provided by the Southern Pacific Railway, which established itself in the city in 1875. The Santa Fe Railroad followed soon after. The coming of the railroads permitted the city to expand to include other markets. Businesses prospered and the population grew.

Despite earlier failed attempts to become independent of the city of Los Angeles, Orange County was formed in 1889. Beginning in the late 1920s the city underwent rapid industrial development. A huge flood in 1938 caused the creation of a program to control the Santa Ana River, and the Prado Dam was built upstream to regulate the flow of the sometimes violent waterway.

Agriculture remained the principal industry of the city until the mid 1950s, when the legendary Walt Disney chose Anaheim as the site for construction of his world-famous Disneyland amusement park. Millions of people each year are drawn to the area to enjoy this wonderful fantasy world.

The growth of Anaheim as a recreational attraction increased in the 1960s with the opening of Anaheim Stadium—current home of the Los Angeles Angels of Anaheim baseball team and now called Angel Stadium of Anaheim. In 1967 the Anaheim Convention Center was opened. In December 2000, the center was expanded by 40 percent; its 815,000 square feet of exhibit space makes it the largest exhibit facility on the West Coast.

Today Anaheim/Orange County is one of the fastest growing areas in California. The city is a mix of business, residential, and resort interests.

Population Profile

Metropolitan Area Residents (Orange County PMSA)
1980: 1,933,000
1990: 2,410,668
2000: 2,846,289
Percent change, 1990–2000: 18.1%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

City Residents
1980: 219,494
1990: 266,406
2000: 328,014
2003 estimate: 332,361
Percent change, 1990–2000: 23.1%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 59th (State rank: 10th)
U.S. rank in 2000: 64th (State rank: 10th)

Density: 6,702.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 179,627
Black or African American: 8,735
American Indian and Alaska Native: 3,041
Asian: 39,311
Native Hawaiian and Pacific Islander: 1,393
Hispanic or Latino (may be of any race): 153,374
Other: 95,907

Percent of residents born in state: 44.4% (2000)

Age characteristics (2000)
Population under 5 years old: 30,206
Population 5 to 9 years old: 30,282
Population 10 to 14 years old: 24,837
Population 15 to 19 years old: 22,959
Population 20 to 24 years old: 25,020
Population 25 to 34 years old: 58,417
Population 35 to 44 years old: 51,578
Population 45 to 54 years old: 36,063
Population 55 to 59 years old: 12,436
Population 60 to 64 years old: 9,443
Population 65 to 74 years old: 14,383
Population 75 to 84 years old: 9,177
Population 85 years and older: 3,213
Median age: 30.3 years

Births (Orange County; 2002)
Total number: 44,796

Deaths (Orange County; 2002)
Total number: 16,789 (of which, 216 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,266
Median household income: $47,122
Total households: 96,902

Number of households with income of . . .
less than $10,000: 5,769
$10,000 to $14,999: 4,777
$15,000 to $24,999: 10,812
$25,000 to $34,999: 12,769
$35,000 to $49,999: 16,954
$50,000 to $74,999: 20,236
$75,000 to $99,999: 11,532
$100,000 to $149,999: 9,461
$150,000 to $199,999: 2,486
$200,000 or more: 2,106

Percent of families below poverty level: 10.4% (37.7 % of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,198

Municipal Government

Anaheim has a council-manager form of government. The four members of the city council are elected to four-year terms in alternate slates every two years. A mayoral election is held every four years.

Head Official: Mayor Curt Pringle (since 2002)

Total Number of City Employees: approximately 2,100 (2004)

City Information: Anaheim City Hall, 200 S. Anaheim Blvd., Anaheim, CA 92805; telephone (714)765-5100

Economy

Major Industries and Commercial Activity

Tourism is the major industry in Anaheim. An ever-growing number of visitors has caused hotels, motels, restaurants,

and retail centers to be built to meet their demands. At the time of Disneyland's opening in 1955, Anaheim had only 87 hotel/motel rooms; presently, those numbers have grown to nearly 20,000. The rise in tourism has encouraged the city to update and add to its facilities. Since being dedicated in 1967, the Anaheim Convention Center has undergone five major expansions, the most recent of which, completed in December 2000, enlarged the center by 40 percent to 1.6 million square feet. Tremendous infrastructure changes in the Anaheim Resort district (surrounding Disneyland and Anaheim Convention Center area) during the past few years have included 15,000 new trees, shrubs, and flowers, as well as improved signage. In 2004, visitors spent $7.3 billion in Orange County (a nearly 8 percent increase from the previous year), $3.6 billion of which was generated by Disneyland alone.

Tourism and business have built a healthy interdependence over the years. The city has become more economically diverse with the development of business and manufacturing firms; Anaheim is currently home to more than 15,000 businesses. It is a center of enterprise for multinational firms, as well as regional and local companies. Located within Anaheim are more than 100 manufacturing plants. The city of Anaheim has been successful in retaining some businesses that had considered leaving by offering loans, tax and utility rebates, subsidies, and job-training incentives.

Items and goods produced: electronic components, electrical machinery, chemicals, guidance and navigation systems, locks, plastics, processed food, aircraft parts, fabricated metal products, communications equipment

Incentive Programs—New and Existing Companies

State programs—California's Commerce & Economic Development Program offers financial solutions by helping businesses secure capital to invest in major public, private, and nonprofit ventures; providing export assistance and financing; and supporting small businesses by offering financial assistance, training, and technical assistance.

Local programs—Anaheim offers qualifying firms economic development rates, new construction incentives, and energy efficiency incentives. Anaheim's ''Powerful Partnership for Business,'' comprised of the city's Community Development and Public Utilities departments, creates customized business programs for economic development support. These include Redevelopment Agency loans and assistance, utility loans and assistance, job training, energy efficiency strategies, environmental assistance, fast-track permitting, and financial assistance and subsidies.

Job training programs—Anaheim's Job Training Program (JTP) offers subsidies of up to 50 percent of an employee's wages for up to six months in order to assist with customized on-the-job training programs that can help new and expanding businesses. California's Employment Training Panel (ETP) contracts with employers to provide training for new workers as well as workers likely to be displaced without retraining. The highly successful program has been responsible for a return on investment of more than $5 for every $1 in ETP funds spent on training, as measured in benefits to businesses, workers, and the state's economy.

Development Projects

In 2001 a massive $5 billion renovation of the Anaheim Resort District (the greater Anaheim Convention Center/Disneyland area, comprised of 1,100 acres) was completed. The project began in 1994 when the city of Anaheim approved a $174 million Anaheim Resort Capital Improvement Program designed to transform the district into a more attractive, pedestrian-friendly destination. Among the results are a 55-acre themed park called Disney's California Adventure, brought about by a $1.4 billion investment in all Disney properties. California Adventure, which opened in February 2001 and is adjacent to Disneyland, pays tribute to the Golden State. The Anaheim Convention Center underwent a $177 million expansion, completed in December 2000. The expansion increased the size of the center by 40 percent; it now houses 815,000 square feet of exhibit space, making it the largest exhibit facility on the West Coast. Also completed is a $396 million ''freshening'' of the entire Resort District with landscaping and infrastructure improvements, including the addition of 15,000 new trees, shrubs, and flowers, and improved signage. The Anaheim Resort Transit (ART), which began operating in 2001, features 10 buses, two trams, and 25 trolleys providing access to all area resorts, attractions, hotels, restaurants, and shops. In the summer of 2005, Disneyland will begin an 18-month celebration of its 50th anniversary with several new attractions expected to draw more visitors to the park than ever before.

Economic Development Information: City of Anaheim Economic Development, City Hall East, 200 South Anaheim Boulevard, First Floor, Anaheim, CA 92805; telephone (714)765-4323

Commercial Shipping

The city's transportation access is excellent, and is in proximity to several airports, two major ports of call, interstate access, and an extensive public transit system. Freight service is provided by Southern Pacific, Santa Fe, and Union Pacific railroads, which maintain about 30 miles of railroad track in the city.

Labor Force and Employment Outlook

Economic development in Anaheim has created thousands of new jobs. As of early 2005, Orange County has the lowest

unemployment rate—around 4.1 percent—among California's 52 counties.

The following is a summary of data regarding the Santa Ana/Anaheim/Irvine area labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,460,000

Number of workers employed in . . .
natural resources and mining: 600
construction: 91,800
manufacturing: 183,200
trade, transportation, and utilities: 264,300
information: 33,500
financial activities: 131,200
professional and business services: 259,600
educational and health services: 130,400
leisure and hospitality: 164,500
other services: 47,300
government: 153,200

Average hourly earnings of production workers employed in manufacturing: $13.38

Unemployment rate: 4.1% (January 2005)

Largest employers in Orange County	*Number of employees*
Disneyland	21,000
County of Orange	19,000
University of California at Irvine	15,000
CKE Restaurants, Inc.	14,000
Federal Government	11,800
Boeing Aerospace	10,080
State of California	10,000
Albertson's	8,700
St. Joseph Health Care System	8,500
Tenet Healthcare	8,300

Cost of Living

The following is a summary of data regarding key cost of living factors for the Anaheim area.

2004 (3rd Quarter) ACCRA Average House Price: $674,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 151.5 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.75%

Property tax rate: 1.0% of assessed valuation

Economic Information: Anaheim Chamber of Commerce, 201 East Center Street, Anaheim CA, 92805; telephone (714) 758-0222

Education and Research

Elementary and Secondary Schools

Anaheim is served by the Anaheim City School District, which operates the elementary schools, and the Anaheim Union High School District, which oversees the junior high and high schools. The city is noted for excellent schools offering a full array of learning programs from basic curriculum instruction to college preparation, athletics, and special education.

The following is a summary of data regarding Anaheim City and Anaheim Union High school districts, as of the 2002-2003 school year.

Total enrollment: 53,713

Number of facilities
elementary schools: 23
junior high/middle schools: 8
senior high schools: 13

Student/teacher ratio: 21.5:1 (elementary school); 24.5:1 (junior high and high school)

Teacher salaries (Union High School District, 2004)
minimum: $40,986
maximum: $77,057

Funding per pupil, 2000-2001: $5,975 (Anaheim City); $6,681 (Anaheim Union)

Public Schools Information: Anaheim City School District, 1001 South East Street, Anaheim, CA 92805-5749; telephone (714)517-7500; Anaheim Union High School District, 501 Crescent Way, Anaheim, CA, 92803-3520; telephone (714)999-3511

Colleges and Universities

Although there are no colleges in the city of Anaheim proper, Orange County is the home of the following four-year institutions located with 30 minutes of Anaheim: California State University at Fullerton, Chapman University, and University of California at Irvine.

Libraries and Research Centers

The Anaheim Public Library holds about 460,530 volumes, and nearly 11,000 audio and video materials. The library's

special collections include the Anaheim History Collection. The library is comprised of a central library, four branches—Haskett (closed for reconstruction and scheduled to reopen in 2006), Euclid, Sunkist, and Canyon Hills—and one bookmobile. Other Anaheim libraries consist of those of local hospitals and companies, including Anaheim Memorial Medical Center, Western Medical Center Hospital, and Boeing Co. The Richard Nixon Library & Birthplace is in Yorba Linda, a 15-minute drive from Anaheim.

The Anaheim Research Center, founded in 2002, conducts psychiatric and medical research.

Public Library Information: Anaheim Public Library, 500 West Broadway, Anaheim CA 92805; telephone (714)765-1880

Health Care

Anaheim has medical facilities sufficient to meet the needs of one of California's largest population centers. Area hospitals boast state-of-the-art facilities and top quality care. Several hospitals are located within the city. Anaheim Memorial Hospital offers general medical, critical care, and surgical services, as well as centers for specialized care including: The Advanced Endovascular Institute; The Birth Place; The Breast Center; Chest Pain Center; Emergency Services; The HeartCare Center; Orthopedics; Outpatient Heart Failure Clinic; Pain Management Center; and Women's Health and Wellness Center. Anaheim General Hospital's main hospital campus includes emergency room services, intensive care, an obstetrical unit, radiology, in-patient and out-patient surgery department, telemetry, and a wide range of additional services. Kaiser Foundation Hospital's key services include: general medical, surgical and intensive care; cardiac intensive care; cardiology, neurology, and orthopedics departments; pediatric medical and surgical care; and obstetrics. Western Medical Center/Anaheim offers service in the following areas: acute medicine and critical care; ambulatory care; behavioral medicine; cardiac rehabilitation; emergency care; radiology services; women's and children's health services; and sleep disorder care.

Recreation

Sightseeing

Anaheim's crown jewel attraction is Disneyland, America's most popular theme park. Visitors can stroll through the park's eight ''lands'', which together offer more than 60 major rides, 50 shops, and 30 restaurants: futuristic Tomorrowland provides an out-of-this-world atmosphere; Adventureland reproduces the exotic surroundings of Asia, the Middle East, and the South Seas; Frontierland is based on the Wild West; Fantasyland, with Sleeping Beauty's Castle and the It's a Small World ride, is the heart of Disneyland; Critter Country is home to cute woodland creatures; Main Street U.S.A. is based on small-town America of a century ago; New Orleans Square reproduces the atmosphere of turn-of-the-century New Orleans; and Mickey's Toontown is a cartoon playland. Special entertainment, shopping, and dining are featured at Disneyland year-round. Special attractions include Indiana Jones Adventure; Space Mountain and Star Tours, exciting flight-simulation journeys; Splash Mountain, an 87-foot-high log flume ride based on Disney's ''Song of the South'' characters; Big Thunder Mountain Railroad; and the Haunted Mansion. Disneyland's newest area is California Adventure. Requiring a separate admission ticket, it is based on the fun adventures offered by California, and is divided into four themed districts: Paradise Pier has classic ''Golden Age'' amusement park attractions along the beach; Hollywood Pictures Backlot celebrates the movie business; The Golden State is a tribute to California's natural beauty; and ''a bug's land'', inspired by the film *A Bug's Life* is designed from a bug's perspective. Disneyland opened in 1955, and in the summer of 2005 will be celebrating its golden anniversary with several new attractions: Buzz Lightyear Astro Blasters, in Tomorrowland, is an interactive game in which visitors join Buzz Lightyear to battle the evil Emperor Zurg; Space Mountain, also in Tomorrowland, is being re-launched with new special effects; at Disneyland's Parade of Dreams, a new Main Street U.S.A. parade, spectators can meet Disney characters and watch floats transform into shows; a new nighttime celebration will feature spectacular pyrotechnics; Disneyland: The First 50 Years will provide an exclusive look at the park's 50 years, through artwork, models and design, and film; Sleeping Beauty Castle has been renovated; larger-than-life images of Disney characters on display are massive photo collages comprised of photos taken at the park over the past 50 years.

Knott's Berry Farm in nearby Buena Park, once a small berry farm business, has grown into one of the most popular theme parks in the country. The park, now a 150-acre complex with more than 100 rides and dozens of shops and restaurants, is especially known for its thrill rides. Distinct theme areas are Ghost Town, an Old West mining town reproduction; Camp Snoopy, which features special rides and activities for small children; The Boardwalk, a colorful tribute to the Southern California beach culture that features ocean-related rides and attractions; Indian trails, which showcases the traditions and cultures of Native Americans; Fiesta Village, a celebration of Spanish California; and Wild

Disneyland's most famous landmark, Sleeping Beauty Castle, stands at the gateway to the Magic Kingdom's Fantasyland area.

Water Wilderness water park. Special attractions include Montezooma's Revenge, a roller coaster that goes from 0 to 60 miles per hour in just 3 seconds; Jaguar!, a roller coaster that twists, spirals, speeds up, and slows down, mimicking a jaguar stalking its prey; Supreme Scream ascends 214 feet and then plunges straight down at about 50 mph; and Bigfoot Rapids is a whitewater river raft ride.

Other nearby attractions include Buena Park's Movieland Wax Museum, where more than 300 lifelike figures of famous movie stars are on view in realistic costumes and posed in scenes from classic movies; and Medieval Times, an elaborate dinner tournament where eleventh-century knights in armor joust and a feast is presented. The Taco Bell Discovery Science Center, in Santa Ana, houses hands-on exhibits in themed areas: Discovery Stadium, Quake Zone, Dynamic Earth, Air and Space Exploration, and Kidstation. Hobby City is a 10-acre collection of miniature buildings; it includes a doll and toy museum inside a miniature replica of the White House. Nearby Adventure City is a two-acre theme park for children aged 2 to 12. The Mission San Juan Capistrano, 30 miles south of Anaheim, was founded in 1776 and is the birthplace of Orange County. Beautiful and romantic, it is considered the ''jewel of the missions.'' Its Serra Chapel is believed to be California's oldest standing building.

Arts and Culture

The 3,000-seat Segerstrom Hall at the Orange County Performing Arts Center in nearby Costa Mesa hosts world-class performances of symphony, ballet, and opera, as well as Broadway shows; the 300-seat Founders Hall in the Center offers innovative jazz and cabaret programming as well as the best in chamber music. The Center is also home to the Philharmonic Society of Orange County, Pacific Symphony Orchestra, Opera Pacific, and Pacific Chorale. The Center is currently undergoing an expansion; a new 2,000-seat concert hall and 500-seat music theater are scheduled for completion by September 2006.

Numerous other theaters dot Orange County. Fullerton Civic Light Opera Company, based in nearby Fullerton, is one of the largest musical theater companies in Southern California; their productions are presented four times annually at Plummer Auditorium. The auditorium, built in 1930, seats more than 1,300 and hosts a variety of theatrical productions and community-oriented cultural programs. South Coast Repertory Theatre, in Costa Mesa, is a Tony award-winning theater that presents professional productions of contemporary and classical plays on its three stages. The Grove Theater Center, in Garden Grove, is home to the 178-seat Gem Theater and 550-seat Festival Amphitheater; the complex offers year-round plays as well as participatory events.

Arrowhead Pond of Anaheim is a 650,000 square foot arena hosting concerts and family shows; Pearson Park Amphitheater is an open-air facility that features family entertainment all summer long; and the Grove of Anaheim presents comedy and music artists in an intimate setting.

The Anaheim Museum highlights the history of the city's original German settlers, its establishment as a wine and citrus colony, and the early Disneyland days depicted in changing exhibits. Mother Colony House, one of the city's first buildings, showcases antiques and other historical items of Anaheim's earliest periods. Bowers Museum of Cultural Art, in nearby Santa Ana, occupies a landmark mission-style building; its exhibits reflect cultural arts from California and around the world.

Festivals and Holidays

The St. Patrick's Day Festival at the Anaheim Farmer's Market features Irish dancers, music, and food. St. Boniface Parish Fiesta in April features international foods, rides, and games. The first weekend in May brings the Cinco de Mayo Fiesta, featuring a soccer tournament, the crowning of a fiesta queen, and a Sunday bilingual Mass, as well as rides, food, and entertainment; the fiesta draws approximately 100,000 people throughout the weekend. The Greek Festival, also in May, features Greek foods, pastries, music, and folkdancers, and a marketplace with vendors selling a variety of items. The Anaheim Children's Art Festival in late May draws 7,000 visitors annually to its art-and-craft projects in staffed booths. June's Taste of Anaheim offers ethnic food, fun, and displays. Anaheim Hills 4th of July Festival & Parade includes a pancake breakfast, dog show, 5K and 10K run/walk, parade, food and game booths, and fireworks. At nearby Laguna Beach's Pageant of the Masters, famous paintings and statuary come to life through the use of live models and an orchestra each night during the months of July and August. Anaheim Fall Festival & Halloween Parade in late October features a parade, pancake breakfast, rides, games, and live entertainment. Knott's Berry Farm transforms into Knott's Scary Farm and then Knott's Merry Farm to celebrate Halloween and Christmas. The Christmas Parade at Disneyland features many popular Disney characters as well as Santa Claus. Nutcracker Holiday, held the first Saturday in December, features musicians, carolers, and a tree-lighting ceremony.

Sports for the Spectator

The Major League Los Angeles Angels of Anaheim baseball team, World Series Champion in 2002, plays its home games at Angel Stadium of Anaheim (formerly called Edison International Field), a baseball-only facility with seating for 45,050. The Mighty Ducks of Anaheim, a National Hockey League team owned by the Walt Disney Company, won the 2003 Western Conference championship; they play at the four-level, 17,174-seat Arrowhead Pond of Anaheim. Arrowhead Pond is also home of National Lacrosse League's Anaheim Storm, and the J. R. Wooden Classic,

which features some of the nation's top basketball teams. Los Alamitos Race Course, fifteen minutes west of Disneyland, features the world's fastest horses in quarter horse, Arabian, thoroughbred, paint, and Appaloosa racing. Costa Mesa Speedway at Orange County Fairgrounds holds speedway races on Saturday nights, April through October.

Sports for the Participant

Anaheim has 44 parks totaling approximately 650 acres. Among them, Oak Canyon Nature Center, a 58-acre natural park in the Anaheim Hills, provides excellent opportunities for short hikes. A year-round stream meanders through the park, which consists of three adjoining canyons with four miles of hiking trails. Tennis is available at several Anaheim hotels, and the city maintains more than 50 public courts. Anaheim Hills, a public country club, offers a challenging 18-hole golf course in the natural terrain of the Santa Ana Canyons. H. G. ''Dad'' Miller is a well kept course surrounded by lovely old trees and a natural lake; it was Tiger Woods' home course during high school. Disney ICE Glacial Gardens, official training facility of the Mighty Ducks, offers public skating and pick up hockey.

Orange County has a 42-mile coastline filled with public and state beaches. Sailing cruises, whale watching, surfing, and swimming are available at sites along the coastline. The county has a regional trail system consisting of 220 miles of built trails. The 30-mile Santa Ana River Trail is a running/bike path that follows the Santa Ana River in the San Bernardino Mountains. Snow skiing is available at nearby Bear Mountain ski resort. Orange County is home to 39 public golf courses.

Shopping and Dining

Downtown Disney, a 120-acre shopping, restaurant, and entertainment complex adjacent to Disneyland, features one-of-a-kind Disney-themed shops and trend-setting restaurants. It is open to the public, with no admission charge. Anaheim Indoor Marketplace is an outlet mall with more than 200 variety stores. Timeless Quilts offers fabrics and quilting supplies in a 1920s Craftsman house, while Hobby City offers a collection of antique dolls and toys from around the world. South Coast Plaza Village in Costa Mesa offers an immense collection of international stores clustered around a Village Green in an open-air environment. Fashion Island Newport Center, in Newport Beach, is an upscale shopping area with open-air courtyards and covered patios overlooking the ocean; it features more than 200 shops, 40 restaurants, and two movie theaters. Westfield Shoppingtown MainPlace in Santa Ana is another large upscale center, with more than 200 specialty shops and restaurants.

Dining experiences in Anaheim run the gamut from ethnic specialties such as Armenian, Cajun, Chinese, Cuban, German, Indian, Italian, Japanese, Mexican, Middle Eastern, Peruvian, and Thai to places with unique ambiance such as canneries, gold mines, and Victorian houses. There are more than 60 restaurants and cocktail lounges in the immediate area of the Anaheim Convention Center. In nearby Orange, Watson Drugs and Soda Fountain, established in 1899, has been the set for several movies; it offers burgers and sweets.

Visitor Information: Anaheim/Orange County Visitor and Convention Bureau, 800 West Katella Avenue, Anaheim, CA 92802; telephone (714)999-8999; fax (714)991-8963

Convention Facilities

The Anaheim Convention Center, a sparkling, glass-walled facility, completed a $177 million expansion and redesign in December 2000. The expansion enlarged the center by 40 percent to 1.6 million square feet. The center houses 815,000 square feet of exhibit space, making it the largest exhibit facility on the West Coast. Prefunction areas total 200,000 square feet, and meeting and ballroom space on the building's second and third levels total 130,000 square feet. The center hosts an average of more than 1,300 events annually, including national conventions, conferences, corporate meetings, trade shows, and a variety of public events such as concerts and home and garden shows. Situated on 53 acres in the Anaheim Resort district, the center is within walking distance of more than 12,000 hotel rooms.

Convention Information: Anaheim/Orange County Visitor and Convention Bureau, 800 West Katella Avenue, Anaheim, CA 92802; telephone (714)999-8999; fax (714)991-8963

Transportation

Approaching the City

The main artery running through Anaheim is the Santa Ana Freeway (Interstate 5), which also connects Los Angeles and San Diego. Interstate 5 links Anaheim with the Riverside Freeway, the Garden Grove Freeway, the Orange Freeway, and the Costa Mesa Freeway. Los Angeles International Airport (LAX), the third busiest airport in the world, is located 31 miles from Anaheim. LAX serves 88 airlines and handles thousands of international and domestic flights per year. Santa Ana's John Wayne Airport, 16 miles from Anaheim, serves 12 commercial air carriers and is generally used for domestic travel. Metrolink, a regional commuter

rail system, links travelers to activity centers in Orange and surrounding counties; it has two stations located in Anaheim: Anaheim station and Anaheim Canyon station. Amtrak provides railway transportation with a station located at Angel Stadium. Greyhound offers daily bus service to anywhere in the United States.

Traveling in the City

The Santa Ana Freeway traverses Anaheim's downtown running northwest to southeast. The Garden Grove Freeway runs east and west through the city, and the Orange Freeway runs north and south through the city. The Orange County Transportation Authority operates buses daily throughout Orange County. Anaheim Resort Transit buses, trams, and trolleys provide connections between hotels, Anaheim attractions, the convention center, shopping, dining, and evening entertainment locations, along nine interchangeable routes.

Communications

Newspapers and Magazines

The primary daily newspapers serving Anaheim and surrounding Orange County are the *Orange County Register* published in Santa Ana, and the *Times Orange County* published in Costa Mesa. *Anaheim Hills News* and the *Anaheim Bulletin* are weekly newspapers published in Anaheim. Other weeklies published in Orange County include *OC Weekly,* published in Costa Mesa, and *Excélsior,* a Spanish-language newspaper published in Santa Ana. Magazines published in the county include *Surfing* and *Westways.*

Television and Radio

Anaheim is served by two television stations broadcasting from Orange County—a public broadcasting station and an independent station based in Irvine—as well as several stations based in Los Angeles. Cable television is also available. 30 AM and 44 FM radio station serve the Orange County/Los Angeles area.

Media Information: *Orange County Register,* Freedom Communications Inc., 625 N. Grand Ave., Santa Ana, CA 92701; telephone (877)469-7344

Anaheim Online

Anaheim City School District. Available www.acsd.k12.ca.us

Anaheim Orange County Visitor & Convention Bureau. Available www.anaheimoc.org

Anaheim Public Library. Available www.anaheim.net/comm_svc/apl/index.html

City of Anaheim home page. Available www.anaheim.net

Greater Anaheim Chamber of Commerce. Available www.anaheimchamber.org

Orange County Department of Education. Available www.ocde.k12.ca.us

Orange County Register. Available www.ocregister.com

Selected Bibliography

Newhan, Ross, *The Anaheim Angels: A Complete History* (New York: Hyperion, 2000)

Fresno

The City in Brief

Founded: 1872 (incorporated 1885)

Head Official: Mayor Alan Autry (since 2001)

City Population
1980: 217,491
1990: 354,091
2000: 427,652
2003 estimate: 451,455
Percent change, 1990–2000: 20.7%
U.S. rank in 1980: 65th
U.S. rank in 1990: 47th
U.S. rank in 2000: 40th

Metropolitan Area Population
1980: 515,000
1990: 667,000
2000: 922,516
Percent change, 1990–2000: 38.3%
U.S. rank in 1980: 67th
U.S. rank in 1990: 59th
U.S. rank in 2000: 53rd

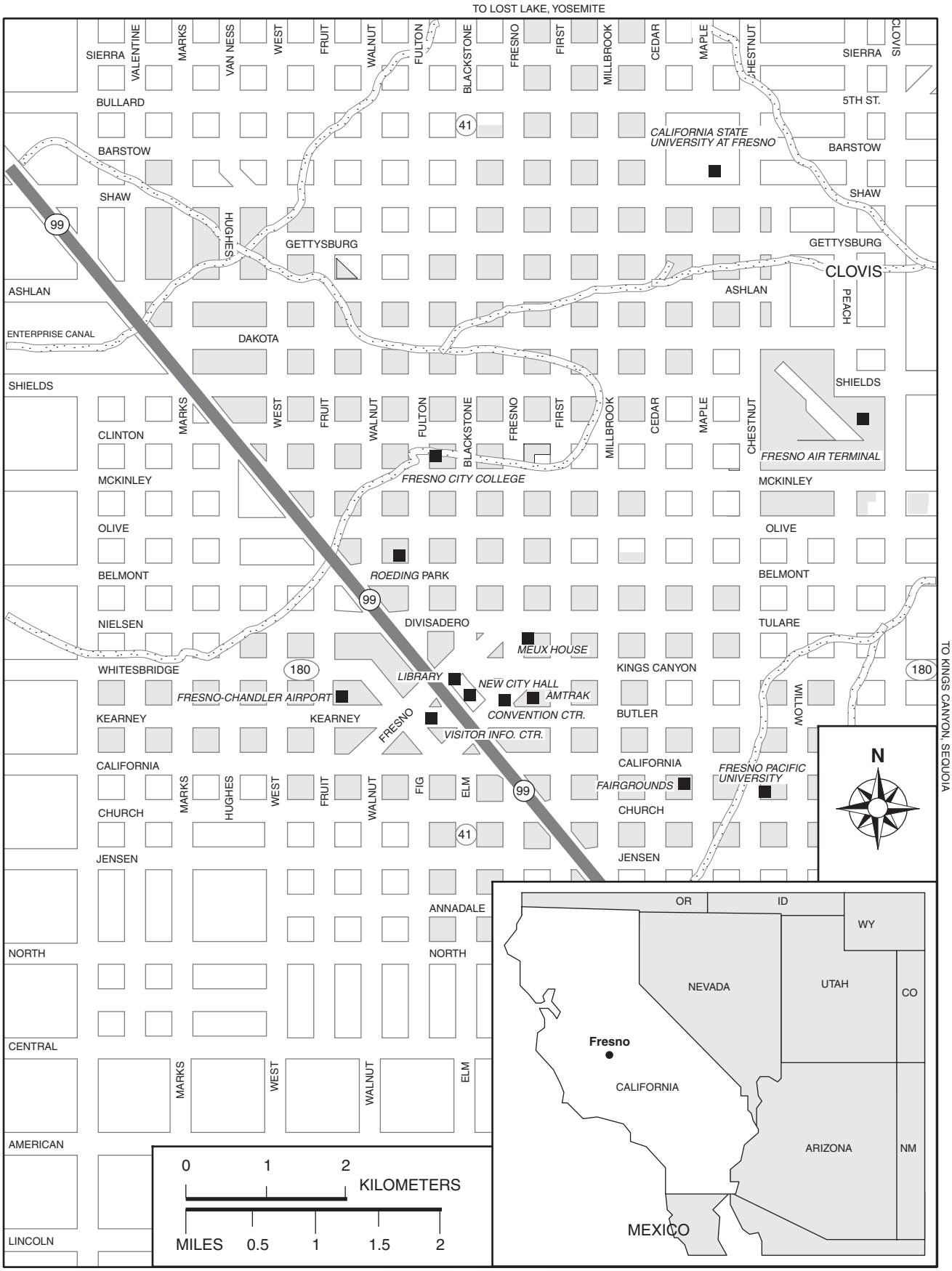
Area: 99.1 square miles (2000)
Elevation: 328 feet above sea level
Average Annual Temperature: 62.5° F
Average Annual Precipitation: 9.86 inches

Major Economic Sectors: Agriculture, trade, services, manufacturing, government
Unemployment Rate: 13.0% (January 2005)
Per Capita Income: $15,010 (1999)

2002 FBI Crime Index Total: 33,909

Major Colleges and Universities: California State University, Fresno; Fresno City College; Fresno Pacific University

Daily Newspaper: *The Fresno Bee*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5TH ST.
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CALIFORNIA STATE UNIVERSITY AT FRESNO
BARSTOW
SHAW
99
HUGHES
GETTYSBURG
CLOVIS
ASHLAN
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ENTERPRISE CANAL
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SHIELDS
CLINTON
MCKINLEY
FRESNO CITY COLLEGE
FRESNO AIR TERMINAL
OLIVE
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ROEDING PARK
NIELSEN
DIVISADERO
TULARE
MEUX HOUSE
WHITESBRIDGE
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NEW CITY HALL
AMTRAK
FRESNO-CHANDLER AIRPORT
KEARNEY
CONVENTION CTR.
BUTLER
WILLOW
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VISITOR INFO. CTR.
CALIFORNIA
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MEXICO

Introduction

The seat of Fresno County, Fresno is the commercial, financial, and cultural center of the San Joaquin Valley and the central California region. The city is the business and transportation hub for four separate agricultural regions in what has been called the agribusiness center of the world. Fresno is also known as the gateway to Yosemite, Kings Canyon, and Sequoia national parks. The city is given an international flavor by a diverse citizenry representing more than 70 nationalities and the largest refugee population in the United States. Over the last two decades, Fresno has been one of the fastest growing cities in the United States. Estimated population had exceeded 450,000 by 2003 and official census numbers revealed a 20.7 percent increase in population between 1990-2000.

Geography and Climate

Fresno is located in the fertile San Joaquin Valley in the central part of California, about halfway between San Francisco and Los Angeles. The terrain in Fresno is relatively flat, with a sharp rise to the foothills of the Sierra Nevada Mountains about 15 miles eastward. The weather is usually sunny, with over 200 clear days each year. Summers are typically hot and dry, while winters are mild and rainy. Spring and fall are the most pleasant seasons.

Area: 99.1 square miles (2000)

Elevation: 328 feet above sea level

Average Temperatures: January, 39.6° F; August, 94.1° F; annual average, 62.5° F

Average Annual Precipitation: 9.86 inches

History

Settlement of Fresno Delayed Until Arrival of Railroad

Fresno means ''ash tree'' in Spanish, and it was the name given by early Spanish explorers to a stretch of white ash trees along the banks of the San Joaquin River. These explorers did not settle the region where Fresno is now located, however, because they considered it uninhabitable. The site was in fact to remain undeveloped until the late nineteenth century. In the early part of the century, potential settlers were discouraged from staying permanently by the presence of the native population. Unlike other California cities, Fresno did not get its start during the gold rush, for prospectors simply passed through the area on the way to the Sierras. After the gold rush the land was used for cattle grazing.

The first permanent settlement is said to have been established in the 1860s by an immigrant from Holland who was joined by a few other people; but the cluster of dwellings was not actually considered a town. In 1872 the Central Pacific Railroad was constructed through the San Joaquin Valley; the railroad builders laid out a town, calling it Fresno Station for the name of the county, which had been taken from the grove of trees along river. A station was built on the present site of downtown Fresno.

The county seat at that time was Millerton, a town 25 miles to the south. In order to gain access to rail transportation, Millerton residents voted to transfer the seat to Fresno Station and the entire population moved. The town was rough and desolate, the countryside barren. The introduction of irrigation and grape-growing in the valley brought prosperity, however; Fresno was incorporated as a city in 1885. Soon vineyards were being planted by local inhabitants as well as Italian, French, and Swiss immigrants who had bought 20-acre parcels of land.

Development of Raisin and Fig Industries

When the dry white wine produced from the area's vineyards proved less than satisfactory, the grapes were cultivated for raisins, which were naturally produced by the continuous sunlight in the valley. Following an unusually large yield of more than one million pounds of raisins that drove the price down to two cents a pound in 1894, the Raisin Growers Association was organized in 1898 to protect the raisin industry. In 1886, Frank Roeding and his son began growing figs in the area; having experimented with caprification, the cross-fertilization of the Smyrna fig by the fig wasp, they started another successful industry.

By 1900 the population of Fresno had reached 12,470 people, and the city drafted its first charter. During the following decade agriculture continued to flourish, with cotton growing and sweet wine production emerging as new industries. Fresno became the residential and commercial center of an increasingly prosperous region. With the expansion of manufacturing along with agriculture, Fresno was by the end of World War II a major metropolitan area. Today Fresno County is the nation's leading agricultural county, producing more than three billion dollars' worth of crops each year; crops now include nuts, melons, grains, rice, and vegetables. The city of Fresno has become the center of trade, commerce, finance, and transportation for the San Joaquin Valley.

Historical Information: California History & Genealogy Room, Fresno County Library, 2420 Mariposa, Fresno, CA 93721; telephone (559)488-3195

Population Profile

Metropolitan Area Residents
1980: 515,000
1990: 667,000
2000: 922,516
Percent change, 1990–2000: 38.3%
U.S. rank in 1980: 67th
U.S. rank in 1990: 59th
U.S. rank in 2000: 53rd

City Residents
1980: 217,491
1990: 354,091
2000: 427,652
2003 estimate: 451,455
Percent change, 1990–2000: 20.7%
U.S. rank in 1980: 65th
U.S. rank in 1990: 47th
U.S. rank in 2000: 40th

Density: 4,315 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 214,556
Black or African American: 35,763
American Indian and Alaska Native: 6,763
Asian: 48,028
Native Hawaiian and other Pacific Islander: 583
Hispanic or Latino (may be of any race): 170,520
Other: 99,898

Percent of residents born in state: 61.7 (2000)

Age characteristics (2000)
Population under 5 years old: 38,996
Population 5 to 9 years old: 41,584
Population 10 to 14 years old: 38,324
Population 15 to 19 years old: 37,027
Population 20 to 24 years old: 35,309
Population 25 to 34 years old: 63,085
Population 35 to 44 years old: 60,172
Population 45 to 54 years old: 46,932
Population 55 to 59 years old: 15,060
Population 60 to 64 years old: 11,589
Population 65 to 74 years old: 20,061
Population 75 to 84 years old: 14,302
Population 85 years and over: 5,211
Median age: 28.5 years

Births (Fresno County, 2002)
Total number: 14,766

Deaths (Fresno County, 2002)
Total number: 5,785 (of which, 102 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,010
Median family income: $35,892
Total households: 139,969

Number of households with income of . . .
less than $10,000: 19,827
$10,000 to $14,999: 11,862
$15,000 to $24,999: 23,114
$25,000 to $34,999: 20,110
$35,000 to $49,999: 21,767
$50,000 to $74,999: 22,646
$75,000 to $99,999: 9,998
$100,000 to $149,999: 6,993
$150,000 to $199,999: 1,704
$200,000 or more: 1,948

Percent of families below poverty level: 20.5 (59.0 % of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 33,909

Municipal Government

Fresno has a strong-mayor form of government, with seven council members and the mayor elected at large. A city manager is hired by the council. Fresno is also the Fresno County seat.

Head Official: Mayor Alan Autry (since 2001; current term expires 2009)

Total Number of City Employees: 3,921 (2004)

City Information: City of Fresno, 2600 Fresno Street, Fresno, CA 93721; telephone (559)621-7770

Economy

Major Industries and Commercial Activity

Agriculture is the backbone of the Fresno area, employing nearly 20 percent of the workforce and providing more than

$3.5 billion for the local economy. More jobs are tied into the agricultural industry than any other industry in the Freso area; estimates are that one in three jobs in all are related to agriculture. A majority of America's produce is grown in California's Central Valley, and Fresno County is the number one agricultural county in the United States. By 2005 more than 7,500 farmers were growing 250 types of crops on 1 million acres of some of the world's most productive farmland. Major crops are grapes, cotton, cattle, tomatoes, milk, plums, turkeys, oranges, peaches, and nectarines. A large food processing industry has developed around the agricultural activity; a number of canning, curing, drying, and freezing plants are located in the area.

An Ernst and Young study also tapped Fresno as an ideal location for manufacturing and distribution, due to its proximity within one day's drive of 35 million people. Manufacturing concerns in this Port of Entry region produce farm machinery, metal products, transportation equipment, stone, clay, and glass products, lumber and wood products, furniture and fixtures, and electrical equipment. Government, services, and trade are also important economic sectors.

Incentive Programs—New and Existing Companies

Local programs—In 2002 the City of Fresno was one of just seven localities nationwide to be awarded a lucrative Federal Empowerment Zone designation. The U.S. Department of Housing and Urban Development will fund this program until December 31, 2009. Business that are located in the Empowerment Zone are eligible for significant incentives that will encourage expansion, including up to $3,000 per employee per year, tax deductions on property investment and capital gains, tax-free rollover of certain gains, and tax-exempt financing through state or local government bonds. The City of Fresno is specifically interested in attracting new businesses involved with flexible food manufacturing, irrigation and agricultural technology, agile industrial manufacturing, advanced logistics, smart commerce and customer services.

In addition to these programs, the city also has other programs such as the Community Development Block Grant (CDBG) and the Fresno Redevelopment Agency (RDA) and its finance authority, that can be useful when considering Industrial Development Bonds. The City has also developed relationships with other agencies such as the Fresno County Workforce Development Corporation and the Fresno Chamber of Commerce and Economic Development Corporation, which offer assistance to the developer and other companies considering a move to the City of Fresno.

State programs—The city of Fresno has one of the largest Enterprise Zones in California. Within the zone, the State of California provides business tax credits covering a wide range of hiring, financing, and capital investment activities. Among the advantages of investing in Enterprise Zones in 2005 was a Net Operating Loss carry-forward of up to 100 percent for up to 15 years; $31,544 or more in state tax credits to firms for each qualified employee hired; and sales tax credits to corporations on purchases of $20 million per year of qualified machinery and machinery parts. The State Loan Guarantee Program provides working capital loans, and Small Business Administration loans are available to assist in financing fixed-capital and operational expenditures. All programs are administered through the State of California Commerce and Economic Development Program.

Development Projects

The most significant development in recent years, the Save Mart Center on the campus of Fresno State University, opened in late 2003 as a venue for national touring concert acts, as well as Fresno State home basketball games. Several downtown developments have revitalized the area, including the Tower at Convention Center Court, an 11-story complex completed in 2003, as well as several other office towers. A new federal courthouse will be the tallest building in Fresno. These and other planned developments are part of the city's Vision 2010 that aims to bring residents back to the area.

Economic Development Information: Economic Development Department, Jeffrey Reid, City Manager, 2600 Fresno St (2nd floor), Fresno, CA 93721; telephone (559)498-4591; fax (559)488-1015; email economicdev@fresno.gov

Commercial Shipping

International freight shipments to and from the entire region flow through the Fresno Yosemite International Airport, a direct port of entry. The nation's largest parcel carriers, FedEx, UPS, and DHL, operate from there. Rail freight services are provided by both the Burlington Northern-Santa Fe and Southern Pacific railroads. Nearly 200 truck firms are based within the Fresno County borders.

Labor Force and Employment Outlook

Fresno continues to diversify its economy toward non-agricultural industries. In 2002, two major manufacturers, Sinclair Systems and Rayovac Corporation, moved their headquarters to the Fresno area. Fresno's labor force is productive, motivated, flexible, and relatively young. Steady population growth has occurred faster than local business expansion or new business development. Unemployment rates fluctuate seasonally, due mainly to the high demand for agricultural labor at certain times of the year. A large number of immigrants, both regional and international, provide a continuous supply of employable people with diverse skills. Job availability is aided by a cooperative effort between business and government to attract new industry.

The following is summary of data regarding the city of Fresno labor force, 2004 annual averages.

Size of non-agricultural labor force: 285,800

Number of workers employed in . . .
natural resources and mining: 200
construction: 20,000
manufacturing: 27,400
trade, transportation and utilities: 55,800
information: 4,400
financial activities: 13,700
professional and business services: 27,300
educational and health services: 35,400
leisure and hospitality: 24,000
other services: 10,700
government: 66,400

Average hourly earnings of production workers employed in manufacturing: $12.14

Unemployment rate: 13.0% (January 2005)

Largest employers	*Number of employees*
Fresno County Unified School District	10,000
Fresno County	6,492
Community Medical Centers	5,500
City of Fresno	3,131
Zacky Farms	2,500
St. Agnes Medical Center	2,400

Cost of Living

Fresno boasts a cost of living that is low compared to other California cities.

The following is a summary of data regarding several key cost of living factors for the Fresno area.

2004 (3rd Quarter) ACCRA Average House Price: $390,843

2004 (3rd Quarter) ACCRA Cost of Living Index: 119.3 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales and use tax rate: 1.975%

Property tax rate: Limited to 1% of assessed value by state law. In some cases the local taxing body can add up to 0.15%

Economic Information: Fresno Chamber of Commerce, 2331 Fresno Street, Fresno, CA 93716; telephone (559)495-4800

Education and Research

Elementary and Secondary Schools

The Fresno Unified School District is the fourth largest in California, with a 2004 budget of $869 million. A five-member, nonpartisan board of education hires a superintendent. Overall the district has underperformed due to a wide variety of problems including financial woes, mismanagement, and a highly diverse student population with large numbers of immigrant and non-English-speaking students, many of whom are impoverished. In 2005 more than 50 percent of the district's schools were scoring in the bottom 10 percent in California and the district as a whole was at the risk of a state takeover.

The following is a summary of data regarding the Fresno Unified School District as of the 2003–2004 school year.

Total enrollment: 80,421

Number of facilities
elementary schools: 61
junior high schools: 19
senior high schools: 8

Student/teacher ratio: 20.6:1

Teacher salaries
minimum: $34,326
maximum: $61,100

Funding per student: $8,351

Additionally there are 15 private schools serving K-12 students in Fresno, including several Catholic elementary and high schools, other Christian and religious schools, and secular private institutions.

Colleges and Universities

California State University at Fresno (commonly known as Fresno State), part of the 23 campus California State University system, is a four-year accredited university offering doctoral, graduate, and undergraduate degrees in about 100 fields to its more than 22,000 students. With 26 nationally accredited departmental programs, Fresno State is the largest post-secondary institution in the city and sits on a 327 acre campus and adjacent to a 1,083 acre University Farm in the northeast section of Fresno. Fresno City College is a 2-year community college with more than 21,000 students. California's oldest community college, Fresno City College offers Associate's degrees in more than 100 disciplines. Many are designed to transfer to four-year institutions. The University of California San Francisco School of Medicine operates a branch in Fresno that provides medical internship

and residency training. Nearly two dozen other schools, including private colleges and universities, law schools, technical schools, and professional graduate schools operate in Fresno County.

Libraries and Research Centers

The Fresno County Public Library has a main library and 34 branches throughout the Fresno area. The system further links to the San Joaquin Valley Library system, a cooperative network of nine public library systems with shared information databases across six counties in the Central Valley. In addition to more than 1.1 million volumes, the Fresno County Library also offers nearly 2,000 periodical subscriptions, 1 million government publications, 47,000 video materials, and 87,000 audio materials. There are special services for the handicapped and visually impaired, as well as special collections on the Japanese and Hmong languages, Pulitzer Prize-winning author and Fresno native William Saroyan, oral history, and holdings of the Fresno Genealogical Society. Research activities in such fields as agriculture, forestry, irrigation, viticulture and enology, and information processing are conducted at centers in the Fresno area.

Public Library Information: Fresno County Public Library, 2420 Mariposa Street, Fresno, CA 93721-2285; telephone (559)488-3195

Health Care

Eight hospitals operate in the city of Fresno, the three largest being Community Medical Center Fresno, St. Agnes Medical Center, and University Medical Center. Nearby Children's Hospital Central California has more than 255 beds on a 50-acre campus in Madera.

Recreation

Sightseeing

The 67-mile Blossom Trail offers arguably the best look at what makes the Fresno area unique, with a plunge into some of the most productive agricultural land in the world. The annual Blossom Trail kickoff comes each February, and motorists and hikers through the farm country can come upon stunning displays of blossoming peach, nectarine, plum, orange, and almond trees in full bloom. The family-run Simonian Farms at the end of the trail cultivate more than one hundred varieties of fruits and vegetables and can be toured via a hay wagon.

Fresno is less than an hour away from the Sierra Nevada Mountains and three of the nation's most popular national parks. Yosemite, King's Canyon, and Sequoia National Parks offer spectacular canyons, waterfalls, and forests of 4,000-year-old bristlecone pine trees and giant sequoias, the largest trees in the world.

Downtown Fresno offers the Fulton Mall, a beautiful area of stores, restaurants, landscaped grounds, fountains, and sculpture that covers a ten-block area. It contains one of the finest collections of public art in the nation, arranged throughout the central business district. Roeding Park, two miles northwest of the downtown area, contains the Fresno Zoo, the third largest in California; Rotary Playground, a mechanical park for children; Chaffee Zoological Gardens; and Storyland, offering display and walk-through depictions of children's stories.

Arts and Culture

The William Saroyan Theater is the cultural center of Fresno. Luxurious seating for 2,300 people and near-perfect acoustics highlight the theater, home to the Fresno Philharmonic Orchestra and the Fresno Ballet and site of many cultural events throughout the year. Other venues for the performing arts are the Good Company Players Second Space Theatre, presenting comedy and drama; Roger Rocka's Dinner Theatre; historic Tower Theatre, presenting touring performers; Theatre Three, presenting eight varied performances annually in a 107-seat facility; and Warnors Theatre.

The Fresno City and County Historical Society operates the Kearney Mansion and Fort Miller Blockhouse, two historical museums, extensive archives on the history of Fresno, and tours of the city's historic buildings. Meux Home, a restored historical structure in downtown Fresno, features a number of exhibits relating to the region's history, displayed on a rotating basis. Architecture buffs might wish to contemplate the futuristic design of the City Hall, located near the historic district containing Meux Home and St. John's Cathedral.

The Discovery Center is a hands-on science museum and outdoor education center; it features Native American exhibits, a cactus garden, worm farms, ponds, and a greenhouse.

The Fresno Art Museum is the only modern art museum between San Francisco and Los Angeles and has three main galleries, an exhibition concourse, and a unique ''Child-space''; it offers art classes for adults and children. The Metropolitan Museum of Art, Science, and History contains collections of European still lifes, tromp l'oeil oil paintings, and exhibits focusing on the cultural heritage of Central California, including exhibits dedicated to author and Fresno native William Saroyan.

Arts and Culture Information: City of Fresno Cultural Arts Office, telephone (559)498-1181

Downtown Fresno covers a ten-block area with an array of shops, restaurants, fountains, and sculptures.

Festivals and Holidays

Fresno schedules a number of special cultural and ethnic events throughout the year. A variety of activities are planned by communities along the Blossom Trail to coincide with the peak growing season, beginning in late February or early March. A Renaissance Festival is held annually in March on the campus of Fresno City College. The Bob Matthias Fresno Relays take place every spring, as they have for more than 75 years. Beginning each June there are bi-weekly free concerts in Woodward Park. July brings the Obon Odori Festival, a Japanese carnival of crafts, games, food, music, and dance. The High Sierra Regatta at Huntington Lake is a prestigious yachting event held on two consecutive weekends in July. The Big Fresno Fair happens at the Fairgrounds in October.

Sports for the Spectator

The Fresno Grizzlies, a Triple-A affiliate of the San Francisco Giants, play baseball at the new downtown ballpark, Grizzlies Stadium. The Central Valley Coyotes play professional Arena Football at 11,000-seat Selland Arena. Minor League hockey can be seen with the Fresno Falcons at the new Save Mart Center, and the Fresno Heatwave play ABA pro basketball at Selland Arena. The Fresno State University Bulldogs play basketball at Selland Arena and football at Bulldog Stadium. Men's baseball and women's softball teams compete at Beiden Field.

Sports for the Participant

A number of area lakes and reservoirs provide a full range of water recreation in the immediate Fresno area. But with three of America's great national parks within a 90-minute drive, Fresno offers arguably the greatest range of recreational options of any large metropolitan area in the U.S. Nearby Yosemite, Sequoia/Kings Canyon, and Death Valley National Parks offer flat, scorching desert vistas to high mountain streams and skiing, and everything in between. The numerous streams and rivers in the area offer some of California's finest trout and largemouth bass fishing, as well as rafting and canoeing. The hills and nearby mountains contain many campsites and hiking trails; snow skiing is less than 90 minutes away at Sierra Summit, while Lake Tahoe is just a bit further in the Sierra Nevada range.

More than 2,000 children age 3-12 play on 175 teams in the sports of baseball, basketball, and football, and participate in karate lessons. The city of Fresno operates 3 major regional parks, including the highly popular Chaffee Zoo, as well as 27 playgrounds and community centers, 14 swimming pools, 3 eighteen-hole golf courses, and tennis courts. There are 5 additional public golf courses in the immediate Fresno area.

Shopping and Dining

Fulton Mall, a popular sightseeing spot, is the major shopping complex in Fresno's downtown area. Other important shopping centers are the Fashion Fair Mall and Manchester Mall. The Sierra Vista Mall in Clovis contains several large retail outlets and a number of smaller specialty shops. Numerous smaller centers and antique shops are spread throughout the city. Of unique interest is the international gift shop in the Mennonite Quilting Center in downtown Reedley.

More than 500 restaurants in Fresno, many housed in historic buildings, offer a wide selection of dining experiences for every taste and price range, including hearty regional and western dishes, Mexican specialties, and European and international cuisines.

Visitor Information: Fresno Convention and Visitors Bureau, 808 M Street, Fresno, CA 93721; telephone (559)233-0836; toll-free (800)788-0836; fax (559)445-0122; email TourFresno@aol.com

Convention Facilities

The Fresno Convention and Conference Center is an award-winning complex covering five city blocks in the downtown district. It contains a 168,172-square-foot exhibit hall, a theater that seats 2,300 people, an 11,000-seat arena, and a 13,120 square-foot multi-use ballroom. The William Saroyan Theatre in the convention center complex is home to the Fresno Philharmonic Orchestra and the Fresno Ballet and is also available for meetings. California State University, Fresno, offers several large facilities, and the major hotels in the area feature extensive meeting, banquet, and ballroom accommodations. More than 7,000 hotel/motel rooms are available in Fresno.

Convention Information: Fresno Convention and Visitors Bureau, 808 M Street, Fresno, CA 93721; telephone (559)233-0836; toll-free (800)788-0836; email FCVBsales @aol.com

Transportation

Approaching the City

The Fresno Yosemite International Airport is served by 11 local and national air carriers and offers scheduled service to more than 25 of the nation's major cities.

State Highway 99 runs through the center of the city and connects with Interstate 5, the major north-south highway in the state. State Highways 41 and 168, running north and south, and State Highway 180, running east and west, connect the city with the Sierra Nevada Mountains and western California.

Amtrak provides daily passenger rail schedules through Fresno County with connections to northern and southern California. Fresno County is poised to maintain its dominant rail position in California as the state continues with plans for high speed rail service, which will connect the Central San Joaquin Valley with San Francisco and the Los Angeles basin. The proposed rail service would transport passengers at more than 200 miles per hour and move 68 million passengers annually by 2020. Transcontinental bus service is also available.

Traveling in the City

Most of Fresno is laid out in a grid of streets running east-west and north-south. West Avenue is the dividing line for east and west designations, and Whites Bridge Avenue and Kings Canyon Road divide the city north and south.

Fresno Area Express has 18 fixed-route bus service lines and Handy Ride Para transit service with a fleet of more than 100 buses.

Communications

Newspapers and Magazines

One daily newspaper serves Fresno readers: *The Fresno Bee. Fresno Business Journal* is published weekly. Four other special interest papers are published in Fresno. Of the eleven magazines published in the city, six focus on agriculture.

Television and Radio

Cable television is available throughout Fresno. In addition, major network broadcast television (CBS, NBC, ABC, Fox, and PBS) are available locally. As expected of any mid-sized American city, a wide variety of radio programming is available from 17 FM and AM stations.

Fresno Online

California Mission Studies Association. Available www.ca-missions.org/links.html

City of Fresno Home Page. Available www.ci.fresno.ca.us

Fresno Bee. Available www.fresnobee.com

Fresno Chamber of Commerce. Available www.fresnochamber.com

Fresno Convention & Visitors Bureau. Available www.fresnocvb.org

Fresno County Economic Development Corporation. Available www.fresnoedc.com

Fresno County Library. Available www.sjvls.lib.ca.us/fresno

Fresno Unified Public Schools. Available www.fresno.k12.ca.us

Selected Bibliography

Burnett, Brenda Preston, *Andrew Davidson Firebaugh and Susan Burgess Firebaugh: California Pioneers* (Rio Del Mar, Calif.: Rio Del Mar Press, 1995)

Los Angeles

The City in Brief

Founded: 1781 (incorporated 1850)

Head Official: Mayor James K. Hahn (D) (since 2001)

City Population
1980: 2,966,850
1990: 3,485,557
2000: 3,694,820
2003 estimate: 3,819,951
Percent change, 1990–2000: 5.9%
U.S. rank in 1980: 3rd
U.S. rank in 1990: 2nd (State rank: 1st)
U.S. rank in 2000: 2nd (State rank: 1st)

Metropolitan Area Population (PMSA)
1980: 7,478,000
1990: 8,863,000
2000: 9,519,338
Percent change, 1990–2000: 9.3%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

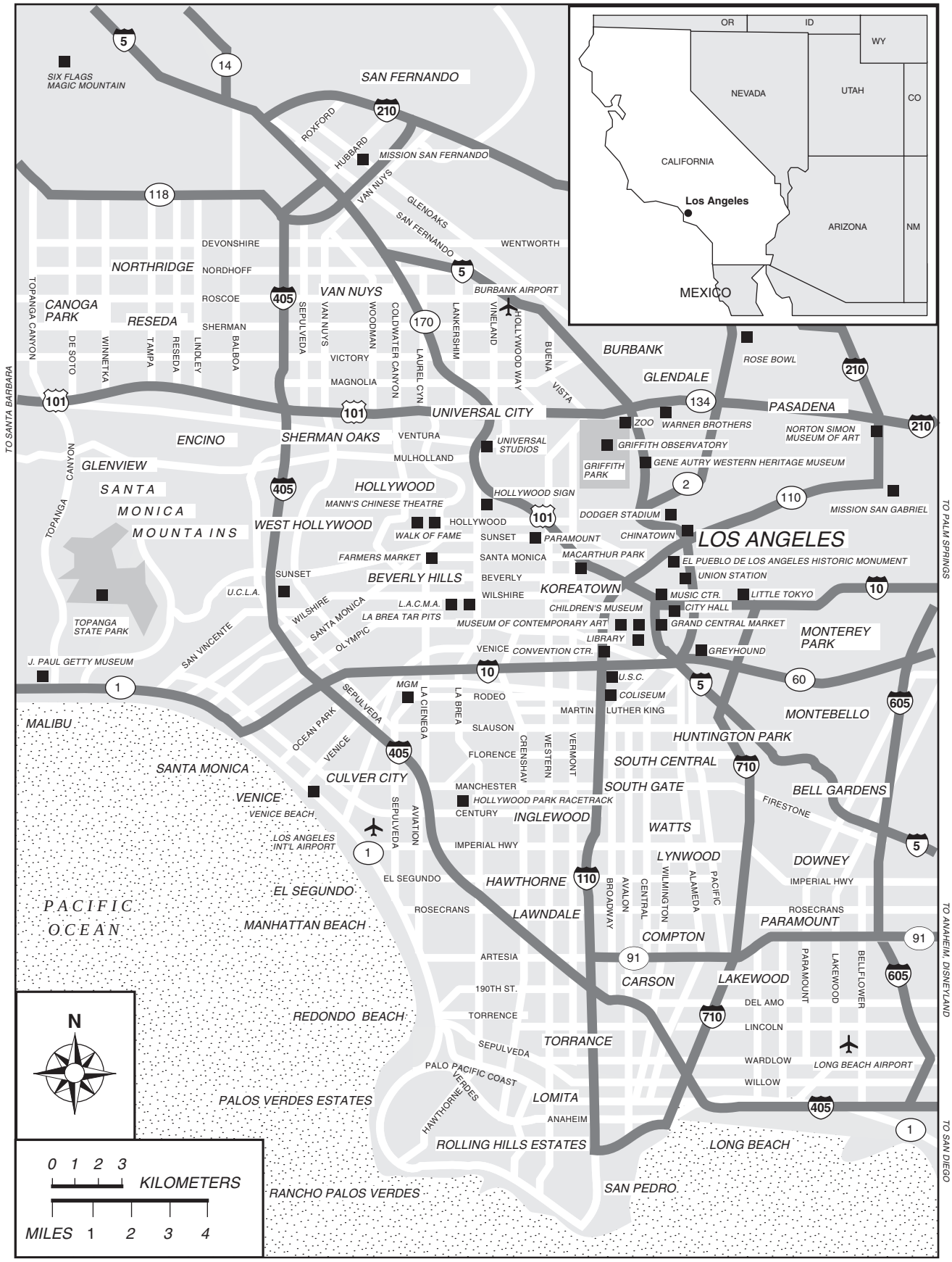
Area: 469.1 square miles (2000)
Elevation: 340 feet above sea level
Average Annual Temperature: 63.9° F
Average Annual Precipitation: 17 inches

Major Economic Sectors: Services; manufacturing; government; finance, insurance, and real estate
Unemployment Rate: 5.8% (January 2005)
Per Capita Income: $26,733 (1999)

2002 FBI Crime Index Total: 190,992

Major Colleges and Universities: University of California, Los Angeles (UCLA), University of Southern California (USC), California Institute of Technology

Daily Newspaper: *Los Angeles Times*


OR
ID
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CALIFORNIA
Los Angeles
ARIZONA
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MEXICO
SIX FLAGS MAGIC MOUNTAIN
SAN FERNANDO
ROXFORD
HUBBARD
MISSION SAN FERNANDO
VAN NUYS
GLENOAKS
SAN FERNANDO
DEVONSHIRE
WENTWORTH
NORTHRIDGE
NORDHOFF
ROSCOE
BURBANK AIRPORT
CANOGA PARK
RESEDA
SHERMAN
TOPANGA CANYON
DE SOTO
WINNETKA
TAMPA
RESEDA
LINDLEY
BALBOA
SEPULVEDA
VAN NUYS
WOODMAN
COLDWATER CANYON
LAUREL CYN
LANKERSHIM
VINELAND
HOLLYWOOD WAY
BUENA VISTA
VICTORY
MAGNOLIA
BURBANK
ROSE BOWL
GLENDALE
PASADENA
TO SANTA BARBARA
ENCINO
SHERMAN OAKS
VENTURA
UNIVERSAL CITY
ZOO
WARNER BROTHERS
NORTON SIMON MUSEUM OF ART
UNIVERSAL STUDIOS
GRIFFITH OBSERVATORY
GENE AUTRY WESTERN HERITAGE MUSEUM
GLENVIEW CANYON
MULHOLLAND
GRIFFITH PARK
SANTA MONICA MOUNTAINS
HOLLYWOOD
MANN'S CHINESE THEATRE
HOLLYWOOD SIGN
DODGER STADIUM
MISSION SAN GABRIEL
TOPANGA
WEST HOLLYWOOD
HOLLYWOOD WALK OF FAME
SUNSET
PARAMOUNT
CHINATOWN
LOS ANGELES
FARMERS MARKET
SANTA MONICA
MACARTHUR PARK
EL PUEBLO DE LOS ANGELES HISTORIC MONUMENT
SUNSET
BEVERLY HILLS
BEVERLY
UNION STATION
U.C.L.A.
WILSHIRE
KOREATOWN
MUSIC CTR.
LITTLE TOKYO
TO PALM SPRINGS
L.A.C.M.A.
CHILDREN'S MUSEUM
CITY HALL
TOPANGA STATE PARK
LA BREA TAR PITS
MUSEUM OF CONTEMPORARY ART
GRAND CENTRAL MARKET
MONTEREY PARK
SAN VINCENTE
SANTA MONICA
OLYMPIC
LIBRARY
J. PAUL GETTY MUSEUM
VENICE
CONVENTION CTR.
GREYHOUND
MGM
U.S.C.
RODEO
COLISEUM
MONTEBELLO
LA CIENEGA
LA BREA
MARTIN LUTHER KING
SEPULVEDA
OCEAN PARK
MALIBU
SLAUSON
HUNTINGTON PARK
VENICE
FLORENCE
CRENSHAW
WESTERN
VERMONT
SOUTH CENTRAL
SANTA MONICA
CULVER CITY
MANCHESTER
SOUTH GATE
BELL GARDENS
VENICE
VENICE BEACH
HOLLYWOOD PARK RACETRACK
CENTURY
INGLEWOOD
FIRESTONE
WATTS
SEPULVEDA
AVIATION
LOS ANGELES INT'L AIRPORT
IMPERIAL HWY
LYNWOOD
DOWNEY
EL SEGUNDO
HAWTHORNE
AVALON
CENTRAL
WILMINGTON
ALAMEDA
PACIFIC
IMPERIAL HWY
EL SEGUNDO
PACIFIC OCEAN
ROSECRANS
LAWNDALE
BROADWAY
ROSECRANS
PARAMOUNT
MANHATTAN BEACH
COMPTON
ARTESIA
CARSON
LAKEWOOD
PARAMOUNT
LAKEWOOD
BELLFLOWER
TO ANAHEIM, DISNEYLAND
190TH ST.
DEL AMO
REDONDO BEACH
TORRENCE
LINCOLN
TORRANCE
SEPULVEDA
WARDLOW
LONG BEACH AIRPORT
PALO PACIFIC COAST
VERDES
WILLOW
PALOS VERDES ESTATES
LOMITA
HAWTHORNE
ANAHEIM
ROLLING HILLS ESTATES
LONG BEACH
TO SAN DIEGO
SAN PEDRO
RANCHO PALOS VERDES
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KILOMETERS
MILES 1 2 3 4

Introduction

Los Angeles is the second largest city in the United States in terms of population and one of the largest in terms of area. It is the center of a five-county metropolitan area and is considered the prototype of the future metropolis—a city on the cutting edge of all of the advantages and the problems of large urban areas. The glamour of Hollywood, Beverly Hills, the Sunset Strip, and the famous beaches have added to Los Angeles's reputation as a California paradise and have contributed to the area's phenomenal growth. Los Angeles is a city of fascinating diversity, incorporating one of the largest Hispanic populations in the United States, a major Asian community, and sizable populations of nearly every ethnic background in the world. Los Angeles is also a center of international trade and banking, manufacturing, and tourism. The city offers something for everyone in its large conglomeration of separate and very different districts: a sleek, ultra-modern downtown, miles of beautiful beaches, mansions and stunning canyon homes built with opulent luxury, and some of the world's most glamorous shopping and dining. Beneath the glitter, though, is a troubled, racially divided city, with extremely high unemployment rates for young African Americans and Latinos.

Geography and Climate

Los Angeles lies on a hilly coastal plain with the Pacific Ocean as its southern and western boundaries. The city stretches north to the foothills of the Santa Monica Mountains and is bounded by the San Gabriel Mountains to the east. Numerous canyons and valleys also characterize the region, making it an area of diverse climatic conditions. The predominant weather influence is the warm, moist Pacific air, keeping temperatures mild throughout the year. Summers are dry and sunny—the city averages 329 days of sun per year—with most of the precipitation occurring during the winter months. Smog and air pollution are common problems, gathering in the coastal basin during periods of little air movement. Other unusual weather phenomena include the Santa Ana winds, which bring hot, dusty winds of up to 50 miles per hour from the surrounding mountains, and the occasional flash floods in the canyon areas, causing mudslides.

Area: 469.1 square miles (2000)

Elevation: 340 feet above sea level

Average Temperatures: January, 57.0° F; August, 72.0° F; annual average, 63.9° F

Annual Average Precipitation: 17 inches

History

Spanish and Anglos Settle, Trade Industry Thrives

The area around present-day Los Angeles was first explored by Europeans in 1769 when Gaspar de Portola and a group of missionaries camped on what is now called the Los Angeles River. Franciscans built Mission San Gabriel about 9 miles to the north in 1771. In 1781, Felipe de Neve, governor of Alte California, founded a settlement called El Pueblo de Nuestra Senora la Reina de los Angeles, which means ''the pueblo of our lady the queen of angels.'' In its early years, the town was a small, isolated cluster of adobe-brick houses and random streets carved out of the desert, and its main product was grain.

Although the Spanish government placed a ban on trading with foreign ships, American vessels began arriving in the early 1800s, and the first English-speaking inhabitant settled in the area in 1818. He was a carpenter named Joseph Chapman, who helped build the church facing the town's central plaza, a structure that still stands. After Mexico, including California, gained its independence from Spain in 1821, trade with the United States became more frequent. The ocean waters off the coast of California were important for whaling and seal hunting, and a number of trading ships docked at nearby San Pedro to buy cattle hides and tallow. By the 1840s, Los Angeles was the largest town in southern California.

City Becomes American Possession; Gold Discovered

During the war between the United States and Mexico in 1846, Los Angeles was occupied by an American garrison, but the citizens drove the fifty-man brigade out of town. The Treaty of Cahuenga, signed in 1847, ended the war in California, adding Los Angeles and the rest of California to American territory. The Sierra Nevada gold strike in 1848 in the mountains to the north of Los Angeles provided the town with a booming market for its beef, and many prospectors settled in the area after the gold rush. Los Angeles was incorporated in 1850 with a reputation as one of the toughest towns in the West. ''A murder a day'' only slightly exaggerated the town's crime problems, and suspected criminals were often hanged by vigilante groups. Lawlessness reached a peak in 1871, when, after a Chinese immigrant accidentally killed a white man, an angry mob stormed into the Chinatown district, murdering sixteen people. After that, civic leaders and concerned citizens began a successful campaign to bring law and order to the town.

The Southern Pacific Railroad reached Los Angeles in 1876, followed by the Santa Fe Railroad nine years later. The two rival companies conducted a rate war that eventually drove the price of a ticket from the eastern United States down to

five dollars. This price slashing brought thousands of settlers to the area, sending real estate prices to unrealistically high levels. By 1887, lots around the central plaza sold for up to one thousand dollars a foot, but the market collapsed in that same year, making millionaires destitute overnight. People in vast numbers abandoned Los Angeles, sometimes as many as three thousand a day. This flight prompted the creation of the Chamber of Commerce, which began a worldwide advertising campaign to attract new citizens. By 1890, the population had climbed back up to fifty thousand residents.

Oil, Agriculture, Moving Pictures, Manufacturing Build City

In the 1890s, oil was discovered in the city, and soon another boom took hold. By the turn of the century almost fifteen hundred oil wells operated throughout Los Angeles. In the early 1900s, agriculture became an important part of the economy, and a massive aqueduct project was completed. The city's growth necessitated the annexation of the large San Fernando Valley, and the port at San Pedro was also added to give Los Angeles a position in the international trade market.

The motion picture industry thrived on the Los Angeles area's advantages after the first decade of the twentieth century, and by 1930 it had earned the city the nickname of ''Tinseltown.'' Large manufacturing concerns also began opening factories during that time, and the need for housing created vast areas of suburban neighborhoods and the beginnings of the city's massive freeway system. The Depression and the midwestern drought of the 1930s brought thousands of people to California looking for jobs.

To accommodate its growing population, the city instituted a number of large engineering projects, including the construction of the Hoover Dam, which channeled water to the city from the Colorado River and provided electricity from hydroelectric power. The area's excellent weather made it an ideal location for aircraft testing and construction, and World War II brought hundreds of new industries to the area, boosting the local economy. By the 1950s, Los Angeles was a sprawling metropolis. It was considered the epitome of everything new and modern in American culture—a combination of super highways, affordable housing, and opportunity for everyone.

City Grapples with Pollution, Racial Unrest

The Los Angeles dream began to fade in the 1960s. Despite the continued construction of new freeways, traffic congestion became a major problem; industry and auto emissions created smog and pollution. Frustration over living conditions came to a head in August 1965, when riots erupted in the African American ghetto of Watts, and more unrest developed in the Hispanic communities of East Los Angeles. Reacting to these new problems, the city adopted strict air pollution guidelines and took steps to bring minorities into the political process, culminating in the 1973 election of Mayor Tom Bradley, the city's first African American mayor. Over the next two decades, public transportation was improved, and a subway system was funded and began limited operations. The downtown area became a thriving district of impressive glass skyscrapers.

The city's reputation was severely tarnished by a rebellion that broke out in April 1992 following the acquittal of four white police officers accused of beating an African American motorist—a beating that was captured on videotape by a bystander and broadcast worldwide. The ensuing melee left more than 50 people dead and resulted in an estimated 1 billion dollars in damage.

Los Angeles Enters Twenty-First Century

Los Angeles began to emerge from the recession of the mid-1990s, but like much of the country, the city was dealt another blow after the terrorist attacks of September 11, 2001. In response to the ensuing economic downturn, the mayor created the Los Angeles Economic Impact Task Force, which brought together business leaders from across the city to develop recommendations for strengthening the local economy. The result has been an increase in tourism, retail sales, and other continuing signs of recovery.

Historical Information: History Division, Natural History Museum of Los Angeles County, 900 Exposition Boulevard, Los Angeles, CA 90007; telephone (213)744-3352

Population Profile

Metropolitan Area Residents (PMSA)
1980: 7,478,000
1990: 8,863,052
2000: 9,519,338
Percent change, 1990–2000: 9.4%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

City Residents
1980: 2,966,850
1990: 3,485,557
2000: 3,694,820
2003 estimate: 3,819,338
Percent change, 1990–2000: 5.9%
U.S. rank in 1980: 3rd
U.S. rank in 1990: 2nd (State rank: 1st)
U.S. rank in 2000: 2nd (State rank: 1st)

Density: 7,876.8 people per square mile (in 2000, based on 1998 land area)

Racial and ethnic characteristics (2000)
White: 1,734,036
Black or African American: 415,195
American Indian and Alaska Native: 29,412
Asian: 369,254
Native Hawaiian and Other Pacific Islander: 5,915
Hispanic or Latino (may be of any race): 1,719,073
Other: 949,720

Percent of residents born in state: 50.2% (2000)

Age characteristics (2000)
Population under 5 years old: 285,976
Population 5 to 9 years old: 297,837
Population 10 to 14 years old: 255,604
Population 15 to 19 years old: 251,632
Population 20 to 24 years old: 299,906
Population 25 to 34 years old: 674,098
Population 35 to 44 years old: 584,036
Population 45 to 54 years old: 428,974
Population 55 to 59 years old: 143,965
Population 60 to 64 years old: 115,663
Population 65 to 74 years old: 187,11
Population 75 to 84 years old: 125,829
Population 85 years and over: 44,189
Median age: 31.6 years

Births (2002; Los Angeles County)
Total number: 151,167

Deaths (2002; Los Angeles County)
Total number: 59,586 (of which, 825 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,671
Median household income: $36,687
Total households: 1,276,609

Number of households with income of . . .
less than $10,000: 80,406
$10,000 to $14,999: 59,912
$15,000 to $24,999: 117,692
$25,000 to $34,999: 102,635
$35,000 to $49,999: 117,119
$50,000 to $74,999: 128,202
$75,000 to $99,999: 74,400
$100,000 to $149,999: 67,897
$150,000 to $199,999: 23,631
$200,000 or more: 35,145

Percent of families below poverty level: 18.3% (50.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 190,992

Municipal Government

The government of Los Angeles is a complex institution, with many departments operating independently of the central legislative and executive body. The fifteen-member city council and the mayor are elected to four-year terms, as are the city attorney and the controller. The county of Los Angeles is governed by a five-member board of supervisors, although many districts are separate and self-governing.

Head Official: Mayor James K. Hahn (D) (since 2001; current term expires 2005)

Total Number of City Employees: 35,895 (2002)

City Information: City Hall, 200 North Spring Street, Los Angeles, CA 90012; telephone (213)485-2121

Economy

Major Industries and Commercial Activity

California has always been known as an ''incubator'' of new ideas, new products and entrepreneurial spirit. Southern California has led the way in celebrating and nurturing that spirit. The people, institutions of knowledge, great climate and infrastructure have enabled the Los Angeles region to emerge as a leading business, trade and cultural center—a creative capital for the twenty-first century. The city is the largest manufacturing center in the West, one of the world's busiest ports, a major financial and banking center, and the largest retail market in the United States.

Los Angeles is the largest major manufacturing center in the United States, with 500,000 workers in manufacturing activities in 2003. The largest components are apparel (68,300 jobs), computer and electronic products (60,000 jobs), transportation products (54,600 jobs), fabricated metal products (49,900 jobs), food products (44,800 jobs), and furniture (27,400 jobs). The last few years have witnessed major economic expansion. The three-tiered, traditional economy (aerospace, entertainment, and tourism) has evolved into a well balanced, multi-tiered economic engine driven by unparalleled access to world markets.

Steel fabrication is the second largest industry in manufacturing, followed closely by fashion apparel. In the United States, only Detroit produces more automobiles than the Los Angeles area, a fitting statistic for the city with more cars per capita than any other in the world. The ''big three'' U.S. auto manufacturers, along with Honda, Mazda, Nissan, Toyota, Volkswagen, and Volvo, have all located design centers

in Los Angeles. The manufacture of heavy machinery for the agricultural, construction, mining, and oil industries contributes significantly to the local economy. Los Angeles is also a major producer of furniture and fixtures, as well as petroleum products and chemicals, print material, rubber goods, electronic equipment, and glass, pottery, ceramics, and cement products.

Los Angeles is the nation's largest port in terms of value of goods handled and tonnage. Proximity to the major Pacific manufacturing nations—Japan, Korea, and Taiwan—and easy access to transcontinental rail and truck shipping, plus the large commercial facilities available at Los Angeles International Airport make the Los Angeles Customs District the largest in the nation. The city's prominence in international trade is evidenced by the nearly 50 U.S. headquarters of foreign companies located in the area.

The banking and finance industry in Los Angeles is one of the largest in the United States. More than 100 foreign and countless domestic banks operate branches in Los Angeles, along with many financial law firms and investment banks. Entertainment, in the form of film, television, and music production, is the best known industry in Los Angeles, focusing worldwide attention on the city and making Los Angeles a major tourist destination. Tourism employs more than 468,000 people in the entire metropolitan area.

Other prominent industries in the Los Angeles area include health services, education, high-technology research and development, professional fields such as architecture and engineering, and a large construction business, both commercial and residential.

Items and goods produced: agricultural and seafood products, aircraft and aircraft parts, furniture fixtures, ordnance missiles, electrical and electronic equipment, stone, clay, glass, apparel, textiles, toys, fabricated metals, rubber, plastic, motion pictures, petroleum, coal

Incentive Programs—New and Existing Companies

Local programs—LA's Business Team, part of the Mayor's Office of Economic Development, is a one-stop shop for business developers. Through strategic industry and government alliances, the Business Team links businesses to a network of opportunities including financing, tax incentives, real estate, low-interest loans, job training programs, permits, and more. It is also working to develop emerging industries in Los Angeles, such as the environmental technology and biomedical industries. The Team will even cross jurisdictional lines to open doors for businesses at the federal, state, and country levels. Financial incentives are available in Federal Empowerment Zones, State Enterprise Zones, and City Tax Free Zones. Businesses wishing to expand or locate in Greater Los Angeles will find assistance through the Los Angeles County Economic Development Corporation.

Six business tax reforms were signed into law by the mayor in late 2001. These are designed to enhance the fairness of city tax laws by bringing more businesses into compliance while providing expedited and fair methods to settle tax disputes and assessments. To encourage local entrepreneurs, he has proposed exempting small start-up businesses from paying business taxes for their first two years of operation. The mayor's office also hosted a biomedical industry roundtable with more than twenty biomedical community leaders to discuss action the city can take to make Los Angeles more attractive to the industry.

Small- or medium-sized business may be eligible for technical assistance at one of the six Los Angeles Business Assistance Centers (BACs). The centers are operated by community based organizations and/or local colleges and universities and are funded by the City of Los Angeles Industrial and Commercial Development Division (ICD). Assistance is provided through a combination of in-house counselors, school faculty and private business professionals.

State programs—A variety of programs administered by state and federal sources are available to Los Angeles businesses. Those include: Manufacturers' Investment Credit, Partial Sales of Use Tax Exemption, In-Lieu Sales or Use Tax Refund, Research & Development Tax Credit, Net Operating Loss Carryover, Foreign Trade Zones, Recycling Market Development Zone, Childcare Tax Credit, Work Opportunity Tax Credit, Enterprise Zones, and others.

Job training programs—Private Industry Council (PIC) members appointed by the mayor encourage economic development through job training. The PIC works cooperatively with the Los Angeles City Council, Mayor's Office of Economic Development, Community Development Department, and California Employment Development Department to arrange for customized job hiring, recruiting, training, and retraining programs.

Development Projects

Greater Los Angeles was bustling with construction activity at the turn of the century. The Los Angeles downtown area has undergone a renaissance, with new museums, entertainment centers, sports venues, and more. Among the many projects were the Walt Disney Concert Hall, the new home of the Los Angeles Philharmonic since the 2002-2003 concert season, and the New Catholic Cathedral, a $189 million Mother Church for the Archdiocese of Los Angeles that was completed in 2002. Los Angeles Center Studios, a $105 million project described as the largest full-service independent film studio to be developed since the 1920s, began an expansion at the end of 2002 that added 900,000 square feet,

including a full-service commissary, additional offices and meeting rooms, and eight additional stages.

Hollywood is being refurbished as well, with the famous Mann's Chinese Theatre having undergone a major renovation. A new shopping, dining, and entertainment center located in the heart of Hollywood is designed to mirror a 1916 classic movie set. The five-story, open-air complex, called Hollywood and Highland, includes the Renaissance Hollywood Hotel, more than 60 specialty shops, public art exhibitions, six movie screens, restaurants, nightclubs, and the Kodak Theatre.

Economic Development Information: LA's Business Team, telephone (800)472-2278; email team4biz@mayor.ci.la.ca.us. Los Angeles County Economic Development Corporation, 515 South Flower Street, 32nd Floor, Los Angeles, CA 90071; telephone (888)452-3321; fax (213)622-7100; email info@laedc.org

Commercial Shipping

International trade is a major component of the Los Angeles area economy. The Los Angeles Customs District (including the ports of Long Beach and Los Angeles, Port Hueneme, and Los Angeles International Airport) is the nation's largest, based on value of two-way trade. In 2003, this totaled $235 billion. Import and export shipping through Los Angeles International Airport (LAX) is expected to jump 140 percent by 2015. With its increasingly expanding air cargo system, LAX is set for major expansion in 2006. Several major transcontinental rail systems, used by a number of rail shipping companies, terminate in Los Angeles. The Alameda Corridor, a $2.4-billion, high-speed cargo rail system linked to the Port of Los Angeles and completed in 2002, will make it even easier to ship products across the globe. All of the major interstate truck companies maintain large facilities in the metropolitan area.

Labor Force and Employment Outlook

Los Angeles offers a diverse employment pool, with a wide range of schooling and skills. A large number of immigrants—international, national, and regional—provide a steady source of labor with strong links to important trading partners like Mexico and Asia. With Los Angeles International Airport serving as the so-called new Ellis Island for foreign immigration to this country, the metropolitan region has achieved a new ethnic and cultural diversity in its workforce.

Services, wholesale and retail trade, manufacturing, government, financial service industries, transportation, utilities, and construction contribute significantly to local employment. The County of Los Angeles is the top ranked county in manufacturing in the united States.

By the end of the 1990s biotechnology emerged as one of California's largest employers at 210,000 jobs, surpassing such traditional strongholds as aerospace and the entertainment industry. Greater Los Angeles already is home to significant biotech manufacturing. More than 2,500 companies in Southern California make pharmaceuticals and other medical products. Other major industries showing growth at the start of the twenty-first century are international trade and tourism.

The following is a summary of data regarding the Los Angeles-Long Beach metropolitan area nonagricultural labor force, 2004 annual averages.

Size of nonagricultural labor force: 3,992,100

Number of workers employed in . . .
natural resources and mining: 3,800
construction: 139,400
manufacturing: 484,200
trade, transportation, and utilities: 780,100
information: 208,100
financial activities: 243,200
professional and business services: 561,000
educational and health services: 467,600
leisure and hospitality: 373,100
other services: 144,800
government: 586,500

Average hourly earnings of production workers employed in manufacturing: $18.67

Unemployment rate: 5.8% (January 2004)

Largest employers	*Number of employees*
Los Angeles County	93,354
Los Angeles Unified School District	78,085
U.S. Government	56,100
University of California	36,354
City of Los Angeles	35,895
State of California (noneducation)	32,300
Kaiser Permanente	27,635
The Boeing Company	23,468
Ralph's Grocery Co.	17,211

Cost of Living

Living costs in the metropolitan area are significantly higher than the national average.

The following is a summary of data regarding key cost of living factors for the Los Angeles area.

2004 (3rd Quarter) ACCRA Average House Price: $704,500

2004 (3rd Quarter) ACCRA Cost of Living Index: 155.8 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.25%

Property tax rate: Varies according to location

Economic Information: Los Angeles Area Chamber of Commerce, 350 South Bixel Street, PO Box 3696, Los Angeles, CA 90051-1696; telephone (213)580-7500; fax (213)580-7511

Education and Research

Elementary and Secondary Schools

The Los Angeles Unified School District (LAUSD) is the country's second largest district, with a K–12 student enrollment of more than 746,800. Geographically, it encompasses 704 square miles, an area that includes the City of Los Angeles and all or parts of 28 other cities, as well as some unincorporated areas of Los Angeles County. Faced with unprecedented economic downswings and tremendous cuts from the State of California, LAUSD had to find ways to reduce spending in 2003 by more than 360 million dollars.

Los Angeles public schools began operating under the ''90-30'' system in the early 1990s. To save the costs of building new schools in a district that takes in 15,000 more students each year, students attend school for 90 days, then take 30 days off, year-round.

The following is a summary of data regarding Los Angeles public schools in Los Angeles as of the 2004–2005 school year.

Total enrollment: 904,799 (includes adult schools and childrens' centers)

Number of facilities
elementary schools: 434
junior high schools: 78
senior high schools: 56
other: 14 multilevel; 21 magnet schools; 140 centers; 20 special education; 45 continuation high schools; 7 primary centers; 11 opportunity schools; 6 opportunity high schools; 1 newcomer school; 26 community adult; 5 regional occupation centers; 4 skills centers; 110 early education centers

Student/teacher ratio: 22:1

Teacher salaries
minimum: $41,177
maximum: $72,247

Spending per pupil: $6,719 (2001–2002)

Public Schools Information: Los Angeles Unified School District, 333 South Beaudry Avenue, Los Angeles, CA 90017

Colleges and Universities

The Los Angeles area is home to three campuses of the University of California system, seven from the California State University system, and twenty private colleges and universities. The two largest are the University of California, Los Angeles (UCLA), and the University of Southern California (USC), nationally known as major research universities. Other prominent colleges and universities in the area include the California Institute of Technology (Cal Tech), Loyola Marymount University, the Claremont colleges, Pepperdine University, and Mount St. Mary's College.

Libraries and Research Centers

The Los Angeles Public Library System operates 69 branches throughout the metropolitan area with a total of more than 6 million volumes. The main branch is the third largest public library in the country. The system also maintains holdings of maps, audio tapes, films and videos, art reproductions, mobile libraries, and special services for the visually impaired. Its special collections include California history, African American fiction, genealogy, Japanese prints, rare books, and the nation's largest collection of materials on food and drink, including several thousand menus, primarily from California restaurants.

Both UCLA and USC operate major libraries whose holdings number more than 6.2 million and 2.7 million volumes respectively. The Los Angeles County Law Library consists of 9 branches with a collection totaling more than 700,000 volumes in all areas of law and legal issues. More than 150 other specialized and private libraries serve the Los Angeles area.

Some of the most advanced research in the world is conducted at Los Angeles' three major institutions of higher learning (UCLA, USC, and the California Institute of Technology). Between 1923 and 2001, twenty Nobel prize winners came from Los Angeles institutions. Research activities are conducted in such fields as archaeology, oral history, folklore and mythology, international studies, AIDS, cystic fibrosis, schizophrenia, radiology and thalmology manufacturing automation, laser studies, marine sciences, sickle cell anemia, oncology, neonatology, astronomy, seismology, hydraulics, radiation, foreign policy, armament and disarmament, desert studies, and ocean studies. Los Angeles has

become a mecca for researchers searching for ways to understand the changing character of America.

Public Library Information: Los Angeles Public Library System, 630 West Fifth Street, Los Angeles, CA 90071-2097; telephone (213)228-7000

Health Care

Los Angeles is the primary health care and treatment center for the southern California region. It is the second largest health care market in the country and is at the forefront of major changes taking place in the health care industry. In recent years, many community hospitals have closed and overcapacity threatens more closures. In the vast metro Los Angeles area, there are 822 hospitals and clinics. It has been estimated that nearly a third of the hospitals would soon close and others would consolidate so that California's health care industry will eventually be dominated by four or five huge hospital networks, but lawsuits and other problems have led the state's hospital system into uncertainty and turmoil.

With more than 600 beds, UCLA Medical Center is known worldwide as a health care innovator. Its highly experienced staff consists of more than 1,000 physicians and 3,500 nurses, therapists, technologists, and support personnel. Offering comprehensive care from the routine to the highly specialized, its physicians are some of the best in the country. Other factors contributing to the Center's top rankings include specialized intensive care units, state-of-the-art inpatient and outpatient operating suites, a Level-1 trauma center, and the latest diagnostic technology. UCLA Medical Center includes UCLA Children's Hospital; the Jules Stein Eye Institute; the Doris Stein Eye Research Center; UCLA's Jonsson Cancer Center, officially designated by the National Cancer Institute as one of the most comprehensive cancer centers in the country; and a network of health care facilities that brings UCLA-quality care to a growing number of California communities.

Recreation

Sightseeing

The immense size of Los Angeles and the innumerable activities offered by the city make its attractions seem limitless. Different sections of the city offer a wide range of sights and diversions, from the more than 40 miles of city-operated Pacific beaches in the west to the mountains in the east and the vast urban areas in between. The downtown district not only forms one of the nation's most modern skylines, but also preserves many historic buildings. Some of the original structures in the city can be found in El Pueblo de los Angeles State Historic Park. To the east is Olvera Street, a Hispanic district that recreates the atmosphere of old Mexico's open-air markets. Chinatown is just north of the downtown area, and to the south Little Tokyo is the social, cultural, religious, and economic center for southern California's more than 200,000 Japanese American residents, the largest concentration of Japanese people outside of Asia.

Hollywood and other districts devoted to the film and television industry are among the most popular attractions in Los Angeles. Universal Studios Hollywood features guided tours of some of the world's most famous imaginary places, and live tapings of television shows can be viewed at several studios. The world's first psychological thrill ride—the Revenge of the Mummy—opens there in June 2005. Nearby Beverly Hills, an independent community completely surrounded by the city, is home to many film stars, where opulent mansions enjoy proximity to some of the world's most exclusive stores and restaurants. A trip to Los Angeles is not complete without a visit to the newly refurbished Mann's Chinese Theatre and the ''Walk of Fame'' sidewalk featuring the handprints and footprints of movie legends.

Griffith Park, the city's largest, features the Los Angeles Zoo, with more than 2,000 animals; Griffith Observatory, which contains two refracting telescopes; and the Greek Theater, a natural outdoor amphitheater. Hancock Park contains the Rancho La Brea Tar Pits, where prehistoric fossil remains are displayed alongside life-size renditions of the species common to the area in prehistory.

Three of the nation's most popular theme parks are located in the Los Angeles area. Six Flags Magic Mountain is 25 minutes north of Hollywood in Valencia and features 260 acres of rides and family-oriented fun. Knott's Berry Farm in Buena Park offers rides, attractions, live entertainment, shops, and restaurants. World-famous Disneyland, located in Anaheim, is home to eight imaginary lands, rides, adventures, and the famous Disney characters.

The Pacific oceanfront provides a variety of attractions, including carnival-like Venice Beach and Muscle Beach, home to hundreds of bodybuilders. Marina Del Ray, known as ''L.A.'s Riviera,'' is the world's largest man-made marina. Catalina Island features island tours and a casino.

Arts and Culture

The performing arts thrive in the city of Los Angeles. Many consider it the entertainment capital of the world, where

The Capitol Records building stands near Los Angeles's famous ''Hollywood'' sign.

major television and film projects develop daily. One of America's premier symphony orchestras, the Los Angeles Philharmonic, performs during the winter at the new Walt Disney Concert Hall; the orchestra gives summer concerts at Hollywood Bowl, an open-air amphitheater designed by Frank Lloyd Wright. The Los Angeles Opera and Master Chorale performs at the 3,197-seat Dorothy Chandler Pavillion.

Theater in Los Angeles benefits from the motion picture and television industry. Famous personalities can often be seen in area theaters, including the Henry Fonda Theatre, the Ahmanson Theatre, and the Center Theatre Group at the Mark Taper Forum. The internationally acclaimed Joffrey Ballet performs and maintains offices in Los Angeles.

The Los Angeles area is filled with museums for every taste. The Natural History Museum of Los Angeles County features displays of paleontology and history, minerals, animal habitats, and pre-Columbian culture. The Page Museum located at the Rancho La Brea Tar Pits is one of the world's most famous fossil localities, recognized for having the largest and most diverse collection of extinct Ice Age plants and animals in the world. The Hollywood Wax Museum houses more than 350 wax figures depicting famous people. The California Museum of Science and Industry, one of the most visited museums in the West, includes the Mitsubishi IMAX Theatre, the Gehry-designed Aerospace Hall, Technology Hall, the Kinsey Hall of Health, and the California Science Center. The Los Angeles Children's Museum is a hands-on museum, designed to help children learn as they experiment with a number of exhibits. The history of California comes alive at the Gene Autry Western Heritage Museum in Griffith Park, the Southwest Museum, the Hollywood History Museum, and the Wells Fargo Museum. The early Spanish colonial history of the region can be experienced by visiting one of nine mission churches located in and around the city. The Museum of Tolerance is a high-tech, hands-on experiential museum that focuses on racism and prejudice in America and the history of the Holocaust through unique interactive exhibits.

The Museum of Contemporary Art houses a large permanent collection of approximately 5,000 objects in all visual media, ranging from masterpieces of abstract expressionism and pop art to recent works by young and emerging artists. Paintings, drawings, sculpture, illuminated manuscripts, decorative arts, and European and American photographs are on display at the J. Paul Getty Museum, which is undergoing a major construction project scheduled for completion in 2006. The Los Angeles County Museum of Art features permanent installations of pre-Columbian, Far Eastern, European, and American artwork, as well as a number of traveling exhibits. Other museums in the region include the California Afro-American Museum, the Armand Hammer Museum of Art at UCLA, and the many museums to be found on ''Museum Row'' on the city's west side.

Festivals and Holidays

Los Angeles' events calendar begins with the Tournament of Roses Parade in Pasadena on New Year's Day, an event featuring floral floats decorated by hand. Chinese New Year is celebrated each February in Chinatown with the Golden Dragon Parade and other celebrations. In March or April Olvera Street is host to a Blessing of the Animals festival on the Saturday before Easter. April features the spectacular Easter Sunrise services at the Hollywood Bowl and the annual Academy Awards event sponsored by the Academy of Motion Picture Arts and Sciences.

Cinco de Mayo, a Mexican festival in May, is celebrated in a number of places throughout the Southern California area. May also brings the Calico Spring Festival at Calico Ghost Town in Yermo and the elegant Affaire in the Gardens, a fine arts and crafts show in Beverly Hills. June features the Ojai Wine Festival in Ojai and the Playboy Jazz Festival at the Hollywood Bowl. The Fourth of July is celebrated in a variety of ways throughout the city, including fireworks on the oceanfront. July also features the Orange County Fair in Costa Mesa and the International Surf Festival on the South Bay. One of the oldest Japanese American festivals, the Nisei Week Japanese Festival occurs each August in Little Tokyo.

Los Angeles celebrates its birthday each September in the downtown Plaza, and Catalina Island hosts the Annual Art Festival, a September tradition since 1958. September also brings the L.A. County Fair in Pomona, a two-week celebration of agriculture and livestock featuring horse races and prize pies. Mexican Independence Day is also celebrated with a fiesta for three days in mid-September in El Pueblo de los Angeles State Historic Park. November features the Dia de Los Muertes, the ''Day of the Dead,'' a traditional Mexican festival on the first of November. The holiday season begins in December with the Christmas Afloat Boat Parade and the L.A. Art Fair, offering for sale museum-quality artworks from around the world. Los Posadas, a traditional Mexican festival recreating the New Testament story of Mary and Joseph's journey to Bethlehem, takes place each year during the week before Christmas.

Sports for the Spectator

The 21,000-seat Staples Center is home to the National Basketball Association's Clippers and Lakers, and the National Hockey League's Kings. Baseball's National League Dodgers play an April- October season at a refurbished Dodger Stadium. Los Angeles is also home to the Women's National Basketball Association team, the Sparks, and Major League Soccer team, the Galaxy. The Los Angeles Angels of

Anaheim professional baseball team and the Mighty Ducks professional hockey team play in nearby Anaheim.

Collegiate sports are represented by UCLA and USC, both Division I National Collegiate Athletic Association (NCAA) institutions; they field championship caliber teams in every major sport. The annual Rose Bowl, one of the major traditional post-season college football games, is played on New Year's Day in Pasadena. Hollywood Park and Santa Anita Park are both nationally known thoroughbred racing facilities.

Sports for the Participant

The Los Angeles area offers a broad range of activities for the athletically inclined. The miles of city-operated beaches along the Pacific are popular for swimming, surfing, and all forms of boating. Winter skiing areas are less than an hour's drive away from the city. The Los Angeles Parks and Recreation Department operates several hundred parks that feature swimming pools, playing fields, golf courses, and tennis courts.

Shopping and Dining

Los Angeles is a shoppers' paradise, with more than 1,500 department stores as well as countless smaller specialty shops, a number of fashionable shopping plazas, and many large urban malls. An exclusive group of stores along Rodeo Drive is the most famous shopping district in the area, but there are a number of others, including Melrose Avenue, offering the latest and wildest trends in fashion. Westwood Village is a collection of interesting boutiques and restaurants that offers a thriving night life. The Beverly Center in West Los Angeles is one of the nation's busiest malls. Celebrity sightings there are not uncommon, and Japanese tourists come by the thousands to shop as part of planned sightseeing tours.

Ethnic specialty shops can be found in Little Tokyo, Koreatown, Chinatown, East Los Angeles, and on Olvera Street. The Farmer's Market and Shopping Village in downtown Los Angeles offers fresh produce, import shops, and elegant cafes. Westwood Village and the neighboring UCLA campus are a cultural and entertainment hub filled with shops, bistros, and architectural landmarks.

The Los Angeles area, home to some of America's finest restaurants, enjoys some 20,000 dining establishments, from fast food chains to exclusive gourmet restaurants frequented by Hollywood stars. Ethnic specialties from nearly every country in the world can be found in Los Angeles. Fresh seafood and beef, as well as produce from the nearby agricultural regions, are served in most of the city's restaurants.

Visitor Information: Los Angeles Convention & Visitors Bureau, 633 West Fifth Street, Suite 6000, Los Angeles, CA 90071; telephone (213)624-9746

Convention Facilities

The major convention and meeting facility in Los Angeles is the Los Angeles Convention Center. Situated on 63 landscaped acres, the complex is centrally located within easy access of hotels, restaurants, nightlife, shops, recreational activities, and sightseeing attractions. With 720,000 square feet of exhibition and 147,000 square feet of meeting room space, the center has become the largest convention facility on the West Coast. There are more than 14,000 hotel rooms and two major airports near the convention center.

Convention Information: Los Angeles Convention and Visitors Bureau, 633 West Fifth Street, Suite 6000, Los Angeles, CA 90071; telephone (213)624-7300; fax (213)624-9746

Transportation

Approaching the City

Los Angeles International Airport (LAX), just west of the downtown area, is the fourth largest airport in the world in terms of passengers handled, and the airport is served by dozens of major airlines with thousands of flights each year. Nearby Burbank-Glendale-Pasadena Airport is served by six major airlines. Greyhound carries passengers to a terminal in downtown Los Angeles. Amtrak has invested $100 million in new passenger trains in recent years; its *Pacific Surfliner* carries passengers from San Diego through Los Angeles to San Luis Obispo.

Three interstate highways converge in the Los Angeles area: I-5 approaching from Canada in the north, I-15 from Las Vegas to the west, and I-10 connecting Los Angeles with Arizona and the Southwest. State Highway 1, the Pacific Coastal Highway, skirts the city along the ocean.

Traveling in the City

Los Angeles is perhaps best navigated by automobile, although the city's massive, complex web of limited-access freeways, one of the most extensive in the nation, still struggles to accommodate heavy commuter traffic. The Los Angeles Department of Transportation has implemented a state-of-the-art computer system to manage the city's street traffic, but Los Angeles is still among the places with the worst traffic in the nation, according to a study by Cambridge Systematics for the American Highway Users Alliance.

The Los Angeles County Metropolitan Transit operates frequent local and express bus service throughout the city and to major area attractions. It also operates Metro Blue Line

light rail service, the new Metro Red Line light rail service to Hollywood, and the Metro Red Line subway. The Metro Orange Line began with construction of a bridge across the Los Angeles River and is slated for an August 2005 completion. The $880 million Metro Gold Line, which will add 6 miles of track, is scheduled to begin running in 2009. The Mid-City/Exposition Light Rail Transit Project is the newest proposed extension of the 62 station Metro Rail System; preliminary engineering design work began in 2003. The City of Los Angeles Department of Transportation operates the DASH shuttle system; downtown DASH lines link major business, government, retail and entertainment centers within downtown. The Convention Center, the Garment and Jewelry districts, Olvera Street, the Metro Blue Line, and Union Station are easily accessible via DASH lines.

Communications

Newspapers and Magazines

Los Angeles readers are served by the morning *Los Angeles Times.* More than 100 foreign-language, special-interest, business, alternative, and neighborhood papers are published weekly in Los Angeles. *La Opinion* is the largest Spanish-language newspaper in the United States, with a daily circulation of 128,495. *Los Angeles* magazine, a monthly covering events and topics of importance to the metropolitan area, and a number of nationally distributed magazines, such as *Guns and Ammo,* and *Bon Appetit* are also published in the city.

Television and Radio

Sixteen television stations broadcast in the Los Angeles area. The 33 AM and FM radio stations broadcasting there feature a wide assortment of music, news, and information programming; stations broadcasting in surrounding communities are also received in Los Angeles.

Media Information: *Los Angeles Times,* Times Mirror Square, Los Angeles, CA 90053; telephone (213)237-5000.

Los Angeles Online

City of Los Angeles Home Page. Available www.ci.la.ca.us

La Opinion. Available www.laopinion.com

Los Angeles Area Chamber of Commerce. Available www.lachamber.org

Los Angeles Convention and Visitors Bureau. Available www.lacvb.com

Los Angeles Economic Development Corporation. Available www.laedc.org

Los Angeles Public Library. Available www.lapl.org

Los Angeles Times. Available www.latimes.com

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Monterey

The City in Brief

Founded: 1770 (incorporated, 1850)

Head Official: Mayor Dan Albert (since 1986)

City Population
1980: 27,558
1990: 31,954
2000: 29,674
2003 estimate: 29,960
Percent change, 1990–2000: −8.9%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported (State rank: 237th)

Metropolitan Area Population (PMSA)
1980: 290,000
1990: 355,660
2000: 410,762
2003 estimate: 415,800
Percent change, 1990–2000: 13%
U.S. rank in 1990: 102nd (PMSA)
U.S. rank in 2000: 103rd (MSA)

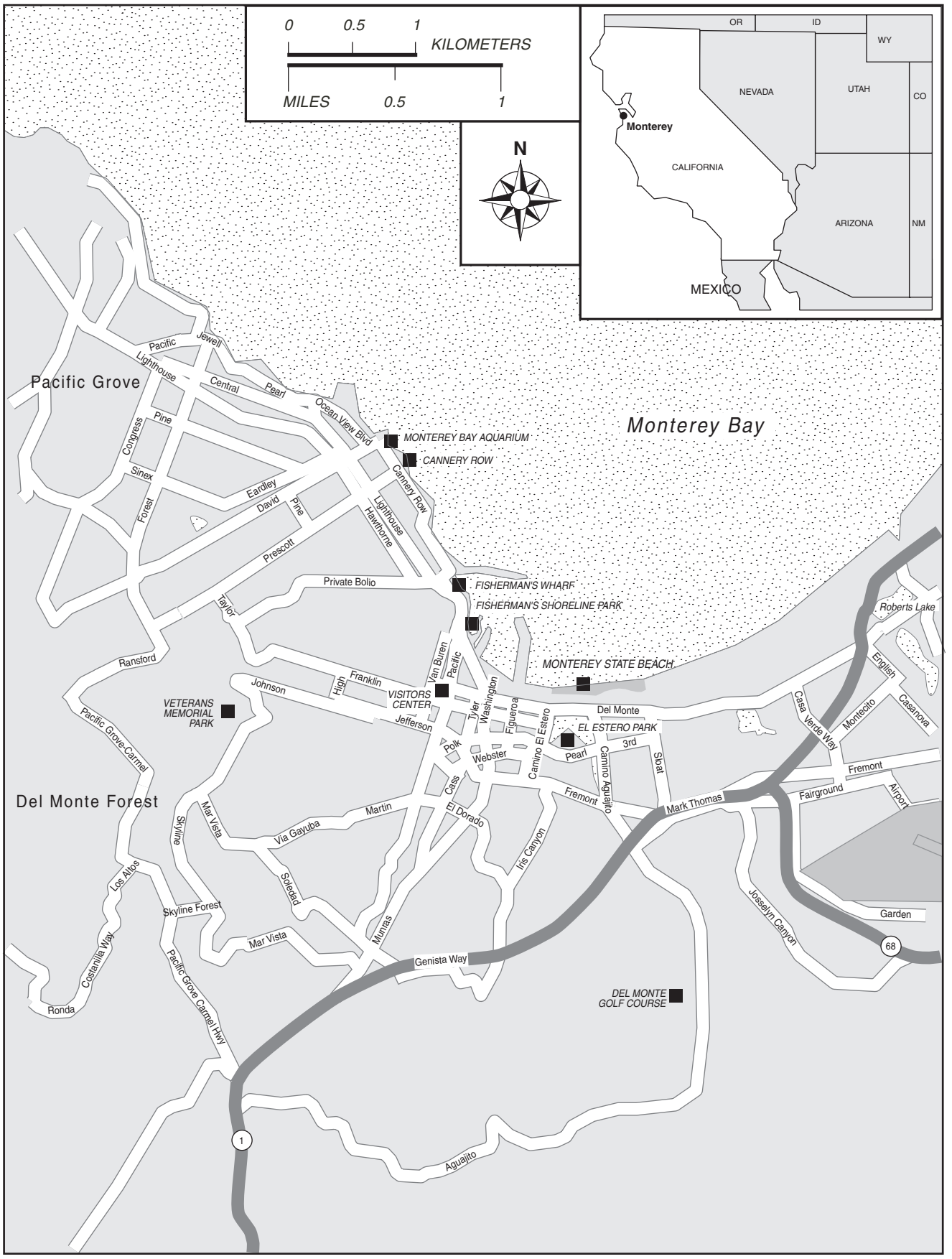
Area: 8.44 square miles (2000)
Elevation: 10 feet above sea level
Average Annual Temperature: 57° F
Average Annual Precipitation: 19.29 inches

Major Economic Sectors: Services, trade, government
Unemployment Rate: 12.9% (December 2004)
Per Capita Income: $27,133 (1999)

2002 FBI Crime Index Total: 1,369

Major Colleges and Universities: Monterey Peninsula College, Monterey Institute of International Studies

Daily Newspaper: *The Monterey County Herald*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Pacific Grove
Monterey Bay
Del Monte Forest
MONTEREY BAY AQUARIUM
CANNERY ROW
FISHERMAN'S WHARF
FISHERMAN'S SHORELINE PARK
MONTEREY STATE BEACH
VISITORS CENTER
VETERANS MEMORIAL PARK
EL ESTERO PARK
DEL MONTE GOLF COURSE
Roberts Lake
Pacific
Jewell
Lighthouse
Central
Pearl
Ocean View Blvd
Congress
Pine
Sinex
Eardley
David
Forest
Prescott
Hawthorne
Cannery Row
Private Bolio
Taylor
Ransford
Johnson
High
Franklin
Van Buren
Jefferson
Tyler
Washington
Figueroa
Del Monte
Camino El Estero
Polk
Webster
Pearl
3rd
Sloat
Camino Aguajito
Casa Verde Way
Montecito
Casanova
English
Fremont
Fairground
Airport
Mark Thomas
Martin
Via Gayuba
Cass
El Dorado
Iris Canyon
Josselyn Canyon
Garden
Skyline
Mar Vista
Soledad
Los Altos
Skyline Forest
Mar Vista
Munras
Genista Way
Costanilla Way
Ronda
Pacific Grove Carmel Hwy
Pacific Grove-Carmel
Aguajito
1
68

Introduction

Monterey, the largest city on the Monterey Peninsula, is a beautiful seaside community with a vast array of recreational and cultural activities. Bustling with fashionable restaurants, shops, and nightspots, Monterey has preserved more of its history than any other California city. Once the capital of the Spanish territory of California, Monterey has restored its historic buildings and Spanish adobes, and displays these treasures on the magnificent crescent of blue water that is Monterey Bay.

Geography and Climate

Monterey is located on the Monterey Peninsula, which is 120 miles south of San Francisco, 60 miles south of San Jose, and 345 miles north of Los Angeles. The peninsula is bordered by Monterey Bay to the north, the Pacific Ocean to the west, and Carmel Bay to the south.

Although characterized by cool, dry summers and wet winters, the regions of Monterey County exhibit considerable climatic diversity. The warmest months are July through October, and the rainiest are November and April. Summer months often can be foggy, especially early and late in the day, due to the chilly and unchanging water temperatures of the Pacific Ocean.

Area: 8.44 square miles (2000)

Elevation: 10 feet above sea level

Average Temperatures: January, 53° F; July, 60° F; annual average, 57° F

Average Annual Precipitation: 19.29 inches

History

Early Settlements

Native Americans known as the Esalen lived in the area of present-day Monterey from 500 B.C. to 500 A.D., and probably much longer. The Esalen were displaced in 500 B.C. by the Ohlone Indians, who were drawn to the area by the abundance of fish and wildlife and other natural resources. The Indians hunted quail, geese, rabbit, bear, and other wildlife, gathered plants, and caught fish, mussels, abalone, and shellfish. Several of their village sites have been identified and preserved.

Monterey was first seen by Europeans when Portuguese explorer Juan Rodriquez Cabrillo spotted La Bahia de los Pinos (Bay of Pines) in 1542 on a journey in search of riches in the New World. But high winds prevented him and his crew from landing. In 1602, Spanish explorer Don Sebastian Viscaino officially named the port in honor of Spain's Count of Monte Rey under whose order he was sailing. Viscaino's 200 men gave thanks for their safe journey in a ceremony held under a large oak tree overlooking the bay.

In 1770, an expedition by land and sea brought Gaspar de Portol and Franciscan Father Junipero Serra to Monterey. There they established the Mission and Presidio (military post) of San Carlos de Borromeo de Monterey, and the City of Monterey. Under the same oak tree where Viscaino's crew members had prayed, Father Serra said mass for his brave group. A year later, in 1771, Father Serra moved the mission to nearby Carmel, which offered a better agricultural and political environment; the Presidio Church in Monterey, however, continued in use.

Becomes Capital of Spanish California

In 1776, Spain named Monterey the capital of Baja (lower) and Alta (upper) California. This same year, Captain Juan Bautista de Anza arrived with the first settlers for Spanish California, most of them bound for San Francisco. For decades, Monterey's soldiers and their wives lived at the Presidio. In 1818, Argentinean revolutionary Hippolyte Bouchard sacked the town in an effort to destroy Spain's presence in California. Soon the residents began to expand outside the Presidio, creating homesteads throughout Monterey.

In April 1822, when Mexico gained its independence from Spain, Monterey became the Mexican capital. California soon pledged its loyalty to the Mexican government.

Spain had not allowed foreigners to trade with California, but Mexico opened up the area to international trade, and Monterey was made California's sole port of entry. Traffic with English and American vessels for the hide and tallow trade became an important part of the economy. A dried steer hide valued at about a dollar was termed a ''California bank note.'' The hides were shipped to New England, where they were used to make saddles, harnesses, and shoes. Tallow was melted down in large rendering pots and poured into bags of hides or bladders to be delivered to the trading ships; in the end, most of the tallow was made into candles.

By 1827, foreign trade had become very important and a custom house was built in Monterey. The booming trade, especially with New England, attracted a number of Americans—called ''Yanquis''—to Monterey. Many of them married into Mexican families and became Mexican citizens. In the mid-1830s, Mexican rulers redistributed much of the local land formerly run by the Catholic Church

and huge cattle ranches were formed. An elite class of landed ''Californios'' grew up in the area. In 1842, the U.S. government sent Thomas Larkin to Monterey to head the first American consulate in California.

Statehood Attained

In July 1846 Commodore John Drake Sloat's flagship arrived in Monterey Bay and his troops raised the American flag, claiming the region for the United States, and gaining the territory without a fight from the Mexicans. American occupation continued until the Treaty of Guadalupe Hidalgo was signed in 1848, making all of Alta California part of the United States. This included the land now known as California, Utah, Nevada, and parts of Arizona, Colorado, New Mexico, and Wyoming.

In Monterey, U.S. Naval Chaplain Walter Colton was appointed to serve as Monterey's first American Alcalde, a position defined as mayor and judge. Colton, a well-educated and just man, was considered well qualified to hold this important position. In 1846, he and Robert Semple established California's first newspaper, *The Californian.* Colton also designed and supervised the construction of the first public structure built under the American flag, Colton Hall, which served as a public school and town meeting hall.

In 1849, delegates from throughout Alta California met in Colton Hall in Monterey to create a constitution for the people of the new U.S. territory. The new constitution was signed on October 13, 1849. In 1850, the U.S. Congress voted to adopt California as the thirty-first state of the Union. San Jose was chosen as the seat for the first legislature. (The official definition of a state capital is where the legislature sits; therefore Monterey never was the state capital.)

During the next decade Monterey lost much of its political influence. But at the same time it was becoming an important center for the whaling industry. Asian and European fishermen began arriving there, drawn by the developing fishing industry. Influences from these Japanese, Chinese, Portuguese, and Italian immigrants formed a basis for the city's culture that lives on to today.

Serves as County Seat; Sardine Trade Develops

After California gained its statehood, the legislature formed counties. Monterey served as the Monterey County seat of government until 1873, when Salinas was named to that role. Further transformation of Monterey took place in the 1870s when the first railroad was built, connecting the quiet fishing town with cosmopolitan San Francisco and cities beyond. In the 1880s, the local whaling industry disappeared and civic leaders turned to tourism to revive the local economy. By the mid-1880s, tourism flourished in the area, with thousands flocking to the seaside resort annually.

By the 1920s, the sardine market had grown greatly and the section of Monterey known as Cannery Row was established. During the next two decades, a score of canneries and reduction plants grew up in the area. Workers processed an estimated 250,000 tons of sardines each year. Monterey became known as the ''Sardine Capital of the World.'' The rough and rollicking vicinity of Cannery Row was made famous in the John Steinbeck novels *Cannery Row* and *Sweet Thursday.*

Abandoned Warehouses Revitalized; Tourism Grows

In the 1940s, for reasons still in dispute, the sardine population began a rapid decline. Theories explaining the sardines' disappearance range from water pollution to a change in currents to warmer climates or just being ''fished out.'' The once-thriving Cannery Row soon became a ghost town of empty warehouses.

In the second half of the twentieth century, tourism once again gained importance and the old abandoned warehouses were converted into shops, restaurants, and galleries. Today, tourism has become the number one industry in Monterey, growing out of the city's efforts to preserve its historic and natural resources. Monterey has gained a reputation for excellence in environmental protection and this has served to enhance its visitor industry. Visitors flock to the seaside town of Monterey to capture a glimpse of the city's past and enjoy the sounds and sights it has to offer.

Historical Information: Monterey County Historical Society, PO Box 3576, Salinas, CA 93912; telephone (831)757-8085

Population Profile

Metropolitan Area Residents

1980: 290,000
1990: 355,660
2000: 410,762
2003 estimate: 415,800
Percent change, 1990–2000: 13%
U.S. rank in 1990: 102nd (PMSA)
U.S. rank in 2000: 103rd (MSA)

City Residents

1980: 27,558
1990: 31,954
2000: 29,674
2003 estimate: 29,960
Percent change, 1990–2000: −8.9%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported (State rank: 237th)

Density: 3,516.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 23,985
Black or African American: 749
American Indian and Alaska Native: 170
Asian: 2,205
Native Hawaiian and other Pacific Islander: 86
Hispanic or Latino (may be of any race): 3,222
Other: 1,603

Percent of residents born in state: 41.6% (2000)

Age characteristics (2000)
Population under 5 years old: 1,477
Population 5 to 9 years old: 1,421
Population 10 to 14 years old: 1,263
Population 15 to 19 years old: 1,961
Population 20 to 24 years old: 2,695
Population 25 to 34 years old: 5,382
Population 35 to 44 years old: 4,638
Population 45 to 54 years old: 4,031
Population 55 to 59 years old: 1,279
Population 60 to 64 years old: 1,117
Population 65 to 74 years old: 1,974
Population 75 to 84 years old: 1,699
Population 85 years and older: 737
Median age: 36.1 years

Births (Monterey County, 2001)
Total number: 7,176

Deaths (Monterey County, 2001)
Total number: 2,470 (of which, 39 were infants under the age of 1 year)

Money income (1999)
Per capita income: $27,133
Median household income: $49,109
Total households: 12,656

Number of households with income of . . .
less than $10,000: 887
$10,000 to $14,999: 621
$15,000 to $24,999: 1,262
$25,000 to $34,999: 1,431
$35,000 to $49,999: 2,261
$50,000 to $74,999: 2,865
$75,000 to $99,999: 1,403
$100,000 to $149,999: 1,307
$150,000 to $199,999: 304
$200,000 or more: 315

Percent of families below poverty level: 4.4% (46.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 1,369

Municipal Government

Monterey operates with a council-city manager form of government. The policymaking branch of the city government, the city council, consists of five members: the mayor, elected to a two-year term, and four council members, elected to four-year terms. The city manager, appointed by the council, serves as the city's professional administrator.

Head Official: Mayor Dan Albert (since 1986; current term expires November 2006)

Total Number of City Employees: 464 (full and part-time) (2005)

City Information: Mayor's Office, City of Monterey, 340 Tyler St., Monterey, CA 93940-2487; telephone (831)646-3760

Economy

Major Industries and Commercial Activity

Once a leading fishing and whaling port, Monterey county's economic mainstays now are tourism and the military. While tourism has always been a major component in the city's economy, it has become the dominant industry in the last 30 years, supporting more than one third of Monterey jobs. Today, hotel taxes provide 29 percent of the city budget and the main source of funding for municipal services is derived from the visitor industry. The prime tourist season runs April through Thanksgiving. While the city's economy suffered greatly from the lack of travel due to the events of September 11, 2001, Monterey tourism is on the rebound. The Monterey Bay Aquarium is the prime attraction, and numerous restaurants, art galleries, gift shops, and an Antiques Mall have created a wide variety of shopping opportunities. Tourists also come to observe the special events tied to the historic Cannery Row Area, made famous by novelist John Steinbeck, local son of the nearby city of Salinas. Its reputation as a world class golfing destination brings golfers to the championship golf courses at Pebble Beach and other area courses. Independent travelers (those not with a tour group) make up the largest class of overnight visitors to the Monterey Bay Area and are primarily from elsewhere in California. It is estimated that 4 million people visit Monterey each year. The city's population increases to nearly 70,000 during tourist seasons.

Due to its strategic location, Monterey has historically been a key military outpost. Today, the city's military installations continue to provide tremendous support to the econ-

omy, particularly through its educational institutions. The Army's Defense Language Institute provides language instruction for agents of the FBI, Drug Enforcement Administration, and Border Patrol. The Naval Postgraduate School offers advance classroom training for Naval officers. The Fleet Numerical Meteorology and Oceanography Center, operated by the Navy, is one of the world's leading numerical weather prediction centers. According to the *Monterey County Herald,* these institutions contribute $1 billion to the local economy. The economic impact of spending by the School and employees of the Naval Postgraduate School alone amounts to $140.2 million channeled into the local economies of Monterey County. However, the changing needs of the military, coupled with its efforts to streamline operations, threaten the closure of many of the country's military bases and those in California are not exempt.

The government employs 18 percent of the county's workforce. Other significant sectors of Monterey's economy include trade, transportation and utilities which account for 16 percent of all employment in the county. Workers in the leisure and hospitality sector, including arts, recreation, entertainment, accommodations and food service, make up 12 percent of the workforce.

As Monterey looks to the future, the challenge will be to balance the cyclical nature of the tourist economy while finding ways to provide higher paying jobs. Monterey will increasingly see its economy based on educational and research activities. Marine biology and the environmental sciences are expected to make a very large impact on the economy of the region.

Items and goods produced: vegetables, fish and seafood, light manufactured products

Incentive Programs—New and Existing Companies

Local programs—The California Coastal Rural Development Corporation operates a variety of small business loan programs, as well as Monterey's Micro-Business Loan Program. The Central Coast Small Business Development Center (SBDC) provides no-cost, hands-on technical assistance and support to small businesses on California's Central Coast. Confidential counseling, classes, workshops, seminars, and loan programs are available through the SBDC.

State programs—With the Manufacturers' Investment Credit, companies that purchase manufacturing or R&D equipment for use anywhere in California are allowed a tax credit equal to six percent of the costs paid or incurred for acquiring the property. Other incentives include the California research and development tax credit, which allows companies to receive a credit of 8 percent for qualified research expenses (research done in-house), and 12 percent for basic research payments (payments made in cash to an outside company). The California Association for Local Economic Development (CALED) offers conferences, workshops, an on-site Professional Advisory Service, technical assistance and problem solving.

Job training programs—The Private Industry Council (PIC) offers specialized services designed for laid off workers who have been displaced from their jobs due to plant closures or relocation. Programs for older workers, limited English speakers, offenders, physically handicapped youth, teen parents, and other at risk youth are also available. The city of Monterey can also provide information about agencies that assist international businesses with training employees. JobLINK of Monterey County provides employment and training opportunities and services to laid off workers, long-term unemployed, displaced homemakers, and persons over 55. The California Employment Development Department offers computerized job matching and placement, job search workshops, job listings, a Job Club, information on unemployment insurance, and job training programs.

Development Projects

When a change in military needs led to the downsizing of Fort Ord in 1993, the 13,000 soldiers and family members who lived there were relocated. The city is making efforts to replace the lost revenue by redeveloping the area into an educational, residential, commercial and light industrial center. A Base Reuse Plan has been developed to guide the planning and implementation process through 2014. Plans include removing toxins from military use from the site and constructing housing at all income levels, making recreational improvements, and conserving a portion of the land for endangered species. Once the process is started, it is estimated that it will take five to seven years to complete the relocation, rehabilitation, hazard abatement, and demolition removal activities at the Fort. In 2005, the U. S. Army had finished a substantial amount of the clean-up, but more funds were needed to complete the project. The Defense Language Institute, the Naval Postgraduate School and the Coast Guard station now occupy 750 acres of the property, which has been annexed to the Presidio of Monterey. California State University at Monterey Bay and the Monterey Institute of International Studies have opened campuses there, as well as the University of California at Santa Cruz, with a new research center on the property. The remaining half of the property is being turned over to the U.S. Bureau of Land Management to manage as open spaces.

Monterey City Council approved a building permit for the construction of an IMAX theater in Cannery Row. Also on Cannery Row, plans call for a Monterey Peninsula Hotel. A new Public Service Center or City Hall project was also being considered in 2005.

Economic Development Information: California Coastal Rural Development Corp., 479 Pacific St., #5A, Monterey,

CA 93940; telephone (831)641-0722; fax (831)641-0723. Central Coast Small Business Development Center at Cabrillo College, 6500 Soquel Drive, Aptos, CA 95003; telephone (831)479-6136

Labor Force and Employment Outlook

Monterey County's civilian labor force totaled 200,000 workers in 2002. The area employs both seasonal and year-round workers since the visitor industry accounts for such a large part of the economy. Despite seasonal fluctuations, the labor force grew 2 percent over 2001 figures. According to the Monterey Peninsula Chamber of Commerce, the ratio of people in the labor force and employment roles have remained constant since 1998. One challenge to attracting new employees to the city of Monterey has been its lack of affordable housing. Since the jobs fueled by the tourist industry in Monterey tend to be lower paying jobs, affordable housing is especially needed. In recent history, between 9.4 and 10.4 percent of the population was unemployed. It reached 12.9 percent in December 2004.

The following is a summary of data regarding the Monterey area, 2003 annual averages.

Size of nonagricultural labor force: 130,000

Number of workers employed in . . .
natural resources and mining: 200
construction: 6,500
manufacturing: 7,700
trade, transportation and utilities: 25,200
information: 2,400
financial activities: 6,600
professional and business services: 14,400
educational and health services: 12,100
leisure and hospitality: 19,400
other services: 4,400
government: 31,000

Average hourly earnings of production workers employed in manufacturing: $15.50

Unemployment rate: 12.9% (December 2004)

Largest employers (Salinas Valley)	*Number of employees*
Dole Fresh Vegetables	4,700
County of Monterey	4,435
Tanimura and Antle Inc.	3,000
Naval Postgraduate School	2,600
Escamilla and Sons Inc., Spreckels	2,060
Salinas Valley Memorial Healthcare System	1,900
D'Arrigo Bros. Co. of CA	1,700
Fresh Express, Fresh Food	1,650
CDC Correctional Training Facility, Soledad	1,531
Household	1,526

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Monterey area.

2004 (3rd Quarter) ACCRA Average House Price: $766,310 (San Jose metro)

2004 (3rd Quarter) ACCRA Cost of Living Index: 170.8 (San Jose metro) (U.S. average = 100.0)

State income tax rate: 1.0% to 9.3%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: 1.25% (county)

Property tax rate: 1% of assessed value

Economic Information: Monterey Peninsula Chamber of Commerce, 380 Alvarado St., Monterey, CA 93940; telephone (861)648-5360; fax (831) 649-3502; e-mail info @mpcc.com.

Education and Research

Elementary and Secondary Schools

The Monterey Peninsula Unified School District encompasses Monterey City schools as well as those of Marina, Fort Ord, Sand City, Seaside, and Del Rey Oaks. In addition to a well-rounded curriculum, the schools offer a gifted and talented program (GATE) for fourth and fifth grade students and an independent study program for motivated students who wish to study on their own.

The following is a summary of data regarding the Monterey public school system as of the 2002–2003 school year.

Total enrollment: 12,312

Number of facilities
elementary schools: 13
junior high/middle schools: 4
senior high schools: 2
other: 4

Student/teacher ratio: 20.9:1

Teacher salaries (2004-2005)
minimum: $34,186
maximum: $68,022

Funding per pupil: $7,994

Monterey is also home to several religious schools and to the York School associated with the Episcopal faith, Santa Catalina School (Catholic school for girls), and Possibility House, a Montessori pre-school.

Public Schools Information: Monterey Peninsula Unified School District, 700 Pacific St., Monterey CA 93940-5730; telephone (831)645-1200

Colleges and Universities

Monterey's major institution of higher learning is Monterey Peninsula College. The college offers courses to prepare students for transfer to four-year institutions, to prepare for the workplace, to update work skills or prepare for a new career, to gain a general education, and to improve basic skills in mathematics, reading, writing, and science.

The Monterey Institute of International Studies offers graduate programs in international business, a graduate school of language and educational linguistics, a graduate school of translation and interpretation, and a graduate school of international policy studies. Other Institute programs are language intensives, an intensive English as a Second Language program, and court and medical interpreting. The school also offers tailored courses for individuals requiring intensive language and cultural training for work outside their native country or with foreign nationals in the United States.

The Naval Postgraduate School is an academic institution whose emphasis is on study and research programs relevant to the U.S. Navy's interests, as well as to the interests of other arms of the Department of Defense. Its campus houses state-of-the-art laboratories, academic buildings, a library, government housing, and recreational facilities to serve its nearly 1,500 students. The student body consists of officers from the five U.S. uniformed services, officers from approximately 30 other countries, and a small number of civilian employees. The school offers master of arts degrees in national security affairs, master of science degrees in a wide variety of fields, and bachelor's and doctoral degrees in various engineering fields. Another educational institution associated with the military is the Defense Language Institute operated by the Army. Its Foreign Language Center, located on the Presidio of Monterey, is the world's largest language institute.

Golden Gate University's Monterey Bay Campus offers undergraduate and graduate degree programs in business, public administration, health care, and technology. The Orange County-based Chapman University maintains a Monterey campus which offers baccalaureate degrees in a variety of subjects. California State University's Monterey Bay campus on the grounds of Fort Ord offers 12 undergraduate programs to approximately 3,500 students.

Libraries and Research Centers

Monterey Public Library is the largest public library on the Monterey Peninsula. The library houses more than 120,000 volumes, video and audio cassettes, and CDs, subscribes to 375 magazines and newspapers, and operates one bookmobile. The California History Room contains a unique collection of books, selected magazine and newspaper articles, maps, government documents, photographs, and archival material about the city of Monterey and the Monterey Peninsula. Additional library programs and collections include the Local History Partners, which provides access to local history materials through a partnership with the Colton Hall Museum, the Monterey History and Art Association, and the Teen Zone and Youth Services collections.

Other local libraries include the Colton Hall Museum Library, the CTB McGraw-Hill Library, the Maritime Museum of Monterey Library, the Monterey Bay Aquarium Library, the Community Hospital of the Monterey Peninsula Medical Library, The Monterey County Herald Library, and the U.S. Navy Library. College libraries are housed at the Monterey Institute of International Studies, the Naval Postgraduate School, and Monterey Bay Peninsula College.

Local research institutes include the Monterey Institute of International Studies' Center for East Asian Studies, Center for Nonproliferation Studies, and Center for Russian and Eurasian Studies. The Monterey Bay Aquarium Research Institute's research program focuses on deep-sea exploration in Monterey Bay, one of the most biologically diverse bodies of water in the world. The Institute's two research vessels and remotely-operated vehicles provide access to the Monterey Canyon, an underwater canyon two miles deep. The Naval Research Laboratory is the Navy and Marine Corps' corporate research lab. The lab conducts research on the atmosphere, develops weather interpretation systems for the Department of Defense, and studies the effects of the atmosphere on Naval weapons systems.

Public Library Information: Monterey Public Library, 625 Pacific St., Monterey, CA 93940; telephone (831)646-3932; fax (831)646-5618

Health Care

Community Hospital of the Monterey Peninsula is a nonprofit system serving the Monterey Peninsula and surrounding communities with 17 locations that include outpatient

facilities, satellite laboratories, mental health clinics, Breast Care Center, Comprehensive Cancer Center, Family Birth Center, Sleep Disorders Center, and two hospice facilities. The 172-bed Natividad Medical Center, an acute care hospital in nearby Salinas, is owned and operated by Monterey county and is affiliated with the University of California at San Francisco School of Medicine.

Recreation

Sightseeing

Monterey's Cannery Row, popularized by the books of Nobel and Pulitzer award winner John Steinbeck, is one of America's most famous streets. Today Cannery Row features a variety of shops, restaurants, and attractions, including American Tin Cannery Premium Outlets and A Taste of Monterey Wine Tasting Room. The Blue Fin Cafe & Billiards overlooks Steinbeck Plaza and offers a panoramic view of Monterey Bay and Cannery Row. Steinbeck's Spirit of Monterey Wax Museum recreates the history of Cannery Row through life-sized characters and narration. The Edgewater Family Fun Center, across from the Cannery, has the area's largest video arcade, a snack bar, old-time photos, a magic shop, and bike and surrey rentals. Other amusements in Cannery Row include a shop which rents reproductions of old roadster convertibles, an old-fashioned portrait studio, and a ceramic painting studio.

Fisherman's Wharf and Wharf #2 stretch side-by-side into the Monterey Harbor. Fisherman's Wharf is lined with seafood restaurants, fish markets, art galleries, shops, candy stores, a theater, and fish and diving companies. Municipal Wharf #2 is a working fish pier where commercial fishing boats can be seen unloading their daily catch. On holidays, the fisherman often decorate their craft with colorful strings of lights.

Cannery Row's Monterey Bay Aquarium features marine life ranging from playful sea otters to drifting jellyfish, octopuses, giant ocean sunfish, green sea turtles, swirling yellow-fin tuna, and hundreds of other creatures. A recent addition is a white shark, the only one on exhibit in the world. Slated for a May 2005 opening is a new exhibit entitled,''Ocean's Edge: Coastal Habitats of Monterey Bay.'' The aquarium showcases the largest ocean sanctuary in the United States in a three-story-tall living kelp forest, the million-gallon Outer Bay exhibit, a jellyfish gallery, expanded touch pools, and dozens more recently renovated galleries and exhibits.

Monterey State Historic Park downtown marks the spot where the U.S. flag was first officially raised on July 7, 1846, heralding California's statehood. Ten buildings, including the Custom House, California's first theater, and several former 1830s residences, now museums, preserve the area's heritage.

Tours are available of Colton Hall, a local landmark from the time when Monterey was the capital of Alta California. The hall was built to serve as a public school and town meeting hall and now is a museum. California's first Constitution was drafted there 150 years ago.

Visitors to the area enjoy whale watching (best in winter) and fishing trips. Other popular tours departing from Monterey can be guided or self-guided. Wine tasting, sightseeing, and agricultural education tours are available, as well as movie tours of scenes from popular movies filmed in the area. Point Pios Lighthouse at the northernmost tip of the Monterey Peninsula is open for guided tours. The 17-mile drive along the coast through Pebble Beach affords spectacular views of rugged coastline and animals in their natural habitats.

Arts and Culture

The Monterey Museum of Art has a fine collection of early Christian, Asian, American folk, ethnic, and tribal art. It also offers photographic exhibits and rotating exhibits of major American artists. The museum is housed in two facilities, Pacific Street and La Mirada. Pacific Street, located across from Colton Hall in the historic center of Monterey, includes eight galleries as well as the Buck Education Center and Library. The Monterey Museum of Art at La Mirada is situated in one of Monterey's oldest neighborhoods and is surrounded by magnificent gardens and picturesque stone walls. It began as a two-room adobe structure and later became an elegant home where international and regional celebrities were entertained. Visitors today experience the same exquisitely furnished home and spectacular rose and rhododendron gardens. Visitors view the museum's permanent collection and changing exhibitions in four contemporary galleries, including the Dart Wing designed by renowned architect Charles Moore, that complement the original estate.

The Monterey Conference Center features impressive permanent and rotating collections. Sculptures, paintings, and tapestries from contemporary local artists adorn its walls and public spaces. Visitors are greeted by *Two Dolphins*, a nine-foot-tall sculpture composed of thousands of pieces of inlaid wood. The work, created by Big Sur artist Emile Norman, depicts two dolphins in flight as they dance across the sea. On the center's second floor, the Alvarado Gallery presents an ever-changing array of art from Peninsula artists.

Festivals and Holidays

Colorful events fill Monterey's calendar throughout the year. In January the annual migration of the gray whales is

Steinbeck Plaza at Cannery Row contains many specialty shops, cafes, and galleries.

saluted through a variety of events such as art projects, story telling, whale watching, and exhibits. The sounds of Dixieland and Swing fill the March air during the three days of Dixieland Monterey, held in various venues with dance floors and special events.

The spotlight is on young, up-and-coming musicians during the three-day Next Generation Jazz Festival held annually in April. The Annual Sea Otter Classic, the largest bicycle festival in the country, features road cycling, mountain biking, downhill, and BMX events. Original hand-made arts and crafts are for sale at the Spring Arts & Crafts Fair. The Old Monterey Plein Air Painting and Art Promenade showcases artists of all ages busy at work on the streets of Monterey. The Monterey Wine Festival, held at the end of April, featuring California wines exclusively, consists of tastings, educational seminars, and cooking demonstrations.

On May 15, Cannery Row celebrates the life and times of Ed ''Doc'' Ricketts, a revolutionary marine biologist and mentor of John Steinbeck. Mountain bikers can race solo or team up to ride as many laps as possible in the 24 Hours of Adrenalin Cycle Race. ''Back to the Boatyard'' Beer Festival is a lively celebration of great beers in May. Three days of blues music on three stages is the focus of the Monterey Bay Blues Festival at the Monterey Fairgrounds in June.

July's big events include the Community Fourth of July Parade, picnic and fireworks, the commemoration of John Drake Sloat's landing in Monterey on July 8, and the Obon Festival at the Buddhist Temple. August is enlivened by the Annual Winemaster's Celebration, the Turkish Festival, the Monterey County Fair, and the Historic Automobile Races. Crowds dine and dance at September's Annual Bay ReggaeFest, Rock and Art Festival, Annual Greek Festival, Festa Italia-Santa Rosalia Festival, the Cherry's Jubilee classic car show, the Fishermen's Fiesta and the Monterey Beer Festival. The world-famous Monterey Jazz Festival offers non-stop jazz by top performers as well as food, art, and jazz clinics. Fresh seafood, music, and crafts are the focus of October's Old Monterey Seafood & Music Festival. A re-enactment of California's first Constitutional Convention takes place each October on California Constitution Day. International Day in October celebrates cultural diversity in entertainment, food and cultural demonstrations from 35 countries. A week-long focus on the history of Monterey is History Fest Monterey. The Monterey Sports Car Championships features Le Mans style racing as the main event at the Mazda Raceway Laguna Seca.

November's annual Great Wine Escape Weekend showcases the products of local vintners. Runners of all ages participate in the Big Sur Half Marathon and 5K Run, and the Cannery Row Christmas Tree Lighting welcomes the arrival of Santa Claus to the city. Christmas in the Adobes showcases Monterey's historic buildings illuminated and decorated for the holidays. December also brings the Annual Monterey Cowboy Poetry and Music Festival. First Night Monterey draws crowds throughout the city to music, dance, and poetry events to welcome in the New Year.

Sports for the Spectator

World-class automobile racing events are held at the Laguna Seca Raceway, east of downtown Monterey. The raceway also hosts five major racing events annually including Indy car, motorcycle, and historic automobile events. The World Superbike Championships and the Honda Grand Prix are also held at the Raceway.

Sports for the Participant

The City of Monterey Sports Center is the largest family fitness facility on the Monterey Peninsula, offering a full range of fitness activities, as well as two pools and a water slide. The city has several neighborhood parks. The El Estero Park complex, a 45-acre city-wide multi-use recreation area in the center of the city, offers paddleboats, swimming, picnicking, and an exercise course. Located in the park complex are a number of recreational facilities including the Dennis The Menace Park, designed by the popular cartoon character's creator Hal Ketcham. It features a steam engine, sway bridge, a sandy hills slide, a rollers-slide, sun bridge, garden maze, and a handicap play area. The Monterey Youth Center is a multi-use recreation facility for youth and adult activities. The Monterey Youth Center Dance Studio is a professional dance studio with a wooden floor, wall mirrors, ballet bars, and a public address system. Located next to Lake El Estero is the Monterey Skate Park designed for skateboarders and inline skaters. The city also boasts two ballparks.

Monterey Bay Waterfront Park/Window on the Bay offers 4.1 acres of turf and landscaped areas adjacent to the beach that feature five sand volleyball courts and picnic and grill facilities. The Monterey Tennis Club has six lighted tennis courts and a pro shop.

Private sea kayak outfitters help visitors discover Monterey by sea, by paddling through the kelp forest along Cannery Row and observing sea otters and the abundant marine life. Diving, skydiving, and sailing are all available to sports enthusiasts on Monterey Bay.

Shopping and Dining

Del Monte Center, Monterey's traditional regional shopping center, anchored by Macy's and Mervyn's, has approximately 90 businesses offering a wide variety of goods and services. Recent additions to the center include California Pizza Kitchen, Ann Taylor Loft, and a Century 13 Theatre. Monterey has a busy downtown shopping area. The Old Monterey

Market Place is one of the largest in the United States, attracting thousands of tourists and residents downtown every Tuesday afternoon. New Monterey, an emerging commercial area with an eclectic mix of new businesses, includes Lighthouse Avenue, and is located three blocks up the hill from Cannery Row. The former sardine canning factories of Cannery Row have become the center of more than 50 factory outlets. North Fremont, adjacent to the Monterey Fairgrounds, is a high traffic area and serves the many tourists who attend activities at the Monterey Fairgrounds.

Monterey's extensive marine life, along with the native American, Spanish, Mediterranean Rim, and Asian heritages of its citizens from various eras has influenced the local cuisine. Restaurant choices run the gamut from American Regional to Asian, British, California, Continental, French, Indian, Island Grill, Italian, Mexican, Swiss, and seafood cuisines. Monterey restaurant chefs are inspired by the abundance of robustly flavored signature area crops such as lettuce, artichokes, garlic, strawberries, and a variety of mushrooms.

Visitor Information: Monterey County Convention & Visitors Bureau, 150 Olivier St., PO Box 1770, Monterey, CA 93942; telephone (831)649-1770; toll-free (888)221-1010.

Convention Facilities

Convention activity in Monterey is heaviest from early April through Thanksgiving. The Monterey Conference Center, with 58,000 square feet of meeting space, a 19,600-square-foot exhibit hall, a 1200-seat ballroom, and a 494-seat theater, hosts more than 220 events annually.

The Monterey Meeting Connection, located in the heart of the city's historic district and adjoining Fisherman's Wharf, is an alliance of the Monterey Conference Center and its adjoining hotels—the Portola Plaza, the Monterey Marriott, and the Hotel Pacific. The Connection features 800 guest rooms and suites, an amphitheater, and 61,000 square feet of flexible function space. Other hotels that offer a variety of spaces for meetings are the Hyatt Regency Monterey, Hilton Monterey, Monterey Plaza Hotel and Spa, Casa Munras Garden Hotel, and the Monterey Beach Resort. A variety of other facilities also feature spaces for large functions including Adventures by the Sea, Alexander Julien Wine Estate, Culinary Center of Monterey, and the Monterey Bay Aquarium.

Convention Information: Monterey Conference Center, One Portola Plaza, Monterey, CA 93940; telephone (831)646-3370; fax (831)646-3777. Monterey County Convention & Visitors Bureau, 150 Olivier St., PO Box 1770, Monterey, CA 93942-1770; telephone (831)649-1770; toll-free (888)221-1010. Monterey Convention Authority, 380 Alvarado St., Suite 201, Monterey, CA 93940; telephone (831)646-3388; toll-free (888)742-8091

Transportation

Approaching the City

Direct access to Monterey is provided from San Jose and San Francisco via Highway 156 off State Route 101. Access from Los Angeles is achieved via State Route 101 and Highway 68. Monterey Peninsula Airport, 3.5 miles from downtown Monterey, provides passenger service from Monterey with non-stop flights to Los Angeles, San Francisco and Phoenix, with connections to 200 domestic and foreign locations. Airlines serving Monterey include American/American Eagle, United/United Express, and America West/America Express. Five major car rental companies operate from the airport. Monterey Salinas Transit buses (Route 21) also service the airport.

The Monterey-Salinas Airbus provides 11 trips daily to the San Jose and San Francisco international airports from downtown Monterey. Pick up service is available from hotels and private homes. Greyhound Lines offers regular bus service to northern and southern California.

Traveling in the City

Five taxi companies operate in Monterey County. The Monterey- Salinas Transit (MST) operates 84 buses on 32 routes, and covers the Monterey Peninsula and Salinas Valley. MST provides rural transit service to Carmel Valley and seasonal service to Big Sur. Its Waterfront Area Visitors Express (WAVE) Shuttle Service provides low-cost transportation to the Monterey Bay Aquarium and other waterfront areas.

Communications

Newspapers and Magazines

Monterey's local daily newspaper is *The Monterey County Herald. Monterey County Weekly* covers news, art and entertainment. Journals published in the city include *Mortuary Management* and *Your World of Birds.* Also published locally is *Spudman Magazine,* which is devoted to potato growing.

Television and Radio

Monterey is home to one commercial television station, one cable service provider, and three FM stations.

Media Information: *The Monterey County Herald,* 8 Upper Ragsdale Drive, Monterey CA 93940-5730; telephone (831)372-3311

Monterey Online

California Coastal Rural Development Corporation. Available www.calcoastal.org

City of Monterey home page. Available www.monterey.org

Community Hospital of the Monterey Peninsula. Available www.chomp.org

Monterey Conference Center. Available www.monterey.org/mcc

Monterey Convention Authority. Available www.montereyconventionauthority.com

Monterey Convention & Visitors Bureau. Available www.monterey.com

The Monterey County Herald. Available www.montereyherald.com

Monterey County Historical Society. Available users.dedot.com/mchs

Monterey Jazz Festival. Available www.montereyjazzfestival.org

Monterey Peninsula Chamber of Commerce. Available www.mpcc.com

Monterey Peninsula Unified School District. Available www.mpusd.k12.ca.us

Monterey Public Library. Available www.monterey.org/library

Selected Bibliography

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Fink, Augusta, *Monterey: The Presence of the Past* (San Francisco: Chronicle Books, 1972)

Fisher, Anne B., *No More a Stranger* (Stanford, CA: Stanford University Press, 1946)

Ford, Tirey Lafayette, *Dawn and the Dons: The Romance of Monterey, with Vignettes and Sketches by Jo Mora* (San Francisco: A.M. Robertson, 1926)

Hobbs, Fredric, *The Spirit of the Monterey Coast* (Palo Alto, CA: Tioga Pub., 1995)

Jeffers, Robinson, *Selected Poems* (New York: Vintage, 1965)

Reinstedt, Randall A., *Ghosts, Bandits, and Legends of Old Monterey* (Carmel, CA: Ghost Town Publications, 1974)

Steinbeck, John, *Cannery Row* (New York: Viking, 1945)

Steinbeck, John, *Tortilla Flat* (New York: Grosset and Dunlap, 1935)

Oakland

The City in Brief

Founded: 1820 (incorporated, 1854)

Head Official: Mayor Jerry Brown (since 1998)

City Population
1980: 339,337
1990: 372,242
2000: 399,484
2003 estimate: 398,844
Percent change, 1990–2000: 7.3%
U.S. rank in 1980: 43rd
U.S. rank in 1990: 39th
U.S. rank in 2000: 50th (State rank: 8th)

Metropolitan Area Population (PMSA)
1980: 1,762,000
1990: 2,108,078
2000: 2,392,557
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 5th (CMSA)
U.S. rank in 1990: 4th (CMSA)
U.S. rank in 2000: 5th (CMSA)

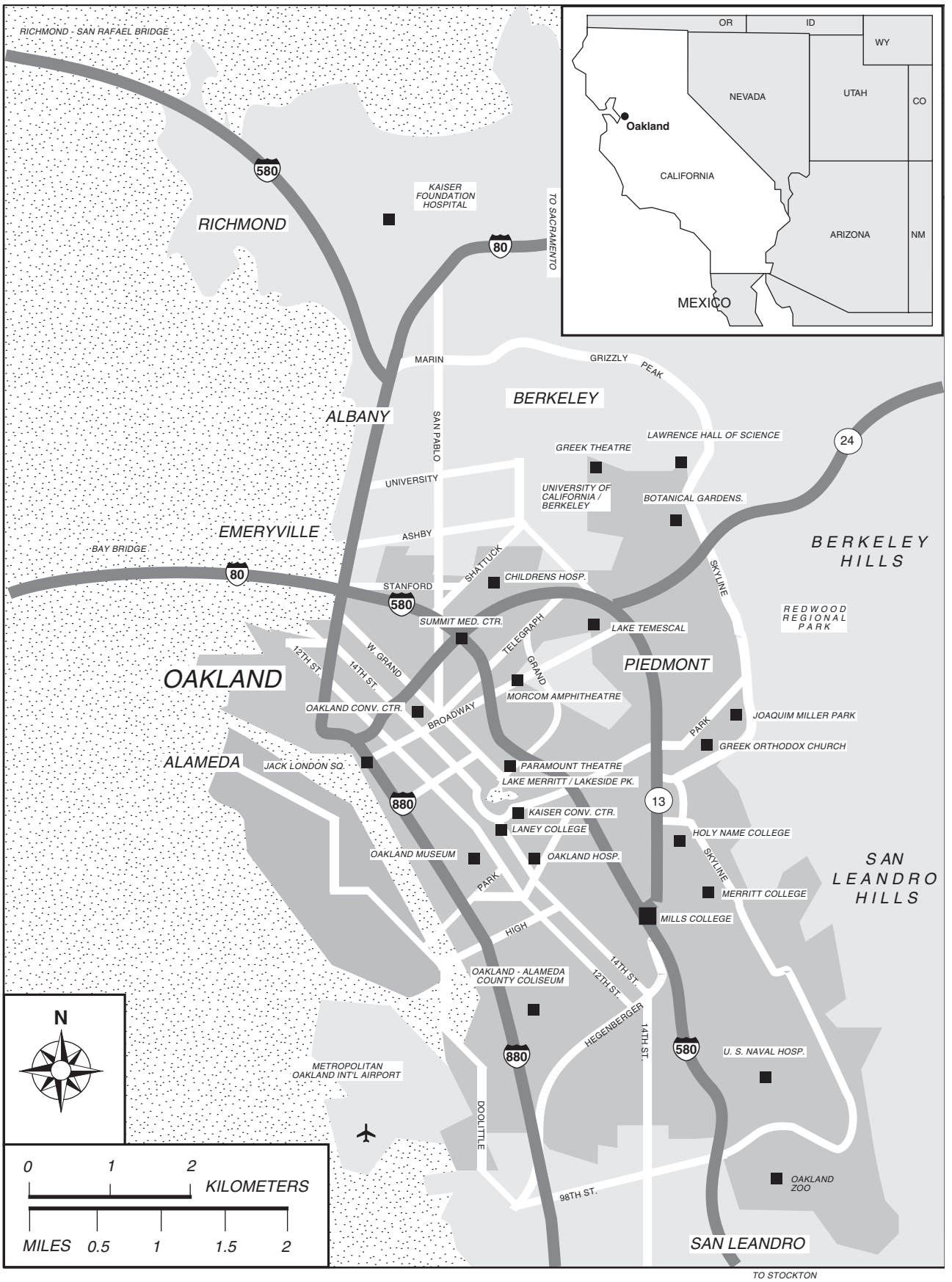
Area: 56 square miles (2000)
Elevation: 42 feet above sea level
Average Annual Temperature: 56.7° F
Average Annual Precipitation: 23 inches

Major Economic Sectors: Trade, services, government
Unemployment Rate: 8.44% (September 2004)
Per Capita Income: $21,936 (1999)

2002 FBI Crime Index Total: 29,875

Major Colleges and Universities: Holy Names College, Mills College, Patten College, Merritt College, California College of Arts & Crafts

Daily Newspaper: *Oakland Tribune*


RICHMOND - SAN RAFAEL BRIDGE
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NM
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MARIN
GRIZZLY PEAK
BERKELEY
ALBANY
SAN PABLO
LAWRENCE HALL OF SCIENCE
24
GREEK THEATRE
UNIVERSITY
UNIVERSITY OF CALIFORNIA / BERKELEY
BOTANICAL GARDENS.
EMERYVILLE
ASHBY
BAY BRIDGE
SHATTUCK
CHILDRENS HOSP.
SKYLINE
BERKELEY HILLS
STANFORD
580
SUMMIT MED. CTR.
TELEGRAPH
LAKE TEMESCAL
REDWOOD REGIONAL PARK
12TH ST.
14TH ST
W. GRAND
GRAND
PIEDMONT
OAKLAND
MORCOM AMPHITHEATRE
OAKLAND CONV. CTR.
BROADWAY
PARK
JOAQUIM MILLER PARK
GREEK ORTHODOX CHURCH
ALAMEDA
JACK LONDON SQ.
PARAMOUNT THEATRE
LAKE MERRITT / LAKESIDE PK.
880
13
KAISER CONV. CTR.
LANEY COLLEGE
HOLY NAME COLLEGE
OAKLAND MUSEUM
OAKLAND HOSP.
SKYLINE
SAN LEANDRO HILLS
PARK
MERRITT COLLEGE
MILLS COLLEGE
HIGH
OAKLAND - ALAMEDA COUNTY COLISEUM
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12TH ST.
HEGENBERGER
14TH ST.
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Introduction

The city of Oakland is known as the heart of the East Bay section of the San Francisco Bay Area. It is a heavily populated and industrialized belt that is home to about half the residents of the San Francisco-Oakland urban area. An important seaport, Oakland is a major business and manufacturing center. Oakland's waterfront is lined with docks as befits this historical transportation and distribution hub. Oakland was among the first ports globally to specialize in the intermodal container operations whose advantages have revolutionized international trade. With its strategic Pacific Rim location, about 75 percent of Oakland's foreign trade is with Asia. Oakland has an ethnically and culturally diverse population, with a majority of African American citizens.

Geography and Climate

Oakland lies at the center of the Pacific Coast between Canada and Mexico. It is located on the east side of the San Francisco Bay, and is connected to the city of San Francisco by the San Francisco-Oakland Bay Bridge. Oakland boasts 19 miles of coastline to the west and magnificent rolling hills to the east. The flat plain of San Francisco Bay comprises about two-thirds of the city and the remainder of the city's terrain lies in the foothills and hills of the East Bay range. Residents and area visitors can take advantage of one of the most beautiful views in the world – the San Francisco Bay, the Golden Gate and Oakland Bay Bridges, and the sparkling Pacific Ocean. Cities adjacent to Oakland include Berkeley to the north; San Leandro to the south; Alameda across the estuary; Piedmont, a small city completely surrounded by Oakland; and Emeryville, a city that lies on the bay between Oakland and Berkeley. Oakland is the only city in the United States with a natural saltwater lake, 115-acre Lake Merritt, wholly contained within its border.

Oakland has earned the nickname ''bright side of the Bay'' because of its sunny skies and moderate year-round climate. Humidity remains high while precipitation is low. Almost all the city's rainfall occurs between October and January. The temperature usually reads about five degrees warmer than San Francisco, and the warmest months are September and October. The area's climate has been ranked number one in the country by *Places Rated Almanac.*

Area: 56 square miles (2000)

Elevation: 42 feet above sea level

Average Temperatures: January, 49.9° F; July, 62.1° F; annual average, 56.7° F

Average Annual Precipitation: 23 inches

History

Spaniards Settle Area, Followed by Hunters, Loggers

The first inhabitants of present-day Oakland were the Costanoans, peaceful tribes known for their basket making and the success of their hunting and gathering way of life.

In 1772 an expedition came from Spain, led by Lieutenant Pedro Fages and Father Crespi, who camped along Lake Merritt. In 1820 Don Luis Maria Peralta received a large land grant, which included the area that is now Oakland, from the Spanish crown in recognition of his soldiering career. Don Luis never lived on his ranch, but divided the land among four of his sons who settled and operated ranches in the area. At that time, the territory was governed by the Republic of Mexico, which had become independent of Spain in 1821.

In the 1840s hunters and loggers came to the area, followed by adventurers traveling to the gold fields. Some stayed and built squatter shacks on the Peralta land, creating several small settlements which later became part of Oakland.

In 1848, the Treaty of Guadalupe-Hidalgo officially ceded California to the U.S., and two years later California became the thirty-first state in the Union. Regulation of land deeds became the responsibility of the new state government. The Peraltas presented their claim to the Federal Land Commission in 1852.

Railroad Spurs Growth

In 1850 Edson Adams, Horace Carpentier, and Andrew Moon had settled on land near the present foot of Broadway. They planned a town, sold lots, and secretly rushed ''An Act to Incorporate the Town of Oakland'' to the State Legislature. The city, which was named for the groves of lovely oaks that grew along the hills, was granted a charter on May 4, 1852, about the same time that ferry service to San Francisco was initiated. It became an incorporated city with an elected mayor and council two years later. During this period the Peralta land case continued through the American legal system. By the time the land claim was finally confirmed in 1877, the Peraltas had sold most of their property to pay legal fees and taxes.

The completion of the Southern Pacific railroad line in 1869 transformed Oakland, which had been chosen as the

terminus of the transcontinental railroad, into an important part of the Metropolitan Bay Area, second only to San Francisco. For the next several decades the railroad controlled the city's political and economic life. The railroad also stimulated economic development and the creation of an electric street car system which spurred rapid population and territorial growth.

Originally, the area of the city was quite small, but annexations in 1872, 1891, 1897, and finally in 1910 brought the city to its present size. Along with the 1906 earthquake in San Francisco, which resulted in a sizable number of new residents in-migrating, Oakland experienced a rapid rise in population that reached over 150,000 people by 1910 and continued its growth through World War II. By the 1920s Oakland had become the core city of the East Bay, the Alameda County seat, and a rival to San Francisco for leadership in the Bay Area as a whole.

Oakland experienced great losses from the 1989 Loma Preita earthquake, which caused the upper deck of the Nimitz freeway in West Oakland to collapse, killing 41 people. The earthquake also caused part of the San Francisco Bay Bridge to fall down on the Oakland side, and a number of buildings in the business district and residential areas suffered severe damage. In 1991 Oakland was struck by a firestorm, which burned more than 3,000 homes to the ground, killed 25 people, and accrued $1.5 billion in damage. The fire remains one of the most damaging firestorms in the history of the state.

By the end of the 1980s, Oakland was the sixth largest city in the state with a highly diverse and integrated population of more than 350,000 residents. Population growth continued into the 1990s, when Oakland began to experience an increasing vitality. In 1998 former California Governor and presidential candidate Jerry Brown was overwhelmingly elected mayor of Oakland. Brown has brought sweeping change to the city, ranging from fixing potholes to increasing the size of the police force to forcing the resignations of entrenched managers and department heads, and encouraging business development in the city. In March 2004, Oakland voters approved a measure which affirmed the ''strong mayor'' system by altering the city charter to give the mayor chief executive power rather than the city manager as had been the case.

As the city entered the new millennium, it was faced with mounting challenges of crime, and school and housing problems. In 2003 the state of California took over control of the financially strapped Oakland Unified School District and appointed a State Administrator to oversee the district's operations. While property values soared in Oakland and surrounding areas in the early part of the new millennium, the challenge became lack of affordable housing necessary to attract new residents to the city. Mayor Jerry Brown's 10K Downtown Housing Initiative was developed to attract 10,000 new residents to downtown Oakland by encouraging the development of subsidized housing units. By 2005 more than 5,100 units towards the goal of 6,000 had been built.

Historical Information: Oakland History Room, Oakland Public Library, 125 14th Street, Oakland, CA 94612; telephone (510)238-3222

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,762,000
1990: 2,108,078
2000: 2,392,557
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 5th (CMSA)
U.S. rank in 1990: 4th (CMSA)
U.S. rank in 2000: 5th (CMSA)

City Residents
1980: 339,337
1990: 372,242
2000: 399,484
2003 estimate: 382,369
Percent change, 1990–2000: 7.3%
U.S. rank in 1980: 43rd
U.S. rank in 1990: 39th
U.S. rank in 2000: 50th (State rank: 8th)

Density: 7,126.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 125,013
Black or African American: 142,460
American Indian and Alaska Native: 2,655
Asian: 60,851
Native Hawaiian and other Pacific Islander: 2,002
Hispanic or Latino (may be of any race): 87,467
Other: 46,592

Percent of residents born in state: 47.1% (2000)

Age characteristics (2000)
Population under 5 years old: 28,292
Population 5 to 9 years old: 30,134
Population 10 to 14 years old: 26,502
Population 15 to 19 years old: 24,664
Population 20 to 24 years old: 28,958
Population 25 to 34 years old: 72,315
Population 35 to 44 years old: 63,310
Population 45 to 54 years old: 53,865

Population 55 to 59 years old: 17,188
Population 60 to 64 years old: 12,468
Population 65 to 74 years old: 20,662
Population 75 to 84 years old: 15,145
Population 85 years and older: 5,981
Median age: 33.3 years

Births (2002, Alameda County)
Total number: 21,802

Deaths (2002, Alameda County)
Total number: 9,564 (of which, 91 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,936
Median household income: $41,055
Total households: 150,971

Number of households with income of . . .
less than $10,000: 19,896
$10,000 to $14,999: 9,891
$15,000 to $24,999: 18,541
$25,000 to $34,999: 18,380
$35,000 to $49,999: 23,009
$50,000 to $74,999: 25,333
$75,000 to $99,999: 14,056
$100,000 to $149,999: 12,955
$150,000 to $199,999: 4,437
$200,000 or more: 4,473

Percent of families below poverty level: 16.2% (43.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 29,875

Municipal Government

Oakland has a strong-mayor form of government, with the mayor and eight council members elected to four-year terms. The mayor appoints a city administrator to carry out its policies. In 2004, voters approved Measure P which altered the city charter permanently by changing the city manager position to a ''city administrator'' who reports to the mayor.

Head Official: Mayor Jerry Brown (since 1998; current term expires 2006)

Total Number of City Employees: 5,044 (2002)

City Information: City of Oakland, One Frank H. Ogawa Plaza, Oakland, CA 94612; telephone (510)444-CITY

Economy

Major Industries and Commercial Activity

Oakland's leading industries are business and health care services, transportation, food processing, light manufacturing, government, arts, culture, and entertainment. The Port of Oakland is one of the busiest ports in the world for container ships. Nearly 200,000 jobs are related to the movement of cargo through Oakland marine terminals. Chief exports at the port include fruits and vegetables, waste paper, red meat and poultry, resins, chemicals, animal feed, raw cotton, wood and lumber, crude fertilizers/minerals, industrial machinery, and cereal. Oakland's principal imports include auto parts, computer equipment, wearing apparel, toys, games and items made of plastic, processed fruits and vegetables, fasteners and household metal products, red meat, pottery, glassware and ceramics, iron and steel, beverages, and lumber products.

Oakland is an important commercial center. Approximately 13 percent of Oakland's work force is employed in the wholesale and retail trade. The city has hundreds of manufacturing plants employing almost 9 percent of the city's workers. Shipbuilding has flourished along the city's inner harbor. Other major industries include electrical equipment, chemicals, glass, automobiles and trucks, and pharmaceuticals. Oakland's leading industry sectors include business services, health care services, transportation, food processing, light manufacturing, government, arts, culture and entertainment.

Oakland's business community faced some major problems in the 1980s and 1990s. The Loma Prieta Earthquake in 1989 not only caused physical damage but caused many companies to consider relocation. Although Alameda County had economic growth in the 1980s, Oakland did not participate in that growth and the economy actually declined. Major plant closures in the late 1980s and 1990s included Gerber Products, General Electric, National Lead, American Can, and Oakland's largest manufacturing facility, Transamerican Delaval, which had employed 1,600 workers. The ripple effect of these closures led to the closing of many small businesses that had been suppliers to these firms. The city received a designated Urban Enterprise Zone to help alleviate the employment situation, particularly for inner city residents. By the late 1990s Oakland's economy was showing some vitality. In 2002, Oakland was ranked the 8th best city in the nation for business in the *Forbes* annual survey of the Best Places in America for Business and Careers. In the mid-2000s, Oakland benefited from a strong and diverse business environment. Among its major corporations were Clorox, Kaiser Permanente, Cost Plus, Dreyer's Grand Ice Cream, APL Limited, and Rainin Instruments. According to the Landauer Realty Group, out

of the 60 largest office markets in the United States, Oakland was expected to have the strongest market for the next several years.

Items and goods produced: processed foods, transportation equipment, fabricated metal products, non-electrical machinery, electrical equipment, clay and glass products

Incentive Programs—New and Existing Companies

Local programs—The city of Oakland's Business Development Office assists businesses in getting established, finding suitable locations, and in expansion and growth. Oakland's Development Action Team works directly under the mayor and city manager to streamline all economic development, redevelopment, planning, zoning, building services, and housing development processes in support of key development projects. Incentives range from an industry-specific business tax abatement program to assistance with locating space and identifying its workforce. Oakland takes full advantage of existing state and federal programs to provide a full set of incentives and has a municipal lending unit to assist businesses looking for capital, technical assistance, and training. Oakland has been designated as an Enhanced Enterprise Community (EEC), a designation that allows businesses that hire from the EEC zone to be eligible for federal tax incentives including the Work Opportunity Tax Credit and the Welfare to Work Tax Credit. The Industrial Development Bond Program, Manufacturers's Investment Credit, and the Retail and Entertainment Catalyst Tenant Improvement Program (TIP) are among other financial incentives for bringing businesses to the city. Incentives are also provided for environmentally-friendly businesses through a Sustainable Development Initiative. Financial assistance programs for improving neighborhood commercial districts include the Business Improvement District Assistance program and the Commercial Property Faćade Improvement Program. The Oakland Business Development Corporation provides loans to small businesses who may not qualify for traditional bank financing. Brownfields programs including the Cal ReUSE Environmental Site Assessment Loan Program, Oakland Brownfields Revolving Loan Fund, and the Urban Land Redevelopment (ULR) Program provide incentives for reutilizing brownfields which are underutilized sites where reuse is complicated by the threat of environmental contamination.

State programs—The Oakland Urban Enterprise Zone and Oakland Foreign Trade Zone offer state and federal tax incentives. The state of California's Recycling Market Development Zone (RMDZ) Program helps create the markets necessary to use recycled materials and helps companies retool to produce goods from the discarded materials. The Oakland/Berkeley RMDZ is one of twelve located in California. The zone encourages the retention, expansion, and attraction of recycling businesses by offering a recycling equipment state tax credit of up to $250,000; low-interest loans of up to $1 million; engineering and technical assistance; and marketing assistance for the goods produced.

Job training programs—The city of Oakland serves as the liaison between new and existing companies and all of the educational and training organizations in the East Bay, including Peralta Community College District Partnership, Oakland Higher Education Center, Eastbay Works One-Stop Career Center, Department of Adult Education, Alameda County Workforce and Resource Development, and the Private Industry Council. The Oakland Workforce Investment Board offers a multitude of assistance and training opportunities to assist small businesses in recruiting a qualified workforce.

Development Projects

In 2005, more than 60 major development projects were underway in the city of Oakland. More than $50 million has been invested to turn the Old Oakland historic district into a sophisticated turn-of-the-century retail and commercial area, while preserving each building's ornate Victorian facade. Jack London Square, a popular waterfront retail and entertainment district, was completed in 2002 and features 10 restaurants and cafes and 12 specialty retail shops. The Wood Street Development Project is a redevelopment of the former Central Station, warehouses, and signal tower into 1,570 housing units, retail shops, and non-retail commercial space. The ''Oak to Ninth'' project is a 10-year redevelopment of 62 acres of waterfront property owned by the Port of Oakland. Plans call for the construction of 3,100 residences, commercial space, structured parking, approximately 27 acres of public open space, 2 renovated marinas, and a wetlands restoration area.

The Port of Oakland's $500-$600 million Vision 2000 program will expand and improve marine terminals and develop transportation infrastructures. Two new maritime terminals will be developed, as well as a new intermodal rail facility. The Port of Oakland and the U.S. Army Corps of Engineers are working together on a harbor deepening project to accommodate the new generation of container vessels arriving in Oakland. Other slated projects include widening and deepening the harbor entrance, the outer and inner harbor channels, and two turning basins to 50 feet, as well as relocating utility lines. The Port is also deepening its berths and strengthening its wharves as part of the project. All dredged material is being reused to restore Bay Area wetlands.

Economic Development Information: City of Oakland Business Development Office, telephone (510)238-3627; toll-free (877)2OAKLAND. Oakland Metropolitan Chamber of Commerce, 475 14th Street, Oakland, CA 94612-1903; telephone (510)874-4800; fax (510)839-8817

Commercial Shipping

The Port of Oakland is the 4th largest container port in the United States and 20th in the world. The Port of Oakland occupies 19 miles on the mainland shore of San Francisco Bay, one of the finest natural harbors in the world. There are 10 container facilities, 20 deepwater berths, and 35 container cranes. On-dock storage space exceeds 600,000 square feet. Major expansion of the port was under way in 2005 to expand the port's capabilities. The port's facilities are backed by a network of local roads and interstate freeways, warehouses, and intermodal railyards. Oakland offers direct, competitive rail service to the Midwest and Atlantic and Gulf coasts for Overland Common Point, micro-bridge, and mini-landbridge service via the two railroads that serve the port. All major carriers serve the port and many maintain terminals in the harbor area.

Air freight through Oakland International Airport totals more than 1.4 billion pounds, and more than 76 million pounds of air mail pass through the airport each year.

Port Information: Port of Oakland, 530 Water St., Oakland, CA 94607, telephone (510)627-1100.

Labor Force and Employment Outlook

The Oakland labor force is described as skilled, educated, and available to employers who need managerial/executive, professional, sales, technical, and clerical staff. Nearly one-third of area residents have a college degree, and about 100,000 students attend local institutions of higher learning. Although the Oakland area benefits from a diverse economic base, it suffered a loss of 50,000 jobs from 2001 to 2004, according to the Economic Development Alliance for Business. However, a rebounding economy in 2005 was expected to add 12,500 jobs in the East Area, with further gains in 2006. Employment growth rates through 2015 will be highest in the area of manufacturing.

The following is a summary of data regarding the Oakland metropolitan area labor force, 2003 annual averages.

Size of non-agricultural labor force: 1,024,700

Number of workers employed in . . .
natural resources and mining: 800
construction: 67,200
manufacturing: 97,400
trade, transportation and utilities: 198,000
information: 32,300
financial activities: 67,900
professional and business services: 143,400
educational and health services: 117,400
leisure and hospitality: 80,600
other services: 37,700
government: 182,100

Average hourly earnings of production workers employed in manufacturing: $18.33

Unemployment rate: 4.3% (December 2004)

Largest private employers

(East Bay)	*Number of employees*
Kaiser Foundation Health Plan Inc.	22,500
SBC Communications Inc. (Pacific Bell)	10,132
Alameda County	9,638
University of California at Berkeley	9,168
Contra Costa County	8,467
U.S. Postal Service, Oakland District	8,283
Lawrence Livermore National Lab	7,837
Safeway Inc.	7,680
State of California	7,600

Cost of Living

The following is a summary of data regarding key cost of living factors for the Oakland area.

2004 (3rd Quarter) ACCRA Average House Price: $647,278

2004 (3rd Quarter) ACCRA Cost of Living Index: 152.3 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: 1.25%

Property tax rate: ranges from 1.22% to 1.3773% of assessed values (2005)

Economic Information: Oakland Chamber of Commerce, 475 Fourteenth Street, Oakland, CA 94612-1903; telephone (510)874-4800

Education and Research

Elementary and Secondary Schools

The Oakland Unified School District (OUSD) is the eleventh largest school district in the state. The district has a rich ethnic diversity with a little more than one-half African American students and the rest a mixture of Hispanic, white, combined Asian, and other students, including Native Americans. It has recently suffered a decline in student enrollment due to a changing job market and migration to nearby communities with lower housing costs. In 2003 the district's financial crisis

led to a takeover by the State of California and the appointment of a State Administrator. OUSD has made gains in academic achievement and even surpassed the state's averages for the 2003-2004 school year. However, the district continues to face substantial academic and financial challenges. Oakland Unified is the only district in the state to allocate funds directly to each school based on enrollment and student demographics. Recently, Oakland's 20 charter schools have made significant improvements in student achievement, with nearly five times the growth of Oakland's district schools from 2003 to 2004. The district's graduation rate for 2003-2004 was 85.7 percent.

The following is a summary of data regarding Oakland's public schools as of the 2003–2004 school year.

Total enrollment: 52,501

Number of facilities
elementary schools: 60
junior high/middle schools: 20
senior high schools: 12
other: 20 charter schools

Student/teacher ratio: 18.2:1

Teacher salaries
minimum: $37,090
maximum: $66,680

Funding per pupil: $8,410 (2001-2002)

Oakland has about 53 private schools.

Public Schools Information: Oakland Unified School District, 1025 Second Avenue, Oakland, CA 94606; telephone (510)879-8200

Colleges and Universities

Mills College is a private liberal arts school with an enrollment of more than 1,100 students that serves female undergraduates but admits men to its graduate school. The college grants bachelor's and master's degrees, and offers courses leading to California teaching credentials. Two of the four Peralta Community College District campuses are located in Oakland; they are Merritt College, a publicly supported coeducational junior college with an enrollment of nearly 6,000 students and Laney College, which offers associate's degrees in arts and science, pre-apprenticeship programs, and job retraining to its more than 11,000 students. The school offers liberal arts, technical-vocational, and general education programs in both day and evening schools. Holy Names College is a Catholic, liberal arts college that enrolls more than 900 students, primarily women. The college provides both bachelor's and master's programs. More than 700 students are enrolled at Patten University, a private co-educational school affiliated with the Christian Evangelical Churches of America, Inc. Patten awards associate and bachelor degrees. California College of the Arts is a four-year independent college of art and design. Its Oakland campus houses undergraduate art students. Naropa University of Boulder, Colorado, maintains a branch campus in Oakland; it offers an accredited Master of Liberal Arts in Creation Spirituality.

Libraries and Research Centers

The Oakland Public Library contains more than 1.3 million items and serves more than 430,000 area residents. The library has 15 branches, 1 bookmobile, a Second Start Literacy Program, Teen Homework Assistance Program and PASS! Homework Assistance Program. Bilingual collections include Spanish, Chinese, Japanese, Korean, Tagalog, Cambodian, Thai, Laotian, and Vietnamese collections. Special collections cover African American history, business, gay/lesbian issues, Oakland history, and religion; a unique feature is a tool lending library. The main library is also a government documents repository.

Oakland has two research centers associated with the University of California: the California Agricultural Experiment Station and the Tobacco-Related Disease Research Program. Another major research center in the city is the Children's Hospital Oakland Research Institute. It is one of the top ten federally funded pediatric research facilities in the nation. Other research institutes in the city encompass the areas of art, third world development, child care, health, community economics, earthquakes, mental health, labor, Hispanic education, and disabilities.

Public Library Information: Oakland Public Library, 125 Fourteenth Street, Oakland, CA 94612; telephone (510)238-3134

Health Care

Oakland's largest private, not-for-profit medical center is the Alta Bates Summit Medical Center with three campuses and two acute care hospitals in the Oakland region. The Medical Center was formed from the January 2000 merger of Summit Medical Center, Alta Bates Medical Center, and Sutter Health. Its Summit campus specializes in cardiovascular care, orthopedics, women and infants, wellness and prevention, and seniors. The Alta Bates campus, based in Berkeley, is recognized for its care of women and infants, In Vitro Fertilization Program, and its high risk obstetrics program. Alta Bates includes the Herrick Campus, once known as Herrick Hospital and Health Center. The 205-bed Children's Hospital Oakland has the region's only pediatric trauma center, largest

pediatric intensive care unit, and one of largest sickle cell treatment and research centers in the world.

Recreation

Sightseeing

Historic buildings in Oakland include the Camron-Stanford House, a beautifully restored Victorian house on Lake Merritt. The Pardee Home Museum is an historical treasure in the heart of the Preservation Park Historical District. Dunsmuir House and Gardens features 40 acres of hills and gardens that are the site of public events. The Greek Orthodox Church of the Ascension is a modern Byzantine architectural gem, with icons painted on the dome; the church is nestled in the Oakland Hills. The Morcom Amphitheater of Roses provides a stunning horticultural display of more than 8,000 rose bushes surrounded by Mediterranean architecture. The landmark Paramount Theatre is a restored 1930s movie palace that still hosts a variety of arts events.

Popular entertainment and amusement sites include Children's Fairyland, a three-dimensional theme park with more than 60 sets recreating nursery rhymes, fairy tales, and legends; and the Western Aerospace Museum, displaying aeronautical artifacts and housing an aircraft library and gift shop. The Oakland Zoo in Knowland Park is home to 440 native and exotic animals and an African Lion Exhibit; its Children's Zoo is expected to open in 2005. Curious persons of all ages are welcome at the Chabot Space and Science Center which completed its new facility in January 2000 and features a planetarium, observatory and exhibits.

Another popular spot is the Jack London Square and Village, which was once the stomping grounds of the city's most colorful literary figures. It houses many quaint shops, restaurants, and a Farmer's Market along its scenic Boardwalk. The Presidential Yacht Potomac, Franklin Delano Roosevelt's ''floating white house,'' hosts dockside tours and history cruises from its port at Jack London Square. Several museums are part of the Jack London Square complex including the African American Museum and Library, Lightship Relief floating lighthouse, the Museum of Children's Art, and the Oakland Museum of California. The Oakland Museum of California is lauded for its displays of California art, history and natural science. The Ebony Museum of Art at Jack London Village displays and sells African American art.

Arts and Culture

The Oakland East Bay Symphony presents symphonic music during its November through May subscription concert series, which is presented at the Paramount Theatre. The Symphony also provides accompaniment to performances by the Oakland Ballet. The Malonga Casquelourd Center for the Arts (the former Alice Arts Center) is home to the Oakland Ballet, Citicentre Dance Theater, Dimensions Dance Theater, Oakland Ensemble Theater, and Bay Area Blues Society. Oakland Ensemble Theatre, the city's only professional resident theater, produces contemporary, insightful works from an African American perspective. Blues, jazz, and gospel concerts are promoted by the Bay Area Blues Society. Woodminster Summer Musicals are performed July through September in the open-air Woodminster Amphitheater in the scenic Joaquin Miller Park in the Oakland hills.

New to the Oakland civic center area are the Craft & Cultural Arts Gallery and the Oakland Art Gallery which opened in 2001. Samuel's Gallery features a large collection of cards, prints, posters, and original graphics by African American artists.

Festivals and Holidays

The African Cultural Festival, popularly known as ''The Africans are Coming,'' features dance in its many African forms performed by five sub-Saharan repertory companies. Oakland celebrates its birthday on May 4th with its annual Celebration in the Plaza, featuring live music with guest performers, famous Oakland celebrities, living history exhibits, walking tours, food booths, and art exhibits. Oakland's rich Spanish heritage is saluted at the annual Cinco de Mayo celebration which includes a parade and many festival activities. June's Festival at the Lake is a multi-cultural festival that features entertainment, arts, children's activities, an international food fair, and community programs. August's Chinatown Streetfest with its arts, food and crafts of the cultures of China, Vietnam, Japan, Korea, the Philippines, and others, celebrates the city's Asian community.

The first week in September is the date for the Art & Soul Festival with more than 150 artisans displaying their music and crafts at multiple stages around the city. Another annual fall occurrence is the Black Cowboy Parade downtown, always held the first Saturday in October. The holiday season is greeted by a Christmas Tree Lighting Celebration, a parade of lighted yachts at Jack London Square's waterfront and a holiday parade sponsored by the *Oakland Tribune*.

Sports for the Spectator

The National Football League's Oakland Raiders play at Network Associations Coliseum, also home to the Oakland Athletics of major league baseball's American League. The National Basketball Association's Golden State Warriors play at the Oakland Arena. The Oakland Banshees play women's tackle football. Sears Point International Raceway in nearby Sonoma offers a wide variety of motorsports events year round. The excitement of thoroughbred racing is offered at Golden Gate Fields in Albany, only minutes from Oakland.

Jack London Square hosts many shops and restaurants along its Boardwalk and contains artifacts from the author's life.

Sports for the Participant

Joaquin Miller Park offers 10 trails featuring spectacular views of the entire Bay Area. Joggers enjoy the 3.18-mile jogging path that encircles the shoreline of Lake Merritt. Surrounded on three sides by Lake Merritt, 122-acre Lakeside Park offers picnic areas, putting greens, lawn bowling, boat rentals, and Japanese and herb gardens. The Redwood Regional Park and Roberts Regional Recreation Area covers more than 2,000 acres in the city of Oakland and Contra Costa County. They include an amphitheater fire circle, horse and hiking trails, picnic and play areas, volleyball court, exercise course, and heated outdoor swimming pool. The Temescal Regional Recreation Area's 48 acres including a 13-acre lake provide swimming, fishing, picnicking, and a children's play area. Willows Skate and Surf in nearby Alameda offers roller skating, skate boards, and surf boards. Ice skating is available seven days a week at the Oakland Ice Center. Oakland's three municipal golf courses, Metropolitan Golf Links, Lake Chabot Golf Course, and Montclair Golf Course, accommodate avid and beginning golfers alike. Oakland also maintains 59 outdoor tennis courts and 7 public outdoor pools located throughout the city.

Shopping and Dining

Boutiques and specialty shops offering men's and women's apparel, household goods, toys and ethnic gift items are featured at Jack London Village. Other shopping areas include the City Center downtown, Rockridge, Piedmont Avenue, Lakeshore, and Grand Avenues. City Center is a popular pedestrian plaza with a mix of shops and restaurants. The Oakland Artisan Marketplace is open Fridays in Oakland's Frank Ogawa Plaza and Saturdays and Sundays in Jack London Square. One of the oldest and most culturally diverse markets in the city is the Old Oakland Farmer's Market, open year-round on Fridays downtown where shoppers find Asian produce, fresh flowers, potted plants, herbs, bakery items, fresh fish and seafood, and wild game and poultry.

The Jack London Square is home to a variety of restaurants in a wonderful waterfront setting. Unusual fare and cuisine from around the world is offered at 12 eateries on the Square. Restaurants include specialties such as Mexican, Indonesian, Cajun, Northern Italian, Greek, Japanese, sushi, seafood, and classic American cuisine. From upscale to modest, Oakland has offerings for traditionalists as well as adventurous gourmets.

Convention Facilities

The Oakland Convention Center/Marriott Oakland City Center complex is one of the first structures in California to house both a convention center and hotel. An atrium lobby joins the two-story convention center with the 483-room hotel. Convention center meeting facilities can accommodate 6,000 people and banquet facilities seat 3,900 diners. There is a 48,000-square-foot exhibition hall that can be divided into smaller halls, 12 additional meeting rooms, and a parking garage. Approximately 7,500 square feet of additional meeting space is available on the center's second level, with 8,000 square feet inside the hotel. The Marriott offers an additional 25,000 square feet of flexible function space.

The Henry J. Kaiser Convention Center is a multifunction facility consisting of the Kaiser Arena, Calvin Simmons Theatre and two banquet/ballrooms. Kaiser Arena can accommodate up to 8,000 patrons for a variety of events and has a banquet capacity of 1,500 people. The arena's 23,000-square-foot hardwood floor accommodates up to 150 eight-foot by ten-foot trade show booths. The 1,900-seat Calvin Simmons Theatre has been restored to European splendor with a gilt-trimmed proscenium stage. The center's ballroom and goldroom host many functions of all types.

Other large facilities include the Network Associates Coliseum and Arena Complex, which features an outdoor stadium for baseball and an indoor arena; the state-of-the-art County of Alameda Conference Center; and the California Ballroom.

Transportation

Approaching the City

Oakland can be reached from San Francisco by traveling east across the Bay Bridge via Interstate 80 and continuing south to Oakland on I-580 or I-980. Oakland International Airport is located only twelve minutes from downtown. A dozen airlines serve Oakland International Airport, with 208 daily departures. The airport has major thoroughfares to Denver, Chicago, Dallas, Seattle, Portland, and Los Angeles. Bay Area Rapid Transit (BART) offers a dedicated connection to the airport and high-speed rail service between East Bay cities and San Francisco with eight stations in Oakland. Four shuttles also serve the airport. Amtrak schedules frequent arrivals through its terminal at Jack London Square. Greyhound bus service is also available.

Traveling in the City

Major routes through Oakland include Interstate 980, which runs north and south through the city, and Interstate 880, the Nimitz Freeway, which runs east and west.

A network of city buses operates throughout 600 miles of East Bay. The Bay Area Transit System (BART) provides wide-ranging subway service on four East Bay lines into San Francisco. The Alameda/Oakland Ferry cruises into Jack London Square from San Francisco's Ferry terminal and Pier 41. Three taxi companies service the city.

Communications

Newspapers and Magazines

The morning *Oakland Tribune,* published in Hayward, is the city's daily newspaper. The *Inter-City Express* is the daily legal and real estate paper. Other weekly, biweekly and monthly publications include *The Catholic Voice, El Mundo, Oakland Bay Area Observer, Oakland Post, Sing Tao Daily, East Bay Voice, Alameda Times-Star* and *The Montclarion.*

Among the magazines published in Oakland are *The Black Scholar, California Agriculture, Creation Spirituality Magazine, Song Moi, Dance Magazine Inc.* and *News Hunter.*

Television and Radio

Oakland has one commercial network television station, a cable network, and an FM station. KTVU is the local Fox affiliate television station and KTOP is the government access cable channel.

Media Information: *Oakland Tribune,* Inside Bay Area, 401 13th Street, Oakland, CA. 94612; telephone (510)208-6300.

Oakland Online

City of Oakland Home Page. Available www.oaklandnet.com

Community and Economic Development Agency. Available www.business2oakland.com/main

Economic Development Alliance for Business. Available www.edab.org

Oakland Metropolitan Chamber of Commerce. Available www.oaklandchamber.com

Oakland Public Library. Available www.oaklandlibrary.org

Oakland Tribune. Available www.insidebayarea.com/oaklandtribune

Oakland Unified School District. Available webportal.ousd.k12.ca.us/index.aspx

Visitor Information. Available www.oaklandchamber.com

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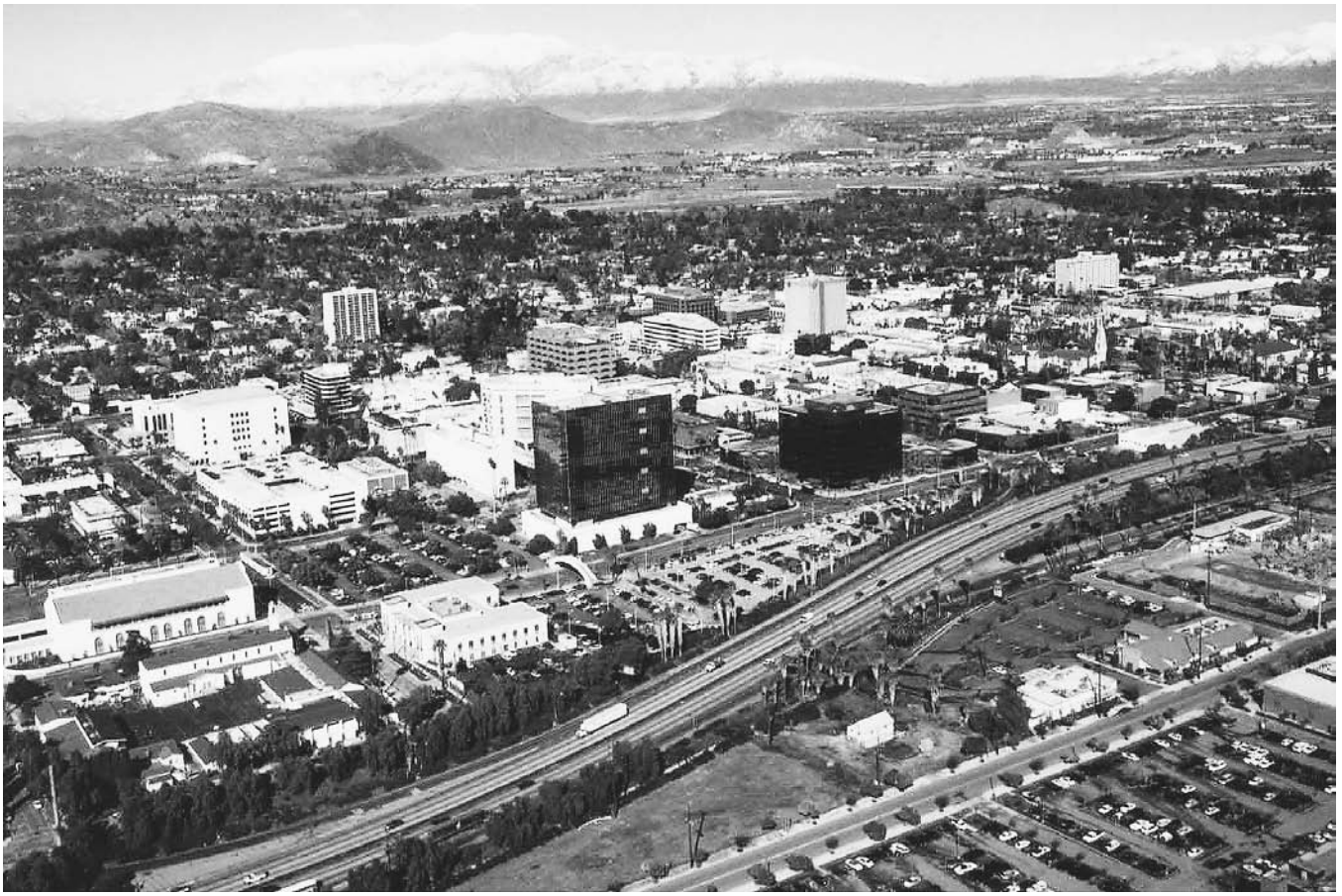
Bradford, Amory, *Oakland's Not for Burning* (New York: McKay, 1968)

Irvin, Dona L., *The Unsung Heart of Black America: A Middle-Class Church at Midcentury* (Columbia: University of Missouri Press, 1992)

Levy, Frank, *Urban Outcomes: Schools, Streets, and Libraries* (Berkeley: University of California Press, 1974)

Riverside



The City in Brief

Founded: 1870 (incorporated, 1883)

Head Official: Mayor Ronald O. Loveridge (since 1994)

City Population
1980: 170,591
1990: 226,546
2000: 255,166
2003 estimate: 281,514
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 83rd
U.S. rank in 1990: 68th
U.S. rank in 2000: 78th

Metropolitan Area Population (PMSA)
1980: 1,558,000
1990: 2,588,793
2000: 3,254,821
Percent change, 1990–2000: 25.7%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

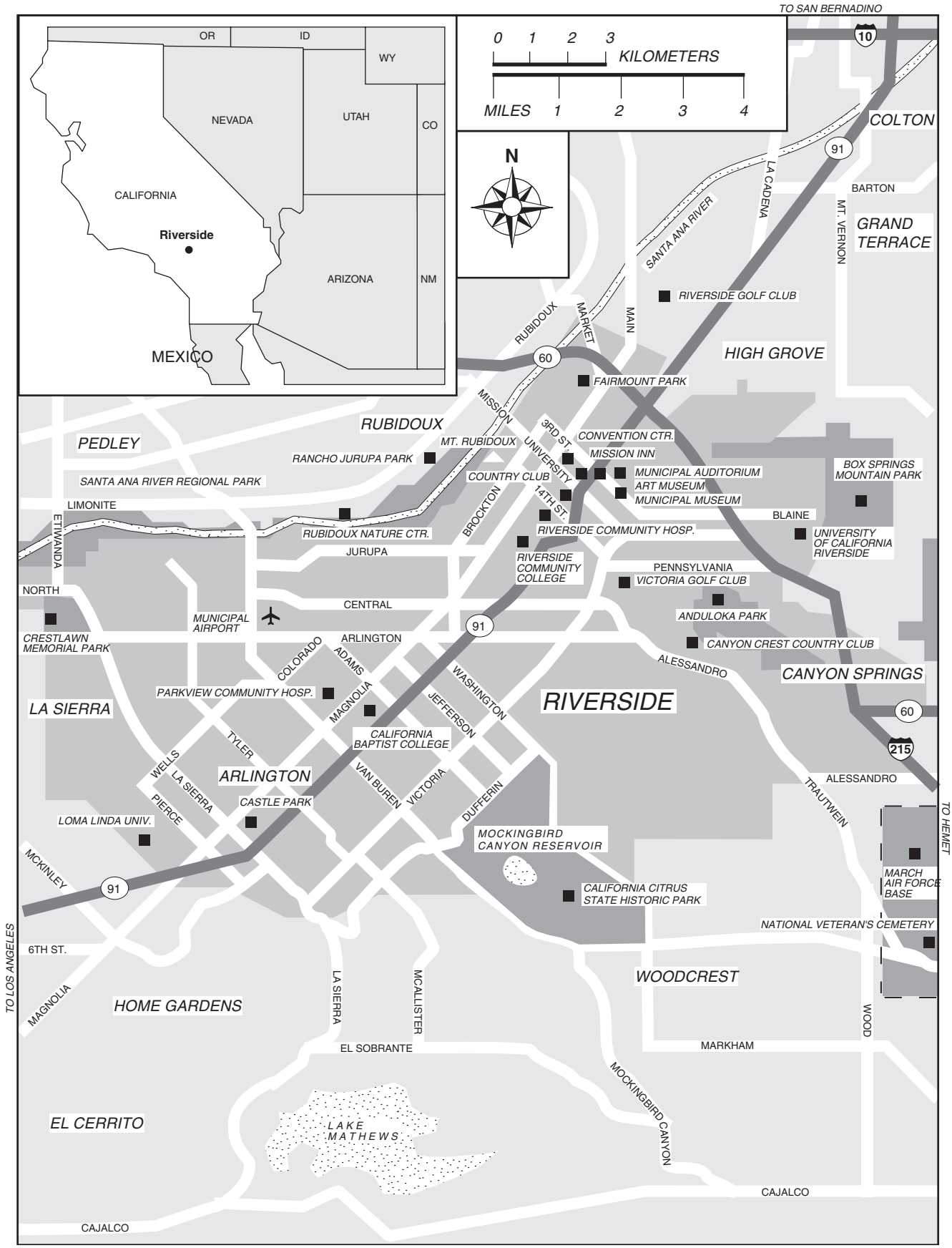
Area: 85.6 square miles
Elevation: 847 feet above sea level
Average Annual Temperature: 66.0° F
Average Annual Precipitation: 10.2 inches

Major Economic Sectors: Light and medium manufacturing, retail trade, education, and government
Unemployment Rate: 5.5% (January 2005)
Per Capita Income: $17,882 (1999)

2002 FBI Crime Index Total: 15,161

Major Colleges and Universities: University of California, Riverside; California Baptist University, La Sierra University, Riverside Community College

Daily Newspaper: *The Press-Enterprise*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ID
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10
COLTON
91
BARTON
LA CADENA
MT. VERNON
GRAND TERRACE
SANTA ANA RIVER
RIVERSIDE GOLF CLUB
RUBIDOUX
MARKET
MAIN
60
HIGH GROVE
FAIRMOUNT PARK
MISSION
RUBIDOUX
PEDLEY
MT. RUBIDOUX
3RD ST.
CONVENTION CTR.
UNIVERSITY
MISSION INN
RANCHO JURUPA PARK
MUNICIPAL AUDITORIUM
ART MUSEUM
MUNICIPAL MUSEUM
COUNTRY CLUB
14TH ST.
BOX SPRINGS MOUNTAIN PARK
SANTA ANA RIVER REGIONAL PARK
LIMONITE
BROCKTON
BLAINE
RIVERSIDE COMMUNITY HOSP.
ETIWANDA
RUBIDOUX NATURE CTR.
UNIVERSITY OF CALIFORNIA RIVERSIDE
JURUPA
RIVERSIDE COMMUNITY COLLEGE
PENNSYLVANIA
VICTORIA GOLF CLUB
NORTH
CENTRAL
ANDULOKA PARK
MUNICIPAL AIRPORT
91
CRESTLAWN MEMORIAL PARK
ARLINGTON
CANYON CREST COUNTRY CLUB
ALESSANDRO
COLORADO
ADAMS
WASHINGTON
CANYON SPRINGS
PARKVIEW COMMUNITY HOSP.
MAGNOLIA
JEFFERSON
RIVERSIDE
LA SIERRA
60
CALIFORNIA BAPTIST COLLEGE
215
TYLER
WELLS
LA SIERRA
ARLINGTON
VAN BUREN
VICTORIA
ALESSANDRO
TRAUTWEIN
PIERCE
CASTLE PARK
DUFFERIN
TO HEMET
LOMA LINDA UNIV.
MOCKINGBIRD CANYON RESERVOIR
MCKINLEY
MARCH AIR FORCE BASE
91
CALIFORNIA CITRUS STATE HISTORIC PARK
NATIONAL VETERAN'S CEMETERY
TO LOS ANGELES
6TH ST.
WOODCREST
MAGNOLIA
HOME GARDENS
LA SIERRA
MCALLISTER
WOOD
EL SOBRANTE
MARKHAM
MOCKINGBIRD CANYON
EL CERRITO
LAKE MATHEWS
CAJALCO
CAJALCO

Introduction

The city of Riverside, located within one hour of the city of Los Angeles, began as the center for the navel orange-growing industry in the United States. Today the city has a large and diverse and economy, in addition to affordable housing; both qualities have made it attractive to employers and employees and have helped Riverside become the 11th largest city in California. In fact Riverside leads all the other Southern California cities that comprise the Inland Empire in total jobs and large businesses.

Recreational opportunities such as beaches, ski slopes, and desert resorts are within an hour's drive. Cultural activities run the gamut from community theater to symphonic concerts to ballet. The Mission Revival style hotel built in the city's early days has become the world-famous Mission Inn favored by presidents, royalty, and movie stars. Riverside is blessed with an abundance of space. Through coordinated city planning, Riverside has combined the best of the past with the promise of unlimited future possibilities.

Geography and Climate

Riverside is located at the center of the Inland Empire area of Southern California, which is comprised of the western parts of the two counties that comprise the Riverside-San Bernardino area. Riverside is 10 miles south southwest of San Bernardino and 53 miles east of Los Angeles. Located on the Santa Ana River, the city is near the San Bernardino Mountains. The climate is characterized as mild and semi-arid. Summer highs frequently reach over 90° F, but evening temperatures can drop as much as 30 to 49 degrees accompanied by cool breezes. Low humidity keeps even hot summer days from being oppressive. The average rainfall each year is generally 10 to 12 inches, falling mostly from September through April.

Area: 85.6 square miles (2000)

Elevation: 847 feet above sea level

Average Temperatures: January, 55.0° F; July, 79.0° F; annual average, 66.0° F

Average Annual Precipitation: 10.2 inches

History

The Rancho Era

The first European visitors to the area of present-day Riverside were Captain Juan Bautista de Anza and his thirty-four seasoned soldiers, who arrived in the area from Arizona in 1774 in search of a land route to California. At that time the Valley of Paradise was inhabited by Native Americans, who lived in the niches in the rocky hills and foraged for food. The natives lived in the area relatively undisturbed until 1821, when the lands of California became the property of Mexico.

Shortly thereafter Juan Bandini, a prominent political figure in California, was given a piece of land called El Rancho Jurupa, which he later presented to Abel Stearns, the husband of one of his daughters. The Stearns sold the land to Louis Rubidoux, who along with other ranchers, ruled the land. After Rubidoux's death part of the land was purchased by John North, who decided to build a community of ethical people devoted to establishing good schools, churches, and libraries. The new town was called Riverside and its original square, called ''Mile Square,'' remains the heart of the city. Within a few years of its founding, railroad tracks were built connecting the city to far-off places.

Oranges and Irrigation

Around 1875 a mutant Brazilian orange tree that produced fruit with no seeds was brought to the city. In the rich soil by the Santa Ana River the fruit flourished under the abundant sunshine. By 1887 the navel orange had become the dominant crop in Riverside and other California cities.

About the same time, with the financial aid of people from England, Matthew Gage, an immigrant from Canada, began work on a canal to bring water to all of Riverside, parts of which had no water available. With the irrigation made possible by Gage's canal, Riverside's greatest growth period began. Three new subdivisions—White's Addition, Hall's Addition, and Arlington Heights—were developed.

Economic strides were made in the 1880s when a number of local fruit growers joined together to pick and sell fruit under one brand name they could all use, and to grade their oranges for quality. The plan expanded and by 1893 a group of all the growers of California was formed under the name of the Southern California Fruit Exchange, now known as Sunkist. The development of refrigerated railroad cars and innovative irrigation systems established Riverside as the state's wealthiest city per capita by 1895.

In 1873 James Roe, a druggist and teacher, moved to the city and by the late 1870s had launched the *Riverside Press*

weekly newspaper that later became the current daily publication, *The Press-Enterprise.*

World Wars Establish Military Presence

During World War I, March Field, now March Air Reserve Base, was established for the training of aviators. In 1920, Ernest Louis Yeager began the E. L. Yeager Construction Company, Inc., which, with the assistance of his three sons, completed over a half century of master construction projects. In the latter half of this century the Food Machinery Corporation was formed to produce machinery for packing citrus fruits efficiently and rapidly.

During World War II March Field was expanded and another base, Camp Haan, was begun across from March Field. The site is now occupied by the new National Veteran's Cemetery. A third base was built, called Camp Anza, which later became a subdivision called Arlanza.

Riverside prides itself on its background, and there is strong community support for the historic preservation of architectural structures. Riverside has 22 properties listed on the National Register of Historic Places.

A Promising Future

In recent years Riverside has given much attention to diversifying its economy and creating a sustainable community. In 2004 Partners for Livable Communities recognized Riverside as one of America's ''Most Livable Communities'' in the mid-sized city category. The award—which is given out every decade—recognizes Riverside's strides in preparing itself for a global economy through strategic business plans. However, it also acknowledges Riverside's constant nurturing of its community—something the city has done since it blossomed in 1883.

Historical Information: Riverside Municipal Museum, 3580 Mission Inn Avenue, Riverside, CA 92501; telephone (909)826-5273

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,558,000
1990: 2,588,793
2000: 3,254,821
Percent change, 1990–2000: 25.7%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

City Residents
1980: 170,591
1990: 226,546
2000: 255,166
2003 estimate: 281,514
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 83rd
U.S. rank in 1990: 68th
U.S. rank in 2000: 78th

Density: 3,104 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 151,377
Black or African American: 18,906
American Indian and Alaska Native: 2,779
Asian: 14,501
Native Hawaiian or Pacific Islander: 991
Hispanic or Latino (may be of any race): 97,315
Other: 53,591

Percent of residents born in state: 56.5% (2000)

Age characteristics (2000)
Population under 5 years old: 20,435
Population 5 to 9 years old: 22,559
Population 10 to 14 years old: 21,379
Population 15 to 19 years old: 23,145
Population 20 to 24 years old: 22,216
Population 25 to 34 years old: 37,324
Population 35 to 34 years old: 39,140
Population 45 to 54 years old: 29,565
Population 55 to 59 years old: 9,293
Population 60 to 64 years old: 7,056
Population 65 to 74 years old: 11,811
Population 75 to 84 years old: 8,420
Population 85 years and older: 2,823
Median age: 29.8 years

Births (2002, Riverside County)
Total number: 26,691

Deaths (2002, Riverside County)
Total number: 12,830 (of which, 170 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,882
Median household income: $41,646
Total households: 86,044

Number of households with income of . . .
less than $10,000: 8,334
$10,000 to $14,999: 4,927
$15,000 to $24,999: 10,133
$25,000 to $34,999: 10,865
$35,000 to $49,999: 13,565

$50,000 to $74,999: 16,058
$75,000 to $99,999: 8,638
$100,000 to $149,999: 6,678
$150,000 to $199,999: 1,375
$200,000 or more: 1,555

Percent of families below poverty level: 11.7% (48.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,161

Municipal Government

Riverside has a council-manager form of government. The seven-member council is comprised of persons elected for four-year terms from geographically designated wards. A mayor is elected from the city at large for a four-year term and acts as the presiding officer of the council.

Head Official: Mayor Ronald O. Loveridge (since 1994; current term expires 2005)

Total Number of City Employees: 2,623 (2005)

City Information: City of Riverside, 3900 Main Street, Riverside, CA 92522; telephone (951)826-5311

Economy

Major Industries and Commercial Activity

Although Riverside's beginnings are steeped in agriculture, today the economy relies heavily on government, education, manufacturing, and retail; however, affordable land space and housing are attracting employees and skilled laborers to the city. The city's Development Department Activity Update for 2003/2004 shows that Riverside ranks number one in almost all economic measures among the 53 cities in the area, including largest number of businesses and total jobs.

In recent years Riverside has placed a major emphasis on expanding its technology areas by developing high-tech industrial business parks. For example, the city, county, and University of California at Riverside all cooperate within the 856-acre Riverside Regional Technology Park. The complex offers a high-speed fiber optic telecommunications system that supports voice, video, and data information. Bourns Engineering and I/O Software, Centrum Analytical labs, and Luminex Software, Inc. have all chosen Riverside for new headquarters operations. Riverside also has taken strides in developing its industrial and manufacturing sectors. In the last 10 years Riverside has attracted more than 125 industrial employers, according to the city's Development Department. Riverside's light manufacturing base now includes such sectors as electrical instruments; plastics; wood, glass, and metal fabrication; food processing; recreational vehicles; and imaging equipment.

Riverside also hopes to see huge economic growth with the addition of shipping company DHL to its fold. The $18.6 billion company chose the March Air Reserve Base as its West Coast hub over two other Inland Empire locations. In addition the city's retail industry continues to grow as population continues to rise.

Items and goods produced: electrical instruments; plastics; wood, glass, and metal fabrication; recreational vehicles; food processing; aircraft parts; motorcycle parts; citrus-packing; precision plastic injection molders; home furniture; and medical imaging equipment.

Incentive Programs—New and Existing Companies

Local programs—The City of Riverside Development Department offers many programs and services to help businesses grow and succeed in the Southern California marketplace. These programs and services include: industrial development bond financing, local and state designated Enterprise Zones, redevelopment incentives, accelerated processes for plan checks and building permit fees, employment hiring and training programs, mapping services, high-speed Internet bandwidth within the city limits, and very competitive electric and water utility rates.

State programs—The Agua Mansa Enterprise Zone, which is partially located in the northeast corner of Riverside, is one of the state's designated Enterprise Zones. Business incentives and tax credits are provided to those businesses that operate or invest within a designated enterprise zone. Riverside also is home to a state Recycled Market Development Zone that offers financial incentives to companies interested in promote recycling as part of their manufacturing process.

Job training programs—The federal Workforce Investment Act (WIA) provides a cooperative effort between employers and the Riverside County Workforce Development Board. An employer can receive assistance with employer-specific training and financial incentives, such as reimbursements, tax credits, and direct payments for the training of new employees. Employers can also receive reimbursement for a portion of the employee's wages during an on-the-job training period. The State Employment Development Department offers employers assistance and incentives for hiring

qualified individuals. These include the Work Opportunity and Welfare-to-Work Tax Credit for employers that are hiring qualified summer youth and other eligible individuals, such as certain veteran populations or older adults on supplemental social security.

Development Projects

Riverside has seen its industrial sector grow with the addition of the 56-acre University Research Park (URP), a project with the University of California, Riverside. URP is housed within Hunter Park and is the core of the recently designated 856-acre Riverside Regional Technology Park. Future plans for the Park include a 40,000 square foot technology business incubator.

Downtown Riverside also has been the focus of a rash of new developments. In 2002 Riverside Community Hospital opened a $20 million Emergency Room and Trauma Center. The Market Street Gateway, which is the entrance to Riverside off State Highway 60, has undergone vast aesthetic changes to attract more residential and retail developments. Market Street will also be the home of a new 126,000-square foot Corporate Center, located across from Fairmount Park. The historic Fox Theater located downtown is currently undergoing restoration to become another multi-use venue in Riverside.

The Riverside Planning and Building Department has presented its General Plan for 2025. This plan outlines objectives for the future of Riverside in regards to housing, circulation, land use, economic outlook, arts and culture, and education. Some of the projects proposed in the General Plan for 2025 include improvements to the Riverside Municipal Airport, city parks, March Air Reserve Base/March Inland Port Airport, and more. The General Plan also proposes continuing support of the development of a contemporary state-of-the-art campus for the Riverside School of the Arts near White Park in downtown Riverside. The addition of shipping company DHL to the area promises to provide $65 million in new construction, according to the Riverside Chamber of Commerce.

Commercial Shipping

Riverside is adjacent to one of the major rail-freight centers in the state. Rail service to the city includes UPSP's main line and BNSF's main line and branch lines. The Riverside Municipal Airport, an excellent general aviation facility, accommodates private aircraft, charter services, and air-related businesses. More than sixty-five trucking companies are based in or have facilities in Riverside and provide a broad range of interstate, regional, and local freight services. The one-day area served from Riverside has a population of more than 30 million people, which is more than one-tenth of the U.S. population.

Labor Force and Employment Outlook

The Inland Empire used to be the bedroom community for the larger metropolitan area. A relatively high percentage of the labor force commuted to jobs outside the two counties. But from 1980 to 2000 about 1.3 million people migrated to the area because it offered large tracts of affordable residential land, more than in coastal areas. The California Employment Development Department notes that Inland Empire's affordable housing and advantageous location have helped it create more new jobs than any other area. And the future forecast is just as bright. The influx of skilled professionals has helped the Inland Empire's economy become more focused on high tech, professional, and corporate jobs. These areas grow at a compound annual rate of 3.4 percent, adding 83,605 jobs, according to the Southern California Association of Governments. Blue-collar construction, manufacturing, and logistics sectors are expected to increase at 2.6 percent per year, adding 89,787 jobs. The Southern California Association of Governments forecasted that the Inland Empire's employment base will expand by 408,946 jobs from 2000-2010.

The following is a summary of data regarding the Riverside-San Bernardino metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 1,149,700

Number of workers employed in . . .
construction and mining: 119,000
manufacturing: 120,000
trade, transportation and utilities: 250,400
information: 13,700
financial activities: 45,200
professional and business services: 125,100
educational and health services: 117,700
leisure and hospitality: 115,200
other services: 38,700
government: 211,400

Average hourly earnings of production workers employed in manufacturing: $13.57

Unemployment rate: 5.5% (January 2005)

Largest city employers	*Number of employees*
University of California, Riverside	5,336
Riverside Unified School District	3,553
City of Riverside	2,642
Pacific Bell	1,800
Kaiser Permanente	1,700
The Press Enterprise Co,	1,300
Alvord Unified School District	1,200
Riverside Community Hospital	1,053

Cost of Living

Residential housing costs within Riverside are among the lowest in Southern California, a fact that has caused numerous companies and individuals to relocate to the area in recent years.

2004 (3rd Quarter) ACCRA Average House Price: $424,106

2004 (3rd Quarter) ACCRA Cost of Living Index: 119.9 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales and use tax rate: 6%

Local income tax rate: None

Local sales and use tax rate: 1.75%

Property tax rate: Approximately 1.25% of assessed valuation; assessment ratio = 100% for residential

Economic Information: City of Riverside Development Department, 3900 Main Street, Riverside, CA 92522; toll-free (877)RIV-SIDE (877-748-7433); email devdept @riversideca.gov. Greater Riverside Chamber of Commerce, 3985 University Avenue, Riverside, CA 92501; telephone (951)683-7100

Education and Research

Elementary and Secondary Schools

The Riverside Unified School District and the Alvord Unified School District, which accommodates the southwestern part of the city and adjacent unincorporated areas, serve the city of Riverside.

There are 42,000 students enrolled in kindergarten through grade 12 in 45 schools in the Riverside Unified School District. The following is a summary of data regarding the Alvord Unified School District as of the 2003-2004 school year.

Total enrollment: 19,200

Number of facilities
elementary schools: 12
junior high/middle schools: 4
senior high chools: 3 (includes 1 continuation high school)

Student/teacher ratio: 23:1

Teacher salaries
average: $59,867

Funding per pupil: $6,357

Public Schools Information: Alvord Unified School District, 10365 Keller Avenue, Riverside, CA 92505; telephone (951)509-5000. Riverside Unified School District, 3380 14th Street, Riverside, CA 92501; telephone (951)788-7134

Colleges and Universities

The University of California, Riverside (UCR) is one of the most diverse public universities in the nation; *U.S. News and World Report* ranked UCR third in this distinction. The university is experiencing more growth than any other University of California campuses, and as a result it launched a Long Range Development Plan in 2004 to meet the demands of an expected enrollment of 25,000 by 2010. Projects include more off-campus housing near the UCR campus in downtown Riverside. Considered a major research university and national center for the humanities, UCR offers bachelor's degrees in more than 75 disciplines, 36 doctoral programs, and 40 master's degree programs. The School of Education offers master's and doctoral programs in addition to teaching credentials in several other programs; UCR also offers a College of Engineering. La Sierra University, with more than 1,900 students, is a Seventh-Day Adventist institution that offers course work in undergraduate and graduate programs. California Baptist University is a Christian liberal arts institution with more than 2,000 students that offers degree programs in such areas as behavioral sciences, business administration, liberal arts, and Christian studies. California Southern Law School, which operates part-time evening classes, offers programs in the practice and theory of law. Riverside Community College (RCCD), a two-year school with its main campus downtown, offers a number of associate degree programs in a variety of fields. Local vocational schools feature programs in business services, contractor's licensing, medical services, and other areas of technology and trade. The Accrediting Commission for Community and Junior Colleges has recently approved RCCD's request to evolve from a three-campus system to a multi-college system by 2007.

Libraries and Research Centers

The Riverside Public Library has the third largest public library collection in the Southwest; only Los Angeles and Las Vegas public libraries have larger collections. The main library facility is located in historic downtown, and six other branches operate within the city. The Riverside Local History Research Center is a partnership between Riverside Municipal Museum and Riverside Public Library. Special collections at the Riverside Public Library include Spanish language, genealogy, local history, historical photographs, and U.S. documents. The Riverside County Library System, Moreno Valley Public Library, Murrieta Public Library, and College of the Desert are part of the Riverside County Network, an automated network that deploys approximately

350 computer/terminal workstations in library branches throughout the region.

Other local libraries include those associated with local churches, colleges, and businesses, the California School for the Deaf Library, the county historical commission library, county law library, and the University of California Riverside Library. UCR's Library has four separate libraries, including a media library, a science library, and the Tomás Rivera Library.

Public Library Information: Riverside Public Library, 3581 Mission Inn Avenue, Riverside, CA 92501; telephone (951)826-5201

Health Care

Riverside Community Hospital, a growing critical care facility, is the largest hospital in western Riverside County with a total of 369 beds. In 2002 Riverside opened a $20 million Emergency Room and Trauma Center. Kaiser Permanente Medical Care (217 beds) and Parkview Community Hospital Medical Center (193 beds) are Riverside's other main hospitals. The addition of the new Riverside County Regional Medical Center in Moreno Valley adds to the quality health care, specialty clinics, and research facilities that are easily accessible to area residents.

Recreation

Sightseeing

One of Riverside's most attractive sites, Victoria Avenue, was constructed in 1891-92. The 8.3 miles of divided street are planted with hedgerow roses, eucalyptus, palm, and crepe myrtle trees with a multipurpose trail. Thirty-nine acres of hilly tree-lined paths with more than three thousand blooming plant species from around the world are on view at the Botanical Gardens of the University of California, Riverside. The Gardens are also a wildlife sanctuary with almost two hundred bird species officially observed. The Mission Inn, a completely renovated National Historic Landmark hotel, is a unique blend of architectural styles and houses priceless pieces of art. The Teen Challenge Program is headquartered in the Spanish-style Benedict Castle, which was built in 1931. Overlooking the city of Riverside is the 1,337-foot Mt. Rubidoux, which is the site of the World Peace Tower and a large cross dedicated to Father Junipero Serra.

Heritage House, a restored two-story Victorian home completed in 1892 in the Queen Anne style, is open for tours. Visitors are also welcome at the Jensen-Alvarado Ranch, a historic ranch completely restored to portray rural life. The ranch features a variety of live animals, a duck pond, and citrus groves and fruit orchards.

Castle Park, a 25-acre family recreation park, features miniature golf, arcades, amusement rides, and a restored 1909 carousel. A model railroad at Hunter Park offers train rides when operating. Cuttings from the Parent Navel Orange Tree, planted in 1875, started the entire billion-dollar citrus industry in the United States. The tree, which can be seen at the Magnolia and Arlington area, still bears fruit.

Arts and Culture

Riverside is home to a variety of performing arts, theater, dance, and music organizations. The Children's Performing Art Center of California offers puppetry, mime, story spinning, and family entertainment every weekend through KIDSTUFF. The KIDSTUFF children's theater is housed in Riverside's Life Arts Building. The Performing Arts Program of the University of California, Riverside offers quality plays, musicals, and other acts through its University Theatre and other campus venues. The historic Riverside Municipal Auditorium—located in downtown Riverside—showcases live performances that range from popular music acts to comedy to dance throughout the year. The historic Fox Theater that is located downtown is currently undergoing restoration to become another multiuse venue in Riverside.

The Riverside Community Players, founded in 1926, is one of the oldest continuously active community theater groups in the United States and holds workshops in acting and staging techniques in addition to performing six productions annually. The Riverside Youth Theatre provides training for much younger thesbians and showcases their talents with a few reasonably priced performances per year.

The Riverside Chorale holds several concerts during the year featuring significant works of music. The Riverside Civic Light Opera, the oldest opera-in-English group in the nation, presents four or five shows per season. The Riverside County Philharmonic performs four subscription concerts each year October through May. The free public concerts of the Riverside Concert Band, Inc. provide an opportunity for young musicians to perform with more experienced players at official functions in the city. Riverside Community College's Civic Light Opera offers its Performance/Riverside season at the college's Landis Auditorium.

Dance enthusiasts will enjoy traditional Mexican dances performed by The Ballet Folklorico De Arlanza, whose members range in age from 5 to 23 years old. Annual

The Mission Inn, registered as a National Historic Landmark, was built in stages between 1902 and 1931.

professional productions of the *Nutcracker* plus a spring performance are offered by the Riverside Ballet Theatre, founded in 1969.

The Riverside Ballet Theater calls the historic Aurea Vista Hotel its home. It is only one of the many art groups found in the building. Another historic structure that serves as a art center in Riverside is the Life Arts Building, home to KIDSTUFF. Built as a YMCA in 1909, the Life Arts Building is home to more than 30 artists' studios and includes art galleries for the Riverside Community Arts Association and Media Sound Productions, a high-tech recording studio.

The Riverside Arts Council, a nonprofit organization staffed by volunteers, presents classes, demonstrations, shows, and sales of artworks. Members promote the cultural life of Riverside through leadership in educational, financial, and technical assistance to artists, art organizations, and community groups.

Riverside has an interesting variety of museums to be enjoyed by residents and visitors alike. The March Air Force Museum displays more than 60 aircraft and missiles, both inside and outside, on a 35-acre site adjacent to March Field. The Riverside Municipal Museum tells the story of the city's history, depicts the development of the citrus and other local manufacturing industries, and features touring exhibits. One of the largest collections of cameras and photos in the world is on display at the University of California, Riverside California Museum of Photography. Rare Indian artifacts, basketry, pottery, and handicrafts are on view at the Sherman Indian Museum. The Mission Inn Museum, located at the historic Mission Inn, presents an eclectic display of historic artifacts, paintings of the California Missions painted in the 1800s, oriental *objects d'art,* arts and crafts furniture, marble sculptures, and many photographs. The Riverside Arts Museum, which offers 20 major exhibits a year, also is located downtown near the Mission Inn Museum.

Festivals and Holidays

February brings the annual Dickens Festival, a literary festival honoring the writer Charles Dickens that encourages reading and enjoyment of the dramatic and cultural arts by the general public. Riverside also hosts the Black History Parade on the third Saturday in February. And the Riverside Ballet Theatre hosts its Sweetheart Dance in February, which is open to the public.

In March the Riverside Arts Council presents Evening for the Arts to benefit the local arts community. April brings the annual Riverside Airshow at the Riverside Municipal Airport and the annual Orange Blossom Festival. The Orange Blossom Festival is two days of entertainment, vendors, a parade, turn-of-the-century costumes and events that celebrate Riverside's citrus heritage. May's Cinco De Mayo is a celebration with music, entertainment, and food. The Vintage Home Tour and Restoration Faire featuring historically significant homes takes place in June. June also marks the beginning of Riverside Wednesday Night in downtown Riverside; the program lasts until September and offers a certified Farmer's Market, arts and crafts, food, live entertainment, petting zoo, pony rides, and kiddie rides. In the summer months Fairmount Park offers a wide range of family programs and a peaceful setting. Independence Day features fireworks atop Mt. Rubidoux and two other city sites, which can be viewed from Riverside's Wheelock Field.

Fall ushers in a new lineup of programming in Riverside. September is the month of the Annual Mayor's Ball for the Arts, with an evening of banquets, costumes, prizes, and awards. Riverside Jazz Fest goes on for a weekend in September at Fairmount Park. October features Fiesta de la Familia in celebration of Hispanic Heritage month. Halloween weekend brings spooky tales of ghouls with Ghostwalk Riverside.

November brings the Mission Inn 5K/10K Run through notable areas of downtown. But it also kicks off the holiday season with the Christmas Tree Lighting and Mission Inn Festival of Lights. December's Christmas Open House brightens spirits with music and entertainment at the Riverside Municipal Museum, and the Riverside Ballet Theatre Company performs the annual *Nutcracker* ballet.

Sports for the Participant

Riverside has more than 45 neighborhood and community parks and 2 state parks available to sports enthusiasts. Six neighborhood parks have tennis courts and swimming pools. The city parks also have a combined total of 15 soccer fields and more than 40 ballfields—which includes the lighted baseball stadium at Riverside Sports Complex that seats 3,500.

County parks offer natural environments for hiking, horseback riding, cycling, fishing, and camping. The 180-plus acre Fairmount Park offers fishing and sailing on Lake Evans, paddleboats, wildlife and bird watching, lawn bowling, golfing, playgrounds, and evening concerts. An outdoor recreational facility on 350 acres, Rancho Jurupa Park (a county park) has 10 miles of hiking and horseback riding trails, stocked lakes, campsites with utility hookups, and the Louis Rubidoux Nature Center.

The California Citrus State Historic Park is currently being expanded for visitors. Lake Perris State Recreation Area has 8,800 lakeside acres waiting for water-skiing, boating, sailing, and windsurfing. Skiing in the nearby Big Bear area and hot air ballooning near the Temecula wineries are two popular winter activities.

Golfers can choose from 6 public and 3 private courses. Miniature golf enthusiasts can find four different 18-hole miniature courses at the Castle Amusement Park. Bicyclists can find out about a wealth of trails and events through the Riverside Bicycle Club. Even bowlers and skaters have numerous options within Riverside's city limits.

Shopping and Dining

The Inland Empire's shopping outlet is Ontario Mills, home to more than 200 specialty stores and 24 anchor stores. Riverside itself has two other major shopping malls: the 1.1-million square foot Galleria at Tyler and the recently transformed Riverside Plaza. The Riverside Plaza, housed within Riverside's Magnolia Center and historic craftsman-era ''Wood Street'' neighborhood, now sports a ''Main Street'' look and feel to its stores and shops. Downtown Riverside also offers a wide arrange of specialty stores. The Canyon Springs shopping center located on the eastern edge of Riverside has national retail stores, while Canyon Crest Towne Center has specialty shops in a residential area five minutes from downtown.

From coffeehouse fare to Cantonese favorites, Riverside has restaurants for every taste. Sandwich shops and casual eateries abound along with purveyors of ethnic delights including Mexican, French, Italian, Greek, Japanese, Thai, and British fish 'n' chips.

Visitor Information: Visitor Center, 3660 Mission Inn Avenue, Riverside, CA 92501; telephone (909)684-4636

Convention Facilities

Riverside Convention Center is located near downtown and has 45,000 square feet of multiuse space that can accommodate up to 2,000 people for special events. The Convention Center also has an outdoor, well-lit plaza available for open-air exhibits. Within walking distance from the Convention Center are 500 hotels, and another 500 are located within driving distance. The Riverside Municipal Auditorium, built in the Spanish Revival style with Moorish accents is the home of the local symphony orchestra, opera, and ballet, and is available for special events.

Convention Information: Riverside Convention and Visitors Bureau, 3750 University Ave., Suite 175, Riverside, CA 92501; telephone (951)222-4700 or (888)748-7733; fax (951)222-4712.

Transportation

Approaching the City

Ontario International Airport is located 18 miles northwest of Riverside, and serves the region with more than 11 commercial airlines. The city renovated the Riverside Airport to better serve small aircraft and business travelers. Among the renovations includes the Sky Links Airport Golf Course.

Several interstate highways passing through or near the city of Riverside include I-15/215, which runs north-south, and I-10, which runs east-west just north of the city. Other major freeways in the area are Highway 60 and Highway 91. These routes provide direct access to metropolitan areas of Los Angeles and Orange County. Nearly 3,000 miles of county-maintained roads and nearly 700 miles of roads maintained by the state provide service to business, industry, and motorists in the region. A toll lane for commuters traveling between Riverside and Orange County on Highway 91 is the newest freeway addition.

Metrolink is a regional rail system that includes commuter and other passenger services and links Riverside to employment and activity centers in Los Angeles and Orange County.

Greyhound Bus Lines offers both intrastate and interstate service. The Riverside Transit Agency provides service to Riverside County within a 2,500-square-mile area; it also maintains two commuter routes to Orange County, San Bernardino, and Los Angeles, and offers Dial-A-Ride service for outlying areas. Amtrak serves the city with connections to surrounding and far-away states.

Traveling in the City

Within the city of Riverside, State Highway 91 runs northwest and southeast through the city, and State Highway 60 runs northwest to southeast through the northern part of the city. Major thoroughfares include Magnolia Avenue, Allesandro Boulevard, University Avenue, and Arlington Avenue.

Communications

Newspapers and Magazines

The city's daily newspaper is *The Press-Enterprise.* Other newspapers are UC-Riverside's *Highlander Online,* California Baptist University's *The Banner, Black Voice News, Riverside Green Sheet,* and *La Prensa Spanish Weekly.*

Magazines, newsletters, and journals published in Riverside include *Riverside Business Journal, Nutrition News, Riverside Review, Latin American Perspectives, Inland Empire Family Magazine,*and *Cinefex.*

Television and Radio

No television stations are based in Riverside, but cable is available. Riverside has three AM radio stations featuring Hispanic and religious programming and three FM stations featuring contemporary hits, adult contemporary, and religious programming.

Media Information: *The Press Enterprise,* PO Box 792, Riverside, CA 92502-0792; telephone (951)684-1200

Riverside Online

Alvord Unified School District. Available www.alvord.k12.ca.us

City of Riverside Home Page. Available www.riversideca.gov

Greater Riverside Chamber of Commerce. Available www.riverside-chamber.com

Press Enterprise. Available www.pe.com or www.pressenterpriseonline.com

Riverside Community Online. Available www.smartriverside.com

Riverside Convention and Visitors Bureau. Available www.riversidecb.com

Riverside County. Available www.co.riverside.ca.us

Riverside County Library System. Available www.riverside.lib.ca.us

Riverside Unified School District. Available www.rusd.k12.ca.us

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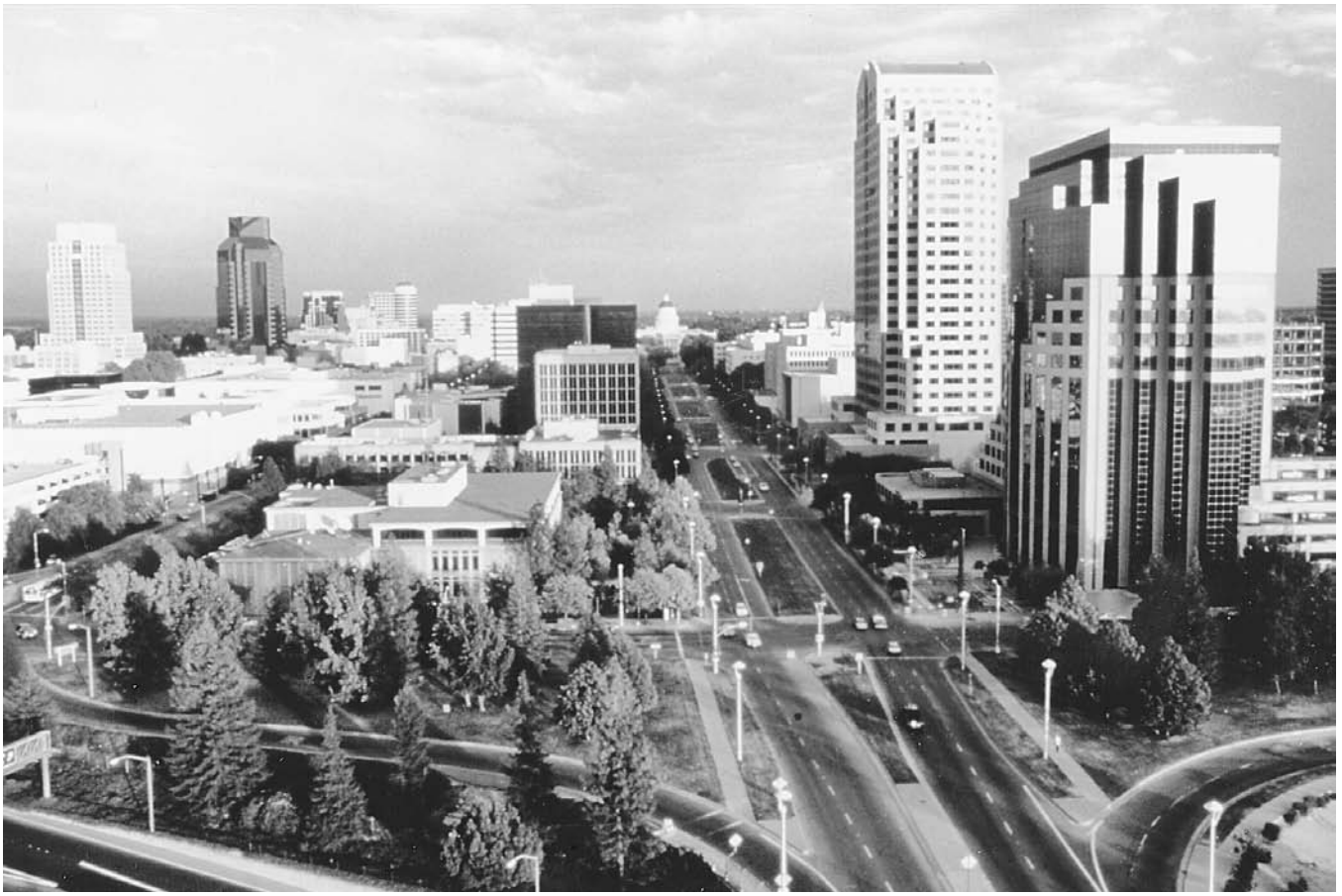
Patterson, Tom, *A Colony for California: Riverside's First Hundred Years* (Riverside, Calif.: The Museum Press of the Riverside Museum Associates, 1996)

Sacramento



The City in Brief

Founded: 1839 (incorporated, 1850)

Head Official: Mayor Heather Fargo (since 2000)

City Population
1980: 275,741
1990: 369,365
2000: 407,018
2003 estimate: 445,335
Percent change, 1990–2000: 3.0%
U.S. rank in 1980: 52nd
U.S. rank in 1990: 41st
U.S. rank in 2000: 49th

Metropolitan Area Population
1980: 1,100,000
1990: 1,481,102
2000: 1,796,857
Percent change, 1990–2000: 21.3%
U.S. rank in 1980: 32nd
U.S. rank in 1990: 26th
U.S. rank in 2000: 25th (Sacramento/Yolo CMSA)

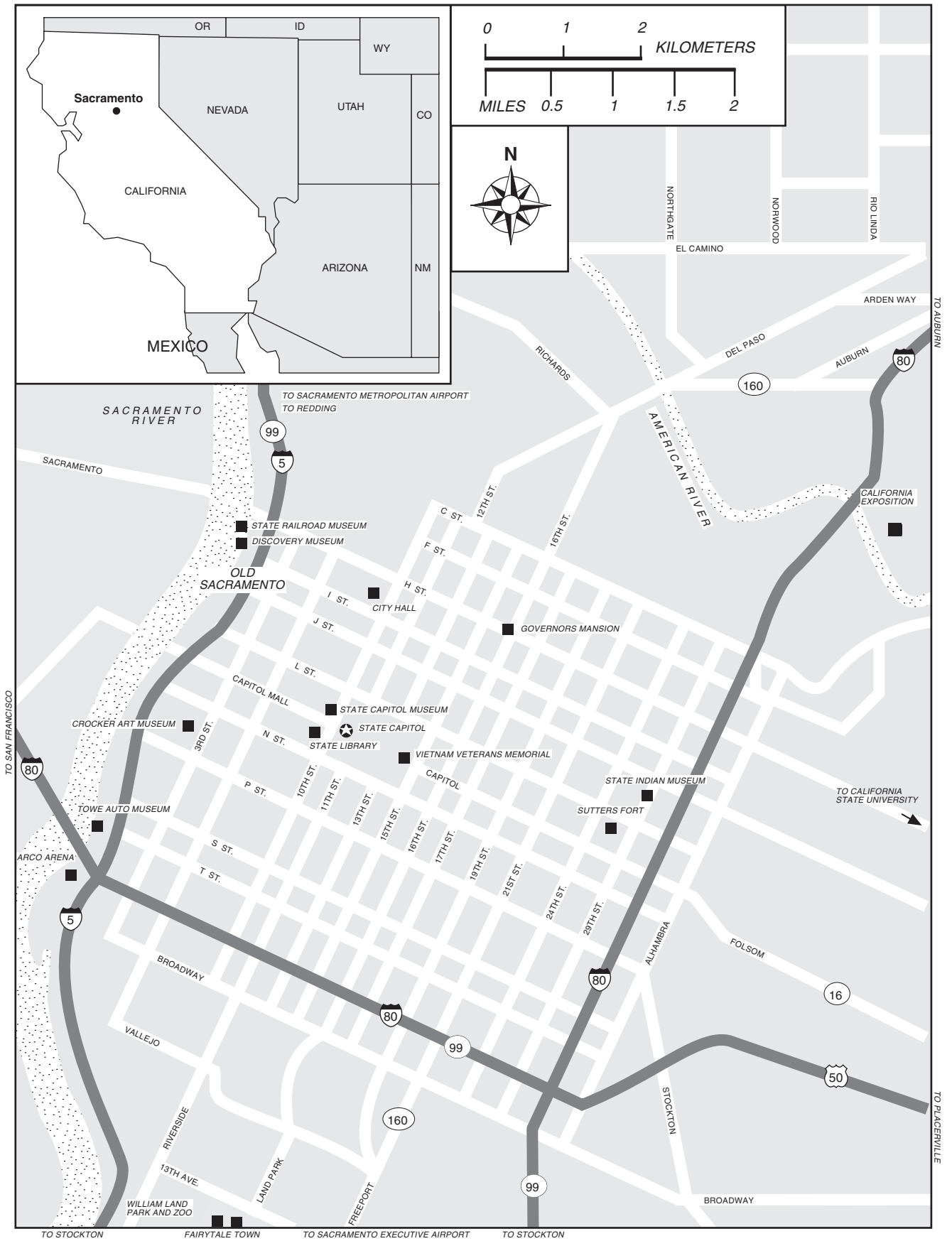
Area: 97.2 square miles (2000)
Elevation: 30 feet above sea level
Average Annual Temperature: 59.0° F
Average Annual Precipitation: 17.18 inches

Major Economic Sectors: Government, services, trade
Unemployment Rate: 5.4% (January 2005)
Per Capita Income: $18,721 (1999)

2002 FBI Crime Index Total: 30,780

Major Colleges and Universities: California State University; University of California at Davis; American River College; Sacramento City College; Cosumnes River College

Daily Newspapers: *The Sacramento Bee*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NEVADA
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NM
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N
NORTHGATE
NORWOOD
RIO LINDA
EL CAMINO
ARDEN WAY
TO AUBURN
RICHARDS
DEL PASO
AUBURN
160
80
TO SACRAMENTO METROPOLITAN AIRPORT
TO REDDING
SACRAMENTO RIVER
99
5
SACRAMENTO
AMERICAN RIVER
CALIFORNIA EXPOSITION
C ST.
12TH ST.
16TH ST.
F ST.
STATE RAILROAD MUSEUM
DISCOVERY MUSEUM
OLD SACRAMENTO
H ST.
I ST.
CITY HALL
J ST.
GOVERNORS MANSION
L ST.
CAPITOL MALL
STATE CAPITOL MUSEUM
CROCKER ART MUSEUM
3RD ST.
N ST.
STATE CAPITOL
STATE LIBRARY
VIETNAM VETERANS MEMORIAL
TO SAN FRANCISCO
10TH ST.
11TH ST.
13TH ST.
15TH ST.
16TH ST.
17TH ST.
19TH ST.
21ST ST.
24TH ST.
29TH ST.
CAPITOL
STATE INDIAN MUSEUM
P ST.
TOWE AUTO MUSEUM
SUTTERS FORT
TO CALIFORNIA STATE UNIVERSITY
S ST.
ARCO ARENA
T ST.
ALHAMBRA
FOLSOM
BROADWAY
VALLEJO
RIVERSIDE
13TH AVE.
LAND PARK
FREEPORT
STOCKTON
TO PLACERVILLE
WILLIAM LAND PARK AND ZOO
TO STOCKTON
FAIRYTALE TOWN
TO SACRAMENTO EXECUTIVE AIRPORT
TO STOCKTON

Introduction

Sacramento, the capital of the state of California, began its life as a Gold Rush city when thousands of prospectors descended upon Captain John Sutter's settlement, New Helvetia, in hopes of striking the mother lode. Today Sacramento is a city of gracious tree-lined streets and, famous for flowers that bloom all year, it is known as the ''Camellia Capital of the World.'' A significant percentage of the food that America consumes is produced in Sacramento, which is at the center of the fruitful Sacramento Valley. Since the nineteenth century the city has been a major transportation hub for the West Coast.

Geography and Climate

Sacramento lies in the center of California's broad and fruitful Sacramento Valley, 72 miles northeast of San Francisco. Shielded by the Sierra Nevada Mountains to the east, the California Coast ranges to the west, and the Siskiyou Mountains to the north, the city enjoys a mild climate for most of the year. In the summer, however, ''northers'' blow from the Siskiyou Mountains, bearing pollens and heat. This is mitigated by Sacramento's extremely low humidity and the cool ocean breezes. The winters are rainy.

Area: 97.2 square miles (2000)

Elevation: 30 feet above sea level

Average Temperatures: January, 45.0° F; July 73.0° F; annual average, 59.0° F

Average Annual Precipitation: 17.18 inches

History

Gold Rush Begins in Sacramento

The Sacramento area was originally inhabited by the Nisenan, a branch of the Maidu, who lived in the valley for 10,000 years before white settlers arrived. Spanish soldiers from Mission San Jose, under the command of Lieutenant Gabriel Morago, discovered the Sacramento and American rivers in 1808. The area was not settled until 1839. That year, with the permission of Mexico, Captain John Sutter, a Swiss immigrant who had fled his homeland to escape debtor's prison, built a settlement on 76 acres and called it New Helvetia, after his homeland. He built a fort called Sutter's Fort (which has been restored and can still be seen today). Sutter also constructed a landing on the Sacramento River that he called the Embarcadero and contacted a millwright, James Marshall, to help build the settlement. It was Marshall who in 1848 discovered a gold nugget, thus precipitating the great California Gold Rush of 1849. Sutter's Embarcadero became the gateway to the mines, but Sutter was financially ruined by the influx of newcomers from all over the world who trampled his settlement; even his employees left him to make their fortune.

Sacramento, Spanish for ''Holy Sacrament,'' was originally the name of a nearby river that is now called the Feather River; in 1849 the name was taken for the town, which was incorporated in 1850. Sacramento was a rowdy place, full of successful miners who spent their money on gambling and dance halls. In its early days, the town encountered difficulties, with floods in 1849 and 1853 and a fire in 1852. But Sacramento survived to become the capital of California in 1854, paying the state $1 million for the honor.

Railroad Arrives; Agriculture Surpasses Gold Mining

In 1855 construction began on the Sacramento Valley Railroad, with the financial backing of shopkeepers known as the Big Four: Collis P. Huntington, Mark Hopkins, Charles Crocker, and Leland Stanford (after whom Stanford University is named). In 1856 Sacramento became the terminus of California's first railroad. Then came the Pony Express and, in 1861, the transcontinental telegraph. The Central Pacific Railroad joined the east and west coasts in 1869, permitting Sacramento farmers to ship their produce to the east. The railroad also transformed what had been a six-month trip between the coasts to six days; in time it also superseded the river as a means of transportation. In another important change, agriculture eventually replaced the gold mines as the primary industry.

Mather Field was established to prepare planes to fly to Europe during World War I; McClellan Air Force Base was established in 1937 and was an important base of operations during World War II. These military installations drew a large influx of people into the area, many of whom stayed after World War II and spurred the development of the private sector. The first suburban shopping mall in the United States was established in North Sacramento in 1945. Like many cities in the United States, downtown Sacramento had fallen into decay by the 1950s, since most of the moneyed population had moved to the suburbs. The city eventually experienced a resurgence, marked by the redevelopment of the downtown area, with the city's historical sections being preserved and restored. Sutter's Embarcadero, for instance, now houses shops and restaurants. Sacramento's redevelopment has been acclaimed as one of the most successful in the United States. Today's Sacramento is

experiencing further growth; population within the six-county Sacramento Region increased by 20 percent between 1990 and 2000. The city's economic growth, livability, and comparatively low cost of living has made it one of California's fastest-growing metropolitan areas.

Historical Information: Sacramento Room, Sacramento Public Library, 828 I Street, Sacramento, CA 95814-3576; telephone (916)264-2700

Population Profile

Metropolitan Area Residents
1980: 1,100,000
1990: 1,481,102
2000: 1,796,857
Percent change, 1990–2000: 21.3%
U.S. rank in 1980: 32nd
U.S. rank in 1990: 26th
U.S. rank in 2000: 24th (Sacramento/Yolo CMSA)

City Residents
1980: 275,741
1990: 369,365
2000: 407,018
2003 estimate: 445,335
Percent change, 1990–2000: 3.0%
U.S. rank in 1980: 52nd
U.S. rank in 1990: 41st
U.S. rank in 2000: 49th

Density: 4,189.2 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 196,549
Black or African American: 62,968
American Indian and Alaska Native: 5,300
Asian: 67,635
Native Hawaiian and Pacific Islander: 3,861
Hispanic or Latino (may be of any race): 87,974
Other: 70,705

Percent of residents born in state: 56.5% (2000)

Age characteristics (2000)
Population under 5 years old: 29,066
Population 5 to 9 years old: 32,864
Population 10 to 14 years old: 31,465
Population 15 to 19 years old: 29,863
Population 20 to 24 years old: 30,195
Population 25 to 34 years old: 63,321
Population 35 to 44 years old: 61,483
Population 45 to 54 years old: 52,118
Population 55 to 59 years old: 16,783
Population 60 to 64 years old: 13,417
Population 65 to 74 years old: 23,052
Population 75 to 84 years old: 17,312
Population 85 years and older: 6,079
Median age: 32.8 years

Births (2002, Sacramento County)
Total number: 19,243

Deaths (2002, Sacramento County)
Total number: 9,578 (of which, 170 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,721
Median household income: $37,048
Total households: 154,893

Number of households with income of . . .
less than $10,000: 18,437
$10,000 to $14,999: 11,745
$15,000 to $24,999: 21,372
$25,000 to $34,999: 21,285
$35,000 to $49,999: 26,118
$50,000 to $74,999: 28,775
$75,000 to $99,999: 12,605
$100,000 to $149,999: 10,170
$150,000 to $199,999: 2,374
$200,000 or more: 2,012

Percent of families below poverty level: 15.3% (46.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 30,780

Municipal Government

Sacramento has a council-manager form of government. The council is comprised a mayor elected at large, and eight council members elected by district; all serve staggered four-year terms. A city manager is hired by the council.

Suburban growth after World War II outpaced the city's ability to annex land (county residents consistently defeated city efforts to annex). The result has been that two-thirds of Sacramento's residents live outside the borders of any incorporated city. Urbanized areas, therefore, are still governed by a system designed for rural counties.

Head Official: Mayor Heather Fargo (since 2000)

Total Number of City Employees: 4,695 (2004)

City Information: City Hall, 915 I Street, Suite 205, Sacramento, CA 95814; telephone (916)264-5407

Economy

Major Industries and Commercial Activity

Sacramento began as a city rich from gold and railroad money. Productive mines still operate in the area, and the city remains an important transportation center. Sacramento's deep-water port, connected to the San Francisco Bay via a 43-mile channel, is an important West Coast hub for the handling of cargo from ocean-going ships. As the junction of the state's major railroad, the Southern Pacific Transportation Company, Sacramento maintains its position at the top of the rail transportation industry. As state capitol of California, Sacramento's largest employment sector has historically been federal, state, and local government. As is true of California in general, the Sacramento area is rich in agriculture; products of the fertile Sacramento Valley region include fruits and vegetables, rice and other grains, meat, beet sugar, and almonds.

Today the city's economy is broadly based. Government and transportation are the largest sectors of employment in the area, and agriculture and mining—while still important in the region—have been surpassed by information, technology service, leisure and hospitality, education and health services, and construction. Technology-related companies such as Intel and Hewlett-Packard are among the Sacramento area's largest employers; proximity to research centers, and a well-educated labor pool, have drawn such companies to the area. Sacramento's fastest-growing employment areas in the early 2000s include financial activities, professional and business services, and education and health services.

Items and goods produced: high-technology items, medical equipment and other health-related products, dairy products, feeds, meat, brick and clay products, mining equipment, lumber boxes

Incentive Programs—New and Existing Companies

Local programs—A number of organizations work to attract and assist businesses in the Sacramento area. Among them are the Sacramento Metro Chamber of Commerce, the Downtown Development Group, and the Sacramento Area Commerce and Trade Organization (SACTO). Sacramento's Economic Development Department and its partners offers loan programs to assist the development of small businesses. The city of Sacramento's facade rebate programs help businesses pay for building improvements; the city also offers business incentives to businesses located within Sacramento's three Urban Enterprise Zones and two LAMBRA areas. The Recycling Market Development Zone program offers incentives to small and medium-sized manufacturing businesses. The Sacramento Municipal Utility District, California's largest customer-owned utility, offers discounts for new and expanding businesses.

State programs—California's Commerce & Economic Development Program offers financial solutions by helping businesses secure capital to invest in major public, private, and nonprofit ventures; providing export assistance and financing; and supporting small businesses by offering financial assistance, training, and technical assistance.

Job training programs—The Sacramento Training and Response Team (START), a partnership of 11 job assistance and training programs, helps companies recruit, train, and hire employees.

Development Projects

Sacramento's healthy economy is reflected in the city's numerous recent development projects. Developments in Sacramento's downtown area include: a five-story, 200,000 square foot expansion of City Hall, to be completed in 2005; new hotels including a 32-story hotel that opened in 2001, an 8-story hotel that opened the following year, and a 239-room hotel scheduled to open in 2005; and construction of the Wells Fargo Pavilion, a 2,500-seat theater that replaces the Music Circus tent. Two of Sacramento's medical centers—University of California at Davis Medical Center and Kaiser Permanente's South Sacramento Hospital—are currently undergoing massive expansions.

Economic Development Information: Sacramento Metro Chamber of Commerce, 917 Seventh Street, Sacramento, CA 95814; telephone (916)552-6808; fax (916)443-2672

Commercial Shipping

With an international airport, rail hub, seaport, and junction of three freeways within ten miles of downtown, Sacramento is ideally situated for commercial shipping. Inland 85 miles from San Francisco, the Port of Sacramento admits international ocean-going vessels through a deep-water channel connecting it with San Francisco Bay. The port's specialty is handling dry-bulk cargos, and it utilizes the most modern equipment on the West Coast for that purpose. The city is served by three major rail lines. Union Pacific Railroad is the largest railroad in North America; its J. R. Davis Yard, in Sacramento County, is the largest rail facility on the west coast. More than 500 motor freight carriers serve the Sacramento area.

Labor Force and Employment Outlook

Employers have access to a large and well-educated labor pool. The Sacramento region's economy is among the stron-

gest in California, and job growth has remained positive in the early 2000s. During 2003-2004, the area known as the Sacramento Region (comprised of 6 counties) gained more than 7,700 jobs; in comparison, the nearby San Francisco Bay Region lost more than 126,000 jobs in that timeframe. Government employment is the largest employment sector in the area. Among California's 471,000 government employees, nearly 25 percent are employed in the Sacramento area.

The following is a summary of data regarding the Sacramento/Arden-Arcade/Roseville area labor force, 2004 annual averages.

Size of non-agricultural labor force: 856,100

Number of workers employed in . . .
natural resources and mining: 600
construction: 70,300
manufacturing: 47,000
trade, transportation, and utilities: 146,200
information: 20,900
financial activities: 60,000
professional and business services: 97,500
educational and health services: 84,400
leisure and hospitality: 79,400
other services: 28,300
government: 221,000

Average hourly earnings of production workers employed in manufacturing: $15.01

Unemployment rate: 5.4% (January 2005)

Largest employers (non-government):	*Number of employees*
UC Davis Medical Center	8,500
Intel	6,500
Sacramento City Unified School District	6,000
Hewlett-Packard Co.	4,500

Cost of Living

Sacramento's housing prices relative to San Francisco and southern California have been kept low by an abundance of cheap land.

The following is a summary of data regarding several key cost of living factors for the Sacramento area.

2004 (3rd Quarter) ACCRA Average House Price: Not reported

2004 (3rd Quarter) ACCRA Cost of Living Index: Not reported (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6.0% (food and prescription drugs are exempt)

Local income tax rate: none

Local sales tax rate: 1.75%

Property tax rate: 1.0% of total assessed value

Economic Information: Sacramento Metro Chamber of Commerce, 917 Seventh Street, Sacramento, CA 95814; telephone (916)552-6808; fax (916)443-2672

Education and Research

Elementary and Secondary Schools

The Sacramento City Unified School District, among the largest in the state, is Sacramento's primary school district and has a student enrollment of 52,850 in its 80 schools as of the 2002-2003 school year. Other districts in Sacramento are: Grant Joint Union High, with 12,682 students in 14 schools; Natomas Unified, 7,653 students in 10 schools; North Sacramento Elementary, 5,552 students in 11 schools; Robla Elementary, 2,323 students in 5 schools; Del Paso Heights, 2,155 students in 5 schools; and California Education Authority, 214 students in one school.

The following is a summary of data regarding the Sacramento City Unified School District as of the 2002-2003 school year.

Total enrollment: 52,850

Number of facilities
elementary schools: 64
middle schools: 8
senior high schools: 14

Student/teacher ratio: 21.2:1

Teacher salaries
minimum: $36,408
maximum: $67,918

Funding per pupil: $7,414 (2000-2001 school year)

Sacramento also has 84 private and parochial schools.

Public Schools Information: Sacramento City Unified School District, 5735 47th Avenue, Sacramento, CA 95824; telephone (916)643-7400

Colleges and Universities

Sacramento is home to a number of colleges and universities. Four-year institutions include California State University (CSU), with an enrollment of approximately 25,700 students. CSU has the following academic divisions: Arts and Letters; Business Administration; Education; Engineering and Computer Science; Health and Human Services; Natural Sciences and Mathematics; Social Sciences and Interdisciplinary Studies; and Continuing Education. CSU offers 60 undergraduate degree programs and 40 graduate programs. Golden Gate University, which offers undergraduate and graduate programs in business and management, information technology, taxation, and law, has a Sacramento campus (its main campus is in San Francisco). Nearby is the University of California at Davis, which boasts a highly regarded medical center—the primary teaching facility of the university's School of Medicine—located in Sacramento. A new $40 million education building for 200 first- and second-year medical students at the center that will double the number of students on campus and is scheduled for completion in 2006. Two-year colleges in Sacramento are American River, Cosumnes River, and Sacramento City colleges.

Libraries and Research Centers

The Sacramento Public Library operates a 160,000-square-foot Central Library that opened plus 25 branches and bookmobiles. Holdings include 1.8 million volumes and 3,952 periodical subscriptions, plus audio and video tapes, recordings, maps, and art reproductions. Among the special collections are Californiana, the history of printing, and city planning and urban development. One of the library branches, 38-year-old Carmichael Library, is currently closed and undergoing a $6.8 million renovation and expansion that will increase its square footage from 5,905 to 19,490; the library is scheduled to reopen in summer of 2006.

The California State University, Sacramento, Library holds 1.2 million volumes, 4,444 e-books, nearly 5,000 periodical subscriptions, 12,847 audio/visual materials, plus maps and government documents. Sacramento is also the headquarters of the California State Library with special collections of federal and state government documents; its holdings include 777,509 volumes. The Braille and Talking Book Library has 55,000 titles and 15 periodical subscriptions.

The Western Ecological Research Center (WERC), which has 14 field stations in California and one in Nevada, is headquartered in Sacramento. WERC offers its clients and partners the research and technology needed to support the management of Pacific Southwestern ecosystems. WERC's scientists are experts in such fields as herpetology, conservation biology, wetlands ecology, and ecological restoration. The research centers and institutes of the nearby University of California at Davis (UC) perform research in a wide variety of areas such as food safety and cleaner fuel technologies. UC Davis's renowned Health System, which is based in Sacramento, has more than 550 research studies—including basic science, translational, and clinical research—underway as of early 2005. The center has performed cutting edge research in such areas as autism and cancer. Other research centers in the Sacramento area conduct inquiries in such fields as natural history and grain studies.

Public Library Information: Sacramento Public Library, 828 I Street, Sacramento, CA 95814-3576; telephone (916)264-2770

Health Care

Sacramento is well served by medical care facilities. The acclaimed University of California at Davis Medical Center is located in Sacramento. Its 141-acre campus includes a 528-bed hospital. Originally founded in 1852 as Sacramento County Hospital, it was acquired by the university and renamed The University of California, Davis Medical Center in 1973. The campus's Shriner's Hospital for Children, providing pediatric care in three specialty programs—orthopaedics, spinal cord injury treatment and rehabilitation, and acute burn treatment and rehabilitation—was built in 1997. The medical center is the region's only Level I comprehensive adult and pediatric trauma center. Specialty services include a Trauma Service that utilizes Life Flight; a Burn Center; a kidney transplant service; a regional poison control center; a corneal transplant service; a regional mental health program; an extensive family practice program; a Neonatal Intensive Care Unit; a comprehensive rehabilitation center; and seven specialized intensive care units including a Neurological Surgery Intensive Care Unit. The medical center is undergoing a $6.1 million addition to its Cancer Center, scheduled for completion in 2005, and has several other development projects in the works. The expansion, at a cost of more than $400 million, is expected to be completed by 2012.

Sutter Medical Center, Sacramento, includes Sutter General Hospital, Sutter Memorial Hospital, and Sutter Center for Psychiatry. In 2003, Sutter Memorial Hospital and Sutter General Hospital became the first hospitals on the West Coast to begin utilizing electronic ICU with advanced video and electronic monitoring as a remote high-tech surveillance system of their most critically ill patients. Among the specialties of the hospitals are critical care, neuroscience, renal dialysis, respiratory rehabilitation, spinal care, and urology. Sutter Center for Psychiatry provides psychiatric and mental health services to adults, adolescents and children age five

and older. Mercy General Hospital, operated by Catholic Healthcare West, offers specialty services that include a birth center, eye and heart institutes, and orthopedic, neuroscience, spine, and rehabilitation services. Kaiser Permanente has launched an expansion of its South Sacramento hospital, which will add 200,000 square feet to the hospital complex. The project includes a five-story hospital tower with 81 new hospital beds; a two-story outpatient surgery building; a four-story parking structure; a helicopter pad; and a new, single-story emergency department building. The outpatient surgery center is projected to open in mid-2008, followed by completion of the hospital addition in 2009.

Recreation

Sightseeing

Sacramento is a river town, virtually created by the California Gold Rush. Along the bank of the Sacramento River is the Old Sacramento Historic Area, a 28-acre National Historic Landmark that attracts more than 5 million visitors annually. This atmospheric area, with wooden-slat sidewalks and horse-drawn carriages on its cobblestone streets, gives the visitor a sense of the vitality and bustle generated by the thousands of hopeful prospectors who streamed through Sacramento in the mid-nineteenth century. Old Sacramento's museums, shops, and restaurants preserve its historical character. The Old Sacramento Waterfront offers a variety of activities, including touring and riding on nineteenth-century boats, visiting the depots of the Central Pacific railroad, and exploring the bustling Public Market. In midtown Sacramento, Sutter's Fort, the first Euro-American settlement in Sacramento, has been restored and preserved. The 1839 adobe fort contains relics of pioneer and goldrush days. Exhibits include living quarters, a blacksmith shop, a bakery, a prison, and livestock areas. The State Capitol building within 40-acre Capitol Park was built in 1869; it is similar in style to the U.S. Capitol building. Underneath its 120-foot high rotunda are ornate chandeliers, imposing staircases, and marble floors. Visitors can tour the offices of the Governor, Attorney General, Secretary of State, and Treasurer, and view exhibits about the history of California's state government. In Sacramento's south side, the Sacramento City Cemetery, established in 1849, contains the graves of more than 25,000 pioneers, immigrants, their families, and descendants; among its first interments were more than 600 victims of the 1850 Cholera Epidemic.

The Sacramento Zoo displays more than 400 exotic animals in their natural settings, including red pandas, snow leopards, lemurs, zebras, chimpanzees, jaguars, and many others. The zoo emphasizes protection of endangered animals, and faithful recreation of natural habitats. Adjacent to the zoo is Fairytale Town for children, a park based on themes from fairy tales and nursery rhymes. Water World USA, the only wave pool in Northern California, has the highest water slides in the West; its ''Honolulu Halfpipe'' Extreme Surf Slide is scheduled to open in 2005.

Sacramento is within easy driving distance of other atmospheric Gold Country towns: Coloma has Marshall Gold Discovery State Historic Park, where James Marshall's discovery of gold in 1848 started the Gold Rush; Placerville features Hangtown's Gold Bug Mine, a fully-lighted mine shaft; Sutter Creek has a charming array of Victorian homes and balconied buildings; Jackson retains a European character from its early Italian- and Serbian-American miners; Columbia has Columbia State Historic Park, where visitors can ride a stagecoach and pan for gold. Sacramento is conveniently located for day trips to Northern California's outdoor attractions. The city is only a few hours away from Yosemite National Park; from the Napa-Sonoma Valley, where most of California's finest wines are produced; and from Lake Tahoe.

Arts and Culture

Sacramento is rich in theater. California's largest nonprofit musical theatre—The California Musical Theatre, formerly known as Sacramento Light Opera Association or SLOA—is based here. It provides Music Circus productions during the summer and Broadway Series productions during the rest of the year. Since its first performance in 1951, Music Circus has staged numerous productions of some 150 musicals; classics such as *The King and I, Oklahoma!,* and *Show Boat* are well represented. Music Circus presented its music theatre under a circus-style open-air tent until its move in 2003 to the new 2,200-seat Wells Fargo Pavilion. Performances are in the round, with 360-degree seating. California Musical Theatre's Broadway Series, begun in 1989, offers Broadway hits with national stars. Productions are at the 2,452-seat Sacramento Community Center Theater, across from the Capitol building.

The 24th Street Theatre, a 296-seat auditorium at the Sierra 2 Center for the Arts and Community, is home to the Light Opera Theatre of Sacramento (LOTS), which brings light opera, such as the works of Gilbert and Sullivan, to the Sacramento area. The Sacramento Theater Company maintains its own resident company offering classical and modern plays at its 300-seat Mainstage and 85-seat Stage Two. The B Street Theatre, Sacramento's Professional New Works Theatre Company, produces contemporary theatrical works. Garbeau's Dinner Theatre, in nearby Rancho Cordova, is housed in a restored winery. In all, more than 80 groups present live theatrical performances throughout the region.

For music lovers, the all-volunteer Camellia Symphony season runs from October through mid-May, and includes six concerts (one of which, at the Sunrise Mall on Mother's Day, is free), and several special fundraising concerts. The Sacramento Opera has performed more than 40 operas; the opera season runs from September to March and includes 3 performances. The 73-member Sacramento Philharmonic presents 5 concerts annually from November through May.

The Sacramento Ballet, comprised of 22 artists, 8 apprentices, and 4 trainees, performs both classical and contemporary ballet. They present 5 performance series annually.

Sacramento is home to the oldest art museum in the West. Established in 1873, the Crocker Art Museum's permanent collection features European paintings by such masters as Rembrandt and Bruegel; a renowned collection of drawings; Indian and Persian miniature paintings; American (especially Californian) paintings; decorative arts and ceramics; photography; and contemporary art. The California State Railroad Museum displays the history of the railroads and makes special note of the fact that Sacramento was once the terminus of the transcontinental railroad. The 100,000 square-foot museum displays 21 locomotives and railroad cars, half of which may be walked through, as well as 46 exhibits. On weekends between April and September, visitors can ride the Museum's Sacramento Southern Railroad on a six-mile route along the Sacramento River. The Discovery Museum features interactive history, science, and technology exhibits examining the evolution of everyday life in Sacramento, on such topics as the gold rush and other periods of local California history, the history of the Sacramento Valley's topomorphology, and food processing technology. The Towe Auto Museum explores car culture and automotive history, and has more than 150 vintage automobiles on display. The State Indian Museum, on the grounds of Sutter's Fort, displays the jewelry, art, clothing, baskets, and other artifacts of the native Americans who lived in the area.

Festivals and Holidays

Sacramento Jazz Jubilee, the world's largest congregation of jazz bands, takes place during Memorial Day weekend; it features more than 100 bands and attracts more than 100,000 listeners. The Bridge to Bridge Waterfront Festival in July is a two-day event featuring boat races, boating exhibitors, and Coast Guard and wakeboard demonstrations. From mid-August through early September Sacramento hosts the California State Fair, one of the largest agricultural fairs in the country, at the California Exposition; the fair's features include a concert series, rides, horse racing, numerous competitions, extreme sports demonstrations, indoor and outdoor exhibits and shows, and a kids park. During the four-day Gold Rush Days festival over Labor Day weekend, the Gold Rush era is recreated in Old Sacramento, with historic characters, covered wagons and horse-drawn carriages, street dramas, musicians, dancers, arts and crafts, and exhibits; the streets of Old Sacramento are covered with dirt and only horse-drawn vehicles are permitted. The California International Marathon in December starts in Folsom and ends at the Sacramento State Capitol building.

Sports for the Spectator

The NBA Sacramento Kings and WNBA Sacramento Monarchs bring professional basketball to Sacramento; they play at Arco Arena, a 442,000 square foot venue that seats 17,317. The Kings won Pacific Division titles in 2001-02 and 2002-03, and advanced to the 2002 Western Conference Finals. In 2000, professional minor league baseball returned to Sacramento after a 27-year absence when the Sacramento River Cats, formerly the Vancouver Canadians, moved to 11,092-seat Raley Field. The River Cats have won four Pacific Coast League South Division titles (in 2000, 2001, 2003, and 2004) and PCL Championships in 2003 and 2004. Professional tennis is represented by the Capitals of the World TeamTennis League. As of 2005, the 20-year-old team has been five-time champion of the World TeamTennis (WTT) League Championship and King Trophy. The Sacramento State Hornets are among the Sacramento area's college sports teams.

Sports for the Participant

Sacramento, the ''River City,'' provides many forms of water recreation. The American River offers boating, swimming, and calm- and white-water rafting. Nearby Folsom Lake and Lake Natoma offer sailing and windsurfing. All the waters in the Sacramento area are stocked with fish; king salmon run in the American and Sacramento Rivers. The American River Bike Trail, stretching from Sacramento's Discovery Park to Folsom Lake, provides nearly 35 miles of scenic trail used by cyclists, walkers, joggers, and bird watchers. More than 120 city parks dot Sacramento encompassing over 2,000 acres, and Sacramento is roughly two hours from five national forests. The Sacramento area's municipal golf courses comprise 540 acres. Sacramento has several equestrian centers and many horseback riding trails. More than two dozen ski resorts, most within 120 miles, are located in the nearby Sierra-Nevada Mountains.

Shopping and Dining

Sacramento is home to several shopping malls and hundreds of boutiques and specialty shops. Old Sacramento is a popular and atmospheric shopping area; its Public Market is a European-style, open-air market featuring bakeries, fish, poultry, meat, produce, flowers, and assorted ethnic shops. Other major shopping areas in Sacramento include: Downtown Plaza, with more than 150 shops, many restaurants,

and a cinema; Town and Country Village with 55 shops was built in 1946, making it Sacramento's oldest shopping center; Arden Fair has more than 150 shops, restaurants, a cinema, and foodcourt; Pavilions offers cosmopolitan shopping and fine dining; Sunrise Mall and Florin Mall each have approximately 100 shops and restaurants and a cinema; and Folsom Premium Outlets has more than 80 stores.

Restaurants are plentiful in Sacramento, featuring cuisine ranging from traditional American, to inventive Californian, to a wide variety of ethnic fare. Many eateries are concentrated in Old Sacramento, as well as along J Street and Capitol Avenue between 19th and 29th streets, and Fair Oaks Boulevard between Howe and Fulton streets.

Visitor Information: Sacramento Convention and Visitors Bureau, 1608 I Street, Sacramento, CA 95814; telephone (916)808-7777.

Convention Facilities

The principal meeting place is the Sacramento Convention Center, located downtown. The complex contains three buildings: the 134,000 square foot Exhibit Hall can be divided into 5 areas and is equipped with risers to create arena seating for 6,500 people; the elegant 25,000-square-foot Ballroom, which can be divided into 10 meeting rooms, accommodates 1,500 people banquet-style or 2,500 theater-style; and the 11,200-square-foot Activity Building features 12 meeting rooms. Nearby Memorial Auditorium, built in 1926 and registered as a historic landmark, provides convertible meeting space with a total capacity of 4,500 people; the building contains Memorial Hall, the Little Theater, and meeting rooms. The Convention Center and Memorial Hall are located within walking distance of hotels, shops, restaurants, and points of interest.

Located five miles from downtown is the California Exposition (Cal Expo), a large facility with more than 200,000 square feet of exhibit space on a 780-acre site. Designed for events such as agricultural shows and trade conventions, the center provides outdoor exhibit areas and unlimited parking.

Hotels and motels in the metropolitan area, providing more than 10,000 rooms, offer meeting facilities for large and small groups.

Convention Information: Sacramento Convention and Visitors Bureau, 1608 I Street, Sacramento, CA 95814; telephone (916)808-7777.

Transportation

Approaching the City

The Sacramento International Airport, 12 miles northwest of downtown, receives service from 13 major carriers and one commuter airline. Also in Sacramento, the Executive Airport serves private planes.

The primary north-south routes to Sacramento are I-5 (the Pan American Highway) and U.S. 99; the major east-west routes are I-80 and U.S. 50, connecting Sacramento to San Francisco to the southwest, and Lake Tahoe to the northeast.

Passenger train service is available through Amtrak. Boat/bus excursions are offered between Sacramento and San Francisco.

Traveling in the City

Most of Sacramento's downtown streets are one-way, with a synchronized traffic light system. The major thoroughfares are the freeways: Interstate 80 and Business 80, which run from the west to the northeast, and Interstate 5, which runs north and south. Other important roads are the Garden Highway, running east and west, and State Highway 99, coming from the southern part of the city to join Business 80. In downtown Sacramento, the streets running east and west are named by letter; streets running north and south are designated by number.

Sacramento Regional Transit Company (RT) operates more than 250 buses on 80 area bus routes. The RT also owns the electrically powered light rail system, which consists of 76 light rail vehicles traversing 30 miles of light rail, connecting the suburbs with downtown. The bus and rail systems are accessible to the disabled community. In 2002, the systems served 27 million passengers.

Communications

Newspapers and Magazines

Sacramento offers one major daily newspaper, the morning *The Sacramento Bee.* Sacramento's second largest newspaper is the *Sacramento News and Review*, a weekly alternative paper. There are also a number of ethnic newspapers, including Italian, Spanish, and Jewish publications. *The Sacramento Observer* is considered one of the finest African American newspapers in the country. The *Sacramento Business Journal* reports on happenings in business and industry. *Sacramento Magazine* highlights local entertainment and

lifestyles. Nearly 30 magazines and journals are published in Sacramento.

Television and Radio

One public and eight commercial television stations, representing ABC, CBS, NBC, FOX, UPN, WB, Telemundo, and Univision, broadcast in Sacramento, where cable is also available. In the Sacramento area, 41 AM and FM radio stations broadcast music, news, talk, Spanish, and Christian programming.

Media Information: *The Sacramento Bee,* 2100 Q Street, Sacramento, CA 95852; telephone (916)321-1000

Sacramento Online

City of Sacramento Home Page. Available www.cityofsacramento.org

Metro Sacramento Chamber. Available www.metrochamber.org

Sacramento Bee. Available www.sacbee.com

Sacramento City Unified School District. Available www.scusd.edu

Sacramento Convention & Visitors Bureau. Available www.sacramentocvb.org

Sacramento Public Library. Available www.saclibrary.org

Selected Bibliography

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San Diego

The City in Brief

Founded: 1769 (incorporated, 1850)

Head Official: Mayor Dick Murphy (R) (since 2000)

City Population
1980: 875,538
1990: 1,110,623
2000: 1,223,400
2003 estimate: 1,266,753
Percent change, 1990–2000: 10.1%
U.S. rank in 1980: 8th
U.S. rank in 1990: 6th
U.S. rank in 2000: 11th

Metropolitan Area Population
1980: 1,862,000
1990: 2,498,016
2000: 2,813,833
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 19th
U.S. rank in 1990: 15th
U.S. rank in 2000: 17th

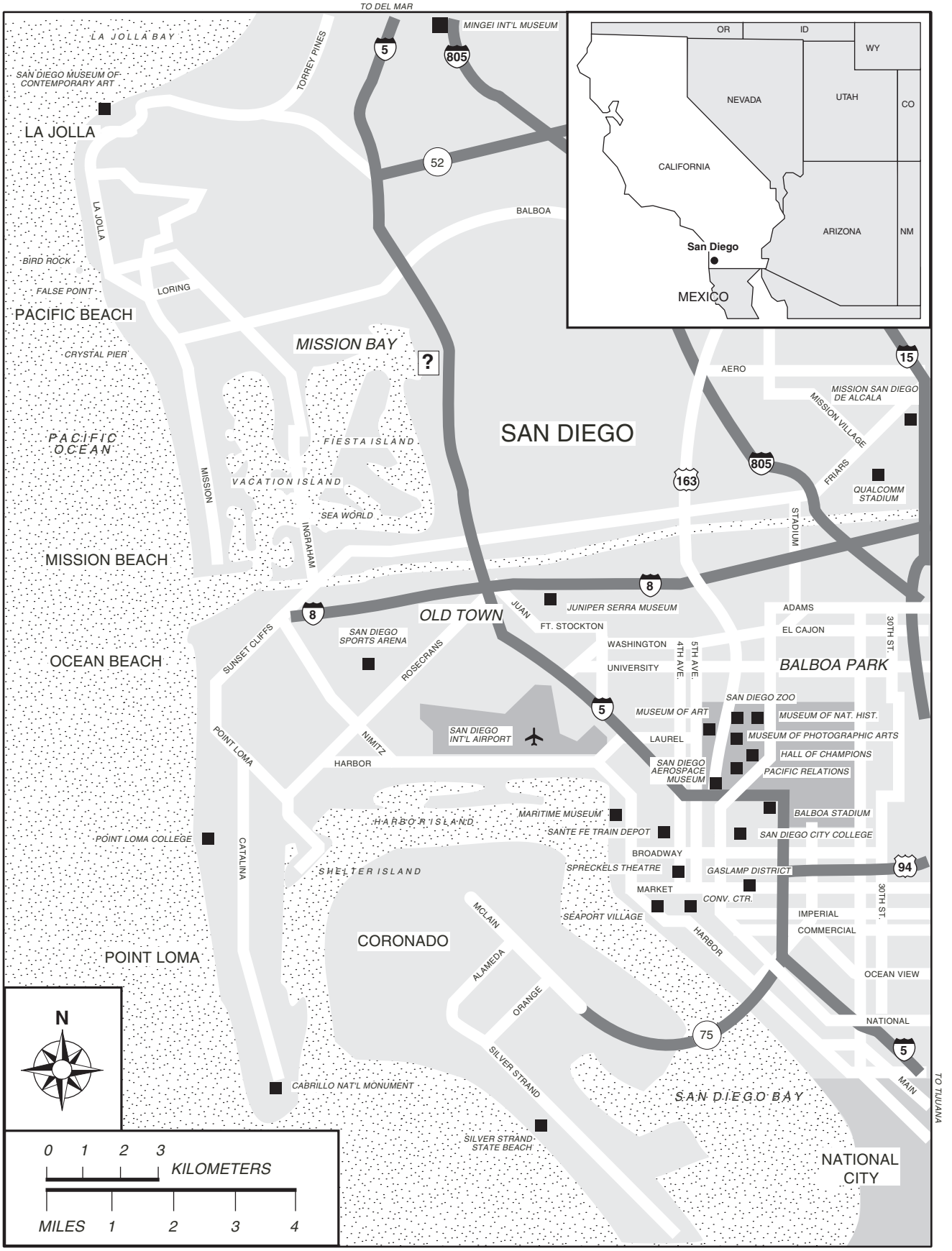
Area: 324.3 square miles (2000)
Elevation: Ranges from sea level to 1,591 feet above sea level
Average Annual Temperature: 63.2° F
Average Annual Precipitation: 9.32 inches

Major Economic Sectors: Manufacturing, government, services, agriculture
Unemployment Rate: 4.6% (January 2005)
Per Capita Income: $23,609 (1999)

2002 FBI Crime Index Total: 50,124

Major Colleges and Universities: University of California San Diego, University of San Diego, San Diego State University, Scripps Institution of Oceanography

Daily Newspapers: *The San Diego Union-Tribune*


TO DEL MAR
LA JOLLA BAY
MINGEI INT'L MUSEUM
SAN DIEGO MUSEUM OF CONTEMPORARY ART
TORREY PINES
LA JOLLA
BALBOA
BIRD ROCK
FALSE POINT
LORING
PACIFIC BEACH
CRYSTAL PIER
MISSION BAY
PACIFIC OCEAN
FIESTA ISLAND
VACATION ISLAND
SEA WORLD
MISSION
INGRAHAM
MISSION BEACH
SAN DIEGO
AERO
MISSION SAN DIEGO DE ALCALA
MISSION VILLAGE
FRIARS
QUALCOMM STADIUM
STADIUM
OLD TOWN
JUNIPER SERRA MUSEUM
JUAN
FT. STOCKTON
ADAMS
EL CAJON
30TH ST.
WASHINGTON
4TH AVE.
5TH AVE.
UNIVERSITY
BALBOA PARK
SAN DIEGO SPORTS ARENA
SUNSET CLIFFS
ROSECRANS
OCEAN BEACH
SAN DIEGO ZOO
MUSEUM OF ART
MUSEUM OF NAT. HIST.
SAN DIEGO INT'L AIRPORT
LAUREL
MUSEUM OF PHOTOGRAPHIC ARTS
HALL OF CHAMPIONS
POINT LOMA
NIMITZ
HARBOR
SAN DIEGO AEROSPACE MUSEUM
PACIFIC RELATIONS
MARITIME MUSEUM
BALBOA STADIUM
HARBOR ISLAND
SANTE FE TRAIN DEPOT
SAN DIEGO CITY COLLEGE
POINT LOMA COLLEGE
CATALINA
BROADWAY
SHELTER ISLAND
SPRECKELS THEATRE
GASLAMP DISTRICT
MARKET
CONV. CTR.
IMPERIAL
COMMERCIAL
SEAPORT VILLAGE
MCLAIN
HARBOR
CORONADO
ALAMEDA
OCEAN VIEW
ORANGE
NATIONAL
SILVER STRAND
CABRILLO NAT'L MONUMENT
SAN DIEGO BAY
MAIN
TO TIJUANA
SILVER STRAND STATE BEACH
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POINT LOMA
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75

Introduction

San Diego, ''the Birthplace of California,'' is a city of many guises. It is not only a major naval base and an important natural harbor, but it is also a top tourist attraction and resort area, a prominent high-technology, aerospace, and aviation production community, and a fertile agricultural area. San Diego's port and its proximity to Mexico give the city an international flavor, and a revitalized downtown area adds to the exciting atmosphere. The mild climate attracts many new residents and industries each year. A nondescript town until the 1940s, San Diego now has more than 1.2 million residents and is California's second largest city. San Diego's phenomenal growth has brought it well-deserved national attention. The city keeps this growth balanced by careful preservation of history and a strong emphasis on art, culture, and recreation.

Geography and Climate

San Diego is just 20 miles north of Mexico, situated in the rolling hills and mesas that rise from the Pacific shore to join with the Laguna Mountains to the east. Its bay is one of the country's finest natural harbors. The city covers a large area of vastly different terrain: miles of ocean and bay shoreline, densely forested hills, fertile valleys, and mountains, canyons, and desert. The climate varies in a similar manner. On the coast, the temperatures are mild and constant, while in the desert areas, the temperature can fluctuate as much as 30 degrees in one day. San Diego is about 120 miles south of Los Angeles.

The climate in San Diego is tempered by the Pacific Ocean air, keeping the summers cool and the winters warm. Severe weather is rare in the area; snow is almost unknown, and the city averages only three thunderstorms a year. September and October often bring hot eastern winds from the desert, producing what are usually the hottest days of the year.

Area: 324.3 square miles (2000)

Elevation: Ranges from sea level to 1,591 feet above sea level

Average Temperatures: January, 55.4° F; August, 72.2° F; annual average, 63.2° F

Average Annual Precipitation: 9.32 inches

History

Spanish, Mexicans, Americans Lay Claim to San Diego Region

Portuguese explorer Juan Rodriguez Cabrillo, the discoverer of California, sailed into what is now San Diego Bay and claimed the surrounding region for the King of Spain in 1542. The bay was named in 1602 by another Spanish explorer, Don Sebastian Viscaino. The first European settlement there was established in 1769, when the Franciscan fathers established a mission on a hill overlooking the bay, close to a large Native American village. The mission was the first in a chain of twenty-one that the sect built throughout California. The mission was burned down by the local tribes and later almost completely destroyed by an earthquake, but the determined Franciscans rebuilt each time. Today, the restored mission still conducts Mass every Sunday.

By the 1830s, a small but thriving trading village had developed on the bay, in the district now called ''Old Town.'' The town was an important shipping point for cattle hide and quarried stone. The famous cobblestone streets of Boston are said to have been paved with San Diego stone. San Diego became the capital of Mexican California after Mexico achieved independence from Spain in 1822. It was a much fought-over prize during the Mexican War, changing hands numerous times before the U.S. Army established permanent American rule in late 1846. The town was incorporated as a city in 1850.

City Thrives, Declines, Thrives Again

Throughout the next twenty years the town was an important whaling port. Then in 1867, San Francisco land-developer Alonzo E. Horton bought a 1,000-acre plot of what was to become downtown San Diego. Horton laid out streets, built a wharf and a hotel, and donated land for churches. A gold strike in 1870 and numerous land booms in the area increased the population rapidly. In 1885, when the Santa Fe Railroad and a number of eastern investors arrived, 40,000 people lived in the city.

By the turn of the century, however, San Diego was plunged into a slump. Failed businesses and unwise real estate speculations caused the population to dwindle to 17,000 people. The city began a period of slow, steady growth, helped by the Panama-California Exposition in celebration of the completion of the Panama Canal in 1915. The fledgling aircraft industry, which found the desert climate and terrain an ideal testing environment, also aided San Diego's recovery. An aggressive policy of attracting new people and industry contributed to growth, but the city remained relatively ob-

scure, overshadowed by Los Angeles and San Francisco to the north.

City Becomes Naval Base; Rise of Agriculture and Industry

Japan's bombing of Honolulu's Pearl Harbor at the beginning of World War II forced the U.S. Navy to seek another suitable Pacific base. They chose San Diego, and almost overnight the city became a busy military center, home base for a large number of naval trainees, many of whom relocated to the city as civilians after the war. In the post-war era the city emerged as the headquarters of the Eleventh Naval District and the Naval Air Command; installations include major U.S. Navy and Marine training centers, the West Coast's main supply depot, a naval hospital and laboratories, and a large fleet stationed in the bay. Along with the military came related support industries and a large number of naval and aviation defense contractors.

Growth begun during World War II has continued unabated. San Diego spread to extend almost 20 miles in each direction, developing small, distinct communities in the nearby canyons and valleys; these areas retain a separate identity while being incorporated into San Diego. With this growth came diversity. To the south, San Diego connects with a rich agricultural area that produces much of California's famous fruit and vegetable produce, shipped worldwide from the easily accessible port. To the north the wealthy leisure class developed a resort community of hotels, spectacular cliff homes, and recreational amenities. Throughout the city commercial and industrial corridors began growing, and many corporations moved their headquarters to the region.

Downtown Declines, Revives

During the 1960s and early 1970s the San Diego downtown area declined when businesses and residents moved to the suburbs in large numbers. The city's growth continued despite these problems, and by the mid-1970s San Diego had surpassed San Francisco as California's second largest city. An efficient freeway system and a coordinated effort by the Centre City Development Corporation—a comprehensive group of developers, financial experts, and civic leaders—kept the downtown area alive.

Today downtown San Diego is revitalized with new energy and is experiencing a renaissance as growth continues: as of 2004, more than 100 residential, commercial, retail, and entertainment development projects in San Diego's downtown area were underway or on the drawing board. Thoughtful planning has produced an impressive skyline of mirrored office towers blended with innovative shopping and residential developments, parks, and historic districts, all designed to serve the people who use them. Atria, attractive public gathering spaces, and overhead walkways encourage visitors and residents alike to enjoy the downtown area.

Historical Information: San Diego Historical Society, Museum of San Diego History, 1649 El Prado, Balboa Park, San Diego, CA 92101; telephone (619)232-6203

Population Profile

Metropolitan Area Residents
1980: 1,862,000
1990: 2,498,016
2000: 2,813,833
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 19th
U.S. rank in 1990: 15th
U.S. rank in 2000: 17th

City Residents
1980: 875,538
1990: 1,110,623
2000: 1,223,400
2003 estimate: 1,266,753
Percent change, 1990–2000: 10.1%
U.S. rank in 1980: 8th
U.S. rank in 1990: 6th (State rank: 2nd)
U.S. rank in 2000: 11th (State rank: 2nd)

Density: 3,771.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 736,207
Black or African American: 96,216
American Indian and Alaska Native: 7,543
Asian: 166,968
Native Hawaiian and Pacific Islander: 5,853
Hispanic or Latino (may be of any race): 310,752
Other: 210,613

Percent of residents born in state: 40.3% (2000)

Age characteristics (2000)
Population under 5 years old: 82,523
Population 5 to 9 years old: 87,347
Population 10 to 14 years old: 79,520
Population 15 to 19 years old: 85,664
Population 20 to 24 years old: 110,614
Population 25 to 34 years old: 217,032
Population 35 to 44 years old: 198,474
Population 45 to 54 years old: 148,127
Population 55 to 59 years old: 48,016
Population 60 to 64 years old: 38,075
Population 65 to 74 years old: 65,922

Population 75 to 84 years old: 47,639
Population 85 years and older: 14,447
Median age: 32.5 years

Births (2002, San Diego County)
Total number: 43,951

Deaths (2002, San Diego County)
Total number: 19,356 (of which, 197 were infants under the age of 1 year)

Money income (2000)
Per capita income: $23,609
Median household income: $45,733
Total households: 451,126

Number of households with income of . . .
less than $10,000: 37,637
$10,000 to $14,999: 25,745
$15,000 to $24,999: 54,563
$25,000 to $34,999: 54,499
$35,000 to $49,999: 70,654
$50,000 to $74,999: 87,022
$75,000 to $99,999: 50,492
$100,000 to $149,999: 43,452
$150,000 to $199,999: 13,558
$200,000 or more: 13,502

Percent of families below poverty level: 10.6% (17.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 50,124

Municipal Government

San Diego uses a council-manager form of government, which it adopted in 1931. The mayor and eight council members are elected every four years, and they appoint the city manager.

Head Official: Mayor Dick Murphy (R) (since 2000; current term expires November 2008)

Total Number of City Employees: 11,085 (2004)

City Information: City Hall, 202 C Street, San Diego, CA 92101; telephone (619)236-5555

Economy

Major Industries and Commercial Activity

San Diego's economy, once dominated by military and defense endeavors (now the city's second largest economic sector) is led by manufacturing, particularly in the areas of shipbuilding and repair, industrial machinery and computers, metals production, and the manufacture of toys and sporting goods. In 2002, manufacturing contributed $25 billion to the county's economy. International trade is an important part of San Diego's economy, accounting for 37 percent of its manufacturing dollars. In 2001, goods moving through San Diego customs totaled $33.6 billion. The border between the San Diego area and Tijuana is the busiest in the world.

Since the founding of San Diego, the city's economy has been tied to San Diego Bay, a natural harbor which today is one of California's five major ports. It is an important link in the nation's international shipping trade; the port's two marine cargo facilities are the National City Marine Terminal, which is a primary port of entry for Honda, Acura, Volkswagen, Isuzu, Mitsubishi Fuso, and Hino Motors vehicles; and Tenth Avenue Marine Terminal, which handles a wide variety of commodities. The port also has a growing cruise ship operation, with more than 180 cruise ships docking annually.

San Diego's harbor has had the most significant impact on the local economy, however, through the Eleventh Naval District Headquarters, the base for the U.S. Navy Pacific fleet, which is located on the bay. San Diego is the Navy's principal location for West Coast and Pacific Ocean operations. Increases in military and homeland defense spending during the early 2000s has contributed to economic growth in San Diego. The military/defense industry is the city's second largest economic sector, bringing more than $13 billion into the local economy annually. The Marine Corps Base Camp Joseph H. Pendleton, the Marine Corps Recruit Depot, Marine Corps Air Station at Miramar, Naval Air Station North Island, Naval Station San Diego, and Naval Submarine Base, San Diego, are among San Diego's military installations.

With the San Diego Zoo and Sea World, a variety of historical and cultural attractions, and year-round good weather, San Diego is a top destination for tourists. In 2004, *Travel and Leisure* magazine ranked it America's second favorite city (behind Honolulu). San Diego's tourism industry is the third largest segment of its economy, with more than 26 million visitors to the county bringing more than $5.6 billion in annual revenues. Service industries have seen continued growth in recent years, specifically in areas such as dining, lodging, shopping and recreation services. San Diego regularly ranks as a top-10 U.S. vacation destination for international travelers.

The fourth largest segment of the economy is agriculture. San Diego County is the 20th largest agricultural producer in the nation. It is a top producer of nursery products, flowers, foliage plants, and avocados.

San Diego is a center for high technology and biotechnology. Nearly 160,000 high-technology workers are employed at 1,400 companies throughout San Diego. High technology growth areas include the biomedical, software, telecommunications and security sectors. Among all U.S. metropolitan areas, San Diego has the third largest concentration of biotech companies, with more than 32,000 biotech jobs at 499 companies.

Items and goods produced: acoustical materials, adhesives, airplane parts, bamboo, dairy products, electronics transmission and distribution equipment, plastic, rubber products, awnings, beverages, paper, clothing, dental products, detergents, computers, televisions

Incentive Programs—New and Existing Companies

Local programs—The city of San Diego offers permit and regulatory assistance, problem solving, regulatory reform, and project troubleshooting for large companies interested in expanding in the San Diego area. Most of these companies must be creating or retaining 200 or more jobs, generating $500,000 in annual revenue to the city, or be located in one of the City's three Enterprise Zones. The city's Business Cooperation Program offers incentives that can lower operating and facility costs for a variety of businesses. San Diego has 18 business improvement districts, 15 redevelopment project areas, 3 enterprise zones, a foreign trade zone, recycling market development zones, and a renewal community.

State programs—California's Commerce & Economic Development Program offers financial solutions by helping businesses secure capital to invest in major public, private, and nonprofit ventures; providing export assistance and financing; and supporting small businesses by offering financial assistance, training, and technical assistance.

Job training programs—The city of San Diego works closely with the San Diego Workforce Partnership, a nonprofit community corporation that supports the region's workforce and employers through education, training, and employment services.

Development Projects

Recent development highlights in San Diego include the expansion of the San Diego Convention Center, completed in 2001, and the construction of PETCO Park, which opened in 2004. The new 1.7 million square foot convention facility features 615,701 square feet of exhibit space. PETCO Park, home of the San Diego Padres, is located downtown and has 42,000 seats. In 2002, a $312.3 million program to build or improve 24 San Diego libraries was approved. As of 2004, more than 100 residential, commercial, retail, and entertainment development projects in San Diego's downtown area were underway or on the drawing board.

Economic Development Information: City of San Diego Economic Development Division, 600 B Street, Suite 400, San Diego, CA 92101; telephone (619)533-4233; fax (619)533-5250; email sdbusiness@sandiego.gov

Commercial Shipping

The Port of San Diego handles hundreds of merchant ships each year; nearby Tijuana, Mexico, is also a duty-free port. The Burlington Northern Santa Fe (BNSF) railroad connects San Diego to major market areas. More than 80 trucking companies are established in metropolitan San Diego, providing freight, hauling, or equipment services. Air cargo services are maintained at San Diego International Airport, which handles more than 70,000 tons of cargo annually.

Labor Force and Employment Outlook

A large portion of the San Diego work force is derived from in-migration, creating a diverse population. In 2002, San Diego added nearly 20,000 jobs, while the nation as a whole experienced an economic recession. Among the three occupations expected to see the most growth in San Diego in the near future, all are in the information technology field. A 2005 report by the San Diego Workforce Partnership indicates that the occupations with the highest growth rate between 2001-2008 are expected to be computer support specialists (57.9 percent growth), network and computer systems administrators (51.9 percent), and network systems and data communications analysts (50.0 percent). According to the same report, occupations forecasted to have the most opportunities for job seekers—the most job openings between 2001 and 2008—include janitors and cleaners, security guards, laborers, stock clerks, computer support specialists, bookkeepers, and elementary school teachers.

The following is a summary of data regarding the San Diego/Carlsbad/San Marcos area labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,258,600

Number of workers employed in . . .
natural resources and mining: 400
construction: 87,300
manufacturing: 104,200
trade, transportation, and utilities: 214,400
information: 36,400
financial activities: 81,500
professional and business services: 205,100
educational and health services: 121,300
leisure and hospitality: 145,200
other services: 47,600
government: 214,700

Average hourly earnings of production workers employed in manufacturing: $13.70

Unemployment rate: 4.6% (January 2005)

Largest employers	*Number of employees*
Federal Government	44,200
State of California	32,400
San Diego Unified School District	25,230
University of California at San Diego	21,444
County of San Diego	17,700
City of San Diego	11,085
Qualcomm Inc.	10,431
Sharp HealthCare	8,111

Cost of Living

The following is a summary of data regarding key cost of living factors for the San Diego area.

2004 (3rd Quarter) ACCRA Average House Price: $597,641

2004 (3rd Quarter) ACCRA Cost of Living Index: 144.8 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.75

Property tax rate: 1.00% of assessed valuation in city proper

Education and Research

Elementary and Secondary Schools

The San Diego Unified School District is the second largest school district in the state and eighth largest urban school district in the country. Its nonpartisan five-member board is elected every four years, and the superintendent is hired by the board. The district operates 24 magnet schools offering in-depth studies in areas ranging from science and research to journalism and telecommunications.

The following is a summary of data regarding the San Diego Unified School District as of the 2004-2005 school year.

Total enrollment: approximately 136,000

Number of facilities
elementary schools: 113
middle level schools/junior high schools: 23
senior high school: 27
other: 39 (4 atypical, 10 alternative, and 25 charter)

Student/teacher ratio: 18.8:1 (in 2002-2003)

Teacher salaries
minimum: $34,517
maximum: $66,653

Funding per pupil: $7,508 (2000-2001 school year)

Public Schools Information: San Diego City Schools, Eugene Brucker Education Center, 4100 Normal Street, San Diego, CA 92103; telephone (619)725-8000

The San Diego area is also served by a number of parochial and private schools.

Colleges and Universities

Major universities in San Diego include the University of California at San Diego (UCSD), San Diego State University (SDSU), and the University of San Diego (USD), which is a Catholic university. UCSD, one of the University of California's 10 campuses, is regarded as a top institution for higher education and was recently rated seventh best public university in the nation by *U.S. News and World Report.* Campus enrollment is approximately 23,000. UCSD has six undergrad colleges all on one campus, each maintaining its own set of requirements while sharing departmental majors: Thurgood Marshall College, John Muir College, Revelle College, Roosevelt College, Sixth College, and Warren College. UCSD's graduate and professional schools include: the acclaimed Scripps Institution of Oceanography (one of the oldest and largest centers for marine science research and graduate training in the world), School of Medicine, School of International Relations and Pacific Studies, School of Pharmacy and Pharmaceutical Sciences, Jacobs School of Engineering (graduate and undergraduate), and Rady School of Management. SDSU, the oldest and largest university in San Diego and third largest in the state, has an enrollment of nearly 34,000. A readers' poll in the *San Diego Union-Tribune* in 2004 ranked SDSU ''Best Local College/University.'' SDSU offers bachelor's degrees in 81 areas of study, 59 master's degrees, and 13 joint-doctoral degrees. USD, a private, Roman Catholic university, has an enrollment of 7,262; the university offers more than 60 bachelor's, master's and doctoral degrees, and is particularly noted for its law and nursing schools.

Libraries and Research Centers

In 2004, *Library Journal* named San Diego Mayor Dick Murphy ''Politician of the Year'' for his commitment to the city's public libraries. In 2002, the mayor and city council approved a $312.3 million program to build or improve 24 libraries; among the goals of the program is a new, state-of-

the-art downtown library. San Diego is served by two major library systems. The San Diego Public Library operates 34 branches in addition to the main library, maintaining more than 2.8 million volumes, 310 e-books, 4,116 periodical subscriptions, 168,265 audio/visual materials, and collections such as local and state history, rare books and the history of printing, and U.S. Department of Patents documents. The San Diego County Library system consists of a main branch and 31 branches, two bookmobiles, and an adult literacy site with a combined total of more than 1.4 million volumes available. Special collections include audio and video tapes, films, art reproductions, extensive Filipino, Spanish, and Vietnamese collections, and special services for the deaf, including closed-captioned video tapes and talking books. More than 30 other public, private, and research libraries serve the metropolitan area.

A large number of specialized research centers functioning in such subject areas as oceanography, nuclear energy, astronomy, and biological sciences are scattered throughout San Diego. Among the most prominent research centers are the Salk Institute for Biological Studies, which focuses on molecular biology, genetics, neuroscience, and plant biology, and the Palomar Observatory, a center for astronomy research, located atop San Diego county's Mount Palomar.

Public Library Information: San Diego Public Library, 820 E Street, San Diego, CA 92101; telephone (619)236-5800.

Health Care

The San Diego county medical community includes 26 accredited hospitals, with a total of more than 6,600 beds. The largest networks are ScrippsHealth and Sharp Healthcare, which maintain hospitals and walk-in clinics throughout the county. Scripps Mercy Hospital, the city's longest-running and largest hospital, was established in 1890 and has 517 beds. San Diego's research and specialty institutions include the Salk Institute of Biology—established by Jonas Salk, developer of the polio vaccine—which conducts research in such areas as genetics and neuroscience; Children's Hospital and Health Center, the county's designated Pediatric Trauma Center; the Naval Medical Center, which provides care to officers, personnel, and their dependents and is among the largest and most technologically advanced military health care centers in the world; and the Scripps Research Institute, internationally recognized for its research in immunology, molecular, and cell biology.

Health Care Information: San Diego County Medical Society, 3702 Ruffin Road, Suite 206, San Diego, CA 92123; telephone (858)565-8888

Recreation

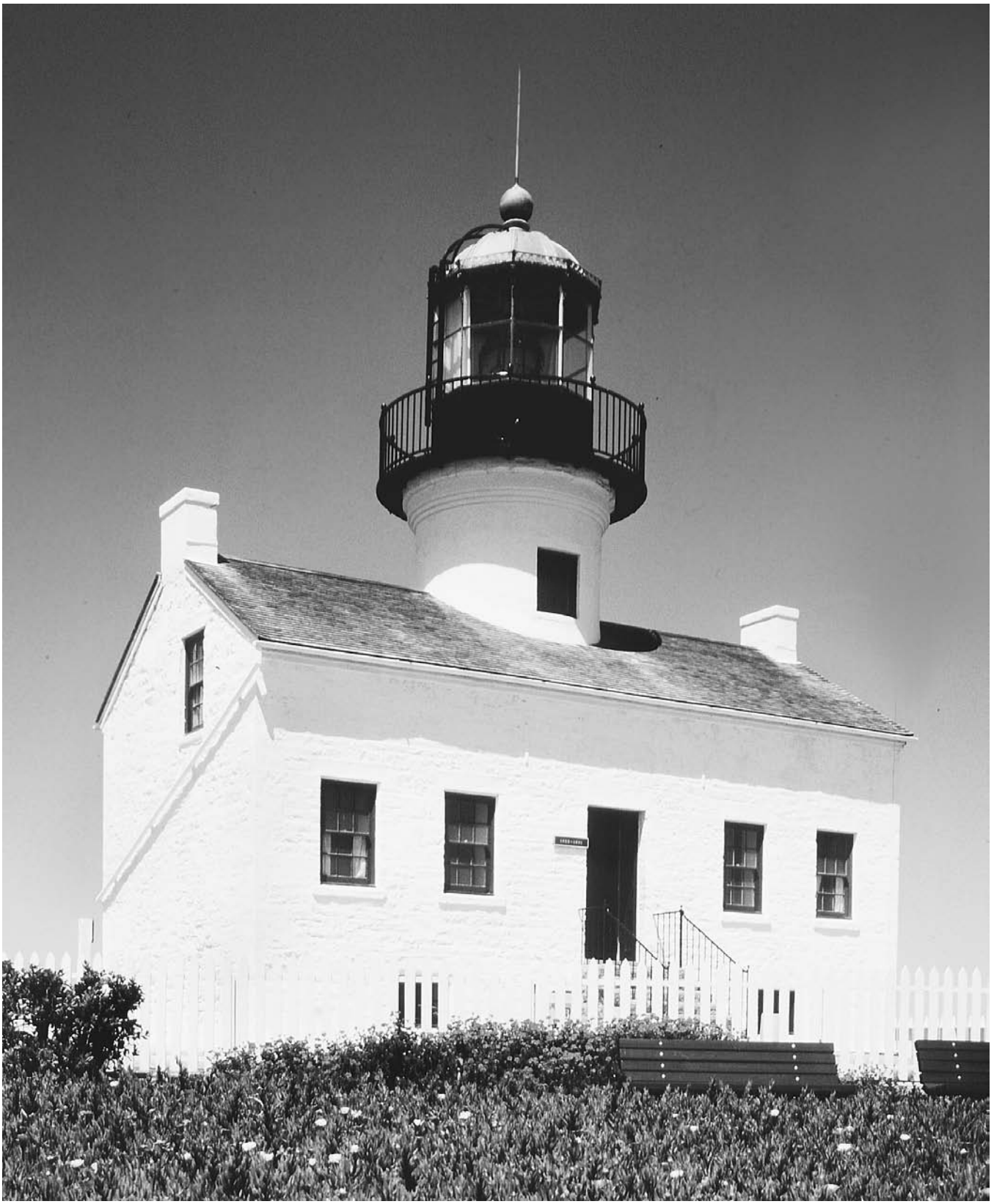
Sightseeing

San Diego and its surrounding communities offer a wide range of tourist attractions for every taste, from amusement parks to historic buildings and scenic wilderness.

Animals play a major role in San Diego's tourist trade. The world-famous San Diego Zoo, 100 acres of lush, tropical landscape filled with more than 4,000 animals representing some 800 species, contains some of the rarest species in captivity. Moving sidewalks, an aerial tramway, and open-air buses run through the exhibits. Highlights include giant pandas, Australian koalas, rare Chinese golden monkeys, a large reptile collection, a 1-acre children's zoo, and a beautiful free-flight walk-through aviary. Habitats have been crafted to replicate desert, tropical rain forest, savanna, scrubland, island, tundra, ocean and coastline, prairie and steppe, temperate forest and taiga, river, lake, and wetland ecosystems as closely as possible. Among the habitats are Ituri Forest, which simulates a four-acre African rainforest; Tiger River, an Asian rainforest; and Polar Bear Plunge, representing Arctic tundra. The zoo's newest exhibit, Absolutely Apes, features orangutans and siamangs living together as they would in the wild. Absolutely Apes is the first phase of the under-construction New Heart of the Zoo, which will be a three-acre Asian and African rainforest containing many rare and endangered animals in the center of the zoo.

The San Diego Wild Animal Park, a 2,200-acre preserve operated by the San Diego Zoo, is located 30 miles north of downtown. Designed to protect endangered species, the park features more than 3,200 animals living in natural habitats modeled after African, Asian, and Australian terrain. The park is known for its successful breeding of such species as the southern white rhino and Arabian oryx. Visitors can walk the park or use the monorail system that traverses through the heart of the park. During summer months, the rail system also operates after dark, and lamps light the active animal areas. Nairobi Village provides special exhibits, refreshments, and other services.

Sea World San Diego, home of Shamu the killer whale and Baby Shamu (the original Shamu died long ago, but his successors bear his name), is a 150-acre marine park, located along Mission Bay, that offers a number of marine exhibits, live shows, aquariums, the world's largest shark exhibit, playgrounds and rides, and the $25 million Places of Learning educational complex. Sea World's Wild Arctic area is a massive, multimillion dollar project combining motion simulation theater technology, live marine mammal viewing, and interactive educational exhibits. At Shark Encounter, visitors come face to face with sharks by walking through a 57-foot tube that



Point Loma lighthouse rests at Cabrillo National Monument, which commemorates the site where California was discovered.

passes through a 280,000-gallon habitat. Shipwreck Rapids transforms visitors into island castaways who journey on raftlike inner tubes trying to find their way back to civilization.

LEGOLAND California, located in Carlsbad, stimulates creativity and imagination through hands-on recreation. Six play areas feature attractions, rides, building opportunities, and more than 1,000 LEGO models. AQUAZONE Wave Racers, one of the park's rides, are ''Wave Activated Vehicles Equipped with Radar Antennas Capable of Evading Random Sprays'' as they hydroplane across wakes created by dual carousels. New in 2005 is Knights' Tournament, a unique robotic coaster ride that allows participants to choose their own destiny.

The center of San Diego preserves two separate historic districts representing two different periods. Old Town evokes San Diego's Spanish and Mexican heritage. Many of its nineteenth-century adobe buildings have been restored and filled with museums, shops, and restaurants. Old Town was preceded, in 1769, by the Spanish establishment of California's first mission and military fortress, on nearby Presidio Hill. Gaslamp Quarter is a 16-block restored Victorian district downtown, featuring antiques, arts and crafts, offices, shops, and restaurants. Two-hour walking tours of the district depart from William Heath Davis House, one of the area's first residences, on Saturdays.

Several of the original missions in the area, including California's first, Mission Basilica San Diego de Alcalá, which moved from Presidio Hill to its present site in 1774, still hold Mass and are open to the public for tours. San Diego Bay harbors the *Star of India,* a 100-year-old sailing vessel, and several U.S. Navy ships that are open to the public. At Point Loma the Cabrillo National Monument commemorates the spot where California was discovered and includes a restored lighthouse, a whale overlook, and a visitor's center.

The nearby 600,000-acre Anza-Borrego Desert State Park, east of San Diego, is a unique collection of geological formations, plants, and animals that has been described by *Flower and Garden* magazine as ''a perfect first desert encounter.'' The Cleveland National Forest north of the city, and other local cliffs, mesas, and canyons offer an abundance of natural scenic pleasures, as do the many flower plantations in the hills outside of San Diego. Tijuana, Mexico, the most visited border town in the world, is an exciting and exotic adventure for shoppers, sightseers, and sports enthusiasts. The Mexican border is a 20 minute ride away, accessed by restored trackless trolleys that depart from the renovated Santa Fe Railway Depot in downtown San Diego.

Arts and Culture

San Diego's citizens and business community are very supportive of the arts. Drama, music, and the visual arts are important elements of the city's personality. Theater, in all its varieties, is available year round. Musical offerings range from formal affairs, symphonies, and operas, to oceanside picnic concerts under the stars and arena-sized rock concerts. Over 90 area museums as well as a number of small art galleries cater to the historic- and artistic-minded.

A large theater community is rising to national prominence in San Diego, and the area's proximity to Hollywood attracts many stars to the more than 40 innovative local theater companies. The centerpiece of San Diego culture is the Simon Edison Centre for the Performing Arts, called ''one of the best theater complexes in the U.S.'' by *Time* magazine. It consists of the Lowell Davies Festival Theater, a large outdoor arena; the Cassius Carter Centre Stage, a 225-seat theater-in-the-round; and the Tony Award-winning 581-seat Old Globe Theater, a reproduction of Shakespeare's Globe Theater. The theatre complex stages classic and contemporary works throughout the year, with an emphasis on Shakespeare during the summer. Numerous other theater groups are located in the area, including the La Jolla Playhouse at University of San Diego at La Jolla, which stages plays and musicals from April through December at the university's 492-seat Mandell Weiss Theatre and 384-seat Mandell Weiss Forum; the San Diego Repertory Theatre, which produces progressive, culturally diverse plays at the Lyceum Theatre's 545-seat Stage Theatre and 270-seat Space Theatre; and the Lamb's Players Theater, which stages musicals, dramas, comedies, and adventurous world premieres, primarily at the company's 350-seat resident theatre in Coronado. San Diego has a thriving dinner-theater population as well.

Music and dance are also well-represented in San Diego. The San Diego Symphony performs classical masterworks, interactive performances, outdoor summer pops, family festivals, and community concerts, altogether more than 100 performances annually. The La Jolla Music Society presents visiting orchestras, soloists, and ensembles. The San Diego Chamber Orchestra presents its classical repertoire and Carnival Concerts Series (designed for families) at venues across San Diego County. The acclaimed San Diego Opera attracts star international performers; its grand productions at the San Diego Civic Theatre run from January through May. The California Ballet Company provides year-round contemporary and classical professional ballet, while historical and cultural dance exhibitions are offered by organizations such as the Traditional Chicano-Azteca Dance Circle, the Samahan Philippine Dance Company, the Pasacat Philippine Performing Arts Company, and Teye Sa Thiosanne, an African drum and dance company.

Balboa Park is the nation's largest cultural city park. Covering 1,200 acres, it is home to the San Diego Zoo, most of San Diego's museums, performing arts venues, and restau-

rants, as well as cultivated and wild gardens and a number of historic buildings and exhibits. In all, more than 85 cultural and recreational organizations are located here. The park was originally the site of the Panama-California International Exhibition in 1915 and 1916 (which celebrated the opening of the Panama Canal), and most of the buildings are restored exhibit halls from that period, serving as examples of Spanish Revival architecture.

There are 15 museums located in Balboa Park. Among them is the San Diego Museum of Art, established in 1922; it is the oldest and largest art museum in the region. Highlights of the museum's permanent collections include its Spanish baroque, Renaissance, and contemporary California paintings; Indian miniatures; South Asian art; and numerous works by Toulouse-Lautrec. Traditional and modern sculpture is exhibited in an outdoor garden. The Mingei International Museum emphasizes traditional and modern folkart, craft, and design from outside the United States and Europe. The Museum of Photographic Arts, devoted to collecting, conserving and exhibiting still photography and film, has a permanent collection of more than 7,000 works, as well as a state-of-the-art 226-seat movie theater, and a 20,000-volume library. The San Diego Natural History Museum features exhibits on local plants, animals, and geological specimens; in 2001, the opening of a new 90,000 square foot wing more than doubled the museum's size. The San Diego Aerospace Museum features aeronautical exhibits, from the dawn of flight through the space age. The Reuben H. Fleet Science Center houses more than 100 scientific hands-on exhibits, the nation's first Omnimax theater, a virtual reality attraction, and a motion simulation ride. The San Diego Museum of Man, devoted to anthropology, is comprised of a group of buildings documenting the history of mankind, Indians of the three Americas, and human birth, plus various temporary exhibits. The San Diego Model Railroad Museum is the world's largest operating model railroad museum, at 28,000 square feet; highlights include four massive scale model layouts and a toy train gallery. The San Diego Hall of Champions Sports Museum is the largest multi-sport museum in the country at 70,000 square feet.

Other attractions in the park include the House of Pacific Relations, a cluster of 15 cottages representing 30 nationalities, and the Spreckels Organ Pavilion, containing the largest outdoor organ in the nation, played on Sundays by a civic organist. The Spanish Village Art Center presents artists and craftspeople at work in buildings resembling a charming town square in Spain, and the San Diego Art Institute features prominent local artists.

The Junipero Serra Museum is located on the site where Father Junipero Serra and Captain Gaspar de Portola established California's first mission and military fortress, in Presidio Park overlooking Old Town. It displays exhibits covering the history of the San Diego area from 1562 to the present. The San Diego Maritime Museum, located on the waterfront, is comprised of three historic ships—the 1863 tall ship *Star of India,* the 1898 ferry *Berkeley,* and the 1904 steam yacht *Medea*—as well as numerous nautical exhibits. The Museum of Contemporary Art San Diego (MCASD), with San Diego and La Jolla locations, presents more than 3,000 artworks, created after 1950, in its permanent collection; across the street from the San Diego location, the historic 1915 Santa Fe Depot baggage building is currently being remodeled to become part of MCASD and is scheduled to open in 2006.

Arts and Culture Information: City of San Diego Commission for Arts and Culture 1010 Second Avenue, Suite 555, San Diego, CA 92101; telephone (619)533-3050

Festivals and Holidays

San Diego's events calendar begins with the New Year's Day Race, a yacht regatta in San Diego Bay. In March, the San Diego Latino Film Festival, spanning 10 days, is the largest Latino film festival in the country. ArtWalk is a two-day April event showcasing visual and performing fine arts exhibits in San Diego's Little Italy neighborhood. May events include the Cinco de Mayo Celebration, which brings historical reenactments, folkloric music and dance, and Mexican food and fun to Old Town; Gator Bay two-day Cajun zydeco music and food festival; and the Ethnic Food Fair, featuring food from more than 25 nations.

A gala celebration on the Fourth of July features special events throughout the region, including several parades, outdoor concerts, a hot-air balloon race, and fireworks. The Harlem West Fest, also in July, is a premier African American festival held in the Gaslamp Quarter. Another July event, held at Imperial Beach, is Sand Castle Days, the world's longest-running and largest sand castle competition. America's Finest City Week is celebrated city-wide in August and features a large variety of events including concerts, sports events, carnivals, and more. The San Diego Film Festival in September celebrates American and international cinematic arts.

In late September, the city celebrates the Cabrillo Festival to commemorate the discovery of California by Spanish explorer Juan Rodríguez Cabrillo. The San Diego Bay Wine & Food Festival in November is a culinary celebration featuring more than 150 wineries and cuisine from many fine area restaurants. The San Diego Thanksgiving Dixieland Jazz Festival is a five-day classic jazz event held during Thanksgiving weekend, showcasing traditional, swing, and dixieland jazz. The Christmas season inspires some of the major celebrations of the year, sparking festivals, parades, and light displays in many locations. Other Christmas events include the Parade of Lights, a display of decorated boats in San

Diego Bay; the festive rituals of Las Posadas; and the Holiday Bowl, a college football game. December also marks the beginning of the whale migration season off Point Loma.

Sports for the Spectator

Sports are varied in San Diego. Major League Baseball's San Diego Padres play April through September at PETCO Park, which opened in 2004; PETCO, located downtown, has 42,000 seats, and its seating bowl sections are named after neighborhoods. The National Football League's San Diego Chargers, 2004 AFC West Division champions, play at 70,561-seat Quallcomm Stadium. Quallcomm is also home to San Diego State University's Aztecs. The San Diego Gulls play minor-league hockey at San Diego Sports Arena. San Diego also hosts a major bicycle Grand Prix race each year. Nearby Del Mar Thoroughbred Club, founded by entertainer Bing Crosby in 1937, offers horseracing from July through September, and Tijuana, Mexico features the excitement of jai alai, bullfighting, and greyhound racing.

Sports for the Participant

Sports Illustrated magazine calls San Diego ''the sports and fitness capital of the U.S.'' The Pacific Ocean and numerous bays in the area provide a wide range of activities: swimming, sailing, water skiing, snorkeling, and deep sea sport fishing, among others. Mission Bay Park is the largest aquatic park in the nation; it consists of 4,235 acres, 46 percent land and 54 percent water. The park offers 44 miles of beachfront recreation area, as well as inland trails and jogging tracks. San Diego-La Jolla Underwater Park and Ecological Reserve at La Jolla Cove provides excellent snorkeling and scuba diving opportunities. San Diego's public park system maintains extensive recreation facilities, public pools, jogging paths, and playing fields. There are more than 1,300 public and private tennis courts in the county, as well as more than 90 golf courses. The most popular bike route in the area is Route S21, which extends 15 miles along the beach between La Jolla and Oceanside. Winter sports such as skiing are available in the nearby mountains.

Shopping and Dining

San Diego offers a wide variety of shopping experiences, from small shops in renovated historical districts such as Old Town, which resembles a Mexican marketplace, and the Gaslamp Quarter, where Victorian buildings house antique stores, art galleries, and boutiques, to the large suburban shopping malls, many located in the Mission Valley region. Downtown San Diego's massive Westfield Shoppingtown Horton Plaza, adjacent to the Gaslamp district, is a five-level, open-air plaza filled with department stores and nearly 200 upscale specialty shops. Seaport Village is a 14-acre shopping, dining, and entertainment complex featuring 75 shops and restaurants in a harborside setting. Nearby Tijuana provides a colorful variety of bazaars, open-air markets, and handcrafted goods.

Seafood and authentic Mexican cuisine are dining specialties in the San Diego area. Many distinctive restaurants, ranging from formal luxury dining to sidewalk cafes can be found in the historical districts, the modern plazas, and along the waterfront. A large number of international and ethnic restaurants add variety to the dining fare.

Visitor Information: San Diego Convention & Visitors Bureau, 401 B Street, Suite 1400, San Diego, CA 92101; telephone (619)232-1212

Convention Facilities

The San Diego Convention Center, which doubled in size upon an expansion in 2001, is located downtown along San Diego Bay. The 1.7 million square foot facility features 615,701 square feet of exhibit space; 204,114 square feet of meeting space including two 40,000 square foot ballrooms; and 284,494 square feet of pre-function, lobby, and registration space. The center is within a mile of 7,500 first-class hotel rooms, and is only 10 minutes from the airport. Meeting space is also available at the 2,975-seat Civic Theatre, a multipurpose convention and performing arts center adjacent to City Hall.

A number of downtown hotels are designed to accommodate major conventions, providing extensive meeting and banquet facilities, as well as exhibit space. Nearly 45,000 rooms are available in the San Diego area.

Convention Information: San Diego Convention & Visitors Bureau, 401 B Street, Suite 1400, San Diego, CA 92101

Transportation

Approaching the City

San Diego International Airport Lindbergh Field is located 3 miles from downtown and provides major domestic and foreign air service from 18 passenger carriers and 6 cargo carriers. In 2004, 16 million passengers used the airport. Amtrak's *Pacific Surfliner* route carries passengers from San Diego through Los Angeles, Oxnard, and Santa Barbara, to San Luis Obispo. Amtrak's San Diego station is in the historic Santa Fe Depot, north of Seaport Village. A commuter rail service, The Coaster, runs between San Diego, Solana Beach, Encinitas, Carlsbad, and Oceanside.

San Diego is located at the junction of two major north-south routes that originate in Canada. Interstate 5 from Los Angeles and I-15 from Las Vegas meet in San Diego and continue to the Mexican border. I-8 enters San Diego from the east.

Traveling in the City

The San Diego Transit Corporation, the largest of San Diego county's bus operators, has a fleet of 275 buses traveling 29 routes covering San Diego, El Cajon, La Mesa, National City, as well as portions of San Diego County's unincorporated area. The San Diego Trolley travels in the downtown area, through Mission Valley and east county communities, and to the Mexican border. Carriage rides through the downtown area are available from Embarcadero Marina Park.

Communications

Newspapers and Magazines

San Diego is served by *The San Diego Union-Tribune,* the result of the 1992 merger of the city's two dailies. Readers can choose from among a number of weekly, ethnic, and community papers as well, such as *La Prensa San Diego,* a weekly English/Spanish newspaper. *San Diego Magazine* publishes articles of regional interest; several other technical and special interest magazines, such as *San Diego Home/ Garden, Computer Edge,* and *San Diego Metropolitan* (focusing on business news), are also published in the area.

Television and Radio

Ten television stations broadcast in the San Diego area, representing ABC, CBS, NBC, FOX, WB, Univision (two stations), PBS, a local independent station focusing on news, and an Oceanside-based station focusing on local government and media. The region is also serviced by cable television. More than 30 radio stations serve the San Diego area, providing a wide variety of musical and information programming, some broadcasting in Spanish.

Media Information: *The San Diego Union-Tribune,* PO Box 120191, San Diego, CA 92112; telephone (619)299-3131. *San Diego Magazine,* 1450 Front Street, San Diego, CA 92101; telephone (619)230-9292

San Diego Online

City of San Diego Home Page. Available www.ci.san-diego.ca.us

San Diego Convention & Visitors Bureau. Available www.sandiego.org

San Diego County Library. Available www.sdcl.org

San Diego Daily Transcript. Available www.sddt.com

San Diego Public Library. Available www.sannet.gov/public-library

San Diego Regional Chamber of Commerce. Available www.sdchamber.org

San Diego Unified School District. Available www.sandi.net

The San Diego Union-Tribune. Available www.uniontrib.com

Selected Bibliography

Cameron, Robert, *Above San Diego: A New Collection of Historical and Original Aerial Photographs of San Diego* (San Francisco: Cameron and Co., 1990)

Schad, Jerry, *Afoot and Afield in San Diego* (Berkeley: Wilderness Press, 1998)

Urrea, Luis Alberto, *Across the Wire: Life and Hard Times on the Mexican Border* (New York: Anchor Books/Doubleday, 1993)

San Francisco

The City in Brief

Founded: 1776 (incorporated, 1850)

Head Official: Mayor Gavin Newsom (D) (since 2004)

City Population
1980: 678,974
1990: 723,959
2000: 776,733
2003 estimate: 751,682
Percent change, 1990–2000: 7.3%
U.S. rank in 1980: 13th
U.S. rank in 1990: 14th
U.S. rank in 2000: 18th

Metropolitan Area Population (PMSA)
1980: 1,489,000
1990: 1,603,678
2000: 1,731,183
Percent change, 1990–2000: 7.8%
U.S. rank in 1980: 5th (CMSA)
U.S. rank in 1990: 4th (CMSA)
U.S. rank in 2000: 5th (CMSA)

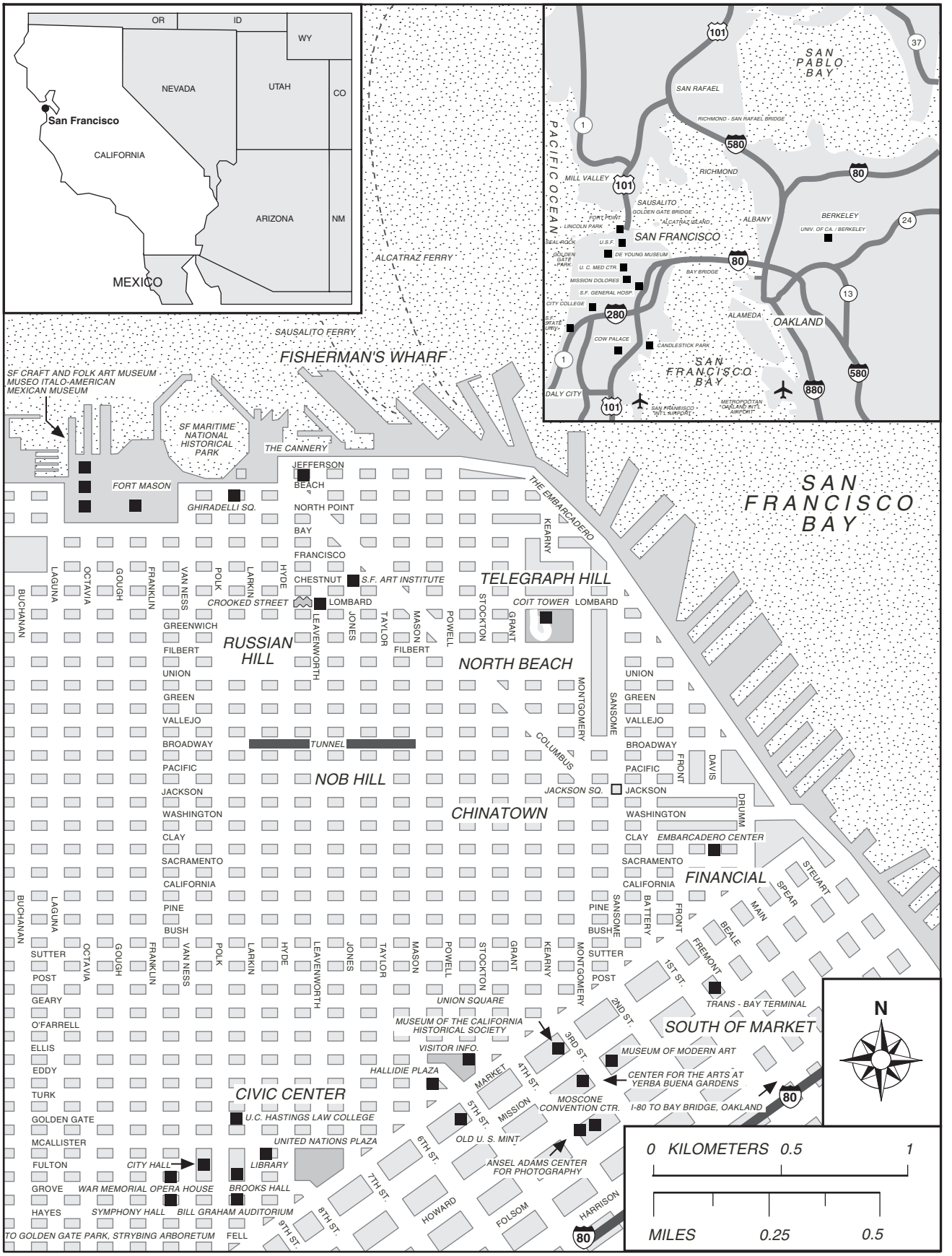
Area: 47 square miles (2000)
Elevation: 155 feet above sea level
Average Annual Temperature: 58.3° F
Average Annual Precipitation: 22.1 inches

Major Economic Sectors: Services; trade; finance, insurance, and real estate; government
Unemployment Rate: 3.6% (December 2004)
Per Capita Income: $34,556 (2000)

2002 FBI Crime Index Total: 42,671

Major Colleges and Universities: San Francisco State University; University of California, San Francisco; University of San Francisco; Golden Gate University

Daily Newspapers: *San Francisco Chronicle; San Francisco Examiner*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RICHMOND - SAN RAFAEL BRIDGE
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MILL VALLEY
SAUSALITO
GOLDEN GATE BRIDGE
FORT POINT
LINCOLN PARK
ALCATRAZ ISLAND
ALBANY
BERKELEY
UNIV. OF CA. / BERKELEY
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U.S.F.
SAN FRANCISCO
GOLDEN GATE PARK
DE YOUNG MUSEUM
U. C. MED CTR.
BAY BRIDGE
MISSION DOLORES
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CITY COLLEGE
S.F. STATE UNIV.
ALAMEDA
OAKLAND
COW PALACE
CANDLESTICK PARK
SAN FRANCISCO BAY
DALY CITY
SAN FRANCISCO INT'L AIRPORT
METROPOLITAN OAKLAND INT'L AIRPORT
ALCATRAZ FERRY
SAUSALITO FERRY
FISHERMAN'S WHARF
SF CRAFT AND FOLK ART MUSEUM
MUSEO ITALO-AMERICAN
MEXICAN MUSEUM
SF MARITIME NATIONAL HISTORICAL PARK
THE CANNERY
FORT MASON
GHIRADELLI SQ.
JEFFERSON
BEACH
NORTH POINT
BAY
FRANCISCO
THE EMBARCADERO
KEARNY
SAN FRANCISCO BAY
CHESTNUT
S.F. ART INSTITUTE
TELEGRAPH HILL
CROOKED STREET
LOMBARD
COIT TOWER
GREENWICH
FILBERT
RUSSIAN HILL
NORTH BEACH
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VALLEJO
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PACIFIC
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TURK
GOLDEN GATE
MCALLISTER
FULTON
GROVE
HAYES
CIVIC CENTER
U.C. HASTINGS LAW COLLEGE
UNITED NATIONS PLAZA
CITY HALL
LIBRARY
WAR MEMORIAL OPERA HOUSE
BROOKS HALL
SYMPHONY HALL
BILL GRAHAM AUDITORIUM
TO GOLDEN GATE PARK, STRYBING ARBORETUM
FELL
MUSEUM OF THE CALIFORNIA HISTORICAL SOCIETY
VISITOR INFO.
HALLIDIE PLAZA
MUSEUM OF MODERN ART
CENTER FOR THE ARTS AT YERBA BUENA GARDENS
SOUTH OF MARKET
TRANS - BAY TERMINAL
MOSCONE CONVENTION CTR.
I-80 TO BAY BRIDGE, OAKLAND
OLD U. S. MINT
ANSEL ADAMS CENTER FOR PHOTOGRAPHY
LAGUNA
BUCHANAN
OCTAVIA
GOUGH
FRANKLIN
VAN NESS
POLK
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HYDE
LEAVENWORTH
JONES
TAYLOR
MASON
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STOCKTON
GRANT
KEARNY
MONTGOMERY
SANSOME
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Introduction

The term ''melting pot'' is used to describe many American cities and towns. This is indeed true for San Francisco, one of the few truly international cities in the United States. The neighborhoods are varied, yet each features a cohesiveness as unique as its inhabitants. Rows of elegant houses, the famous cable cars, clusters of ethnic neighborhoods, and the colorful waterfront all add to the distinctive international flavor of the city. Nearly half of those who live in the Bay Area were born outside of the United States or have at least one nonnative parent. The city's well-known hills offer stunning views of the Pacific Ocean and San Francisco Bay, and feature a wide array of shops, restaurants, and cosmopolitan nightlife. In addition to its diversity and charm, San Francisco is a major financial and insurance center, an international port, and the gateway to Silicon Valley, America's premier high-technology center. The consistently spring-like weather and unique atmosphere attract corporations as well as visitors, and the solid economic base keeps them there.

Geography and Climate

San Francisco occupies the tip of a peninsula halfway up the coast of northern California, surrounded on three sides by bodies of water: the Pacific Ocean, the Golden Gate strait, and the San Francisco Bay. The city is laid out in a grid over some 40 hills, reaching heights of nearly 1,000 feet; this sometimes causes wide variations in temperature and sky conditions in different areas of town. The Pacific air keeps the temperatures generally moderate, rarely ranging above 75 degrees or below 45 degrees, leading San Francisco to be called ''the air-conditioned city.'' The climate is very similar to coastal areas on the Mediterranean.

Although temperatures remain relatively constant, there are two definite seasons—wet and dry—with more than 80 percent of annual precipitation taking place between November and March. Perhaps the most distinctive feature of the local climate is the banks of fog that can roll in off the ocean, quickly covering various areas of the city, and then disappear just as quickly. The fog is most common on summer mornings, coming off the cooler ocean and backing up against the hills, but it also comes from the colder inland areas during the winter. The fog affects different elevations in varying amounts, covering the city in complex patterns of fog and sunshine.

Area: 47 square miles (2000)

Elevation: 155 feet above sea level

Average Temperatures: January, 52.3° F; August, 62.4° F; annual average, 58.6° F

Average Annual Precipitation: 22.1 inches

History

Spanish Discover City; Franciscan Friars Build Missions

Because thick fog banks usually obscure the narrow entrance to the bay, the area where San Francisco now stands and the adjacent natural harbor remained undiscovered by seafaring adventurers for more than two hundred years after the original Spanish explorers found California. It was left to an overland expedition of Spanish soldiers from Mexico to stumble upon the bay by accident in 1769 while trying to reach Monterey. In 1776 Colonel Juan Bautista de Anza founded the first European settlement in the Bay Area by establishing a military garrison, or Presidio, on the southern shore of the Golden Gate. That same year the Franciscan Order built Mission Dolores, the sixth Roman Catholic mission in what eventually became a chain of twenty-one missions along the coast of California.

Until the 1830s almost all of the inhabitants were missionaries, trying—without much success—to convert the local Costanoan tribe to Christianity; but eventually a small village was built up around the Presidio and the mission. The village, called Yerba Buena, was mapped out in 1839 by Jean Jaques Vioget, a Swiss surveyor, but it continued to be small and remote throughout most of the 1840s. The quiet town of a few hundred inhabitants was visited infrequently by whaling ships, traders from the East Coast, and frontier hunters and trappers. Farming and a small but steady market in trading cattle hides and tallow were the main sources of commerce.

America Wins California; Gold Discovered

The American flag was raised in the town's central square in 1846, marking the annexation of California by the United States after the war with Mexico; one year later the name of the town was changed to San Francisco. Soon after the annexation, the town's population was nearly doubled by the arrival of a group of 238 Mormon settlers, led by Sam Brannan. It was Brannan who ran through the muddy streets of San Francisco less than two years later shouting ''Gold!,'' thus altering the city's fate. Within a year, more than 40,000 people had journeyed through the area on their way to the gold fields around Sutter's Mill in the Sierra foothills, about 140 miles away. Some 35,000 of those people stayed on to live in San Francisco. The city was incorporated in 1850.

The gold prospectors came from all corners of the globe and tended to settle in areas according to their nationalities, one reason for the distinctive international flavor of modern San Francisco. Demand for food and shelter outstripped the supply, and many people lived in tents, cooking over campfires. Whole crews abandoned their ships in the harbor, leaving hundreds of empty hulls that were brought ashore and used as temporary warehouses, stores, and as the foundations of the town's new buildings. Gambling halls, saloons, hotels, and stores sprang up almost daily, only to be destroyed by frequent fires and then quickly rebuilt. It was a wild and reckless time; rampant lawlessness was common, so much so that in 1851 concerned citizens banded together into vigilante groups and rounded up the worst violators, eventually restoring order to the town.

Gold Boom Goes Bust; Industry, Shipping Thrive

The gold boom declined by the mid-1850s, but the town continued to grow with increases in industry and shipping. The 1859 silver boom in Nevada and the completion of the transcontinental railroad in 1869 also contributed their share to the city's prosperity. The downtown area grew full of large stone buildings and warehouses along the docks, and the surrounding hills were filled with impressive residential homes. By the turn of the century, San Francisco was home to a population of more than a third of a million people and was the ninth largest city in the country.

April 18, 1906, brought disaster to the city in the form of a major earthquake and fire that killed more than 500 people, devastated 3,000 acres in the heart of the city, and left almost 1,000 residents homeless. Among the heroes of the day were the U.S. Navy, who stretched a mile-long fire hose from Fisherman's Wharf over Telegraph Hill and down to Jackson Square, saving historic buildings. Before the ashes were cold, the townspeople set out to rebuild the city, and by 1915, when San Francisco hosted the Panama-Pacific International Exposition in honor of the opening of the Panama Canal, no traces of the fire and earthquake were visible.

Rise of Finance, Commerce, Culture

During the mid-twentieth century, San Francisco secured its position as the financial, commercial, and cultural center of northern California. The completion of the Golden Gate Bridge in 1937, after four years of exhausting work, was the major event of the period and a symbol of the city's newfound prominence. Designer Joseph Strauss tried for more than a decade to convince disbelievers that the plans for the construction of the bridge were feasible, and many people still doubted that it could stand for long even after its completion. The structure, the second-longest suspension bridge in the world, is more than three-quarters of a mile in length, supported by two 746-foot towers. It remains one of the outstanding engineering achievements of all time, drawing hundreds of thousands of tourists each year.

World War II boosted the already strong economy of the city, which became a major supply and troop shipping port for the Pacific fronts and an important area for defense industries. It was also during this time that large numbers of the area's Oriental citizens were interred in work camps in the region. After the war, the city pointed the way to peace when delegates representing almost all of the world's countries gathered in San Francisco to draw up the charter of the United Nations.

The post-war era brought continued growth and prosperity. San Francisco's downtown area began to develop a skyline of high-rise buildings while carefully preserving many of the historical structures and green spaces. A large stretch of high-technology industries eventually built up in the nearby area known as Silicon Valley. The city fought problems of urban blight encountered in the 1960s and 1970s with an extensive urban-renewal program, developing the downtown section and introducing a major Rapid Transit System in 1974 to provide access to the center city. The assassinations of Mayor George Moscone and City Supervisor Harvey Milk in November 1978 were a blow to the city's progressive image. The city elected its first woman mayor, Diane Feinstein, in 1979.

Another major earthquake occurred on October 17, 1989, ending decades of tranquility in the San Francisco Bay Area. The region has recovered strongly, showing a spirit of cooperation and determination. Today, San Francisco is considered a ''gem'' among cities. While other metropolitan areas build freeways to deal with urban sprawl, San Francisco remains a compact city with a flourishing downtown business and retail center, and charming neighborhoods. The city boasts many famous landmarks, including the Golden Gate Bridge, Fisherman's Wharf, Ghirardelli Square, Chinatown, and cable cars.

Historical Information: California Historical Society, 678 Mission Street, San Francisco, CA 94105; telephone (415)357-1848; fax (415)357-1850. Chinese Historical Society of America, 965 Clay Street, San Francisco, CA 94108; telephone (415)391-1188. San Francisco African American Historical and Cultural Society, Fort Mason Center, Bldg. C, Room 165, San Francisco, CA 94123; telephone (415)441-0640

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,489,000

1990: 1,603,678
2000: 1,731,183
Percent change, 1990–2000: 7.8%
U.S. rank in 1980: 5th (CMSA)
U.S. rank in 1990: 4th (CMSA)
U.S. rank in 2000: 5th (CMSA)

City Residents
1980: 678,974
1990: 723,959
2000: 776,733
2003 estimate: 745,774
Percent change, 1990–2000: 3.0%
U.S. rank in 1980: 13th
U.S. rank in 1990: 14th
U.S. rank in 2000: 18th (State rank: 4th)

Density: 16,634.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 385,728
Black or African American: 60,515
American Indian and Alaska Native: 3,458
Asian: 239,565
Native Hawaiian and Pacific Islander: 3,844
Hispanic or Latino (may be of any race): 109,504
Other: 50,368

Percent of residents born in state: 51.2% (2000)

Age characteristics (2000)
Population under 5 years old: 31,633
Population 5 to 9 years old: 31,564
Population 10 to 14 years old: 30,813
Population 15 to 19 years old: 33,334
Population 20 to 24 years old: 56,054
Population 25 to 34 years old: 180,418
Population 35 to 44 years old: 133,804
Population 45 to 54 years old: 107,718
Population 55 to 59 years old: 35,026
Population 60 to 64 years old: 30,258
Population 65 to 74 years old: 53,955
Population 75 to 84 years old: 37,929
Population 85 years and over: 14,227
Median age: 36.5 years

Births (2001)
Total number: 8,210

Deaths (2001)
Total number: 8,138 (of which, 57 were infants under the age of 1 year)

Money income (1999)
Per capita income: $34,556 (2000)
Median household income: $55,221
Total households: 328,850

Number of households with income of . . .
less than $10,000: 32,261
$10,000 to $14,999: 16,394
$15,000 to $24,999: 28,142
$25,000 to $34,999: 29,596
$35,000 to $49,999: 43,784
$50,000 to $74,999: 58,297
$75,000 to $99,999: 39,969
$100,000 to $149,999: 43,534
$150,000 to $199,999: 17,613
$200,000 or more: 20,260

Percent of families below poverty level: 7.8% (32.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 42,671

Municipal Government

The governments of the city and county of San Francisco are consolidated into one unit. San Francisco adopted a mayor-council form of government in 1932, with eleven council members elected at large to four-year terms. The mayor is directly elected to a four-year term but is not a member of the council, which is known as the board of supervisors.

Head Official: Mayor Gavin Newsom (D) (since 2004; current term expires 2008)

Total Number of City Employees: 28,732 (2003)

City Information: City Hall, telephone (415)337-4701

Economy

Major Industries and Commercial Activity

Since the days of the Gold Rush, San Francisco has been an important financial center. Located halfway between London and Tokyo as well as between Seattle and San Diego, San Francisco is at the center of global business. Because of its natural, landlocked harbor, San Francisco has thrived on trade and shipping since its early days. Today, through its main port in Oakland, eight smaller ports, and three key airports, the Bay area handles nearly 30 percent of West Coast trade. The port system is augmented by San Francisco International Airport, the country's ninth largest and the world's fourteenth largest airport.

San Francisco's economic activity attracts and supports a range of industries. As the base for some of the country's largest banks, the Pacific Exchange, and over 30 international financial institutions, San Francisco is a center for world commerce. Most recently San Francisco is considered the birthplace of new media; its South Park neighborhood houses some of the most innovative new technology companies in the world. San Francisco's Mission Bay neighborhood is a model for collaborative innovation between the biotechnology industry and academic researchers.

World War II started a local boom in defense industries, resulting in subsequent high-technology development that hasn't ceased. Nearby Silicon Valley, along with Stanford University, are considered to be among the places where the worldwide technology boom began, and they remain on the leading edge today. More than 2,800 Bay Area companies produce computers, semiconductors and related components, scientific instruments, and various other electronic systems and equipment. Aerospace industries such as the National Aeronautic and Space Administration (NASA) and Lockheed also maintain major research facilities in the area.

Another important high-technology industry in the area is medical science; several hundred companies in the Bay Area are setting the pace in research and development of pharmaceutical products, medical electronics, and genetic engineering. Almost one third of the total worldwide biotechnology workforce is employed in San Francisco and the surrounding region. Other prominent industries are tourism, which generates $6.73 billion in tourist spending each year and is the largest industry in the region; fashion apparel, with the Bay Area home to the world's largest apparel maker, Levi Strauss & Co.; health care; education; and restaurants.

Items and goods produced: paper boxes, confectionery, paints, chemicals, glass, leather, lumber, textiles, steel, clothing, bags, furniture, auto parts, electric machinery, matches, clay, rubber products, tools, beverages

Incentive Programs—New and Existing Companies

Local programs— Businesses that create new permanent jobs in San Francisco receive a two-year credit against their city payroll tax liability for the new employees as part of the New Jobs Tax Credit. San Francisco's enterprise zone offers a variety of city and state economic benefits for businesses that locate within it. With the Mayor's Office of Community Development Loan Fund, companies that create jobs in the city and meet certain federal criteria are eligible for loans ranging from $1,000 to $250,000. San Francisco is a state-designated Recycling Market Development Zone, enabling businesses involved in recycling to utilize low-interest loans, technical assistance, siting and permitting assistance, and reduced permit application fees. SFWorks is a program that assists employers in hiring low-income individuals who are transitioning to work or trying to advance their careers. Many businesses that participate may qualify for a number federal and state hiring tax credits, ranging from $2,400 to $8,500.

State programs—Companies that purchase manufacturing or R&D equipment for use anywhere in California are allowed a tax credit equal to 6 percent of the costs paid or incurred for acquiring the property as part of the Manufacturers' Investment Credit program. The California research and development tax credit allows companies to receive a credit of 8 percent for qualified research expenses (research done in-house), and 12 percent for basic research payments (payments made in cash to an outside company).

Job training programs—The San Francisco Private Industry Council (PIC), the organization responsible for administering the federal Workforce Investment Act (WIA) programs, funds offers significant benefits to employers who hire PIC trainees. Under the on-the-job training program, the PIC will reimburse employers 50 percent of wages paid to participants for as long as the first 6 months of employment. The California Employment Training Panel (ETP) assists businesses in training employees through a cost reimbursement program. The California State Enterprise Zone (EZ) Hiring Tax Credit is a state income tax credit for employers who hire job seekers from targeted groups. Employers can claim up to $31,605 in tax credits over a five-year period when they hire qualified employees.

Development Projects

Pacific Bell Park, the new home of the San Francisco Giants, was completed in April 2000. The $306 million project took more than 2,000 construction workers and more than 650,000 bricks to build the 42,000-seat stadium. San Francisco's premier convention facility, Moscone Center, added an additional 300,000 square feet of function space in 2003. With the completion of Moscone West, which opened in 2003, today's Moscone Center is a collection of facilities covering more than 20 acres on three adjacent blocks. It anchors the 87-acre Yerba Buena Center redevelopment district in a neighborhood of hotels, theaters, restaurants, museums, galleries, housing, parks, and urban recreation centers. The new Sony Metreon retail and entertainment complex and Children's Center are also located in the Yerba Buena Center. The Children's Center includes facilities for childcare, ice skating, and bowling, as well as an arts and technology center.

San Francisco continues to invest in improvements that fuel its world-class reputation. Located midway between London and Tokyo, America's closest major city to the Pacific Rim, it sits at the center of the global community. A multiyear, $2.4 billion program to bring San Francisco International Airport into the 21st century was nearly completed in 2005, and includes new parking garages, a consolidated rental car center, and other amenities. In 2003, a $1.5 billion new Bay

Area Rapid Transit (BART) station began connecting trains to the heart of San Francisco and the East Bay; an intra-airport rail system links airport terminals and facilities together. Revitalization of San Francisco's scenic waterfront, which runs 7.5 miles along its northern and southern perimeters, is an ongoing project to reconnect the city to this historic area and enliven the area for both residents and visitors; the project will include the addition of an expanded ferry terminal and new office space.

Economic Development Information: The San Francisco Partnership, 465 California Street, 9th Floor, San Francisco, CA 94104; telephone (415)352-8801; fax (415)956-3844; email info@sfp.org

Commercial Shipping

San Francisco International Airport is served by all of the major air freight companies; some 600,000 tons of cargo are handled each year. The port of San Francisco has terminals offering six berths, on-dock rail, acres of paved land for staging cargo, more than 550,000 square feet of covered storage for weather-sensitive cargo, cranes capable of working both breakbulk and containers, and 624 reefer outlets. Once a major West Coast cargo port that lost much of its business to Oakland, a resurgence has happened in recent years and strategic plans are underway to continue the volume increase of cargo shipping.

Labor Force and Employment Outlook

San Francisco has the highest concentration of new immigrants in the nation, providing a continuous supply of workers at all levels of expertise. The city also boasts some of the most well-trained professionals in the United States, with nearly 70 percent of San Franciscans having educational training beyond high school. Approximately 30 percent have a bachelor's degree, nearly twice the state level, and more than 16 percent of residents hold a graduate or professional degree, compared to 9.5 percent for the state.

The city's workforce is a magnet for business and employment. According to the U.S. Department of Labor, San Francisco's diverse and educated population results in one of the most productive workforces in the country and the world. Growth is expected to continue in the areas where San Francisco is already strong: high-technology industries, medical science and health-related fields, and finance. As the sixth largest metropolitan market in the United States, San Francisco offers future opportunities in areas such as retail trade, service industries, and restaurants.

Small businesses thrive in San Francisco; according to the city there are a multitude of small and medium sized businesses in the city, and 95 percent of all of the city's businesses employ 50 workers or less.

The following is a summary of data regarding the San Francisco metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 938,400

Number of workers employed in . . .
natural resources and mining: 200
construction: 43,200
manufacturing: 44,700
trade, transportation, and utilities: 164,700
information: 43,900
finance: 88,200
professional and business services: 175,000
education and health services: 99,900
leisure and hospitality: 113,500
government: 128,000

Average hourly earnings of production workers employed in manufacturing: $19.93

Unemployment rate: 3.6% (December 2004)

Largest private companies (based on revenue)	*Number of employees*
New United Motor	4,800
Bechtel Group Inc.	2,150
Levi Strauss & Co.	1,900
FirstAmerica Automotive Inc.	1,300
Lucas Film Limited	1,300
DHL Worldwide Express	1,023
USS-POSCO Industries	979

Cost of Living

San Francisco's cost of living is one of the highest in the country, due in part to the tight labor market and the high cost of housing, food, and other consumer goods. It is reported that Bay Area residents possess the third-highest discretionary income in the United States. This is because of the high percentage of an educated workforce and the concentration of jobs in high-paying industries. Its housing market has experienced record-breaking appreciation, with the median home price increasing by nearly 96 percent since the early 1990s. Although the residential property tax is low, because property values are high, the absolute payment is relatively high.

The following is a summary of data regarding several key cost of living factors for the San Francisco area.

2004 (3rd Quarter) ACCRA Average House Price: $846,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 182.4 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6% (public utilities and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.25%

Property tax rate: Real-estate (secured property) taxes are set for the 2003–2004 roll year at $1,117 per $100 of full value as determined by the last assessment or as reassessed at the time of sale.

Economic Information: San Francisco Partnership, 465 California Street, 9th Floor, San Francisco, CA 94104; telephone (415)352-8801; fax (415)956-3844; email info@sfp.org

Education and Research

Elementary and Secondary Schools

Founded in 1851, the San Francisco Unified School District (SFUSD) was the first public school district established in California. The SFUSD is a multicultural, multilingual, major urban public school system in which ethnic and racial diversity is considered a strength. English is the second language of nearly one-third of SFUSD students. The student body is currently 10.3 percent white, 21.3 percent Latino/Latina, 15.2 percent African American, 30.5 percent Chinese, 1 percent Japanese, 0.9 percent Korean, .06 percent Native American, 6.7 percent Filipino, and 11.9 percent other non-white ethnicities. The SFUSD encompasses all of San Francisco County, making it one of the largest in the state of California. The school board consists of seven partisan members who appoint the superintendent. The San Francisco school system provides a rigorous curriculum that develops student curiosity and creativity while preparing them for success at college and in careers.

The following is a summary of data regarding San Francisco public schools as of the 2003–2004 school year.

Total enrollment: 58,566

Number of facilities
elementary schools: 78
middle schools: 17
senior high schools: 21
other: 39 children's centers

Student/teacher ratio: varies by school, subject, and grade level

Teacher salaries (2001-2002)
minimum: $38,000
maximum: $64,326

Funding per pupil: Figure available on a per-school basis only

A number of private and parochial schools provide alternative forms of education in the San Francisco area.

Public Schools Information: San Francisco Unified School District, 555 Franklin Street, San Francisco, CA 94102; telephone (415)241-6000

Colleges and Universities

San Francisco has many fully accredited colleges and universities, including San Francisco State University (enrollment 28,804); the University of California, San Francisco (enrollment 2,800); Golden Gate University (enrollment 3,092); the University of San Francisco (enrollment 6,415); City College of San Francisco (17,819); the Hastings College of the Law; and the Academy of Art College. These and other area institutions offer graduate and professional degrees in more than 100 fields of specialization. Nearby Stanford University and the University of California, Berkeley, two schools with international reputations, provide still more opportunities for educational pursuits.

Libraries and Research Centers

The San Francisco Public Library consists of the main library and 26 other branches throughout the city, providing a total of more than 2 million volumes, as well as films, videotapes, CDs, recordings, art reproductions, and extensive services for the hearing impaired. The library's special collections include material on calligraphy, the history of printing, Panama Canal manuscripts, science fiction and fantasy, San Francisco history, gay and lesbian history, and a document department featuring United Nations, federal, state, and local documents. By the year 2010, the Main's collection is projected to hold 1.3 million books, 6 million microfiche and microfilm items, and 340,000 bound periodicals. In November 2000, a $129 million bond measure passed that will provide the public with seismically safe, accessible, code compliant branch libraries in every neighborhood of San Francisco. Combined with other state and local, public and private fund sources, this program will allow the renovation of 19 branches, replace four leased facilities with city-owned branches, and construct a new branch in Mission Bay; in 2005 several projects were completed, with construction or preliminary assessments underway at other branches and new building sites. A variety of other professional, scholastic, and special interest libraries serve the metropolitan area.

The city's proximity to Silicon Valley produces a large amount of research activity. Stanford University and the University of California, Berkeley are world-class research

institutions specializing in a variety of fields. Other important research centers include the University of California, San Francisco Medical Center, which conducts extensive bio-genetic research, and the Lawrence Livermore Laboratories, which works with high-energy lasers and weapons research. The California Pacific Medical Center Research Institute conducts clinical trials and research programs in a variety of medical subjects, including pain, cancer, AIDS, cardiovascular disease, hepatitis, and others.

Public Library Information: San Francisco Public Library, 100 Larkin Street, San Francisco, CA 94102; telephone (415)557-4400

Health Care

The major public facility is the San Francisco General Hospital, a 580-bed acute care center that also serves as a regional teaching hospital. It is the largest acute inpatient and rehabilitation hospital for psychiatric patients in the city. The 23-acre hospital complex contains an internationally-recognized emergency and trauma center, psychiatric services, the nation's first AIDS unit, the Alternative Birth Center, and the innovative Women's Health Center. In 2003 the Avon Comprehensive Breast Center was opened, which planned to increase the number of underserved women who receive mammograms by 5,000 annually. Because of legislation passed in 1996 requiring that all California acute care hospitals meet upgraded seismic safety standards by either retrofitting existing buildings or constructing new facilities, San Francisco General Hospital is currently exploring options for rebuilding and relocating patients to a new campus by 2013.

Recreation

Sightseeing

San Francisco contains so many interesting attractions in such a small area that visitors find something unique on almost any street. Most points of interest are within walking distance or a short ride away. The ride itself can be an attraction when taken on one of the city's famous cable cars, the nation's only moving historical landmarks, now restored and servicing a 10-mile route in the heart of the city.

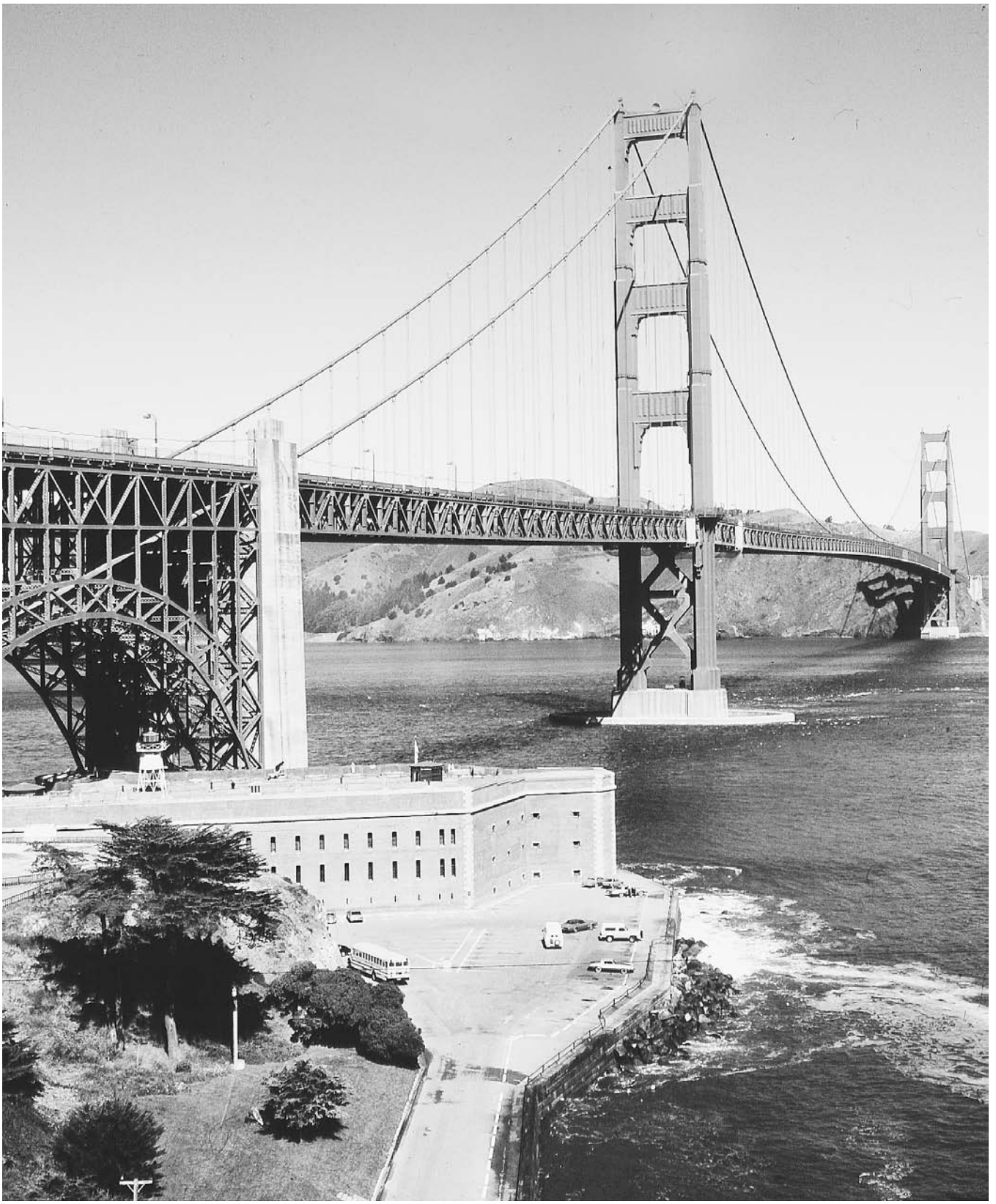
Historic and scenic beauty is evident all over the city. The original mission and the Presidio, both built in 1776 out of simple adobe brick, can still be toured. Jackson Square, the former Barbary Coast, and Portsmouth Square, the original center of the early town, are both in renovated areas that highlight different periods of the city's history. Many of the residential sections that surround the downtown district were spared destruction in the earthquake and fire of 1906, and they offer examples of Victorian architecture. Displayed in hillside vistas, the colorful houses give the city a Mediterranean look. The downtown area also contains a number of striking modern structures like the pyramidal Transamerica Building, and the impressive Civic Center complex, including the domed City Hall.

Perhaps the most unique features of San Francisco are its clusters of distinct ethnic neighborhoods. The most famous is Chinatown, the largest Chinese district outside of Asia, a 24-block area of authentic bazaars, temples, restaurants, and distinctive Oriental architecture. Recent additions to the area include a two-level gateway to the district, ornately carved by Taiwanese craftsmen, and the Chinese Cultural Center. Next to Chinatown is the North Beach area, once home to the ''beatnik'' culture. Filled with Italian influences—cafes, gelato parlors, delicatessens, cappuccino houses, and restaurants—the area also contains a number of jazz clubs, art galleries, and theaters. The Mission District, a business and residential area of colorful Victorian buildings, is home to a predominantly Spanish-speaking population and the original Levi Strauss clothing factory, still in operation. A five-tiered pagoda welcomes visitors to Nihonmachi, a section of sushi bars, theaters, shops, restaurants, and hotels that reflect the Japanese culture.

Golden Gate Park, just west of the downtown area, is more than 1,000 acres of landscaped greenery that was once a barren area of windswept sand dunes. The park was created in 1846 and houses flowered meadows, an arboretum and botanical garden containing more than 6,000 plant species, and a 5-acre Japanese tea garden. Also located in the park are the Conservatory of Flowers, a children's playground with an antique carousel, and a small herd of bison, a tradition since 1890.

The city's waterfront offers a variety of entertainments. Several islands in the bay provide scenic picnic areas. Alcatraz Island, home of ''The Rock,'' the former escape-proof federal prison, is now open for tours; advance reservations are suggested. Ocean Beach, on the Pacific side of the peninsula, provides a view of Seal Rocks, a small island occupied by a colony of sea lions. At the northern end of Ocean Beach is the San Francisco Zoo, one of the top ten in the nation. More than 1,000 animals inhabit the exhibits, including snow leopards, a rare white tiger, and a colony of koala bears. The zoo also features the computer-designed Primate Discovery Center, Gorilla World, the world's largest natural gorilla habitat, and a children's zoo.

Golden Gate National Recreation Area, one of the largest urban parks in the world and host to more than 16 million



The Golden Gate Bridge.

visitors each year, is located on both sides of the Golden Gate, the entrance to San Francisco Bay. Its 75,398 acres contain stunning cliff-top views of the bay and the ocean, a network of hiking trails, valleys, and beaches, and the Fort Point National Historic Site, a brick fort built in 1861. The Golden Gate Bridge, with its pedestrian walkway, connects the two sides of the park.

Arts and Culture

San Francisco enjoys a cultural scene as varied as its population. Theater, music, and dance can be found in a multitude of outlets. The heart of the city's cultural life is located in the area around the Civic Center Plaza, where the San Francisco War Memorial and Performing Arts Center blends in with the neighboring civic buildings. The Center includes the Louise M. Davies Symphony Hall, home of the San Francisco Symphony, a world-class orchestra that is one of the oldest in the United States. The newly renovated War Memorial Opera House is home to the internationally acclaimed San Francisco Opera and the equally renowned San Francisco Ballet.

Visitors and residents enjoy Broadway shows, improvisational comedy, musical revues, and dramatic theater throughout the city. Situated on San Francisco's Union Square is TIX Bay Area, a half-price ticket booth that has day-of tickets to performances at many of the large and smaller houses. Within walking distance are American Conservatory Theater, Cable Car Theater, Curran Theater, Mason Street Theater, and Theater on the Square.

Museums in San Francisco are varied and plentiful. Located on the waterfront is the National Maritime Museum, a collection of ship models, relics, photographs, and paintings, as well as several restored vessels docked at the adjacent pier. The American Carousel Museum features a collection of hand-carved antique carousel figures. Other area museums include the San Francisco African American Historical and Cultural Society, the Museum of the California Historical Society, and the Wells Fargo History Museum.

The California Academy of Sciences, formerly in Golden Gate Park, is now in a new location downtown and consists of an aquarium, a planetarium, and a natural history museum. The Steinhart Aquarium houses more than 14,000 aquatic specimens including penguins, dolphins, seals, crocodiles, and rare Australian lungfish. The Morrison Planetarium will reopen with modern features in a brand new facility. The Natural History Museum houses many exhibits of natural science including the Earth and Space Hall with its simulated earthquake and the Gem and Mineral Hall.

The park also contains two art museums. The M. H. de Young Museum houses a diverse collection, including galleries tracing the history of art, as well as displays of American art, pre-Columbian gold work, and works by masters such as El Greco and Rembrandt. In October 2005, the museum will reopen in its brand new home, a state-of-the-art, 293,000 square foot facility. The nearby Asian Art Museum houses the Avery Brundage Collection, which contains more than 500 examples of Chinese art in addition to art of the Middle East, the Indian subcontinent, and Southeast Asia.

At the heart of San Francisco's Yerba Buena Gardens, situated south of Market Street near the Financial District, is a bustling center for arts and culture that includes the San Francisco Museum of Modern Art, which is the first museum on the West Coast devoted solely to twentieth-century art. The Jewish Museum and Mexican Museum are two of the many organizations in the process of building their new facilities nearby. Other area art museums include the San Francisco Crafts and Folk Art Museum, the Chinese Culture Center Museum, the Galeria de la Raza, the Mexican Museum of San Francisco, the Ansel Adams Center for Photography, Cartoon Art Museum, and the Museo Italo Americano.

Festivals and Holidays

San Francisco is known for its celebratory spirit, which is reflected in the calendar of festivals and special events. One of the biggest celebrations occurs in February with the week-long Chinese New Year festival, an exotic blend of parades, outdoor festivals, and other cultural programs in America's largest Chinese community. March brings the seven-day St. Patrick's Day Celebration. The attention shifts to the Japanese district for the annual Cherry Blossom Festival in April, consisting of cultural programs, exhibitions, and a parade of dancers and costumed performers.

For almost a century, thousands of runners have flocked to San Francisco in May for the annual Bay to Breakers, which is part fundraiser for a variety of charities and part celebration of the city's diversity. June brings the two-day San Francisco Lesbian, Gay, Bisexual and Transgender Parade, the world's largest gay pride event. The San Francisco Waterfront Festival is an Independence Day party that unfailingly delivers brilliant fireworks over the Bay. Also in July is the North Beach Jazz Festival, which underscores the rich history of the San Francisco jazz scene. This 5-day celebration of the Soul of San Francisco begins on Wednesday when more than 40 bars and clubs along Grant Street host local and national jazz talent. In September, people can sample the sinful fruits of chocolatiers at the Ghirardelli Square Chocolate Festival. The Holiday Festival of Lights in December takes place at Fisherman's Wharf and launches the Bay Area holiday season in style.

Sports for the Spectator

The Bay Area is home to two Major League Baseball franchises, the American League Oakland A's and the National

League San Francisco Giants, as well as to the National Basketball Association's Golden State Warriors, the National Hockey League's San Jose Sharks, and the pro-soccer league's San Jose Clash. The National Football Leagues' San Francisco 49ers was the first professional sports franchise on the West Coast, and have made several trips to the Super Bowl. During the past 16 seasons, San Francisco's football team has won more than 70 percent of its games and posted an NFL record of 13 straight seasons with 10 or more victories. Thoroughbred racing can be enjoyed at Golden Gate Fields or Bay Meadows, two of America's premier horse racing facilities. The Laguna Seca Raceway and the Infineon Raceway provide a variety of motor sports nearby. The city annually sponsors one of the largest marathons in the country, the San Francisco Marathon, as well as several other running events throughout the year. Area colleges and universities also field teams in most sports and maintain extensive spectator facilities.

Sports for the Participant

San Francisco offers a wide array of choices for those who are sports minded. Aquatic sports are especially popular because of the city's proximity to water. Yachting, boating, swimming, water skiing, boardsailing, surfing, fishing, and hang gliding from cliffs are among the favorite activities. The 75,398-acre Golden Gate Recreation Area is filled with hiking and bicycling trails, campgrounds, and wildlife preserves. The San Francisco Recreation and Parks Department administers and maintains more than 200 parks, playgrounds, and open spaces throughout the city, including two outside the city limits: Sharp Park in Pacifica and Camp Mather in the High Sierras. The system also includes 15 large, full-complex recreation centers; 9 swimming pools; 5 golf courses; and hundreds of tennis courts, ball diamonds, athletic fields, and basketball courts. The department is also responsible for the Marina Yacht Harbor, Candlestick Park, the San Francisco Zoo, and the Lake Merced Complex, which is operated for recreational purposes under the San Francisco Water Department.

Shopping and Dining

San Francisco offers some of the best shopping in the world, so it is no wonder that tourists and serious shopaholics alike want to spend some time and money in San Francisco's varied shopping centers, districts and malls. Union Square, Hayes Valley, upper Fillmore, the Mission, Sacramento Street, Chinatown and downtown's San Francisco Shopping Center offer a unique style with one-of-a-kind shops; each mall and neighborhood offers a distinctive feel suited to any shopper's mood. Other major shopping districts include Ghirardelli Square, which is a group of stores built around the Ghirardelli chocolate factory, and the Cannery, a lavishly remodeled former produce processing plant. Other popular shopping destinations are the Anchorage at Fisherman's Wharf, and downtown's Embarcadero Center. In addition, each ethnic neighborhood supports its own distinctive section of shops, open-air markets, and restaurants. San Francisco is famous for its vast and varied assortment of bookstores.

San Francisco has been called ''the weight watcher's Waterloo'' because of its tempting restaurants, many holding international reputations. Nearly 4,000 restaurants in the city are geographically concentrated at the rate of about 95 per square mile. Dining styles and venues include supper clubs, American grills, California-Asian hybrids, haute vegetarian, modest bistros, and fine-dining destinations.

Seafood fresh off the boat can be obtained at restaurants along Fisherman's Wharf; farmland, vineyards, and cattle ranches in the surrounding area provide an abundance of other fresh ingredients. Sourdough bread is a San Francisco specialty. Many international restaurants, serving dishes from around the world and prepared with exact authenticity, are scattered throughout the city's numerous ethnic neighborhoods.

Visitor Information: San Francisco Convention and Visitors Bureau, Convention Plaza, 201 Third Street, Suite 900, San Francisco, CA 94103; telephone (415)391-2000; fax (415)362-7323.

Convention Facilities

The city of San Francisco hosts more than a million meeting, convention, and trade show delegates annually. Convention planners come to San Francisco not only because of the attractions in the Bay Area, but also for the excellent facilities. The city's Civic Center, called ''the grandest Civic Center in the country'' by architectural critics, houses extensive meeting facilities. The Bill Graham Civic Auditorium seats 7,000 people, with two adjoining halls that seat another 900 people. Underneath the auditorium is the Brooks Exhibit Hall, a 90,000-square-foot open exhibition area. The Moscone Center offers 600,000 square feet; a 300,000-square-foot expansion was completed in 2003.

The city has nearly 32,719 hotel rooms available. All the rooms are within easy traveling distance of the main convention sites. Most of the major hotels in the area provide ample meeting space, ballrooms, registration lobbies, and exhibit areas.

Convention Information: San Francisco Convention & Visitors Bureau, Convention Plaza, 201 Third Street, Suite 900,

San Francisco, CA 94103; telephone (415)391-2000; fax (415)362-7323.

Transportation

Approaching the City

The San Francisco International Airport is the ninth busiest in the nation, handling more than 40 million passengers on more than 1,300 flights a day from more than 35 airlines. An efficient customs clearance, modern facilities, and computerized ground transportation information make the airport easy to use. A $2.4 billion expansion, including a new international terminal, centralized rental car center, and new AirTrain system is currently underway. Many of the downtown hotels offer free transportation to and from the airport.

The city is at the intersection of several major highways. U.S. 101 and S.R. 1, the Pacific Coastal Highway, converge on San Francisco from the north and south. From the east, Interstate 80 and U.S. 50 serve the city. Interstate Loops 580 and 680 provide access to Interstate 5, the major north-south route from Canada to Mexico.

Amtrak rail service is available, as is CalTrain, a commuter service that operates from San Francisco to San Jose. Bus service is offered via Greyhound Bus Lines.

Traveling in the City

Because of the city's compact size, walking is a favored means of transportation, but when the distance is too great, several public transportation options are available. The famous cable cars are not only a tourist attraction, but also a convenient way for commuters to travel in the downtown area. The city's Municipal Railway System (Muni) light-rail vehicles, descendants of the cable cars, travel underground in the inner city and above ground in the outlying areas; bearers of Muni Passports have access to Muni's entire 978-vehicle fleet of buses, trolleys, light-rail vehicles, and cable cars. Muni is the country's seventh largest transit system in terms of ridership. The Bay Area Rapid Transit (BART) is an ultra-modern train system linking the city with 43 stations in the East Bay Area. The year 2005 marks BART's seventh of a critical $1.2 billion program to renovate system infrastructure to provide optimum on-time performance, safe and comfortable station and train environments, and enhanced system accessibility. Four ferry services also connect the city with Oakland and Berkeley across the bay.

Communications

Newspapers and Magazines

San Francisco is prominent in the publishing industry on both the regional and national levels. The city is served by two major daily newspapers, the morning *San Francisco Chronicle* and the evening *San Francisco Examiner.* A number of weekly special interest, alternative, foreign-language, and neighborhood papers are also printed. Several nationally distributed magazines are based in the city, as are many trade, industry, and technical journals. Among the many local and national publications are *San Francisco, Mother Jones,* and *MacWorld.* A variety of scholarly, medical, and professional journals are published in San Francisco.

Television and Radio

Fifteen television stations provide viewing choices from the commercial networks, public television, and foreign-language stations. Additional channels are available through cable service. Thirty-one AM and FM radio stations broadcast in San Francisco, offering a range of music, news, and information programming.

Media Information: *San Francisco Chronicle,* 901 Mission Street, San Francisco, CA 94103-2988; telephone (415)777-1111. *San Francisco Examiner,* 110 Fifth Street, San Francisco, CA 94103; telephone (415)777-5700

San Francisco Online

California Historical Society. Available www.californiahistoricalsociety.org

City of San Francisco Home Page. Available www.ci.sf.ca.us

San Francisco Chamber of Commerce. Available www.sfchamber.com

San Francisco Chronicle. Available www.sfgate.com/chronicle

San Francisco Convention & Visitors Bureau (for information on events, activities, transportation, and lodging reservations). Available www.sfvisitor.org

San Francisco Examiner. Available www.examiner.com

San Francisco Partnership's. Available www.sfp.org

San Francisco Public Library. Available www.sfpl.lib.ca.us

San Francisco Unified School District. Available www.sfusd.k12.ca.us

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San Jose

The City in Brief

Founded: 1777 (incorporated, 1850)

Head Official: City Manager Del Borgsdorf (since 1999)

City Population
1980: 629,442
1990: 782,224
2000: 894,943
2003 estimate: 898,349
Percent change, 1990–2000: 13.6%
U.S. rank in 1980: 17th
U.S. rank in 1990: 11th
U.S. rank in 2000: 11th

Metropolitan Area Population (CMSA)
1990: 6,253,311
2000: 7,039,361
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 4th
U.S. rank in 1990: 4th
U.S. rank in 2000: 5th

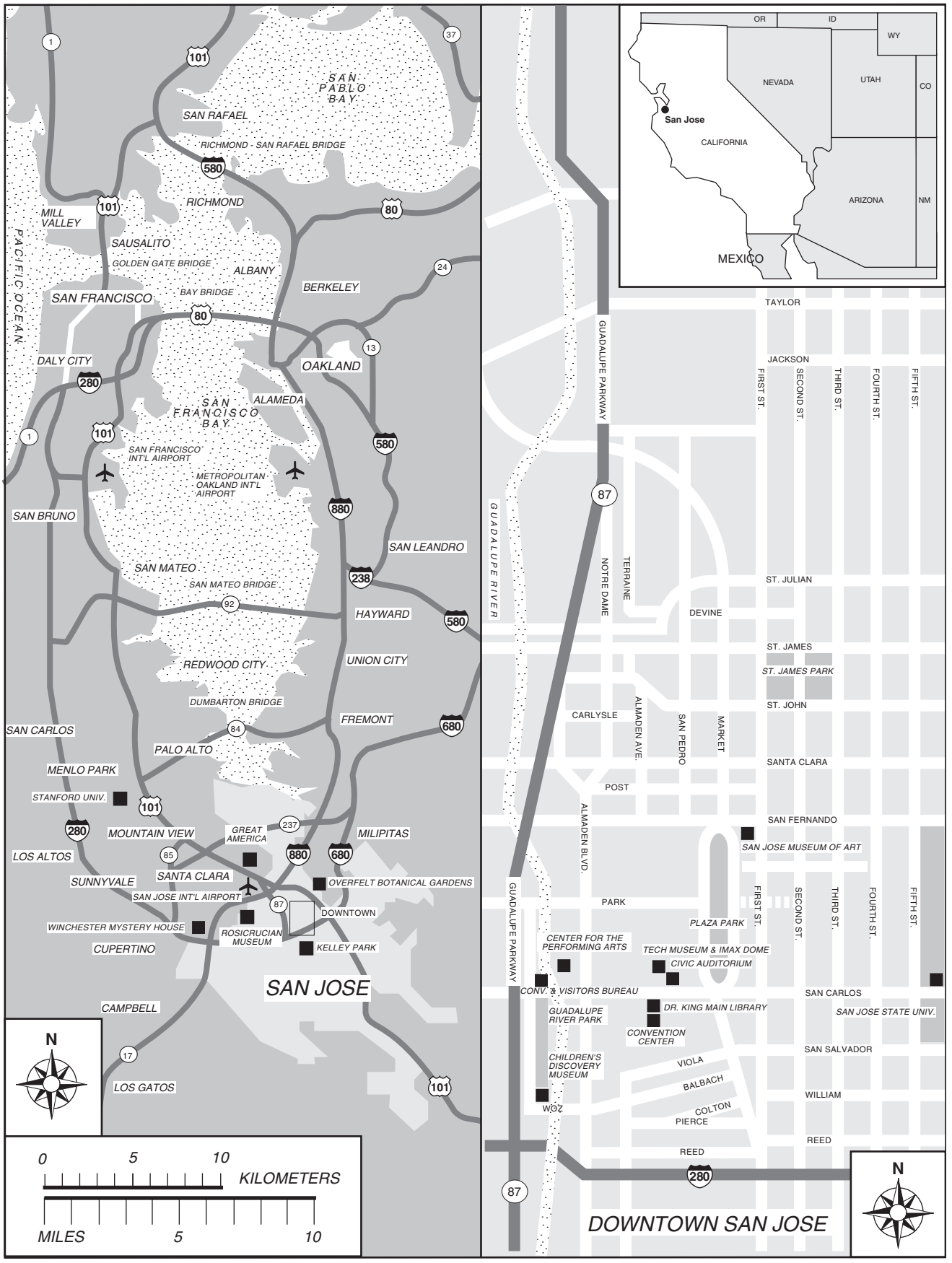
Area: 175 square miles (2000)
Elevation: 67 feet above sea level
Average Annual Temperature: 57.1° F
Average Annual Precipitation: 18.5 inches

Major Economic Sectors: Manufacturing, services, government
Unemployment Rate: 6.2% (January 2005)
Per Capita Income: $26,697 (1999)

2002 FBI Crime Index Total: 24,139

Major Colleges and Universities: San Jose State University, San Jose/Evergreen Community College District

Daily Newspaper: *San Jose Mercury News*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HAYWARD
REDWOOD CITY
UNION CITY
DUMBARTON BRIDGE
FREMONT
SAN CARLOS
PALO ALTO
MENLO PARK
STANFORD UNIV.
MOUNTAIN VIEW
GREAT AMERICA
MILIPITAS
LOS ALTOS
SUNNYVALE
SANTA CLARA
SAN JOSE INT'L AIRPORT
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ST. JOHN
CARLYSLE
ALMADEN AVE.
SAN PEDRO
MARKET
SANTA CLARA
POST
ALMADEN BLVD.
SAN FERNANDO
SAN JOSE MUSEUM OF ART
PARK
PLAZA PARK
CENTER FOR THE PERFORMING ARTS
TECH MUSEUM & IMAX DOME
CIVIC AUDITORIUM
CONV. & VISITORS BUREAU
SAN CARLOS
GUADALUPE RIVER PARK
DR. KING MAIN LIBRARY
SAN JOSE STATE UNIV.
CONVENTION CENTER
SAN SALVADOR
CHILDREN'S DISCOVERY MUSEUM
VIOLA
BALBACH
WOZ
COLTON
WILLIAM
PIERCE
REED
DOWNTOWN SAN JOSE

Introduction

Once a quiet, medium-sized city at the center of a thriving agricultural area, San Jose was transformed in less than 30 years into a huge metropolis and a phenomenon in U.S. economic history. As the result of the computer revolution, San Jose became the capital of the ''Silicon Valley,'' a vast complex of electronics industries that stretches throughout California's Santa Clara County. From 1950 to 1980, a period of tremendous growth and prosperity, the population of San Jose increased fourfold. Like other major urban areas, however, the city has been forced to confront the problems that come with unbridled development: traffic congestion, air pollution, housing shortages, and a strained infrastructure. A 1985 recession in the Silicon Valley produced a stagnant economy, from which the city recovered by the twenty-first century. San Jose consistently ranks high in polls that rate cities for business climate, livability, and fun.

Geography and Climate

San Jose is located in the Santa Clara Valley at the southern tip of San Francisco Bay, 48 miles south of San Francisco and 40 miles south of Oakland. The area is known as the Southern Peninsula. San Jose is the seat of Santa Clara County and the center of a large and expanding metropolitan area bordered by the Santa Cruz Mountains on the west and the Diablo Mountain range on the east. The Coyote and Guadalupe rivers run through the city. San Jose's climate is mild and semi-arid, with humidity varying from 67 percent in January to 51 percent in July.

Area: 175 square miles (2000)

Elevation: 67 feet above sea level

Average Temperatures: January, 48.7° F; July, 62.7° F; annual average, 57.1° F

Average Annual Precipitation: 18.5 inches

History

San Jose Begins as Agricultural Center for State

San Jose was California's first civic settlement, founded in 1777 by Mexican colonists and named El Pueblo de San Jose de Guadalupe for St. Joseph and the Guadalupe River near the town site. The town was established in order to bring agricultural development to the Alta California territory; each settler was issued animals, farm implements, seeds, and a 10-dollar monthly stipend. These farmers joined Spanish missionaries who were already in the area. The Native American inhabitants of the region were the Olhone; the disruption of their culture by the missionaries and farmers and the spread of diseases eventually led to their virtual extermination.

As a supply station for prospectors during the gold rush, San Jose underwent a population explosion; upon incorporation in 1850 the city's inhabitants numbered 5,000 people. San Jose was the state capital from 1849 to 1851, and then became an important stage and boat link on the route to San Francisco until the advent of the railroad in 1864. Growth continued through the 1880s, reaching a culmination with the real estate boom and bust of 1887 when land sales totaled $2 million per day before the market collapsed. By the turn of the century San Jose was a major center for the cultivation of apricots, prunes, and grapes; with rail connections to other cities, it was also an important regional shipping hub.

High-Technology Revolution

Prior to World War II San Jose, with its 18 canneries and 13 packing houses, was the world's largest canning and dried-fruit packing center. The city also pioneered the manufacture of specialized mechanical farm equipment in California; among the products introduced by local inventors were the spray pump and the steam-powered stemmer-crusher for wine making. In the 1950s, however, San Jose was transformed from a farming community to a high-technology capital by another of its natural resources: silicon. This element is used in making semiconductors, a basic component in high-technology industries. Thus San Jose and Santa Clara County came to be known as ''Silicon Valley.'' Originating at Stanford University in nearby Palo Alto, a vast military-industrial complex, which includes the Ames Research Facility of the National Aeronautics and Space Administration (NASA) at Moffett Field, ultimately spread throughout the Southern Peninsula.

San Jose's largest population boom was triggered by this high-technology revolution, and growth continued unabated from the 1950s through the early 1980s. Buoyed by the success of computer companies, a steady flow of venture capital poured into San Jose and Santa Clara County to finance new firms that sprang up almost overnight. Expansion began to moderate only with the 1985 recession in the computer industry. Unemployment remains relatively low in the San Jose metropolitan area, as more than 20 percent of the semiconductors and related devices made in the United States continue to be produced in the Silicon Valley. The city nevertheless has been faced with problems resulting from uncontrolled development. Steps have been taken

toward a solution, in the form of a new light-rail system designed to alleviate traffic congestion and stricter controls on expansion and construction. By the end of the twentieth century, residents and city planners alike were looking ahead. At the start of the twenty-first century, San Jose boasted great economic opportunity, many jobs, and a high standard of living. The area frequently ranks near the top of quality of life studies sponsored by universities and national media.

Historical Information: History Museums of San Jose Archives, 1650 Senter Road, San Jose, CA 95112; telephone (408)287-2290

Population Profile

Metropolitan Area Residents (CMSA)
1990: 6,253,311
2000: 7,039,361
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 4th
U.S. rank in 1990: 4th
U.S. rank in 2000: 5th

City Residents
1980: 629,442
1990: 782,224
2000: 894,943
2003 estimate: 898,349
Percent change, 1990–2000: 13.6%
U.S. rank in 1980: 17th
U.S. rank in 1990: 11th
U.S. rank in 2000: 11th

Density: 5,117.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 425,017
Black or African American: 31,349
American Indian and Alaska Native: 6,865
Asian: 240,375
Native Hawaiian and Pacific Islander: 3,584
Hispanic or Latino (may be of any race): 269,989
Other: 167,353

Percent of residents born in state: 44.8% (2000)

Age characteristics (2000)
Population under 5 years old: 68,243
Population 5 to 9 years old: 68,484
Population 10 to 14 years old: 62,439
Population 15 to 19 years old: 61,487
Population 20 to 24 years old: 64,418
Population 25 to 34 years old: 160,945
Population 35 to 44 years old: 155,751
Population 45 to 54 years old: 111,383
Population 55 to 59 years old: 38,770
Population 60 to 64 years old: 29,163
Population 65 to 74 years old: 41,962
Population 75 to 84 years old: 24,085
Population 85 years and older: 7,813
Median age: 32.6 years

Births (2003)
Total number: 26,997

Deaths (2002)
Total number: 8,642 (of which, 138 were infants under the age of 1 year)

Money income (1999)
Per capita income: $26,697
Median household income: $70,243
Total households: 276,408

Number of households with income of . . .
less than $10,000: 13,166
$10,000 to $14,999: 8,364
$15,000 to $24,999: 17,854
$25,000 to $34,999: 20,285
$35,000 to $49,999: 32,824
$50,000 to $74,999: 55,453
$75,000 to $99,999: 43,337
$100,000 to $149,999: 51,374
$150,000 to $199,999: 19,818
$200,000 or more: 13,933

Percent of families below poverty level: 6.0% (28.8 % of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 24,139

Municipal Government

San Jose operates under a council-manager form of government. The eleven council members include the mayor; all serve four-year terms. The city manager is appointed by the mayor and the council to an open-ended term. San Jose is the seat of Santa Clara County.

Head Official: City Manager Del Borgsdorf (since 1999)

Total Number of City Employees: 6,300 (2004)

City Information: Information Center, City Hall, 801 North First Street, San Jose, CA 95110; telephone (408)277-5800

Economy

Major Industries and Commercial Activity

The rapid expansion of high-technology industries triggered uninterrupted growth in the Silicon Valley—San Jose and Santa Clara County—from the 1950s through the early 1980s. The 1985 recession, however, left a stagnant economy, pointing to a need to diversify the economic base of the area. Studies indicated that high-technology companies had to move toward decreased reliance on the defense industry. By the early 1990s businesses in San Jose and Santa Clara County showed less than 20 percent of their budgets devoted to government contracts. The city was encouraged by a 1992 study that reported the nation's beleaguered semiconductor industry claimed 43.8 percent of the world market, up from a low of 36.9 percent in 1988.

By 1997 the nation was riding the wave of a booming New Economy—involving the creation of new companies that put the Internet to use to change the way business is done. High technology had become a major factor in the economic growth of U.S. cities, and San Jose was at the center of it all. By 2000 San Jose was a mecca for hot startup companies and venture capital dollars. San Jose, and in particular the Silicon Valley region, is a hotbed of technology and technological innovation. The area has received more patents than any other technology region in the United States. Technology businesses centered here continue to grow and expand in the twenty-first century, as does the growth of service and support businesses to the industry.

Incentive Programs—New and Existing Companies

Local programs—The city of San Jose adopted a Local Preference Policy in May 2004. The policy works to encourage local companies to work with other local companies and the city to promote further job growth for residents and to keep ''more of the City of San Jose's spending within the regional economy.'' The Local Preference Policy goes hand in hand with the Small Business Opportunity Program, which works to smooth the process for small businesses of selling their products and services to the city.

A variety of loans, bonds, and special funds are available to local businesses in San Jose. Among them are the Development Enhancement Special Fund, which helps businesses secure loan funds for expansion, working capital, inventory, or other qualified business expenses; Industrial Development Bonds offer financing options for manufacturing firms that are job-generating; the Lenders for Community Development program provides access to small business loans and lines of credit; and the Revolving Loan Fund makes funds available to small businesses for a variety of uses.

The San Jose Silicon Valley Chamber of Commerce works to develop and maintain the metropolitan area economy. Their particular focus is on aiding small and medium-sized companies involved in international business. The chamber's international trade program includes seminars, networking events, and exhibitions. The San Jose Downtown Association also works to stimulate and improve business conditions. The SBA/CiscoSystems/San Jose Entrepreneur Center provides services to entrepreneurs and small businesses.

State programs—An 18-square mile state-designated Enterprise Zone offers businesses operating in the zone significant tax savings and other financial benefits. The zone consists of San Jose's downtown area and benefits retail, commercial, and high-tech businesses located there. Benefits of operating in the Enterprise Zone include Sales and Use Tax Credits; Hiring Tax Credits; Net Operating Loss Carryover and Net Interest Deduction for Lenders programs; and a Business Expense Deductions program. San Jose is also a designated Foreign Trade Zone, which allows companies to reduce, delay, or eliminate customs fees on imported goods. The Silicon Valley Export Assistance Center offers state and government programs that assist companies who wish to export goods.

Job training programs—The Silicon Valley Workforce Investment Network works with local businesses and residents. The network's one-stop system offers resources for job seekers, as well as services to businesses that include pre-employment screening, access to qualified applicants, training programs, and assistance with employee transitions.

Items and goods produced: missiles; rocket boosters; computers; atomic electrical equipment; fruit, vegetable, and fish cans; dairy products; chemicals; aluminum; paint; fiberglass; matches; medical equipment

Development Projects

In 2003 and 2004, more than 240,000 square feet of retail space was added in downtown San Jose. The Neighborhood Business Districts (NBD) program was established as part of an effort to boost retail business in San Jose's older neighborhoods; its efforts have resulted in 40 new restaurants and retail stores opening among the districts by early 2005. CIM Group's Central Place was approved in early 2005; construction on the downtown mixed-use highrise housing project will begin in fall 2005.

A massive plan for the redevelopment of North San Jose, or the Innovation Triangle, is on the ballot for city council to vote on in spring 2005. The North San Jose 2030 plan calls for a redevelopment of the approximately 42 million square feet of industrial space in the Innovation Triangle, which is currently home to more than 1,200 multinational companies. The plan cites that the space is currently ''functionally obsolete,'' and calls for renovations as well as an additional

26.7 million square feet of new research and development space and office space, 32,000 new housing units, and 1.4 million square feet of retail space.

A $2.8 billion expansion of the San Jose International Airport was underway in 2005, with phased completion dates and expansions and improvements ranging from new concourses and parking garages, terminal and roadway improvements, and an Automated People Mover. When completed in 2015, the airport will serve 17.6 million passengers annually, up from 11.5 million.

Economic Development Information: San Jose Silicon Valley Chamber of Commerce, 310 South First Street, San Jose, CA 95113; telephone (408)291-5250

Commercial Shipping

Nearly half of the traffic at San Jose International Airport is business related, which makes the facility an important factor in the Silicon Valley economy. Revenues from freight shipments average more than $10 million annually; cargo handled at the airport in 2004 exceeded 5 million pounds. Four air cargo carriers and several air freight services maintain facilities at the airport. Two major rail freight lines and a number of motor freight carriers also operate in the metropolitan area.

Labor Force and Employment Outlook

According to San Jose's Office of Economic Development, more than 85 percent of the region's new jobs come from companies that are less than 10 years old. A well-educated and abundant work force coupled with the great quantity of high-level jobs created annually combine to create a shortage of qualified employees in the region. With more than 7,000 technology companies, the technology industry is responsible for employing more than 300,000 people.

The following is a summary of data regarding the San Jose metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 859,900

Number of workers employed in . . .
natural resources and mining: 100
construction: 41,700
manufacturing: 170,100
trade, transportation and utilities: 130,000
information: 32,700
financial activities: 35,000
professional and business services: 165,900
educational and health services: 94,500
leisure and hospitality: 69,800
other services: 24,900
government: 94,700

Average hourly earnings of production workers employed in manufacturing: $17.21

Unemployment rate: 6.2% (January 2005)

Largest employers	*Number of employees*
County of Santa Clara	14,800
Cisco Systems	13,400
City of San Jose	7,200
IBM Corporation	6,400
San Jose Unified School District	3,360
Hitachi	2,900
Agilent Technologies	2,880
Xilinx	2,600
Adobe Systems	2,000
Good Samaritan Health System	1,850
KLA Tencor Instruments	1,850
Novellus Systems	1,800
Cadence Design Systems, Inc.	1,760
Sanmina-SCI	1,750

Cost of Living

San Jose suffers from a severe shortage of affordable housing and is among the most expensive cities to live; conversely, San Jose residents also have the highest disposable income in the nation.

The following is a summary of data regarding key cost of living factors for the San Jose area.

2004 (3rd Quarter) ACCRA Average House Price: $766,310

2004 (3rd Quarter) ACCRA Cost of Living Index: 170.8 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: 1.25%

Property tax rate: Average 1.1% of full cash value

Economic Information: San Jose Silicon Valley Chamber of Commerce, 310 South First St., San Jose, CA 95113; telephone (408)291-5250; fax (408)286-5019; email info @sjchamber.com. State of California, Employment Development Department, 800 Capitol Mall, MIC 83, Sacramento, CA 95814

Education and Research

Elementary and Secondary Schools

Fourteen school districts serve the population of San Jose, including the largest, San Jose Unified School District.

News in 2005 was of the district's continuing budget difficulties, with the district facing a $9-11 million deficit for the 2005-2006 school year and a $11-13 million deficit for the following year. Cited as contributing to the crisis was a steadily declining enrollment, a decrease in state funding, and increases in operational expenses; of special concern are possible school closings.

The following is a summary of data regarding the San Jose Unified School District as of the 2002–2003 school year.

Total enrollment: 32,612

Number of facilities
elementary schools: 27
junior high/middle schools: 7
senior high schools: 7
other: 1 college preparatory

Student/teacher ratio: 21.5:1

Teacher salaries (2002-2003)
Minimum: $33,128
Maximum: $72,665

Funding per pupil: $8,546 (2001-2002)

More than 60 private and parochial schools serve San Jose.

Public Schools Information: San Jose Unified School District, 855 Lenzen Avenue, San Jose, CA 95126; telephone (408)535-6000

Colleges and Universities

Based in San Jose is San Jose State University, the oldest public institution of higher learning on the West Coast, as well as one of the largest universities in the 23-campus California State University system. San Jose State University educates nearly 30,000 students and offers 134 bachelor's and master's degrees in 110 concentrations; the university prides itself on being the top supplier of engineering, computer science, and business graduates to the Silicon Valley high-tech workforce. The San Jose/Evergreen Community College District is comprised of San Jose City College and Evergreen Valley College; both award associate of arts and science degrees, and occupational and technical training to their more than 30,000 students. The University of Phoenix-North California Campuses has a facility in San Jose, which awards bachelors and masters degrees. Also located in the San Jose area are technical and vocational schools, adult learning centers, and extension facilities. Several colleges and universities—some of them considered among the best in the nation—are within driving distance of San Jose. They include Stanford University, Santa Clara University, and the University of California campuses at Berkeley and Santa Cruz.

Libraries and Research Centers

The San Jose Public Library system operates a main facility, 21 branches, and a bookmobile. Library holdings consist of more than 1.9 million items. The newly-constructed $177.5 million Dr. Martin Luther King Junior Main Library opened in 2003. The new building, 7 years in planning, was a joint development effort between the city, San Jose State University, and the San Jose Redevelopment Agency. With 8 floors and more than 475,000 square feet, the library is among the largest in the country and serves more than one million visitors annually. The Main Library also houses a special collection in the California Room, featuring state and local history from 1849 to the present; the Cultural Heritage Center; and the Ira F. Brilliant Center for Beethoven Studies. In early 2005 three new neighborhood facilities had opened, adding square footage and replacing older library buildings; at the same time, four branches were closed and construction was beginning on new facilities.

The San Jose State University library, now part of the San Jose Public Library's Dr. Martin Luther King Junior Main Library, houses the Steinbeck Research Center, which contains the writings and memorabilia of novelist John Steinbeck, a San Jose area native, as well as the world's largest collection of the writer's first edition books.

San Jose institutions conduct research activities in such fields as gerontology, the environment, and telecommunications. IBM's Almaden Research Center conducts industrial research in computer science, software, computer storage technology, and physical and materials science and technology.

Public Library Information: Dr. Martin Luther King, Jr. Main Library, 150 E. San Fernando Street, San Jose, CA 95112; telephone (408)808-2000

Health Care

HCA Healthcare Corp. owns two major hospitals in San Jose: the Regional Medical Center of San Jose has 204 licensed beds and serves about 45,000 patients annually in its Emergency Department; Good Samaritan Hospital is a general acute-care hospital with a licensed bed capacity of 422. A source of contention at the end of 2004 was the closing of the city's only downtown hospital, the San Jose Medical Center. Citing major revenue losses, HCA closed the 324-bed hospital a full 3 years earlier than planned, leaving residents concerned about who would care for inner-city trauma victims.

Santa Clara Valley Medical Center, one of California's most high-tech public hospitals, is a 524-bed acute-care facility

that houses a burn unit, a rehabilitation center for patients with spinal and head injuries, a trauma center, a high-risk maternity program, and a neonatal intensive-care unit. O'Connor hospital, sponsored by the Daughters of Charity, offer heart and cancer care, sports medicine, and a Wound Care Center. Stanford Hospital in nearby Palo Alto, is highly regarded for its work in a wide variety of specialties, notably cardiovascular treatment, and is the teaching facility for the Stanford University medical school. Only 20 minutes from San Jose, the hospital's 613 beds and more than 1,800 medical staff personnel serve more than 400,000 area residents annually. Stanford Clinics offer treatment in more than 100 specialties and subspecialties.

Recreation

Sightseeing

Most of the attractions in San Jose are related to the natural beauty of the area or to its historical past. Kelley Park is a popular site, offering a variety of diversions, including Happy Hollow Park and Zoo where visitors can enjoy family-oriented amusements and view wildlife in a 12-acre natural setting. The 16-acre San Jose Historical Museum on the park grounds features a recreated turn-of-the-century town with such exhibits as a working blacksmith shop, a Victorian home, and a doctor's office. Also located in Kelley Park is the Japanese Friendship Garden, featuring flowering trees and shrubs, waterfalls, and koi fish. Other botanical gardens in San Jose are Overfelt Botanical Gardens and the Municipal Rose Garden.

Alum Rock Park is a wildlife refuge containing mineral springs, trails, and picnic facilities; the Youth Science Institute based in the park offers educational programs and special events to acquaint children with nature. Ardenwood Historic Farm in neighboring Fremont is a working farm that demonstrates agrarian life from 1880 through the 1920s; among the exhibits are soap and candle making and the planting and harvesting of crops with horse-drawn equipment.

Especially popular with tourists is the Winchester Mystery House; according to legend, this ''haunted'' Victorian mansion, containing 160 rooms, was built by the wealthy but eccentric widow of the maker of the Winchester rifle to appease the spirits of the rifle's victims. Nationally known for its table wines, the San Jose area boasts dozens of wineries; many offer wine-tasting and tours of their facilities. Several theme parks operate in Santa Clara County, including Paramount's Raging Waters in San Jose's Lake Cunningham Regional Park and Paramount's Great America in nearby Santa Clara.

Arts and Culture

San Jose is becoming a regional center for the arts as local performing groups and organizations consistently draw larger audiences from throughout the Bay Area. A wide range of theatrical, musical, and dance performances is presented at the Center for the Performing Arts and the Montgomery Theater downtown.

The American Musical Theatre of San Jose entertains capacity crowds with three to four annual Broadway musicals. The San Jose Repertory Theatre produces classic and contemporary drama, and plays for children are staged by the San Jose Children's Musical Theater. The San Jose Symphony and Opera San Jose present full subscription seasons. The Ballet San Jose Silicon Valley is considered one of the country's most innovative ballet companies, with a repertoire of more than 120 modern and traditional classical ballets. HP Pavilion hosts varied performers such as U2 and Mormon Tabernacle Choir.

San Jose's museums and galleries specialize in a variety of fields. Attractions include the Children's Discovery Museum, offering hands-on exhibits, and The Tech Museum of Innovation, offering an IMAX theater and interactive experiences in new technologies. The Rosicrucian Egyptian Museum features the city's only planetarium as well as astronomical and scientific displays; a full-scale Egyptian tomb exhibit; and a collection of Egyptian artifacts.

The San Jose Museum of Art features changing exhibits of American art. The San Jose Museum of Quilts and Textiles, one of the few museums of its kind in the country, provides a showcase for the history of quilts and textiles. The work of local and Bay Area artists is shown at the Institute of Contemporary Art and at the Works Gallery.

Arts and Culture Information: San Jose Convention and Visitors Bureau, 408 Almaden Blvd., San Jose, CA 95110; telephone (408)295-9600; toll-free (800)726-5673

Festivals and Holidays

Special events and celebrations take place in the San Jose area throughout the year, many of them focusing on the cultural heritages of the region's diverse population. Winter events include January's San Jose International Auto Show; in February, the Vietnamese Spring Festival and Parade offers food, entertainment, games, and other fun highlighting Vietnamese culture in the city. Spring offerings include the San Jose Art Festival, a juried art show; and the Golden Circle Theatre Party, an annual black-tie benefit, both in March. April's annual Iris Show is a favorite of gardeners and iris aficionados; May brings cultural celebrations including the Nikkei Matsuri, Cinco de Mayo Parade and Festival, and the Zee Heritage India Festival. Summer

events include the Comcast Jazz Festival and the weekend Downtown Farmers Market. Fall's offerings include dance and arts festivals, Halloween at Bonfante Gardens, and the Silicon Valley Marathon. San Jose's year winds down with a Holiday River Parade and Lighting Ceremony, and the Nuestra Navidad, an celebration of Christmas in the Mexican tradition.

Sports for the Spectator

San Jose is in an advantageous location for fans of professional sports. The National Hockey League's San Jose Sharks play at the HP Pavillion. The HP Pavillion also hosts the San Jose Stealth lacrosse and AFLs SaberCats football teams, as well as figure skating, boxing, and other sporting events. Major league soccer's San Jose Earthquakes play at San Jose State University's Spartan Stadium. The San Jose Giants, the farm club for the San Francisco Giants National League baseball team, play their home games at Municipal Stadium in San Jose. Horse racing is on view at Bay Meadows Racecourse in San Mateo and at the Santa Clara County Fairgrounds.

Several professional teams compete within driving distance of San Jose; among them are baseball's San Francisco Giants and Oakland Athletics, and Oakland's Golden State Warriors of the National Basketball Association (NBA).

Sports for the Participant

A variety of neighborhood and regional parks in the San Jose area provide facilities for a variety of activities such as water sports, baseball, tennis, golf, hiking, horseback riding, and wildlife study. San Jose's 144 large and small neighborhood parks and gardens, and another 9 regional parks, are maintained by the city; especially popular are Almaden Quicksilver Park, Alum Rock Park, and Lake Cunningham Regional Park. Numerous reservoirs and lakes are located throughout the region for sailing, waterskiing, and windsurfing. A number of golf courses exist in the area, including two Jack Nicklaus-designed golf courses, and the new Los Lagos Golf Course spanning Coyote Creek.

Shopping and Dining

With several major and outlet malls, regional shopping centers, and myriad neighborhood stores and specialty shops, San Jose can meet the needs of most consumers. San Jose's largest shopping center is Eastridge; a major renovation scheduled for completion in 2005 will offer shoppers one million square feet of shopping, dining, and entertainment options. The San Jose Flea Market is one of the nation's largest flea markets and attracts more than 2,000 sellers and more than 80,000 shoppers per week to its 8 miles of corridors and alleys. Shoppers will find anything from antiques and collectibles to freshly-made foods. The ''Produce Row'' section of the market is touted as California's largest farmer's market.

Restaurants are plentiful in San Jose, offering American cuisine and ethnic specialties ranging from German and French to Mexican, Persian, Moroccan, and Thai dishes. Several authentic Japanese restaurants are clustered in historic Japantown. Santa Clara Valley wineries combine brunches, luncheons, and picnics with wine tastings; the area is noted for its Chardonnay, Zinfandel, and Johannisburg Riesling wines.

Visitor Information: San Jose Convention and Visitors Bureau, 408 Almaden Blvd., San Jose, CA 95110; telephone (408)295-9600; toll-free (800)726-5673

Convention Facilities

The principal convention and meeting place is the San Jose McEnery Convention Center. With a total of 425,000 square feet, the complex also contains the Center for the Performing Arts, Civic Auditorium, Parkside Hall, and Montgomery Theater.

There are more than 4,000 hotel and motel rooms in San Jose's downtown, and another 4,400 citywide. Hotels and motels in the San Jose metropolitan area, many of them new or recently renovated, provide accommodations for a variety of group functions. Among the unique meeting facilities are the Bay Meadows Racecourse, and the many museums and wineries in the area.

Convention Information: San Jose Convention and Visitors Bureau, 408 Almaden Blvd., San Jose, CA 95110; telephone (408)295-9600; toll-free (800)726-5673

Transportation

Approaching the City

The Norman Y. Mineta San Jose International Airport, located 10 minutes from downtown, is rated among the 31 busiest airports in the world, handling more than 11 million passengers annually; it is served by 12 airlines with more than 200 daily flights. In 2005 major construction was underway at the airport, with projects including new terminals, a people mover, more parking, runway extensions, and advanced security systems, all slated for completion in phases by 2015. Corporate and private aircraft are accommodated at San Jose Jet Center and Reid-Hillview Airport.

Three interstate highways serve San Jose: I-680 (north-south), which becomes I-280 (east-west); I-880 (north-south); and Highway101 (northeast-southwest).

Amtrak serves the San Jose train depot; rail commuter service to San Francisco is provided by Caltrain. Other intercity rail connections are made via the county bus system that links with BART (Bay Area Rapid Transit), an ultra-modern train system based in San Francisco; a $1 billion transit plan approved in 2000 will fund an eventual BART extension to San Jose. In early 2005, plans were still in the engineering stage for the project.

Traveling in the City

Santa Clara Valley Transportation Authority operates a 30-mile-long light rail system out of the downtown Transit Mall, which also provides antique trolleys and county transit buses connecting the city with Bay Area Rapid Transit to East Bay and San Francisco. The light rail system runs from Mountain View through downtown San Jose and ends in south San Jose residential and shopping areas.

Communications

Newspapers and Magazines

San Jose's daily newspaper is the *San Jose Mercury News.* The metropolitan area is also served by such publications as the weekly *The Business Journal* and the *San Jose Post-Record,* a daily legal newspaper. Among the bilingual newspapers published in San Jose are the *Vietnam Daily Newspaper, La Oferta Review,* a twice-weekly Spanish newspaper, and *El Observador,* a Latino weekly.

Television and Radio

Because of the proximity of communities in the Bay Area, San Jose shares a number of television and radio stations with other cities. Based in San Jose are four television stations—one public and three commercial—and ten AM and FM radio stations.

Media Information: *San Jose Mercury News,* 750 Ridder Park Drive, San Jose, CA 95190; telephone (408)920-5000

San Jose Online

City of San Jose home page. Available www.sanjoseca.gov

History San Jose (San José Historical Museum, Peralta Adobe & Fallon House). Available at www.historysanjose.org

San Jose Convention & Visitors Bureau. Available www.sanjose.org

San Jose Mercury News. Available www.mercurynews.com

San Jose Public Library. Available www.sjlibrary.org

San Jose Silicon Valley Chamber of Commerce. Available www.sjchamber.com

San Jose Unified School District. Available www.sjusd.org

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Branson, Po, *The First $20 Million Is Always the Hardest: A Silicon Valley Novel* (New York: Random House, 1997)

Farrell, Harry, *Swift Justice: Murder and Vengeance in a California Town* (New York: St. Martin's Press, 1992)

Kaplan, David A, *The Silicon Boys and Their Valley of Dreams* (William Morrow & Company, 1999)

Santa Ana

The City in Brief

Founded: 1869 (incorporated, 1886)

Head Official: Mayor Miguel A. Pulido (since 1986)

City Population
1980: 203,713
1990: 293,827
2000: 337,977
2003 estimate: 342,510
Percent change, 1990–2000: 14.8%
U.S. rank in 1980: 69th
U.S. rank in 1990: 52nd
U.S. rank in 2000: 51st

Metropolitan Area Population
1980: 1,933,000
1990: 2,846,289
Percent change, 1990–2000: 18.1%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

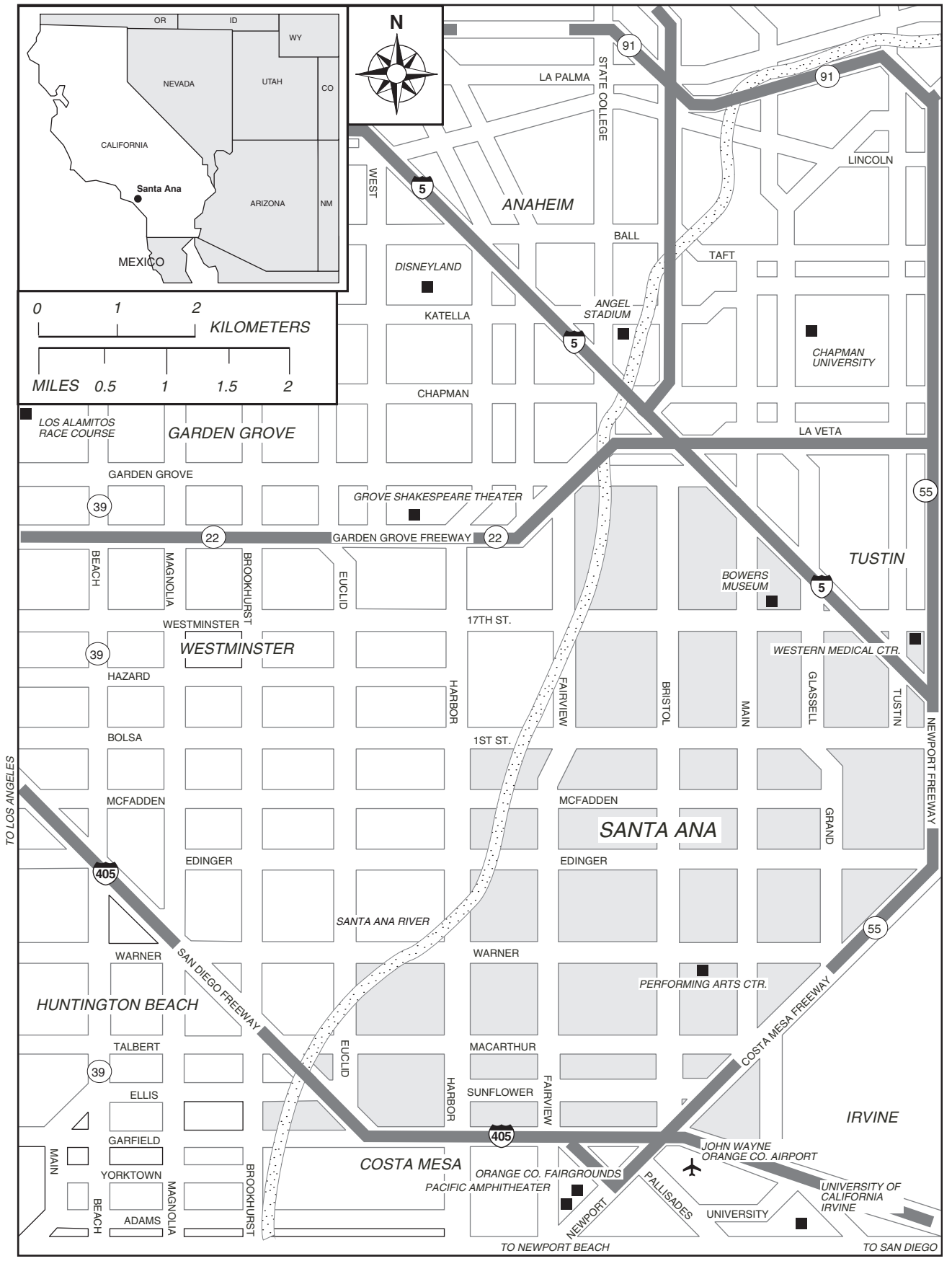
Area: 27.2 square miles (2000)
Elevation: 110 feet above sea level
Average Annual Temperature: 65.0° F
Average Annual Precipitation: 13.17 inches

Major Economic Sectors: Services, trade, manufacturing
Unemployment Rate: 5.8% (January 2005)
Per Capita Income: $12,152 (1999)

2002 FBI Crime Index Total: 12,038

Major Colleges and Universities: Rancho Santiago Community College

Daily Newspaper: *Orange County Register; Los Angeles Times Orange County*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ANAHEIM
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TAFT
DISNEYLAND
KATELLA
ANGEL STADIUM
CHAPMAN UNIVERSITY
CHAPMAN
LOS ALAMITOS RACE COURSE
GARDEN GROVE
LA VETA
GARDEN GROVE
55
GROVE SHAKESPEARE THEATER
39
22
GARDEN GROVE FREEWAY
TUSTIN
BEACH
MAGNOLIA
BROOKHURST
EUCLID
BOWERS MUSEUM
WESTMINSTER
17TH ST.
WESTERN MEDICAL CTR.
HAZARD
HARBOR
FAIRVIEW
BRISTOL
MAIN
GLASSELL
TUSTIN
BOLSA
1ST ST.
NEWPORT FREEWAY
TO LOS ANGELES
MCFADDEN
SANTA ANA
GRAND
405
EDINGER
SANTA ANA RIVER
WARNER
SAN DIEGO FREEWAY
PERFORMING ARTS CTR.
HUNTINGTON BEACH
COSTA MESA FREEWAY
TALBERT
MACARTHUR
ELLIS
SUNFLOWER
IRVINE
GARFIELD
JOHN WAYNE ORANGE CO. AIRPORT
COSTA MESA
ORANGE CO. FAIRGROUNDS
PACIFIC AMPHITHEATER
YORKTOWN
PALLISADES
UNIVERSITY OF CALIFORNIA IRVINE
UNIVERSITY
ADAMS
NEWPORT
TO NEWPORT BEACH
TO SAN DIEGO

Introduction

Santa Ana, the seat of California's Orange County, is the center of an area known as ''the Golden Corridor.'' Surrounded by the rich farmland of the Santa Ana Valley, the city is part of a megalopolis that includes several incorporated cities; among them are Anaheim, Buena Park, and Fullerton. It is close to both the Los Angeles metropolitan area to the northwest and the San Diego metropolitan area to the southeast along the Pacific Coast. More than 76 percent of its residents are of Hispanic origin; thus, Santa Ana has retained its rich cultural heritage. Founded as a farming town, the city is now the financial and governmental center for Orange County.

Geography and Climate

Santa Ana is located in the Santa Ana Valley in southwestern California. Situated on the Santa Ana River, it is near the Santa Ana Mountains and about 12 miles from the coast of the Pacific Ocean. The sun shines approximately 300 days out of the year. Year-round humidity at noon is usually around 53 percent.

Area: 27.2 square miles (2000)

Elevation: 110 feet above sea level

Average Temperatures: January, 54.0° F; July, 72.0° F; annual average, 65.0° F

Average Annual Precipitation: 13.17 inches

History

Franciscans Settle Santa Ana Valley

The valley in which Santa Ana is located was discovered in July 1769, during a Franciscan expedition led by Don Gaspar Portola. The explorers christened the valley Santa Ana in honor of Saint Anne, also giving the name Santa Ana to the river flowing through the valley. One of the members of the Portola party, Father Junipero Serra, later founded a chain of Franciscan missions that still can be seen today. The El Camino Real, the King's Highway, which linked the missions, passes through the Santa Ana Valley.

Another member of the Portola group, a soldier named Antonio Yorba, and his nephew, Juan Peralta, received a Spanish grant for land extending from the foothills of the Santa Ana Canyon to the ocean. They used the land for grazing cattle and later developed irrigation systems fed by water from the Santa Ana River. The land was thus quite fertile, and the area soon became an agricultural center, with several ranches established in the valley.

City of Santa Ana Prospers

The 1849 California Gold Rush brought the region a population boom, which was followed by another major expansion during the Civil War. The valley's large ranches were subdivided and sold to the newcomers, many of whom later founded the cities of Santa Ana, Orange, and Tustin. Santa Ana's history began in 1869 when William H. Spurgeon purchased 70 acres from the Yorba heirs and drew up a town plan. Since the land had been part of the Santiago de Santa Ana ranch and since it was also near the Santa Ana River, the town was called Santa Ana.

Soon the new town became prosperous, boasting mail delivery twice a week and a number of stores and residences within its boundaries. Farms also were established throughout the valley; the rich soil and favorable climate permitted the cultivation of several crops. Santa Ana became a commercial center; because of its central location in the valley, it was a natural marketplace for crops produced in the surrounding region that is now Orange County. When rail transport arrived in the area in 1877, the town developed and population increased; in 1886 Santa Ana was incorporated. Three years later Orange County was separated from Los Angeles County and Santa Ana was named the county seat.

World War II brought further development as industry moved into the area. The population of Santa Ana increased from around 49,000 people in 1900 to nearly 210,000 residents in 1950. A city charter, providing for a council-manager form of government, was adopted in 1952. Since World War II, Santa Ana has become a financial and governmental center of Orange County.

Efforts began in the 1980s to restore and revitalize the city of Santa Ana, especially its downtown. As a result the city has become known for its historic downtown and Main Place shopping center, which created thousands of jobs in the heart of the city. Santa Ana residents of the twenty-first century enjoy cultural and ethnic diversity as well as continuing status as the financial and governmental center of Orange County.

Historical Information: Santa Ana Public Library, History Room, 26 Civic Center Plaza, Santa Ana, CA 92701; telephone (714)647-5267. Santa Ana Mountain Historical Society, 28192 Silverado Canyon Road (PO Box 301), Silverado, CA 92676; telephone (714)649-2216

Population Profile

Metropolitan Area Residents
1980: 1,933,000
1990: 2,410,668
2000: 2,846,289
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 2nd (CMSA)
U.S. rank in 1990: 2nd (CMSA)
U.S. rank in 2000: 2nd (CMSA)

City Residents
1980: 203,713
1990: 293,827
2000: 337,977
2003 estimate: 342,510
Percent change, 1990–2000: 14.8%
U.S. rank in 1980: 69th
U.S. rank in 1990: 52nd (State rank: 9th)
U.S. rank in 2000: 51st (State rank: 9th)

Density: 12,451 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 144,425
Black or African American: 5,749
American Indian and Alaska Native: 4,013
Asian: 29,778
Native Hawaiian and other Pacific Islander: 1,160
Hispanic or Latino (may be of any race): 257,097
Other: 137,360

Percent of residents born in state: 38.6% (2000)

Age characteristics (2000)
Population under 5 years old: 34,816
Population 5 to 9 years old: 35,873
Population 10 to 14 years old: 28,386
Population 15 to 19 years old: 28,528
Population 20 to 24 years old: 31,112
Population 25 to 34 years old: 66,017
Population 35 to 44 years old: 49,108
Population 45 to 54 years old: 29,239
Population 55 to 59 years old: 9,286
Population 60 to 64 years old: 7,047
Population 65 to 74 years old: 10,408
Population 75 to 84 years old: 6,117
Population 85 years and over: 2,040
Median age: 26.5

Births (2002, Orange County)
Total number: 44,796

Deaths (2002, Orange County)
Total number: 16,789 (of which, 216 were infants under the age of 1 year)

Money income (1999)
Per capita income: $12,152
Median household income: $43,412
Total households: 72,993
Percentage of households with income of . . .
less than $10,000: 4,581
$10,000 to $14,999: 3,882
$15,000 to $24,999: 8,941
$25,000 to $34,999: 10,802
$35,000 to $49,999: 13,448
$50,000 to $74,999: 16,232
$75,000 to $99,999: 7,755
$100,000 to $149,000: 5,435
$150,000 to $199,000: 974
$200,000 and over: 943

Percent of families below poverty level: 16.1% (38.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,038

Municipal Government

In accordance with a charter adopted in 1952, Santa Ana operates under a council-manager form of government. The city is governed by a council consisting of six council members and an elected mayor. Council members are nominated from wards but are elected by voters from the entire city. Council members are elected to four-year terms and the mayor is elected every two years.

Head Official: Mayor Miguel A. Pulido (since 1986; current term expires November 2006)

Total Number of City Employees: 1,961 (2005)

City Information: City Hall, 20 Civic Center Plaza, Santa Ana, CA 92702; telephone (714)647-5400

Economy

Major Industries and Commercial Activity

Santa Ana boasts more than 13,000 in-city businesses; major industries include a mix of retail trade, service, and manufacturing firms.

Government is a major employer in Santa Ana; as the county seat, the city has offices at the county, state, and federal levels. Santa Ana is also a financial center, with 25 banks and 57 savings and loan associations. The aerospace and electronics industries, among the area's largest employers, figure significantly in the city's economy.

Santa Ana was the recipient of California's largest commercial loan program, which contributed to redevelopment of the downtown district. Part of the project were ten new banking and financial buildings and the Civic Center, which houses city, county, state, and federal government buildings. Several Fortune 500 companies, including Textron's Cherry Division, ITT Cannon, and Xerox, are located in Santa Ana.

Tourism is a major industry in Santa Ana and Orange County. Within a radius of 10 miles of the city are several of California's most popular tourist attractions, such as Disneyland, Knott's Berry Farm, and southern California beaches. Forty million people visit the Orange County area each year, spending more than $6.4 billion.

Items and goods produced: sugar; glass products; plumbing material; foam rubber products; dehydrating, electronic, and sporting equipment; concentrates; extracts; agricultural machinery; perfumes; feed; cement pipes; soft drinks; rivets; fasteners; canned and dried fruits and vegetables; packaged walnuts and oranges; poultry

Incentive Programs—New and Existing Companies

Local programs—The Orange County Business Council (OCBC) concentrates on attracting and retaining high-quality, high-paying and low-polluting jobs to Orange County. For business development, the OCBC is the single business point-of-contact for economic development and related business information in Orange County. As well, the OCBC leads the county in ensuring a quality workforce and advocating legislation to benefit businesses. Within the city of Santa Ana, 98 percent of commercial and industrial property is a designated Enterprise Zone that offers major tax breaks and other incentives to attract and retain business.

State programs—The State of California finances programs to help small and medium-sized businesses develop export markets and improve the quality of products and the skills of work forces. Parts of Santa Ana are designated part of a Federal Empowerment Zone. Santa Ana was the only town west of the Rockies to receive such a designation. As a Federal Urban Empowerment Zone, the city of Santa Ana will receive up to $100 million in performance grants to be used in the designated area. Up to $10 million will be paid out each year through 2008.

Job training programs—The Santa Ana Work/Opportunities/Resources/Knowledge (W/O/R/K/) Center is a non-profit organization comprised of a partnership between several agencies: The Santa Ana Workforce Investment Board, State Employment Development Department, Santa Ana College, and Orange County Social Services. The W/O/R/K Center is a one-stop shop designed to meet the job training and placement needs of the community. The center was awarded the largest grant ($867,000) given by the State of California for such programs in 2000.

Development Projects

Major recent commercial developments in Santa Ana include the Main Place regional shopping center, MacArthur Place mixed use area, and the Santa Ana Auto Mall. More than 5,000 acres of the city are within six focused redevelopment areas that include a variety of governmental, infrastructure, retail and residential projects.

Economic Development Information: Orange County Business Council, 2 Park Plaza, Suite 100, Irvine, CA, 92614-5904; telephone (949)476-2242; fax (949)476-9240.

Commercial Shipping

Air freight facilities for Santa Ana are available at John Wayne Airport. Rail freight service is provided by the Southern Pacific and Union Pacific railroads. More than 100 motor freight carriers link Santa Ana with markets throughout the country; overnight delivery service is available to several West Coast cities as well as to Tucson, Phoenix, Las Vegas, and Reno.

Labor Force and Employment Outlook

Santa Ana has a young, well-trained work force that comprises over 10 percent of Orange County's labor pool. Employment forecasts in the Orange County area are positive, with growth of 15 percent expected between 2001 and 2008. Unionization is prevalent in manufacturing, trucking, retailing, the hotel industry, warehousing, and some grocery and drugstore chains.

The following is a summary of data regarding the Santa Ana-Irvine-Anaheim metropolitan area nonagricultural labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,460,000

Number of workers employed in . . .
natural resources and mining: 600
construction: 91,800
manufacturing: 183,200
trade, transportation and utilities: 264,300
information: 33,500
financial activities: 131,200
professional and business services: 259,600
educational and health systems: 130,400

government: 153,200
leisure and hospitality: 164,500
other services: 4,730

Average hourly earnings of production workers employed in manufacturing: $14.13

Unemployment rate: 5.8% (January 2005)

Largest private employers:	*Number of employees*
Ingram Micro Incorporated	3,000
Orange County Register	2,000
ITT Industries Cannon	1,500
Western Medical Centers	1,300
OneSource	1,100

Cost of Living

The following is a summary of data regarding key cost of living factors for the Santa Ana area.

2004 (3rd Quarter) ACCRA Average House Price: $674,000 (Orange County)

2004 (3rd Quarter) ACCRA Cost of Living Index: 151.5 (U.S. average = 100.0)

State income tax rate: Ranges from 1.0% to 9.3%

State sales tax rate: 6% plus .5% in Santa Ana (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.25% county and city, plus any district taxes imposed by the county (0.50% to 1.0%); comes into effect through general election

Property tax rate: limited to 1% of assessed value by state law. The local taxing body can add bonds approved by popular vote.

Economic Information: Santa Ana Chamber of Commerce, 2020 N. Broadway, 2nd Floor, Santa Ana, CA 92706; telephone (714)541-5353; fax (714)541-2238

Education and Research

Elementary and Secondary Schools

The Santa Ana Unified School District (SAUSD), the largest in Orange County and fifth (2005) largest in the state, is administered by a five-member, nonpartisan board of education that appoints a superintendent.

The district boasts distinctions such as two Nationally Distinguished Schools, several State Distinguished Schools, and numerous first or second place ''Golden Bell'' awards from the California School Boards Association for excellence in innovative programs. McFadden Intermediate received a GEARING Up federal grant in 2004 to create the McFadden Mathematics Institute; the Institute will offer advanced instruction and technology based materials for seventh and eighth grade students with proven math skills. Twenty-four elementary schools and four intermediate schools offer year-round programs. Ninety-one percent of the student body is Hispanic, and the district average of students who speak limited English was 71.4 percent in the 2003–2004 school year. Like many other California school districts, SAUSD faced tough budget prospects in 2005 as state funding shrunk.

The following is a summary of data regarding Santa Ana's public schools as of the 2003–2004 school year.

Total enrollment: 62,874

Number of facilities
elementary schools: 37
intermediate schools: 9
senior high schools: 7
other: 5

Student/teacher ratio: 23:1

Teacher salaries
average: $56,059 (2003–2004)

Funding per pupil: $4,682

A variety of private schools also operate in the city.

Public Schools Information: Santa Ana Unified School District, 1601 East Chestnut Avenue, Santa Ana, CA 92701; telephone (714)558-5501; email webmaster@sausd.k12.ca.us

Colleges and Universities

Rancho Santiago Community College District's 58 acre Santa Ana Campus is a two-year institution providing associate of arts degrees, vocational certificates, transfer programs to four year schools, and customized on-site employee training programs for local companies; the college is in the process of developing a Digital Media Center. Located within commuting distance of Santa Ana, other Orange County colleges include the University of California at Irvine, California State University at Fullerton, and Chapman College in Orange.

Libraries and Research Centers

The Santa Ana Public Library system operates a main facility, a Family Learning Center, a youth computer learning center, an adult computer lab, and a bookmobile. Holdings consist of

more than 335,000 volumes and more than 400 periodicals, plus CDs, tapes, videos, and maps. Special collections include California and Santa Ana history, foreign language books and cassettes, and federal and state documents.

The Orange County Public Library, based in Santa Ana and operating 32 branches, holds more than 2.5 million volumes and 5,000 periodicals, and maintains a special collection of Law Library documents. Other libraries and research centers are affiliated with government agencies, colleges, hospitals, and private corporations. Research activities in botany are conducted at the Ranch Santa Ana Botanical Garden.

Public Library Information: City of Santa Ana Library, 26 Civic Center Plaza, Santa Ana, CA 92701; telephone (714)647-5250. Orange County Public Library, 1501 East St. Andrew's Place, Santa Ana, CA 92705; telephone (714)551-7159

Health Care

Three general hospitals are located in Santa Ana. They offer a range of specialties such as cardiac rehabilitation and hospice care. The largest medical facility is Western Medical Center with 280 beds, a Level II Trauma Center, and 800 primary care physicians. Nearby is the teaching hospital of the medical school at the University of California at Irvine; other medical schools in the area are the University of California at Los Angeles, the University of Southern California, and Loma Linda University.

Recreation

Sightseeing

A major tourist attraction in Orange County is the historical district in downtown Santa Ana. Placed on the National Register of Historic Places in 1984, the 21-block area is among the largest such districts in the state of California. It contains 100 buildings constructed between 1877 and 1934; among them are the Old County Courthouse (now a museum featuring changing exhibits related to local and regional history), the Fox West Coast Theatre, and Old City Hall. The district also features homes of prominent Santa Ana citizens. Tours of the Dr. Willella Howe-Waffle House, a restored Queen Anne Style home built in the 1880s, are available the first Saturday of each month.

Fairhaven Memorial Park is situated on 73 acres and features an arboretum harboring nearly 1,000 trees and numerous plants from around the world. The park's historic mausoleum was built in 1916 of European marble and granite, with handcrafted stained-glass windows.

The Santa Ana Zoo is home to 260 animals and 84 species; among the rare and endangered species living at the zoo are the ring-tailed lemur, the margay cat, the white-handed gibbon, and the golden lion tamarin; the zoo welcomes 270,000 visitors each year. There are several other points of interest in Orange County, including world-famous Disneyland amusement park in Anaheim, and Knott's Berry Farm and the Movieland Wax Museum in Buena Park.

Within driving distance of Santa Ana are the Universal Studios tour, Magic Mountain, Raging Waters amusement park, Sea World, and the San Diego Zoo.

Arts and Culture

More than 1,000 cultural organizations are active in Orange County; among them are symphony orchestras, ballet companies, theater groups, and modern and folk dance troupes. Santa Ana is home to the Pacific Symphony Orchestra, which presents its summer season at Irvine Meadows Amphitheater and performs its regular season concerts at Segerstrom Hall in the Orange County Performing Arts Center. The center is one of three theater facilities in the nation to house all of the four performing arts—musical theater, symphony, opera, and ballet.

Among the other orchestras in the metropolitan area are the Orange County Youth Symphony and the American Youth Symphony. Theater groups include the South Coast Repertory Theatre; dance companies are the Gloria Newman Dance Theatre and the Penrod-Plastino Movement Theatre.

Artists Village is a thriving area of art galleries and studios. It includes the Santora Arts Complex, renowned for its flamboyant churrigueresque architecture, which offers the works of more than 38 artists in five galleries, including the Santa Ana College gallery; the Empire Market Building, which contains several galleries, artists' studios and a small theater; and the Cal State Fullerton Grand Central Art Center, which houses a student gallery and studios and the Alternative Repertory Theatre. The Orange County Center for Contemporary Art is also located in the village.

One of Orange County's most prominent museums is located in Santa Ana. The famous Bowers Museum of Cultural Art, a Spanish mission style building, houses collections pertinent to Orange County and California history; Native American, Pacific Rim, and African cultures; and natural history; it also features a hands-on ''Kidseum,'' a five-star restaurant, and shops. The nearby Discovery Museum of Orange County has exhibits that chronicle the history of Orange County back to the nineteenth century. The Natural

The Bowers Museum of Cultural Art houses historical items from Orange County and California history.

History Museum in nearby Newport Beach displays fossils unique to Orange County and marine life such as whales and walrus. Art museums in the area include the Laguna Beach Art Museum Annex, the Muckenthaler Cultural Center, and the Newport Harbor Art Museum.

Sports for the Spectator

Santa Ana residents are within an easy drive of sporting events in Anaheim. The Major League Baseball Los Angeles Angels of Anaheim play home games in the 45,050 seat Angel Stadium. The Fullerton State Titans and the Anteaters of the University of California at Irvine field National Collegiate Athletic Association (NCAA) Division I teams. Los Alamitos Race Course features parimutuel thoroughbred and harness racing.

Sports for the Participant

Santa Ana's mild climate invites year-round athletic enjoyment. Some of Southern California's finest beaches are minutes away, and the city is located only 12 miles from the Pacific Ocean. Mountain ski resorts are within easy driving distance.

Shopping and Dining

South Coast Plaza Village in Santa Ana is a European-style marketplace. With 25 incorporated cities in Orange County, each with its own central shopping district and community shopping centers, the shopper has endless opportunities. More than 20 major regional shopping malls feature national department stores, specialty shops, and boutiques. Santa Ana is also within easy driving distance of Beverly Hills' famous Rodeo Drive, which is lined with luxury and designer shops.

Santa Ana has dozens of restaurants that offer a variety of cuisine, including traditional American, Continental, Italian, Asian, and Mexican dishes.

Visitor Information: Anaheim/Orange County Visitors Bureau, 800 W. Katella Ave., Anaheim, CA, 92802; telephone (714)765-8888

Convention Facilities

A number of Santa Ana's 43 hotels and motels—which offer more than 3,000 rooms—provide conference and convention facilities. Among the major hotels with meeting rooms are Saddleback Inn, Compri, the Grand Plaza Hotel, and Quality Inn Suites. The Hilton Anaheim and Towers houses a total of 100,000 square feet of flexible exhibit space and 60 meeting rooms; capacity ranges from 10 to 3,000 participants. The Doubletree Hotel Santa Ana offers 253 hotel rooms, two board rooms, a 7,000 square foot ballroom, reception space for more than 1,000 participants, and private dining. The Marriott Anaheim offers 35,000 square feet of exhibit space, three flexible ballrooms and eleven meeting rooms. Meeting space is also available at the Anaheim Convention Center.

Transportation

Approaching the City

Several airports are located in the Santa Ana metropolitan area. The John Wayne Airport, part of the Los Angeles hub, is 5 miles from downtown Santa Ana; it is served by 11 airlines and services 7.5 million passengers each year. The Los Angeles International Airport is 37 miles from downtown; other airports in the immediate area are Fullerton Municipal Airport, Long Beach Airport, and Ontario International Airport.

Four major highways lead into Santa Ana: I-5, the Santa Ana Freeway; S.R. 55, the Costa Mesa Freeway; S.R. 57, the Orange Freeway; and S.R. 22, the Garden Grove Freeway.

Traveling in the City

The Orange County Transit District operates 23 routes that interconnect with the Regional Transportation District (RTD), an intercity system. Special services are available for the handicapped and the hearing impaired. Centerline light rail currently offers 9.3 miles as part of a 90-mile Rail Master Plan adopted by Orange County; services include a direct line from The Depot at Santa Ana to the John Wayne Airport. The Regional Transportation Center is a hub for Amtrak, intercity buses, urban transit, a future rapid transit system, taxi cabs, an airport shuttle, and other transportation services.

Communications

Newspapers and Magazines

Published in Santa Ana is the morning *Orange County Register.* Santa Ana readers also have available to them the *Los Angeles Times Orange County.* Other newspapers and magazines published in Santa Ana are: *Azteca News,* a weekly Spanish community newspaper; *Dealernews, InfoText, The Psychiatric Times, Response TV,* and *Video Store.*

Television and Radio

Thirteen television stations, one of them based in Santa Ana, serve the city; cable is available. Santa Ana receives broadcasts from more than 60 AM and FM radio stations; two FM stations broadcast there.

Media Information: *Orange County Register,* Freedom Communications Inc., 625 N. Grand Ave., PO Box 11626, Santa Ana, CA 92701; telephone (714)835-1234

Santa Ana Online

City of Santa Ana Arts and Culture Information home page. Available www.aplaceforart.org

City of Santa Ana home page. Available www.ci.santa-ana.ca.us

Orange County Business Council home page. Available www.ocbc.org/index.asp

Orange County Department of Education home page. Available www.ocde.k12.ca.us

Orange County Register home page. Available www.ocregister.com

Santa Ana Chamber of Commerce home page. Available www.santaanacc.com

Santa Ana History home page (Historical Preservation Society). Available www.SantaAnaHistory.com

Santa Ana Public Library History Room home page. Available www.ci.santa-ana.ca.us/library/hr

Santa Ana Public Library home page. Available www.ci.santa-ana.ca.us/library

Santa Ana Unified School District home page. Available www.sausd.k12.ca.us

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COLORADO

Boulder 243
Colorado Springs 255
Denver 267
Fort Collins 279

The State in Brief

Nickname: Centennial State
Motto: *Nil sine numine* (Nothing without providence)

Flower: Rocky Mountain columbine
Bird: Lark bunting

Area: 104,093 square miles (2000; U.S. rank: 8th)
Elevation: Ranges from 3,350 feet to 14,433 feet above sea level
Climate: Dry and sunny, with a wide daily and seasonal variation in temperature and with alpine conditions in the high mountains

Admitted to Union: August 1, 1876
Capital: Denver
Head Official: Governor Bill Owens (R) (until 2007)

Population
- **1980:** 2,890,000
- **1990:** 3,377,000
- **2000:** 4,302,015
- **2004 estimate:** 4,601,403
- **Percent change, 1990–2000:** 30.6%
- **U.S. rank in 2004:** 22nd
- **Percent of residents born in state:** 41.1% (2000)
- **Density:** 41.5 people per square mile (2000)
- **2002 FBI Crime Index Total:** 195,936

Racial and Ethnic Characteristics (2000)
- **White:** 3,560,005
- **Black or African American:** 165,063
- **American Indian and Alaska Native:** 44,241
- **Asian:** 95,213
- **Native Hawaiian and Pacific Islander:** 4,621
- **Hispanic or Latino (may be of any race):** 735,601
- **Other:** 309,931

Age Characteristics (2000)
- **Population under 5 years old:** 297,505
- **Population 5 to 19 years old:** 927,163
- **Percent of population 65 years and over:** 9.7%
- **Median age:** 34.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 69,341
- **Total number of deaths (2003):** 29,462 (infant deaths, 416)
- **AIDS cases reported through 2003:** 3,675

Economy
- **Major industries:** Services, manufacturing, communications, transportation, agriculture
- **Unemployment rate:** 4.8% (January 2005)
- **Per capita income:** $34,510 (2003; U.S. rank: 8th)
- **Median household income:** $50,224 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.4% (3-year average, 2001-2003)
- **Income tax rate:** 4.63%
- **Sales tax rate:** 2.9%

Boulder

The City in Brief

Founded: 1859 (incorporated 1871)
Head Officials: Mayor Mark Ruzzin (since 2001); City Manager Frank Bruno (since 2003)

City Population
1980: 76,685
1990: 85,127
2000: 94,673
2003 estimate: 93,051
Percent change, 1990–2000: 11.2%
U.S. rank in 1980: 250th
U.S. rank in 1990: 257th
U.S. rank in 2000: 283th (State rank: 9th)

Metropolitan Area Population (PMSA)
1980: 189,625
1990: 225,339
2000: 291,288
Percent change, 1990–2000: 29.3%
U.S. rank in 1980: 21st (CMSA)
U.S. rank in 1990: 22nd (CMSA)
U.S. rank in 2000: 19th (CMSA)

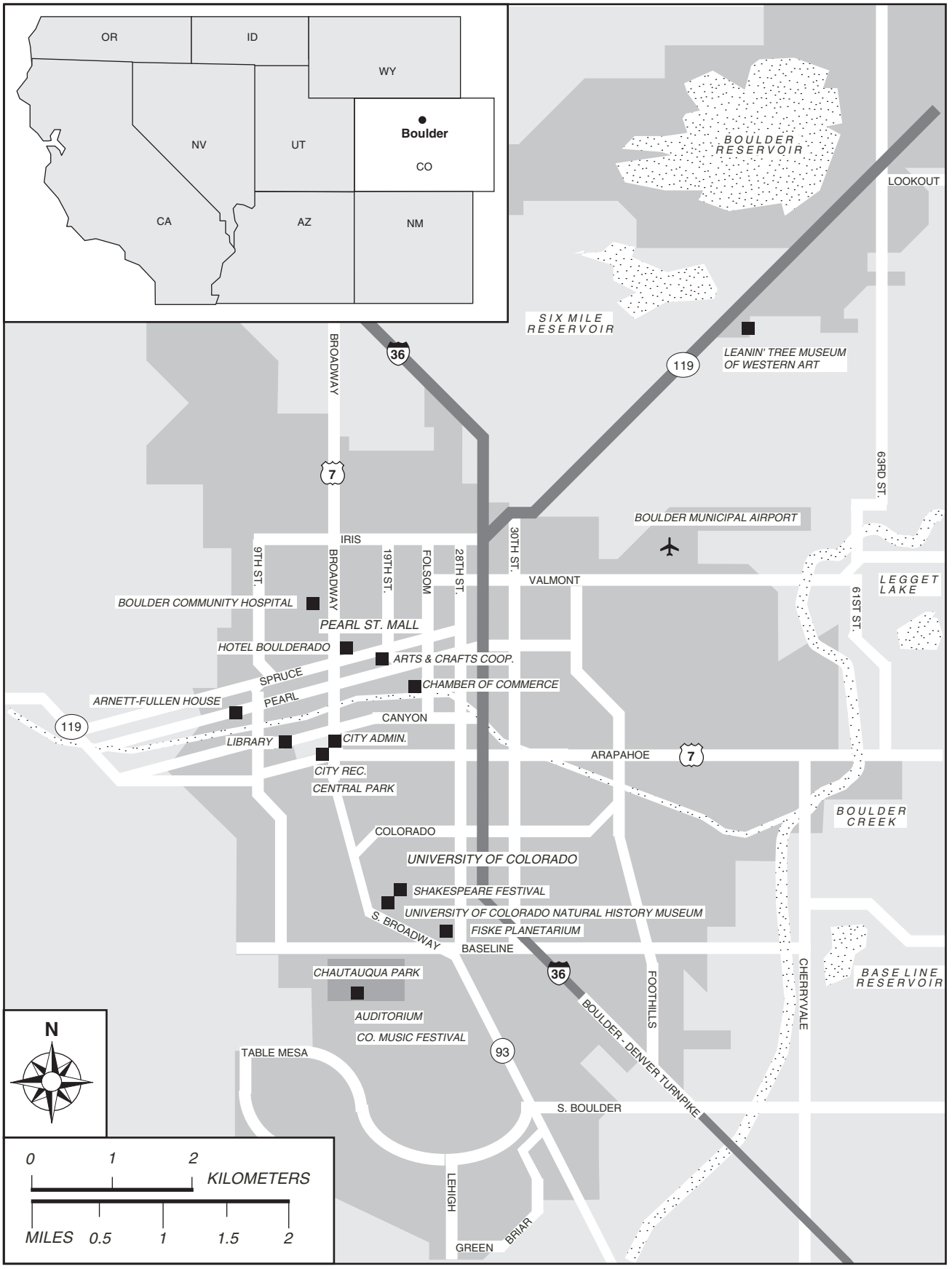
Area: 25.37 square miles (2002)
Elevation: 5,340 feet above sea level
Average Annual Temperature: 51.8° F
Average Annual Precipitation: 102.13 inches total (83.1 inches of snow)

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 4.8% (January 2005)
Per Capita Income: $27,262 (1999)

2002 FBI Crime Index Total: 3,743

Major Colleges and Universities: University of Colorado at Boulder, Naropa University, Front Range Community College

Daily Newspaper: *Daily Camera*


OR
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Boulder
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BOULDER RESERVOIR
LOOKOUT
SIX MILE RESERVOIR
LEANIN' TREE MUSEUM OF WESTERN ART
BROADWAY
36
119
7
63RD ST.
BOULDER MUNICIPAL AIRPORT
IRIS
9TH ST.
19TH ST.
FOLSOM
28TH ST.
30TH ST.
VALMONT
LEGGET LAKE
61ST ST.
BOULDER COMMUNITY HOSPITAL
PEARL ST. MALL
HOTEL BOULDERADO
ARTS & CRAFTS COOP.
SPRUCE
CHAMBER OF COMMERCE
ARNETT-FULLEN HOUSE
PEARL
CANYON
LIBRARY
CITY ADMIN.
CITY REC.
CENTRAL PARK
ARAPAHOE
BOULDER CREEK
COLORADO
UNIVERSITY OF COLORADO
SHAKESPEARE FESTIVAL
UNIVERSITY OF COLORADO NATURAL HISTORY MUSEUM
S. BROADWAY
FISKE PLANETARIUM
BASELINE
CHAUTAUQUA PARK
AUDITORIUM
CO. MUSIC FESTIVAL
TABLE MESA
93
FOOTHILLS
CHERRYVALE
BASE LINE RESERVOIR
BOULDER - DENVER TURNPIKE
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Introduction

Boulder is sometimes called the ''Athens of the West'' in tribute to its dedication to education and the arts. The University of Colorado at Boulder and a host of private industries make the city one of America's leading science and research towns. Boulder also maintains a commitment to the arts, presenting a number of renowned music, theater, and arts festivals each year. The city's attractive setting near the Rocky Mountains and its abundant cultural and entertainment offerings make it a popular stop for business or recreation.

Geography and Climate

Boulder lies in a wide basin beneath Flagstaff Mountain just a few miles east of the continental divide and about 30 miles west of Denver. The large Arapahoe glacier provides water for a number of mountain streams that pass through Boulder, including Boulder Creek, which flows through the center of the city. The climate in Boulder is typically mild with dry, moderate summers and relatively comfortable winters. The city boasts more than 300 sunny days each year. Nearby mountains shield Boulder from the most severe winter storms. Most precipitation occurs during the winter and spring months, with snowfall averaging 83.1 inches.

Area: 25.37 square miles (2002)

Elevation: 5,340 feet above seal level

Average Temperatures: January, 32.8° F; July, 73.2° F; annual average, 51.8° F

Average Annual Precipitation: 102.13 inches (83.1 inches of snow)

History

A City Born of a Newspaper

For centuries before the coming of European explorers, the area surrounding what is now Boulder was a favorite winter campsite for a number of Native American groups, including the Arapaho, Ute, Kiowa, Comanche, Cheyenne, and Sioux. The area was rich in buffalo, elk, and antelope.

Economic depression in the East brought many pioneers and gold seekers to Colorado in the 1850s, and the first settlement in Boulder County was established at Red Rocks in 1858. An early settler, A. A. Brookfield, organized the Boulder City Town Company in 1859. The company laid out more than 4,000 lots, each with a price of $1,000. Few people could afford such a price, and by 1860 the population numbered only 364 residents.

Boulder City grew slowly through the 1860s, competing for prominence in the county with nearby Valmont, where the only newspaper in the area was printed. A group of Boulder citizens stole the printing press, and soon Boulder City was named the county seat, selected because it published the only newspaper in the area. In November 1871, Boulder was incorporated as a Colorado town, and ''City'' was dropped from the name.

A site for the University of Colorado was chosen in Boulder in 1872, and the Colorado state legislature appropriated funds for the institution in 1874, the same year that Boulder's first bank opened its doors. The city grew steadily through the turn of the century. In 1880 the population totaled 3,000 people, but modern conveniences like the installation of electricity in 1887 and a new railway depot in 1890 boosted the population to more than 6,000 people by 1900.

The twentieth century brought moderate growth for Boulder. In the late 1950s and early 1960s the development of high-technology industries had a great impact in the area. Companies like IBM and Rockwell and governmental agencies like the National Oceanic and Atmospheric Administration and the National Bureau of Standards moved into the area, resulting in an economic surge due to the creation of many new jobs. The development of the Boulder-Denver Turnpike further bolstered the area, driving Boulder's population from 20,000 in 1950 to 72,000 in 1972.

A Rocky Period for a Rocky Mountain Town

The convergence of the university environment with research centers and science and technology companies fueled continued growth in the 1990s. By the turn of the century, however, the economic scene had begun to change. A national and international recession contributed to a migration of residences and businesses from Boulder to neighboring communities, where real estate was often cheaper. Lower facility costs fostered a wide variety of businesses, and stores located outside the city began winning in competition for the retail spending of Boulder residents. Sales tax revenue in Boulder dropped by 20 percent between 2000 and 2003. Local businesses began to struggle, as did their employees, many of whom were forced to move from the city to less expensive locales.

Despite media attention in the 1990s and a rocky economical start to the new century, Boulder is an evolving and forward-

looking city. Today, Boulder consistently ranks high in polls by magazines and organizations that rate cities based on livability.

Historical Information: Boulder Public Library, Carnegie Branch Library for Local History, 1125 Pine St., Boulder, CO 80302; telephone (303)441-3110

Population Profile

Metropolitan Area Residents (PMSA)
1980: 189,625
1990: 225,339
2000: 291,288
Percent change, 1990–2000: 29.3%
U.S. rank in 1980: 21st (CMSA)
U.S. rank in 1990: 22nd (CMSA)
U.S. rank in 2000: 19th (CMSA)

City Residents
1980: 76,685
1990: 85,127
2000: 94,673
2003 estimate: 93,051
Percent change, 1990–2000: 11.2%
U.S. rank in 1980: 250th
U.S. rank in 1990: 257th (State rank: 8th)
U.S. rank in 2000: 283th (State rank: 9th)

Density: 3,884.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 83,627
Black or African American: 1,154
American Indian and Alaska Native: 450
Asian: 3,806
Native Hawaiian and Pacific Islander: 48
Hispanic or Latino (may be of any race): 7,801
Other: 3,318

Percent of residents born in state: 24.2% (2000)

Age characteristics (2000)
Population under 5 years old: 3,888
Population 5 to 9 years old: 3,831
Population 10 to 14 years old: 3,947
Population 15 to 19 years old: 9,487
Population 20 to 24 years old: 17,413
Population 25 to 34 years old: 18,437
Population 35 to 44 years old: 12,840
Population 45 to 54 years old: 11,774
Population 55 to 59 years old: 3,331
Population 60 to 64 years old: 2,334
Population 65 to 74 years old: 3,474
Population 75 to 84 years old: 2,641
Population 85 years and older: 1,276
Median age: 29 years

Births (Boulder County, 2003)
Total number: 3,620

Deaths (Boulder County, 2003)
Total number: 1,472 (of which, 17 were infants under the age of 1 year)

Money income (1999)
Per capita income: $27,262
Median household income: $44,748
Total households: 39,610

Number of households with income of . . .
less than $10,000: 4,052
$10,000 to $14,999: 2,565
$15,000 to $24,999: 4,462
$25,000 to $34,999: 4,779
$35,000 to $49,999: 5,594
$50,000 to $74,999: 6,754
$75,000 to $99,999: 4,314
$100,000 to $149,999: 4,269
$150,000 to $199,999: 1,489
$200,000 or more: 1,332

Percent of families below poverty level: 6.4% (of which, 51.9% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,743

Municipal Government

Boulder has a council-manager form of government with a nine-member council elected to two- or four-year terms. The council elects the mayor from among its number for a two-year term and appoints a city manager.

Head Official: Mayor Mark Ruzzin (since 2001; current term expires November 2007); City Manager Frank Bruno (since 2003)

Total Number of City Employees: 1,212 (2005)

City Information: City of Boulder, 1777 Broadway, Boulder, CO 80302; telephone (303)441-3090; email ruzzinm @ci.boulder.co.us

Economy

Major Industries and Commercial Activity

The predominant industries in the Boulder are science and technology related. Helped out by the research activity at the University of Colorado at Boulder, a large high-technology, electronic, and aerospace industry has developed in and around the city. The phenomenal growth of these industries attracted the establishment of defense contractors, applied and pure research centers, and satellite and communications companies, which bring millions of dollars into the local economy each year.

The technology boom has filtered down into other Boulder industries, increasing the city's manufacturing and retail base. Education, health care, and government are also important sectors of the Boulder economy.

Items and goods produced: electronic devices, space hardware, recreational equipment, natural and organic food products

Incentive Programs—New and Existing Companies

Local programs—In an effort to reverse a downward economic trend early in the twenty-first century, the City of Boulder established an Economic Vitality Program in 2003. Guided by the Economic Vitality Advisory Board, the program's primary purpose is to attract new businesses and retain and expand existing businesses. Among the challenges it faces are Boulder's high facility costs, limited space for expansion, and poor condition of many older buildings. As a remedy, the program will apply industry-cluster initiatives—partnerships between businesses, government agencies, and research institutions involved in similar industries—to foster innovation and efficiency. The city's current clusters include software, bioscience, creative services, natural and organic food, and sustainable technologies.

The Economic Vitality Program also strives to make the local retail environment more attractive to Boulder's residents. The early 2000s brought the demise of the city's Crossroad Mall, due in large part to the opening of other shopping establishments in nearby communities. While retail sales for the larger region steadily increased, Boulder was losing $54 million each year in general merchandise sales from its residents, not to mention sales from shoppers visiting from other communities. To staunch the flow, the program intends to import the stores that are attracting Boulder's shoppers and to increase the number of unique shops that define the Boulder experience.

The program will also address other issues that hinder development in Boulder, including inconsistent, overly restrictive, and overly lengthy zoning and planning policies and procedures. A lack of available space is a barrier both for companies interested in establishing large complexes in the city as well as those seeking to expand their existing facilities, and may be remedied by a loosening of the city's restriction on building height. Transportation difficulties, particularly the limited parking availability, will also be considered.

Additionally, Boulder's Small Business Development Center provides valuable assistance to new and established small businesses. It offers three types of support: counseling, short- and long-term training, and access to such resources as market data, financing, and competitive information.

State programs—The Colorado Office of Economic Development & International Trade offers several types of incentives to attract and retain businesses. Its Infrastructure Assistance Program is designed to create new jobs, mainly in the low- and moderate-income ranges, in certain cities and counties within the state. Other business incentives include enterprise zone tax credits, local property tax incentives, and manufacturing revenue bonds.

Job training programs—The Small Business Development Center of Boulder provides both short- and long-term employee training to businesses seeking to expand or relocate to the area. Front Range Community College, through its Center for Workforce Development, offers a variety of training programs for both employer and employee. The Colorado Community College System has joined with the Colorado Office of Economic Development & International Trade to administer Colorado FIRST/Existing Industry Customized Training Programs. These programs, which received $2.7 million in funding in 2004, are designed to fund employee training for transferable job skills to benefit the company's competitive strength as well as the employee's long-term employment opportunities.

Development Projects

The Economic Vitality Program that was established in 2003 has several specific development initiatives. Among them is the development of the Boulder Transit Village, an 11.2-acre site that will combine transit service, including commuter rail, with residential and commercial space. The first phase of the project is scheduled to begin in 2006, and rail service is expected within 10 years. A second project is Twenty Ninth Street, an 850,000-square-foot shopping complex built on the site of the former Crossroads Mall. This mall, expected to open in 2006, will be an open-air shopping and entertainment venue anchored by Foley's, a 16-screen cinema, and The Home Depot.

Boulder has a number of other development projects in progress or recently completed. The first phase of the One Boulder Plaza project, a combination of residential, office,

and retail space, began in 2001, and the final phase began in the summer of 2004. The Northwest Parkway, a toll road linking Boulder to the Denver International Airport, opened in November 2003 after a decade of planning and a total investment of $190 million. The St. Julien Hotel & Spa, featuring 200 guest rooms and a 10,000-square-foot spa and fitness center, opened its doors in February 2005. Restoration of the Sunrise Circle Amphitheater on Flagstaff Mountain, originally built in 1933, will be completed in the spring of 2005. A $2.1 million expansion to the Boulder County Jail is expected to be completed in April 2005, while the construction of a $1.9 million detoxification center is expected to break ground later that year.

Economic Development Information: Boulder Chamber of Commerce, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-1044; fax (303)938-8837; email info@boulderchamber.com. Economic Vitality Program, City of Boulder, PO Box 79, Boulder, CO 80306; telephone (303)441-3090

Commercial Shipping

Commercial air shipping is available from a number of carriers at Denver International Airport (DIA). Approximately 400,000 tons of U.S. cargo pass through the airport each year. DIA is a hub for United Airlines, which handles 500,000 pounds of freight and mail each day. Commercial cargo carriers include FedEx, UPS, DHL, and Airborne, though nearly half of DIA's air cargo is handled by passenger carriers. In 2004 the airport's cargo facilities completed an expansion, adding 288,000 square feet of space. The airport is the site of Foreign Trade Zone #123, as well as areas for U.S. Customs and Department of Agriculture clearance. Approximately 50 freight forwarders and customs brokers also serve in the area. Freight rail service from two major transcontinental railways is also available; more than one dozen motor freight carriers maintain facilities in Boulder.

Labor Force and Employment Outlook

Boulder business managers and owners cite a high quality of life and a talented work base among the advantages of doing business in Boulder. The workforce is educated well above the national average, as 66.9 percent of Boulder residents had received a bachelor's degree or higher degree in 2000, compared with 24.4 percent in the U.S. as a whole. The university and the many technology- and research-oriented companies draw a large number of college graduates and professionals into the labor market.

The following is a summary of data regarding the Boulder metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 157,600

Number of workers employed in . . .
construction and mining: 6,500
manufacturing: 18,900
trade, transportation and utilities: 22,400
information: 9,300
financial activities: 7,600
professional and business services: 27,000
educational and health services: 16,400
leisure and hospitality: 15,800
other services: 4,900
government: 28,700

Average hourly earnings of production workers employed in manufacturing: $16.46 (annual statewide average)

Unemployment rate: 4.8% (January 2005)

Largest county employers (2003)	*Number of employees*
University of Colorado at Boulder	7,500
IBM Corp.	4,800
Boulder Valley School District	4,200
Sun Microsystems Inc.	3,200
Storage Technology Corp.	2,735
St. Vrain School District	2,400
Ball Corp.	2,250
Boulder Community Hospital	2,102
Electronic Data Systems Corp.	2,000
Level 3 Communications Inc.	1,900

Cost of Living

Boulder's cost of living is higher than in neighboring communities. According to the Boulder Chamber of Commerce, in 2001 the average price for a single family home in the city of Boulder was $472,169, compared with $343,000 in Boulder County overall. That same year, the average cost for a condo or townhome was $214,148 in the city and $183,722 in the county.

The following is a summary of data regarding key cost of living factors for the Boulder area.

2004 (3rd Quarter) ACCRA Average House Price: $311,194 (Denver metro)

2004 (3rd Quarter) ACCRA Cost of Living Index: 104.8 (Denver metro) (U.S. average = 100.0)

State income tax rate: 4.75%

State sales tax rate: 2.9%

Local income tax rate: None

Local sales tax rate: 4.61%

Property tax rate: $10.005 per $1,000 of assessed value (2004)

Economic Information: Boulder Chamber of Commerce, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-1044; fax (303)938-8837; email info@boulderchamber.com

Education and Research

Elementary and Secondary Schools

The Boulder Valley School District regulates the public schools in Boulder as well as the neighboring communities of Broomfield, Lafayette, Louisville, Mountain, Nederland, and Superior. The district's open enrollment policy enables students to enroll in a variety of schools, including focus or alternative schools. The board, comprised of seven members elected at-large to four-year terms, employs the superintendent.

The following is a summary of data regarding Boulder public schools as of the 2004–2005 school year.

Total enrollment: 27,947

Number of facilities
elementary schools: 24
middle schools: 8
senior high schools: 5
other: 15 (including 3 charter schools, 8 focus schools, and 4 combined-level schools)

Student/teacher ratio: 17:1

Teacher salaries
minimum: $30,239
maximum: $74,479

Funding per pupil: $6,021

A number of private and parochial schools also serve the Boulder area.

Public Schools Information: Boulder Valley School District, 6500 Arapahoe, Boulder, CO 80303; telephone (303)447-1010

Colleges and Universities

Boulder is the main campus of the University of Colorado (CU) university system, which also has campuses in Colorado Springs, downtown Denver, and the Health Sciences Center in Aurora and Denver. The Boulder campus is a major research and educational institution, with an enrollment of more than 32,000 students in 2003. It offers 3,400 courses in 150 areas of study, representing 85 majors for bachelor degrees, 70 for master's degrees, and 50 for doctoral degrees. Although the most popular undergraduate programs in 2003 were psychology, pre-journalism and mass communications, and molecular, cellular, and development biology, CU has strong ties to the astronautics and astrophysics disciplines. The university is a primary research center in space sciences, and 16 of its alumni have become astronauts in the National Aeronautics and Space Administration (NASA) program.

Front Range Community College promotes academic and career advancement through associate degree and certificate programs in business, health, mathematics, advanced sciences, arts and humanities, world languages, computer information sciences, communication, and social sciences. The Naropa University is a Buddhist-inspired institution offering four-year degrees in an academic program that blends intellectual, artistic, and meditative disciplines. Accredited by the North Central Association of Colleges and Schools, Naropa enrolls more than 450 students in its three Boulder campuses; the school also features internship programs and study-abroad programs in Nepal and Bali, and is home to the Jack Kerouac School of Disembodied Poetics. The Boulder College of Massage Therapy offers a 1,000-hour certificate program in a variety of massage styles, as well as an Associate Degree of Occupational Studies in Massage Therapy.

Libraries and Research Centers

The Boulder Public Library consists of a main building and three branches with a total of more than 435,000 volumes and 1,100 periodical subscriptions. The library maintains special collections of children's literature, a Colorado Artists Registry, and municipal government; it also operates a Braille Computer Center. The Carnegie Branch Library for Local History contains a manuscript collection of more than 700,000 items, including some from before the area received the name Colorado, as well as historic photographs, newspapers, and oral histories. The University of Colorado library system, consisting of the central Norlin Library and five discipline-specific branch libraries, contains more than 11 million books, periodicals, and microforms, as well as special collections in juvenile literature, the history of silver, mountaineering, and Western history. The National Indian Law Library, which houses 4,000 items, is the only law library specializing in practice materials relating to federal and tribal Indian law. The Allen Ginsberg Library of the Naropa University houses books, journals, audio/visual media, and artwork, as well as special collections in university recordings, Tibetan volumes, and small press and chapbooks. A number of private and special interest libraries are also located in the city.

The University of Colorado at Boulder (CU) received more than $250 million in sponsored research monies in 2003; the two largest sponsors were the National Aeronautics and Space Administration (NASA) and the National Science

Foundation. Its nearly 100 research centers and institutes are involved in everything from music entrepreneurship to high energy physics. Some of the largest facilities are the Institute of Arctic and Alpine Research, the Institute for Behavioral Genetics, the Institute of Cognitive Science, the Colorado Center for Information Storage, the Joint Institute for Laboratory Astrophysics, and the Laboratory of Atmospheric and Space Physics. Three CU professors are recipients of a Nobel Prize, the most recent bestowed in 2001 for the discovery of a new form of matter.

Boulder is home to several research institutions of the federal government. The Cooperative Institute for Research in Environmental Sciences is a joint venture of CU and the National Office of Oceanic and Atmospheric Research. The National Weather Service maintains a weather forecast office in the city, which provides weather forecasts and data for 21 counties in Colorado. The National Center for Atmospheric Research offers free, guided tours of such exhibits as lightning, a tornado, a solar eclipse telescope, and aircraft models. Visitors can view the atomic clock and other science displays at the National Institute of Standards and Technology, which attracts 100 visiting researchers each year in addition to its 400 resident scientists, engineers, and other personnel.

Public Library Information: Boulder Public Library, 1000 Canyon Blvd., Boulder, CO 80302; telephone (303)441-3100

Health Care

Boulder Community Hospital is the largest health-care institution in the Boulder area. It is a full-service hospital with a 24-four-hour emergency room, an intensive care unit, a cardiac care unit, and a network of facilities that includes the Boulder Center for Sports Medicine, Boulder Community Foothills Hospital, Community Medical Center (an urgent care facility), and the Miriam R. Hart Regional Radiation Therapy Center. Boulder Community Hospital offered 265 beds in 2004, and 547 physicians in 48 medical specialties had privileges at the hospital.

Recreation

Sightseeing

A highlight of downtown Boulder is the 16-mile-long Boulder Creek Path, which runs along the creek through the center of the city. The banks of the creek have been restored to their natural state, parks and picnic areas have been formed—including the attractive Boulder Sculpture Park—and many small waterfalls along the way are perfect for kayaking and tubing. The Open Space & Mountain Parks division of the City of Boulder encompasses 12 free public nature hikes of varying difficulty, each offering some of the most scenic views in the region. Among them is Sawhill Ponds, featuring 18 ponds; Flagstaff Mountain, a 6,850-foot peak that is home to the Flagstaff Nature Center; Royal Arch, a sandstone arch through which the city of Boulder can be viewed from above; and Boulder Falls, a five-acre site known as the ''Yosemite of Boulder Canyon.''

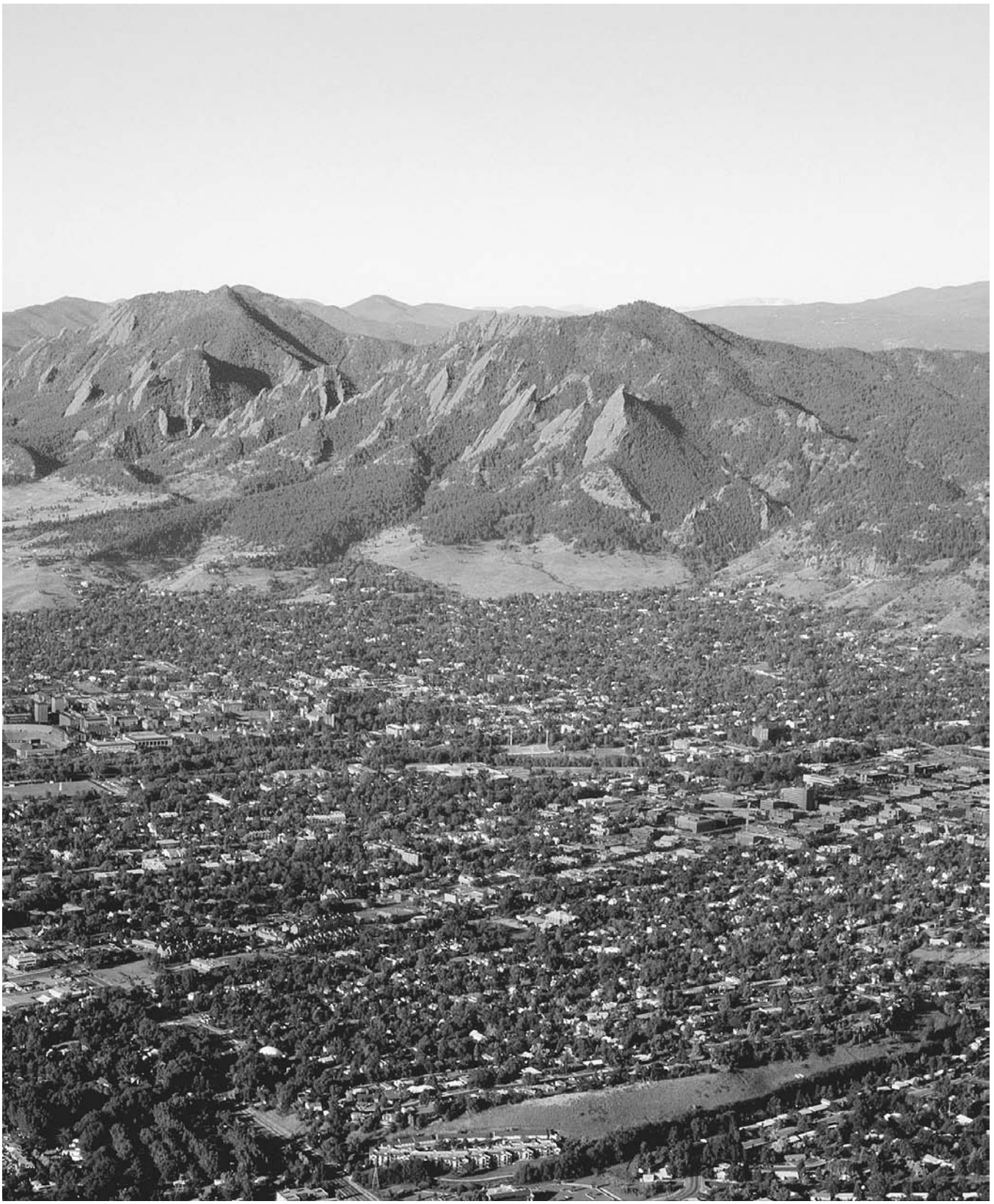
Boulder also caters to those who prefer less strenuous sightseeing excursions. Free tours are offered by the Celestial Seasonings Tea Co., including a tea sampling bar and a walk through the Mint Room, and by the Redstone Meadery, brewer of a honey wine known as mead. Gateway Park Fun Center features go-karts, batting cages, and miniature golf.

Arts and Culture

The Boulder Philharmonic Orchestra has been performing since 1958, and holds the majority of its performances at the Macky Auditorium Concert Hall on the campus of the University of Colorado at Boulder. Also performing at the Macky is Boulder Ballet, the major dance company of Boulder County. The Boulder Concert Band, comprised of 70 community members, offers a concert series and summer concerts in the area parks. Other musical institutions include the Boulder Chorale, the Boulder Youth Choir and Youth Symphony, and the Boulder Chamber Orchestra, which was founded in 2004. The Nomad Theatre is Boulder's only professional resident theater. Upstart Crow is an ensemble acting company whose season runs from early fall to midsummer and offers five major works. Boulder's Dinner Theatre entertains 80,000 attendees each year with food, drink, and major Broadway musicals.

In 2003 the American Association of Museums bestowed accreditation to the University of Colorado at Boulder (CU) Museum of Natural History, the only university museum in Colorado ever to receive this honor. This museum houses nearly four million specimens of biology, anthropology, and geology, including fossils, local animals, and Southwestern cultural artifacts. The CU Heritage Center contains exhibits that chronicle the university's past, such as the baseball bat and glove used by alumnus Robert Redford in *The Natural,* as well as a moon rock on loan from the National Aeronautics and Space Administration (NASA) and space suits worn by former graduates who became astronauts. CU is also the site of the Sommers-Bausch Observatory and the Fiske Planetarium, the largest of its kind between Chicago and Los Angeles.

The city's many museums are not limited to the CU campus. The Boulder Museum of History houses nearly 30,000 ob-



Boulder sits at the base of the scenic Rocky Mountains.

jects from Boulder's past, dating back to the 1800s. The Carnegie Branch Library for Local History, located in Boulder's original library building, contains thousands of books, diaries, photographs, oral history audiotapes, and genealogical papers. The Leanin' Tree Museum of Western Art houses one of the largest and best collections of contemporary Western art in America, featuring award-winning bronzes from the National Academy of Western Art, a series on Cowboy Artists of America, and other exhibits. Collage Children's Museum has 4,700 square feet of interactive exhibits for youngsters.

Boulder offers more than 30 art galleries, as well as several art museums. The Boulder Museum of Contemporary Art features regional, national, and international exhibitions and performances. The University of Colorado at Boulder Art Galleries contain the works of regional artists and students as well as major national and international artists, and houses the Colorado Collection, a state-owned collection of 5,000 pieces. The Charles A. Haertling Sculpture Park displays the work of such artists as Jerry Wingren, Dennis Yoshikawa Wright, Tom Miller, and Beth Juliar-Skodge.

Festivals and Holidays

Boulder's most famous festival is the Colorado Shakespeare Festival, regarded as one of the best in the nation. The festival is held each summer at the University of Colorado at Boulder's outdoor Mary Rippon Theatre and the indoor University Theatre. January brings the Boulder Bach Festival, a three-day event featuring an orchestra, chorus, and soloists performing the works of Johann Sebastian Bach. For more than a month during the summer, the Colorado Music Festival presents classical music performed by musicians from around the world. The Pearl Street Art Fair is held each July, and the Aerial Dance Festival, featuring demonstrations of dancing through the air, takes place the following month. Film festivals include the Boulder International Film Festival, held for four days in February, and the Moondance International Film Festival, a competition that takes place each May. A variety of aspects of adventure is presented at the Boulder Adventure Film Festival each April.

The city hosts a number of unique festivals and events. The annual Polar Bear Plunge attracts participants intrepid enough to jump into the Boulder Reservoir on New Year's Day. The International Mead Festival, held in February, features more than 80 meads from seven countries and is the world's largest competition for mead, a beverage made of wine fermented with honey. Another record-setting event is held the following month, as the world's shortest parade—Boulder's St. Patrick's Day Parade—takes place over a course covering less than one city block. The Kinetics Sculpture Challenge, preceded a week earlier by the Kinetics Parade, invites teams to race kinetically designed sculptures over both land and water. The Boulder Creek Festival, which draws approximately 130,000 people over Memorial Day Weekend, features a rubber duck race, a children's fishing derby, and dog-agility demonstrations along with typical festival activities and fare. Several holiday events take place in November and December, including Switch on the Holidays, the Holiday Festival, and the Lights of December Parade.

Sports for the Spectator

The University of Colorado at Boulder provides the major sporting attractions in the city. The university's football team, the *Buffaloes,* is a member of the Big 12 Conference. The university also offers men's and women's basketball, cross country, golf, skiing, tennis, and track and field, and women's soccer and volleyball.

Sports for the Participant

Boulder was voted the ''Nation's Reigning Bike Friendly Community'' by the League of American Bicyclists in 2004. Residents love to bicycle, and Boulder boasts 35 miles of bike lanes, 48 miles of multiuse paths, and 50 miles of bike routes. On occasion, the city will even plow snow off important bike paths before plowing certain roads. Each year Boulder turns national Bike to Work Day in June into Bike to Work Week and offers free tune-ups, safety clinics, and ''Walk and Roll'' events.

Boulder offers a variety of outdoor activities the year round. Natural areas like the Boulder Creek Path and the city's large mountain park feature hiking, camping, and boating. The city operates more than 60 parks—800 acres of maintained park land and an additional 200 acres of natural land—offering recreational facilities of all kinds. There are 48 tennis courts, 22 ballfields, and 15 soccer fields, and as well as the public Flatirons Golf Course. Boulder is also a short distance away from several popular ski resorts and dozens of state and national parks.

Boulder, named ''America's Best Running City'' by *Runner's World* magazine in 2001, hosts several athletic competitions. The Bolder Boulder 10K race brings 50,000 runners from around the world to the city on Memorial Day. Three weeks later is the 5430 Sprint Triathlon, the first of three races making up the Boulder Triathlon Series; the second is the Boulder Peak Triathlon, held in July; followed in August by the 5430 Long Course Triathlon. Colorado's largest running event is the Nike ACG Boulder Backroads Marathon & Half Marathon, which takes place each September at the Boulder Reservoir.

Shopping and Dining

A major attraction in the downtown area is the Historic Pearl Street Mall district. Set up for pedestrian traffic, the

mall is lined with shops, galleries, and restaurants. Along the way, street performers, gardens, and sculptures make the stroll enjoyable. Several large suburban malls add to countless smaller shops and specialty stores scattered throughout the area. Scheduled to open in the autumn of 2006 is Twenty Ninth Street, an 850,000-square-foot shopping center with an open-air environment that will be anchored by Foley's and a 16-theater cinema. More than 300 restaurants in Boulder offer a wide variety of foods, from traditional Western fare to exotic ethnic foods. Patrons won't find a smoking section in any of these establishments, as the city has adopted a no-smoking policy in its restaurants and taverns.

Visitor Information: Boulder Convention & Visitors Bureau, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-2911; toll-free (800)444-0447; fax (303)938-2098; email visitor@bouldercvb.com

Convention Facilities

Although lacking a full-fledged convention center, Boulder has a number of facilities offering meeting space. The Millennium Harvest House Boulder can accommodate small functions as well as up to 500 people on its outdoor pavilion and up to 600 in its Grand Ballroom. The historic Hotel Boulderado, a national registered landmark, offers 8,000 square feet of space and accommodates meetings for up to 200 people and receptions up to 300. Several other hotels provide meeting space, as do facilities at the University of Colorado at Boulder, namely the 2,047-seat Macky Auditorium Concert Hall and the University Memorial Center, whose 9,418-square-foot Glenn Miller Ballroom can accommodate 700 attendants. The Boulder Theater can seat up to 860 conference delegates.

Convention Information: Boulder Convention & Visitors Bureau, 2440 Pearl St., Boulder, CO 80302; telephone (303)442-2911; toll-free (800)444-0447; fax (303)938-2098; email visitor@bouldercvb.com

Transportation

Approaching the City

The majority of air traffic comes through Denver International Airport, located 42 miles from Boulder and served by 23 passenger airlines. The new Northwest Parkway toll road connects the airport with Boulder, and costs $5.25 each way. Hourly shuttle service and limousine service from the airport to Boulder is also available. Jefferson County Airport is located 11 miles from Boulder, and provides commuter air service, as does the Boulder Municipal Airport, located three miles northeast of the central business district.

Interstate 25, Colorado's major north-south highway, runs just to the east of Boulder. The Boulder-Denver Turnpike connects the two cities, and I-70 at Denver provides links east and west. Other major highways include U.S. Highways 36, 52, 93, and 287.

Traveling in the City

Major thoroughfares in the city include Broadway and Twenty-Eighth Street, running north and south, and Iris Avenue, Canyon Boulevard, Arapahoe Road, and Baseline Road, all running east and west. The Regional Transportation District (RTD) operates a fleet of buses serving the metropolitan area. The HOP line makes 40 stops in a loop throughout central Boulder, while the SKIP lines runs north and south along Broadway; other RTD bus lines in Boulder are the JUMP, DASH, BOUND, and STAMPEDE.

Bicycling is extremely important to travel in Boulder, as 10 percent of its resident ride bikes on a regular basis. Bicycle paths parallel all major traffic arteries, and total more than 200 miles. A fleet of 150 bright green bicycles, part of the Spokes for Folks ''Green Bikes Program,'' are provided free to residents as loaner vehicles to be shared by all residents of the city. The Annual Walk and Bike Week encourages commuters to get out of their cars and either pedal or walk to and from work. Local businesses, such as restaurants and bicycle mechanics, offer free incentives to participants.

Communications

Newspapers and Magazines

Boulder is served by two daily newspapers, the morning *Daily Camera* and the morning *Colorado Daily. Boulder Weekly* is a free, alternative newspaper, and the *Boulder County Business Report* focuses on economic, industrial, and business news every other week. The *Campus Press,* written by and for students of the University of Colorado at Boulder, is distributed each Thursday. Boulder's love of outdoor sports is reflected in some of the nationally distributed magazines published in the city, including *Inside Triathlon, Ski, Skiing,* and the competitive bicycling magazine *VeloNews.* Other publications include *Delicious Living!* and *Soldier of Fortune,* as well as a number of several scholarly journals and trade publications.

Television and Radio

Five television stations broadcast to Boulder audiences, three representing the major commercial networks and two independent stations; cable service is available. Two AM and two FM radio stations broadcast alternative/new music, public radio, and University of Colorado programming.

Media Information: *Daily Camera,* 1048 Pearl St., Boulder, CO 80302; telephone (303)442-1202

Boulder Online

Boulder Chamber of Commerce. Available www.boulderchamber.com

Boulder Community Hospital. Available www.bch.org

Boulder Convention & Visitors Bureau. Available www.bouldercoloradousa.com

Boulder Public Library System. Available www.boulder.lib.co.us

Boulder Valley School District. Available www.bvsd.k12.co.us

City of Boulder Home Page. Available www.ci.boulder.co.us

Daily Camera. Available www.thedailycamera.com

Economic Vitality Program. Available www.ci.boulder.co.us/economic_vitality

University of Colorado at Boulder. Available www.colorado.edu

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Pettem, Silvia, *Behind the Badge: 125 Years of the Boulder, Colorado, Police Department* (Boulder, CO: The Book Lode LLC, 2003)

Pettem, Silvia, and Liston Leyendecker, *Boulder: Evolution of a City* (Niwot, CO: University Press of Colorado, 1994)

Whitney, Gleaves, *Colorado Front Range: A Landscape Divided* (Boulder, CO: Johnson Books, 1983)

Colorado Springs

The City in Brief

Founded: 1871 (incorporated, 1872)

Head Official: Mayor Lionel Rivera (since 2003)

City Population
1980: 215,150
1990: 283,112
2000: 360,890
2003 estimate: 370,448
Percent change, 1990–2000: 27.5%
U.S. rank in 1980: 66th
U.S. rank in 1990: 54th
U.S. rank in 2000: 48th (State rank: 2nd)

Metropolitan Area Population
1980: 309,000
1990: 397,014
2000: 516,929
Percent change, 1990–2000: 31.3%
U.S. rank in 1980: 105th
U.S. rank in 1990: 90th
U.S. rank in 2000: 80th

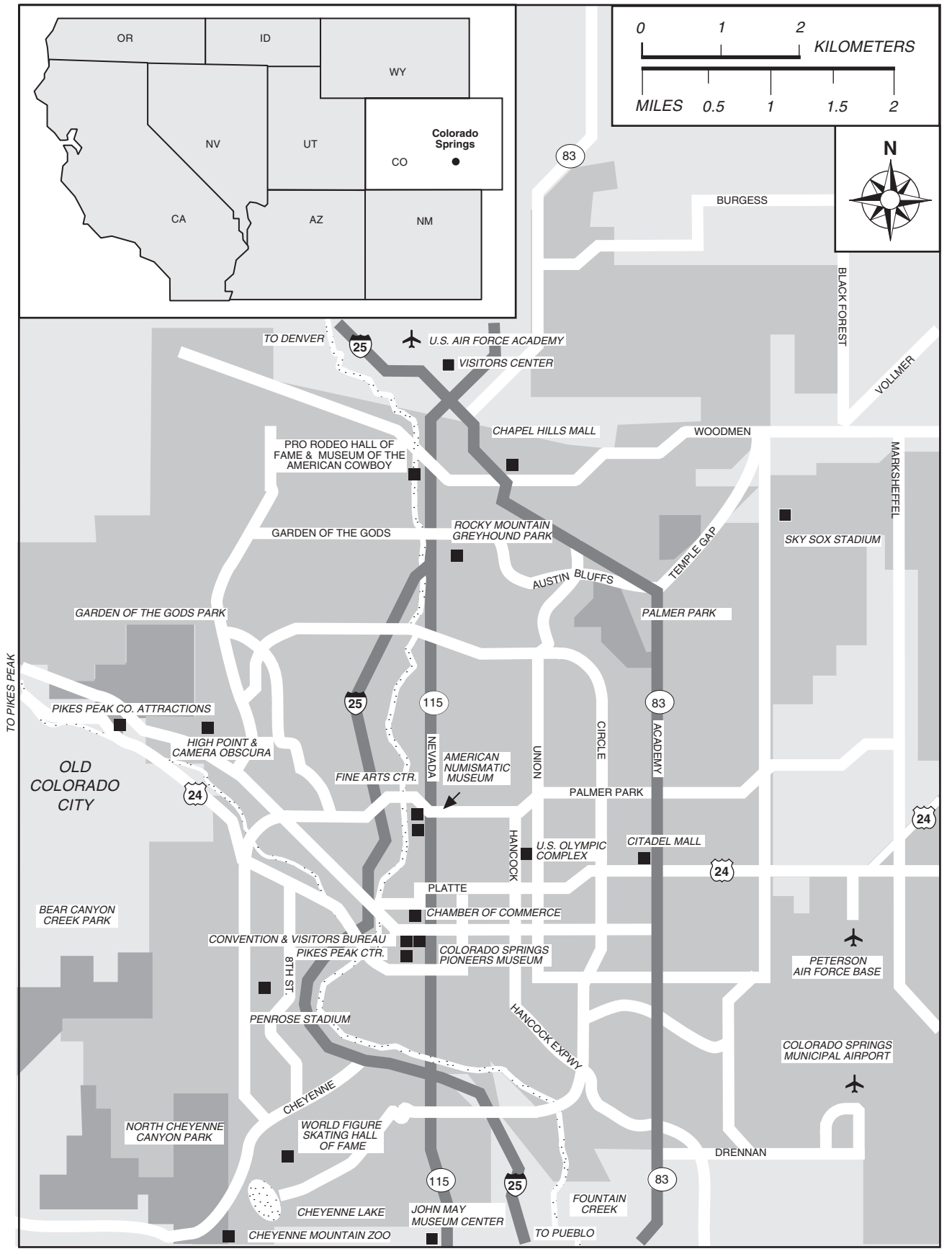
Area: 186 square miles (2000)
Elevation: 6,035 feet above sea level
Average Annual Temperature: 47.8° F
Average Annual Precipitation: 17.4 inches

Major Economic Sectors: Tourism, military, space technology, computers and electronics, healthcare, printing and publishing, manufacturing
Unemployment Rate: 5.4% (December 2004)
Per Capita Income: $22,496 (1999)

2002 FBI Crime Index Total: 20,247

Major Colleges and Universities: University of Colorado at Colorado Springs, United States Air Force Academy, Colorado Technical College, Colorado College

Daily Newspapers: *The Gazette*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VISITORS CENTER
CHAPEL HILLS MALL
WOODMEN
PRO RODEO HALL OF FAME & MUSEUM OF THE AMERICAN COWBOY
MARKSHEFFEL
GARDEN OF THE GODS
ROCKY MOUNTAIN GREYHOUND PARK
SKY SOX STADIUM
AUSTIN BLUFFS
TEMPLE GAP
GARDEN OF THE GODS PARK
PALMER PARK
TO PIKES PEAK
PIKES PEAK CO. ATTRACTIONS
115
83
HIGH POINT & CAMERA OBSCURA
NEVADA
CIRCLE
ACADEMY
OLD COLORADO CITY
AMERICAN NUMISMATIC MUSEUM
UNION
FINE ARTS CTR.
24
PALMER PARK
HANCOCK
U.S. OLYMPIC COMPLEX
CITADEL MALL
PLATTE
BEAR CANYON CREEK PARK
CHAMBER OF COMMERCE
CONVENTION & VISITORS BUREAU
PIKES PEAK CTR.
COLORADO SPRINGS PIONEERS MUSEUM
PETERSON AIR FORCE BASE
8TH ST.
PENROSE STADIUM
HANCOCK EXPWY
COLORADO SPRINGS MUNICIPAL AIRPORT
CHEYENNE
NORTH CHEYENNE CANYON PARK
WORLD FIGURE SKATING HALL OF FAME
DRENNAN
CHEYENNE LAKE
JOHN MAY MUSEUM CENTER
FOUNTAIN CREEK
CHEYENNE MOUNTAIN ZOO
TO PUEBLO

Introduction

At the foot of Pikes Peak, the highest peak of the Rocky Mountains, Colorado Springs is a city surrounded by natural beauty that draws millions of visitors a year. Its municipal parks include the breathtaking Garden of the Gods, once sacred Native American tribal grounds. Upon ascending Pikes Peak in 1893, Katharine Lee Bates wrote the words to ''America the Beautiful''; the lyrics ''purple mountains' majesty'' refer to the vistas around Colorado Springs. Now an important center of military installations, Colorado Springs is home to the United States Air Force Academy, the North American Air Defense Command (NORAD), U.S. Air Force and U.S. Space Commands, Consolidated Space Operations Center, and Fort Carson.

Geography and Climate

Colorado Springs is located on a high, flat plain at the foot of the Rocky Mountains, in eastern central Colorado. To the east of the city are rolling prairie lands and to the north is Monument Divide. The climate of Colorado Springs is relatively mild and dry, since the city is protected from harsh weather by the Rocky Mountains in the west. In the winter, Colorado Springs is warmed by the Chinook, a wind whose name means ''snow eater.''

Area: 186 square miles (2000)

Elevation: 6,035 feet above sea level

Average Temperatures: January, 28.1° F; July, 69.6° F; annual average: 47.8° F

Average Annual Precipitation: 17.4 inches

History

Rowdiness and Refinement Coexist in City's Early Days

The history of Colorado Springs is the history of two very different communities, one wild and rowdy, the other a model of controlled growth. The area was first discovered by settlers of European descent in 1806 when Zebulon Montgomery Pike came upon a mountain he named Pikes Peak and attempted to climb it. Later, several tribes of Native Americans, namely the Ute, Arapaho, and Cheyenne, lived and battled in the region. They declared what is now called the Garden of the Gods to be sacred ground where the tribes could meet in peace and bathe in the mineral springs.

Mountains rich in silver and gold brought miners into the area. A settlement developed and was called El Dorado City, because of its proximity to the gold mines. This became Colorado City, a rough town full of saloons where frequent brawls and gun fights raged. In 1871, the Denver & Rio Grande Western Railroad, the first narrow-gauge line in Colorado, came to the region. The railroad was directed by General William Jackson Palmer, who began to plan a community near Colorado City. Palmer envisioned the town as a playground for the rich, rivaling the elegant resorts on the East Coast. First called the Fountain Colony, the town was incorporated as Colorado Springs in 1872. According to what was called ''The Palmer Pattern of Responsibility,'' Colorado Springs was planned with schools, libraries, churches, parks, and a college. Citizens of ''good moral character and strict temperance habits'' were purposely sought; intemperance and industry were relegated to Colorado City across the railroad tracks.

City Becomes Tourist and Military Center

Tourists from throughout the country flocked to Colorado Springs and to the spa at nearby Manitou Springs. By the turn of the century Colorado Springs was the wealthiest city per capita in the United States. At this time it earned the nickname Little London, reflecting the number of Tudor-style houses constructed in the area. During this age of the elegant hotel, the rich and the titled were drawn to the Rocky Mountains—especially Colorado Springs—to play polo and hunt foxes. Colorado City, after suffering great economic vicissitudes tied to the mining industry, was absorbed by Colorado Springs in 1971.

Since World War II, Colorado Springs has become an important focal point of the U.S. military. Fort Carson Army Base was established in the early 1940s; the United States Air Force Academy was completed in 1958. In 1966 the North American Air Defense Command (NORAD) was installed inside Cheyenne Mountain as the first warning system for North America against a nuclear missile strike. The United States Olympic Committee created an Olympic Training Grounds in Colorado Springs in 1978. Athletes come from throughout the world to train there, surrounded by the beauty of the Rocky Mountains. With a young, educated work force, beautiful weather, and an expanding military and high tech economy, Colorado Springs' future as a growth center in the West will continue for some time to come.

Historical Information: Colorado College, Charles Leaming Tutt Library, 1021 North Cascade Avenue, Colorado Springs, CO 80903; telephone (719) 389-6184

Population Profile

Metropolitan Area Residents
1980: 309,000
1990: 397,014
2000: 516,929
Percent change, 1990–2000: 31.3%
U.S. rank in 1980: 105th
U.S. rank in 1990: 90th
U.S. rank in 2000: 80th

City Residents
1980: 215,150
1990: 283,112
2000: 360,890
2003 estimate: 370,448
Percent change, 1990–2000: 27.5%
U.S. rank in 1980: 66th
U.S. rank in 1990: 54th
U.S. rank in 2000: 48th (State rank: 2nd)

Density: 1,942.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 291,095
Black or African American: 23,677
American Indian and Alaska Native: 3,175
Asian: 10,179
Native Hawaiian and Pacific Islander: 764
Hispanic or Latino (may be of any race): 43,330
Other: 18,091

Percent of residents born in state: 29.6% (2000)

Age characteristics (2000)
Population under 5 years old: 26,920
Population 5 to 9 years old: 26,695
Population 10 to 14 years old: 26,489
Population 15 to 19 years old: 25,828
Population 20 to 24 years old: 26,686
Population 25 to 34 years old: 55,543
Population 35 to 44 years old: 62,744
Population 45 to 54 years old: 48,562
Population 55 to 59 years old: 15,310
Population 60 to 64 years old: 11,334
Population 65 to 74 years old: 18,505
Population 75 to 84 years old: 12,297
Population 85 years and over: 3,977
Median age: 33.6 years

Births (2002, El Paso County)
Total number: 8,530

Deaths (2002, El Paso County)
Total number: 3,408 (of which, 59 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,496
Median household income: $45,081
Total households: 141,757

Number of households with income of . . .
less than $10,000: 9,379
$10,000 to $14,999: 6,966
$15,000 to $24,999: 17,815
$25,000 to $34,999: 18,686
$35,000 to $49,999: 25,750
$50,000 to $74,999: 30,608
$75,000 to $99,999: 16,171
$100,000 to $149,999: 10,893
$150,000 to $199,999: 2,854
$200,000 or more: 2,635

Percent of families below poverty level: 6.1% (41.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 20,247

Municipal Government

Colorado Springs operates under a council-mayor form of government. Elections are held every four years for mayor, four council members-at-large, and four council members from the districts where they reside. Colorado Springs is the seat of El Paso County.

Head Official: Mayor Lionel Rivera (since 2003; current term expires 2007)

Total Number of City Employees: 2,500 (2004)

City Information: City Hall, PO Box 1575, Colorado Springs, CO 80901; telephone (719)385-CITY

Economy

Major Industries and Commercial Activity

The economy of Colorado Springs is based primarily on the military installations in the area as well as on the aerospace and electronics industries and tourism. The military employs one fifth of the work force in the city. Fort Carson, a U.S.

Army base, is the largest employer, maintaining more than 15,000 people on its payroll. The U.S. Air Force Academy, Fort Peterson Air Force Base (AFB), and the North American Air Defense Command (NORAD) are also major employers.

Colorado Springs is a center for space research. The city is the site of the Combined Services Space Center and the Consolidated Space Operations Center, which are involved in the Strategic Defense Initiative and handle military missions of the Space Shuttle. The U.S. Space Foundation (USSF) and the Space Commands at Peterson AFB also provide a conducive environment for developing future space-related projects. As a result of growth in the aerospace industry, several high-technology firms have been attracted to Colorado Springs. Hewlett-Packard and 17 other major electronics companies, combined, employ nearly 10,000 workers.

Since the turn of the century, when the city's grand hotels made it famous, Colorado Springs has been a major tourism center. Pikes Peak and the natural beauty of the surrounding area drew over 6.2 million visitors in 2003; the U.S. Air Force Academy is the main man-made attraction in the state. The city's average gross income from tourism is near $1 billion, providing a substantial boost to the construction industry.

Items and goods produced: advertising film, granite, concrete, dairy products, brooms, novelties, chemicals, pottery, bricks, airplane engine mounts, machine tools, shell fuses, electric motors, castings, electronics, plastics, steel culverts, printed and published works

Incentive Programs—New and Existing Companies

Local programs—At the local level, El Paso County contains an Urban Enterprise Zone offering state and local credits for new jobs, investment, and research and development expenditures. The Greater Colorado Springs Economic Development Council will package private and public incentives for relocating or expanding companies that are tailored to the specific needs of the company. The private sector and government in Colorado Springs cooperate to encourage new business and industry through such incentives as low corporate tax rates, a Foreign Trade Zone, and training programs. The Colorado Office of Business Development and International Trade offers services in bringing national and foreign investment to the state.

State programs—In 2004 *Forbes* magazine rated Colorado Springs the 24th Best Place for business in the entire country. There are numerous venture capital firms throughout the state, including the Colorado Quality Investment Capital Program.

Job training programs—The Colorado Flexible Industry Related Start-up Training program is available to assist companies; Pikes Peak Community College has its Corporate Workforce and Economic Development Center for delivery of training funded under this program. The Pikes Peak Workforce Center helps with placement, job matching, and training workers. The Colorado Office of Business Development and International Trade offers Colorado First grants for new businesses and Existing Industry grants for training and staff retention purposes.

Economic Development Information: The Greater Colorado Springs Economic Development Corporation, 90 S. Cascade Ave. Suite 1050 Colorado Springs, CO 80907; telephone (719)471-8183; fax (719)471-9733; email csedc @csedc.org

Development Projects

Development in the downtown area is booming due to the Colorado Springs Downtown Partnership. The Depot Arts District is planned to offer affordable housing, studio, and retail space. Palmer Village will be a new neighborhood in the Southwest Downtown Area, bringing urban renewal to an underused area. The Pikes Peak Outdoor Market, featuring dozens of vendors selling Colorado produce, free-range meat, fine art and crafts opened on 2004, with an indoor market opening in 2005.

Three business parks on the north side of Colorado Springs saw considerable activity in the late 1990s and early 2000, with commitments by several large ''new economy'' companies. Progressive Insurance will build a 150,000 square-foot data center near its recently completed call center in 2005. Intel Corp. opened a new manufacturing operation; software giant Oracle Corp. constructed a building to house its customer support center; financial investment firm T. Rowe Price built a 147,000-square-foot building for a customer service center and planned additional space in the area; and mountain bike equipment maker RockShox Inc. moved its San Jose, California, headquarters and manufacturing operation there. In 2004, Configuresoft relocated its corporate headquarters to fit its expansion. Also on the city's north side Focus on the Family, a media and publishing ministry, completed a $12.6 million expansion, and Compassion International planned a $23 million headquarters. Developers have been so impressed with the economic health of Colorado Springs and with the quality of the companies that have moved in, that more speculative space is planned.

Commercial Shipping

Established as a Foreign Trade Zone, Colorado Springs is a link in the country's import-export shipping network. Eight air cargo carriers operate from Colorado Springs Municipal Airport, and the metropolitan area is served by two major rail freight lines. About 20 motor freight carriers ship goods through terminals in the city.

Labor Force and Employment Outlook

Colorado Springs boasts a youthful, well educated, willing labor force. Sources of labor include former military personnel, military dependents, retirees, college students, and commuters from other Colorado cities. Labor/management relations are described as excellent; there is a low level of unionization throughout Colorado.

The population of Colorado Springs grew 27 percent between 1990 and 2000, and the number of high-tech jobs in the city has grown greatly in that time. These factors have spurred a shortage of affordable housing and a demand for skilled workers; rapid growth has also begun to strain the local infrastructure. This, in combination with other factors nationwide, is expected to slow local growth.

The following is a summary of data regarding the Colorado Springs metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 247,900

Number of workers employed in . . .
mining and construction: 15,900
manufacturing: 20,100
trade, transportation and utilities: 39,300
information: 9,900
financial activities: 17,200
professional and business services: 35,500
educational and health services: 23,600
leisure and hospitality: 29,700
other services: 14,200
government: 42,600

Average minimum hourly wages of manufacturing workers: $ 16.13

Unemployment rate: 5.4% (December 2004)

Largest employers	*Number of employees*
Fort Carson	15,159
U.S. Air Force Academy	6,410
Peterson AFB/NORAD/Space Command	5,542
Colorado Springs School District #11	3,440
Memorial Hospital	3,100
Penrose-St. Francis Health Services	2,981
City of Colorado Springs	2,424
Hewlett-Packard	2,200
Schriever AFB	2,107
El Paso County	2,029
WorldCom	2,000
Amtel	1,850

Cost of Living

The following is a summary of data regarding key cost of living factors in the Colorado Springs area.

2004 (3rd Quarter) ACCRA Average House Price: $250,088

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.0 (U.S. average = 100.0)

State income tax rate: 4.63%

State sales tax rate: 2.9%

Local income tax rate: None

Local sales tax rate: 2.5% city and 1% county

Property tax rate: ranges between 59 mills and 90 mills depending on school district and other special taxing districts; the average in 2003 was 67 mills. The 2003 residential assessment rate for taxes due in 2004 was 7.96 percent of market value

Economic Information: The Greater Colorado Springs Chamber of Commerce, 2 North Cascade Avenue, Suite 110, Colorado Springs, CO 80903; telephone (719)635-1551; fax (719)635-1571

Education and Research

Elementary and Secondary Schools

In Colorado, school district boundaries are independent of city or other political boundaries. There are 15 public school districts within El Paso County; six districts of varying size serve urban areas of Colorado Springs. Colorado Springs School District Eleven, the fourth largest system in the state and largest in the city, is administered by a seven-member, nonpartisan board of education that appoints a superintendent to a two-year contract. Composite SAT scores are consistently above the national average.

The following is a summary of data regarding Colorado Springs School District Eleven as of the 2002–2003 school year.

Total enrollment: 32,368

Number of facilities
elementary schools: 39
junior high/middle schools: 9
senior high schools: 9
other: 6

Student/teacher ratio: 16.9:1

Teacher salaries
minimum: $27,217
maximum: $63,668

Funding per pupil: $7,298 (2002-2003)

About 7,300 students attend 39 parochial and private schools in Colorado Springs, Pre-K through 12th grade. Pine Creek High School, a $16 million technology magnet school, opened in 1998; the school prepares students for college or employment in regional business and provides them with a sense of community.

Public Schools Information: Colorado Springs School District Eleven, 1115 North El Paso Street, Colorado Springs, CO 80903; telephone (719)520-2000; fax (719)577-4546

Colleges and Universities

The Colorado Springs area is home to 20 colleges and universities, including the United States Air Force Academy, the University of Colorado at Colorado Springs, and Colorado College. The University of Colorado is a state school offering both undergraduate and master's degrees in interdisciplinary programs such as geography, earth sciences, and environmental studies. Colorado College, opened in 1874, has grown with the city, and offers an unusual learning environment: the Block Plan has students take only one intensive course at a time. Thirty technical, professional, and business schools, including Colorado Technical College, are also located in Colorado Springs.

Libraries and Research Centers

The Pikes Peak Library District (PPLD) serves the residents of El Paso County except Manitou Springs and Widefield School District #3. Residents in those two areas can check out PPLD materials through the Colorado Library Card program. Library facilities include two main facilities—Penrose Public Library and the East Library and Information Center—9 branches, and two bookmobiles for the city and county. A new building for the Fountain Branch is scheduled for completion in the spring of 2006. The library district maintains several diverse and specialized collections. The circulating collection includes books, vertical file materials, audio and video cassettes, record albums, CDs, and DVDs. The library subscribes to hundreds of periodicals and newspapers. The Local History and Genealogy collections, housed in the 1905 Carnegie Library, include books, photographs, manuscripts, maps, blueprints, newspapers, city directories, oral histories, and other items spanning more than 125 years of local and regional history. About 30 other libraries and research centers are housed in the city; most are affiliated with educational institutions, government agencies, hospitals, and churches. The United States Air Force Academy Library, with more than 300,000 volumes, maintains a collection on aeronautics history before 1910; special interests also include falconry and military history. The Charles Leaming Tutt Library at Colorado College houses 435,000 volumes, plus 1,300 periodicals, a government documents repository, the college's Special Collections & Archives, and the Crown Tapper Teaching & Learning Center devoted to exploring ways to improve teaching in the electronic age.

Public Library Information: Pikes Peak Library District, 5550 North Union Boulevard, PO Box 1579, Colorado Springs, CO 80918; telephone (719)531-6333

Health Care

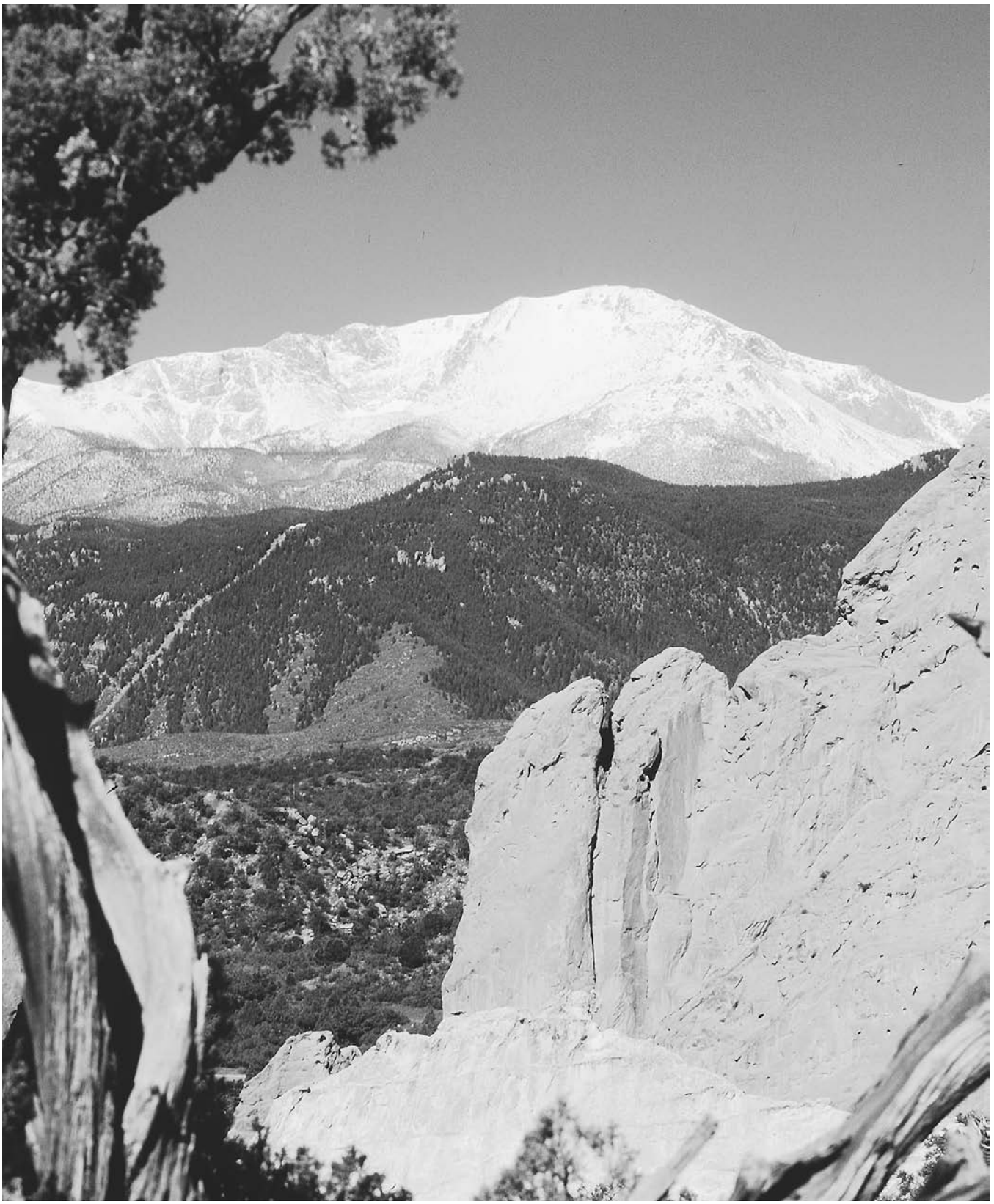
The Colorado Springs metropolitan area is served by five major hospitals. Memorial Hospital, with 477 beds, was named in 2004 by ModernHealthcare as one of the nation's top 100 hospitals for cardiovascular care. It is also a regional center for high-risk pregnancies, with a Level III Neonatal Intensive Care Unit. Penrose-St. Francis Health Services runs Penrose Hospital, Penrose Community Hospital, and St. Francis Health Center. Penrose Hospital completed a $52 million expansion in 2005 with the opening of ''E Tower,'' containing critical care and cardiac units, a wellness center, a chapel, and a new main lobby. SemperCare Hospital is a long-term acute care hospital with 30 beds. There are a variety of rehabilitation centers, nursing homes and behavioral health centers in the city and surrounding county.

Recreation

Sightseeing

Colorado Springs is one of the premier vacation spots in the United States, the majestic natural beauty of Pikes Peak being a principal attraction. Visitors can venture up High Drive, a one-way road without guardrails, to see the spectacular vistas. North Cheyenne Canyon contains unusual rock formations and waterfalls that cascade down the mountains. In the Garden of the Gods, northwest of the city, visitors can hike or horseback ride through huge red sandstone rock formations; the Garden of the Gods is particularly lovely to visit at sunrise or sunset, when the sun's rays set off the natural splendor of the rocks. At High Point a camera obscura is provided for viewing the landscape that surrounds the point.

Cheyenne Mountain Zoo displays more than 600 wild animals from around the world in the U.S.'s only mountain zoo. The African Rift Valley area opened in 2003 and features Colobus monkeys, giraffes, other African animals and birds, and an interactive African Play Village for kids. The price of



Pike's Peak and the Garden of the Gods.

admission includes a visit to the Will Rogers Shrine of the Sun, which exhibits mementos of this famous American humorist and an 80-foot high observation tower. The May Natural History Museum of the Tropics houses more than 7,000 exotic insects from jungles around the globe.

The U.S. Air Force Academy is one of Colorado Springs's most popular tourist attractions. Visitors can tour the unusual multi-spired chapel, Honor Court and visitor's center. The Pikes Peak Cog Railway takes visitors on a 3-hour round trip tour to the summit of the mountain, at 12,110 feet above sea level. At the U.S. ProRodeo Hall of Fame, rodeo memorabilia is on display.

Arts and Culture

The Colorado Springs Philharmonic presents classical, pops and jazz performances October through May at the Pikes Peak Center. The Chamber Orchestra of the Springs performs five programs a year of pieces meant for small orchestras. The DaVinci Quartet plays concerts in various venues in Colorado Springs and Denver and offers community outreach to local schools. The Colorado Springs Choral Society has been performing classical and modern pieces since 1956. Students from Colorado College perform during the school year and during the Summer Music Festival, Vocal Arts and New Music Symposia, and during Extraordinary Dance Festival. The famous Broadmoor Hotel resort complex features international performers and hosts concerts.

The Star Bar Players presents four plays per season in the Lon Chaney Theater at the Civic Auditorium. Theatreworks at the University of Colorado presents Shakespeare and contemporary and classic plays. The REP presents musicals at the Fine Arts Center of Colorado Springs. Drama and dance students at Colorado College perform regular seasons at the college. Colorado Springs Dance Theatre sponsors national and international companies to perform at the Pikes Peak Center.

Colorado Springs is home to 20 major museums and galleries, including the Museum of the American Numismatic Association, which houses one of the largest collections of coins and medals in the world. The Fine Arts Center of Colorado Springs is a regional center for all the arts, containing the Taylor Museum of Art, the Bemis School of Art, and a performing arts department, presenting plays, dance, music, and films. Also located in Colorado Springs are the World Figure Skating Hall of Fame and Museum and the Pioneer's Museum, which exhibits displays pertaining to the history of the region. Featuring demonstrations of gold-panning techniques, the Western Museum of Mining and Industry showcases machinery used in early gold and silver mining operations. The Peterson Air and Space Museum displays historic aircraft and a moon rock. The Taylor Collection of Native American and Hispanic Art is maintained at the Fine Arts Center. The Rock Ledge Ranch Historic Site celebrates the history of Colorado Springs by recreating the settlements of Native Americans and the lives of the settlers of the frontier in the 1800s, with costumed interpreters and special programs.

Festivals and Holidays

Among the annual events in Colorado Springs is the impressive Easter Sunrise Service, celebrated at Gateway Rocks in the Garden of the Gods. Territory Days on Memorial Day weekend brings 100,000 visitors to Colorado Avenue for free entertainment, food, and crafts. On Independence Day is the International Chili Cook-Off in Memorial Park. One hundred cooks engage in an original recipe competition, sharing the day with a fireworks celebration and a performance by the Colorado Springs Philharmonic. At the end of July the Annual Broadmoor Ice Revue at the Broadmoor World Arena features Olympic skaters. The Pikes Peak or Bust Rodeo in Penrose Stadium, one of the top 10 outdoor rodeos in the country, takes place at the end of August. The celebration includes a parade through downtown Colorado Springs and a street breakfast. August also brings the national Little Britches Rodeo in which children from ages 8 to 18 compete for titles at the Penrose Stadium. Labor Day weekend features the Hot Air Balloon Classic, with the ascension of scores of colorful hot air balloons. The Southwestern Figure Skating Championship comes to the World Arena in October. December brings the Festival of Lights Christmas Parade and Gallery of Trees at the Fine Arts Center.

Sports for the Spectator

A number of sports events are available for viewing in Colorado Springs. The Sky Sox play professional Triple A baseball at Sky Sox Stadium as an affiliate of the Colorado Rockies in the Pacific Coast League. Football fans enjoy watching the U.S. Air Force Academy team compete against top college teams. Basketball, hockey and other college sports are played at University of Colorado and Colorado College. The Pikes Peak Auto Hill Climb, the Broadmoor Invitational Men's and Women's Golf Tournaments, and rodeo events also interest spectators in the Colorado Springs area. Greyhounds race at Rocky Mountain Greyhound Park from late August to late November. The U.S. Olympic Complex periodically hosts Olympic Sports Festivals. Pikes Peak International Raceway hosts NASCAR and Indy car races

Sports for the Participant

Outdoor activities abound in Colorado Springs, including climbing, white-water rafting, fishing, hiking, horseback riding, cave exploring, and gliding. The city maintains over 12,000 acres with 15 community and regional parks (including Garden of Gods and North Cheyenne Canon Parks) biking and hiking trails, 6 sports complexes, and 123 neigh-

borhood parks. The El Pomar Youth Sports Complex includes 12 baseball fields of various sizes, 8 soccer/lacrosse fields, 6 volleyball courts, and a playground. The Broadmoor Hotel resort complex offers skeet and trap shooting as well as skiing and ice skating in the winter and golfing on three challenging courses during the warmer months. Echo Canyon River Adventures offers half- and multi-day rafting adventures on the Arkansas River. Pikes Peak Alpine School offers instruction for all levels in rock and ice climbing, mountaineering, and back country skiing.

Shopping and Dining

Colorado Springs is served by four major malls, including The Citadel and The Outlets at Castle Rock. Stores specializing in Western gear and Native American art can be found in many areas. In addition, the Old Colorado City Historic District contains many small shops, and the Garden of the Gods Trading Post stocks fine Indian jewelry and Colorado giftware.

Because Colorado Springs is at the center of a popular resort area, it enjoys cuisine from around the world, as well as local Western-style establishments offering barbecue and chuckwagon fare and Mexican foods. Rocky Mountain trout is a local delicacy. The Broadmoor Hotel maintains nine dining rooms with a range of prices and cuisines. Gourmet food is served at the historic Briarhurst Manor Inn. The Flying W Chuckwagon Supper and Western Show combines fine dining for the family with cowboy music.

Visitor Information: Colorado Springs Convention and Visitors Bureau, 515 South Cascade, Suite, Colorado Springs, CO 80903; telephone (719)635-7506; toll-free (877)745-3773; fax (719)635-4968

Convention Facilities

Since the turn of the century, Colorado Springs has drawn a steady flow of tourists; since the 1970s the city has made itself equally amenable to conventions and conferences, providing a number of meeting facilities. The Colorado Springs World Arena accommodates 8,000 people for general sessions and the exhibit floor offers 19,500 square feet of space or 180 booths. The Phil Long Expo Center has over 100,000 square feet of exhibition space and can accommodate up to 455 booths. There are many hotels that offer convention and meeting facilities. The 700-room Broadmoor has 114,000 square feet of meeting space and the 316-room Cheyenne Conference Mountain Resort offers 40,000 square feet. There is also the Wyndham Colorado Springs Hotel with 310 rooms and 13,000 square feet of meeting space; Sheraton Colorado Springs Hotel, with 500 rooms and 42,000 square feet of meeting space; and the DoubleTree Hotel Colorado Springs World Arena with 299 rooms and 21,135 square feet of meeting space. There are more than 13,500 hotel rooms in the city.

Convention Information: Colorado Springs Convention and Visitors Bureau, 515 South Cascade, Colorado Springs, CO 80903; telephone (719)635-7506; toll-free (800)888-4748; fax (719)635-4968

Transportation

Approaching the City

The Colorado Springs Airport, located east of the city, is served by 8 major airlines, providing 110 daily flights to 13 cities. The airport sits on more than 7,200 acres with two parallel runways and one crosswind runway. It has one of the lowest rates of delays of major airports in the country.

Four major highways lead into Colorado Springs: I-25 (north-south), U.S. 85/87 (north-south), I-70 (east-west), and U.S. 50 (north-south). Commercial bus transportation into the city is available through interstate bus lines.

Traveling in the City

The main north-south thoroughfare in Colorado Springs is I-25, called Monument Valley Freeway within the city. Midland Expressway (U.S. 24) runs east and west, becoming Platte Avenue after it crosses I-25. Other important arteries are Garden of the Gods Road, Uintah Street, and Fillmore Street, all running east and west. Some of the mountain roads are not furnished with guardrails and are not accessible to such vehicles as recreational vans.

Springs Transit is the city's mass transportation system. Thirty-one bus routes run during the day with limited service at night. Many routes meet at the downtown Springs Transit terminal.

Communications

Newspapers and Magazines

The major daily newspaper in Colorado Springs is the morning *The Gazette.* Weekly publications include *The Colorado Springs Independent* and the *Colorado Springs Business Journal.* Local concerns publish sports and hobby oriented magazines of interest to fans of hockey, whitewater

kayaking, rafting, canoeing, cycling, hang gliding, rodeo, skating, coin collecting, and table tennis.

Television and Radio

Three commercial television stations broadcast in Colorado Springs; one cable provider is based in the city. The city also receives broadcasts from television stations located in nearby Grand Junction and Pueblo. Fourteen AM and FM radio stations in Colorado Springs schedule a range of music, news, and information programming.

Media Information: *The Gazette,* 30 South Prospect, Colorado Springs, CO 80903; telephone (716)632-5511.

Colorado Springs Online

Charles Leaming Tutt Library. Available www.cc.colorado.edu/library/specialcollections/Walk/Tutt.html

City of Colorado Springs Home Page. Available www.springs.gov

Colorado Springs Convention & Visitors Bureau. Available www.experiencecoloradosprings.com

Colorado Springs Gazette Available www.gazette.com

Colorado Springs School District Eleven. Available www.cssd11k12.co.us

Greater Colorado Springs Chamber of Commerce. Available www.cscc.org

Greater Colorado Springs Economic Development Corporation. Available www.coloradosprings.org

Pikes Peak Library District. Available library.ppld.org

School Demographics. Available cde.state.co.us/cdedistrict/dist1010.htm

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Finley, Judith Reid, *Time Capsule 1900: Colorado Springs A Century Ago* (Colorado Springs, Colo.: Pastword Publications, 1998)

Denver

The City in Brief

Founded: 1858 (incorporated, 1861)

Head Official: Mayor John W. Hickenlooper (D) (since 2003)

City Population
1980: 493,000
1990: 467,610
2000: 554,636
2003 estimate: 557,748
Percent change, 1990–2000: 18.6%
U.S. rank in 1980: 24th
U.S. rank in 1990: 26th
U.S. rank in 2000: 31st

Metropolitan Area Population (PMSA)
1980: 1,429,000
1990: 1,622,980
2000: 2,109,282
Percent change, 1990–2000: 29.9%
U.S. rank in 1980: 21st (PMSA)
U.S. rank in 1990: 22nd (MSA)
U.S. rank in 2000: 19th (MSA)

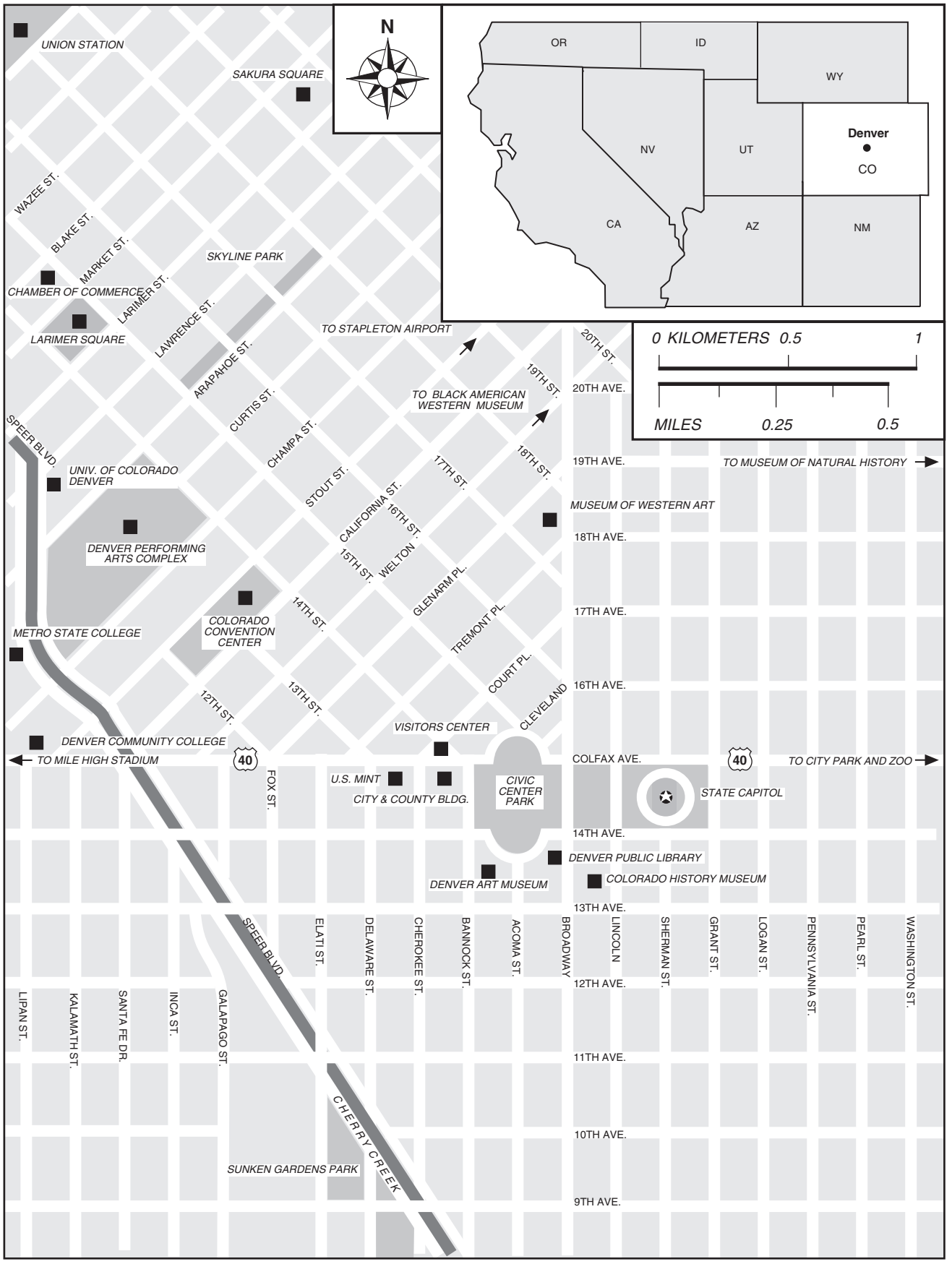
Area: 153 square miles (2000)
Elevation: 5,332 feet above sea level
Average Annual Temperature: 50.0° F
Average Annual Precipitation: 15.81 inches

Major Economic Sectors: Communications, utilities, transportation
Unemployment Rate: 5.6% (January 2005)
Per Capita Income: $24,101 (1999)

2002 FBI Crime Index Total: 32,132

Major Colleges and Universities: University of Denver, Metropolitan State University, University of Colorado at Denver

Daily Newspapers: *The Denver Post; Rocky Mountain News*


N
OR
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0 KILOMETERS 0.5 1
MILES 0.25 0.5
UNION STATION
SAKURA SQUARE
WAZEE ST.
BLAKE ST.
MARKET ST.
SKYLINE PARK
CHAMBER OF COMMERCE
LARIMER ST.
LAWRENCE ST.
LARIMER SQUARE
ARAPAHOE ST.
TO STAPLETON AIRPORT
20TH ST.
19TH ST.
20TH AVE.
CURTIS ST.
TO BLACK AMERICAN WESTERN MUSEUM
SPEER BLVD.
CHAMPA ST.
18TH ST.
19TH AVE.
TO MUSEUM OF NATURAL HISTORY
UNIV. OF COLORADO DENVER
STOUT ST.
17TH ST.
CALIFORNIA ST.
16TH ST.
MUSEUM OF WESTERN ART
18TH AVE.
DENVER PERFORMING ARTS COMPLEX
15TH ST.
WELTON
GLENARM PL.
14TH ST.
17TH AVE.
METRO STATE COLLEGE
COLORADO CONVENTION CENTER
TREMONT PL.
COURT PL.
16TH AVE.
12TH ST.
13TH ST.
CLEVELAND
VISITORS CENTER
DENVER COMMUNITY COLLEGE
TO MILE HIGH STADIUM
40
COLFAX AVE.
40
TO CITY PARK AND ZOO
FOX ST.
U.S. MINT
CITY & COUNTY BLDG.
CIVIC CENTER PARK
STATE CAPITOL
14TH AVE.
DENVER PUBLIC LIBRARY
DENVER ART MUSEUM
COLORADO HISTORY MUSEUM
13TH AVE.
SPEER BLVD.
ELATI ST.
DELAWARE ST.
CHEROKEE ST.
BANNOCK ST.
ACOMA ST.
BROADWAY
LINCOLN
SHERMAN ST.
GRANT ST.
LOGAN ST.
PENNSYLVANIA ST.
PEARL ST.
WASHINGTON ST.
12TH AVE.
LIPAN ST.
KALAMATH ST.
SANTA FE DR.
INCA ST.
GALAPAGO ST.
11TH AVE.
CHERRY CREEK
10TH AVE.
SUNKEN GARDENS PARK
9TH AVE.

Introduction

Denver, dubbed the Mile High City, is the commercial, financial, and transportation capital of the Rocky Mountain region. A concentration of federal government offices makes it the administrative center of this area as well. Denver's history has included frequent boom periods, but redirection and economic diversification became necessary during the late 1960s through the early 1980s. The city is undergoing a renaissance, with downtown development paving the way for Denver's projected ascendance in high-technology industries as the nation's population shifts southwestward. Set in a verdant plain at the foot of the Rocky Mountains, Denver is noted for its quality of life and the blending of modern innovation and Western tradition; because of its high quality lifestyle Sperlings for MSN ranked the city as second of America's ''Ten Best Places To Live'' in 2003.

Geography and Climate

Denver is situated in the high plains at the eastern edge of the Rocky Mountains, which protect the city from severe winter weather. These mountains, reaching higher than 14,000 feet, are the dominant feature of the area. The South Platte River bisects the city, and many creeks, small lakes, and reservoirs grace the metropolitan area. Denver's climate is semiarid and relatively mild, with more sunny days than either Miami, Florida or San Diego, California. Although visitors must make some adjustment to the high altitude, they find that the area's low humidity makes even the highest and lowest temperatures seem less extreme.

Area: 153 square miles (2000)

Elevation: 5,332 feet above sea level

Average Temperatures: January, 30.1° F; August 72.0° F; annual average, 50.0° F

Average Annual Precipitation: 15.81 inches

History

Discovery of Gold Brings Settlers to Denver Area

For centuries, the mountains and plains of Colorado were used as hunting grounds by Native Americans, and eventually the more sophisticated, agricultural tribes like the Anasazi established villages. In the sixteenth century, the Spanish explored the region where Denver is now located, but no Europeans established permanent settlements until the mid-1800s, when gold was discovered at Pikes Peak. In 1858, a supply center for the mining towns was established on the site of a tribal village at the junction of the South Platte River and Cherry Creek. The town was called St. Charles; later it was renamed Denver City after James W. Denver, governor of the Kansas Territory, and was incorporated in 1861.

The gold boom soon ended, but some of the fortune hunters stayed on to settle in the new town. During the 1860s, much of the town was destroyed by fire; a ravaging flash flood killed 20 people; and the citizens repelled frequent attacks from the Plains tribes and even an assault by a Confederate Army. With the arrival of rail transportation in 1870 a steady influx of settlers insured the future of the thriving town, and when Colorado attained statehood in 1876, Denver was named the state capital. By 1879 it boasted a population of 35,000 people and the first telephone service in the West.

Silver Boom and Bust; Economy Diversifies

A silver boom in the 1880s ushered in another period of rapid growth, filling Denver with the Victorian mansions of silver barons and making it the most elegant city in the West. The collapse of the silver market in the panic of 1893 staggered the city's economy, so the city began to diversify. By the early 1900s, Denver had become the commercial and industrial center of the Rocky Mountain region, as well as a leader in livestock sales, agriculture, and tourism.

Denver sustained a period of relatively slow development until the 1930s. Prior to World War II, when such federal government agencies as the Geological Survey, the U.S. Mint, Lowry Air Force Base, the Bureau of Land Management, and the Air Force Accounting Center were established in the area, Denver experienced another population surge that continued through the 1950s. During the 1960s Denver lost population as residents moved to the suburbs to escape inner city deterioration. Growth slowed again in the mid-1970s as a result of the oil industry crisis. The effects of this downturn, however, were ultimately positive. As a result of efforts to diversify the economy, Denver became known as ''the energy capital of the west,'' with a focus on alternative energy sources such as solar and wind power. In fact, by 1980 approximately 1,200 energy companies were located in Denver.

Growth slowed again in the mid-1980s when plans for oil shale development were curtailed; construction of high-rise office buildings downtown nevertheless continued unabated. A sleek, modern landscape has emerged in Denver where a Western frontier town once stood. As Denver entered the twenty-first century, it reflected the economic downturn due to the high-tech industry but has since stabilized and strengthened to remain the principal commercial, financial, and industrial hub of the Rocky Mountain region.

Historical Information: Colorado Historical Society, Stephen H. Hart Library, 1300 Broadway, Denver, CO 80203; telephone (303)866-2305; email research@chs.state.co.us

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,429,000
1990: 1,622,980
2000: 2,109,282
Percent change, 1990–2000: 29.9%
U.S. rank in 1980: 21st
U.S. rank in 1990: 22nd
U.S. rank in 2000: 19th

City Residents
1980: 493,000
1990: 467,610
2000: 554,636
2003 estimate: 557,478
Percent change, 1990–2000: −18.6%
U.S. rank in 1980: 24th
U.S. rank in 1990: 26th (State rank: 1st)
U.S. rank in 2000: 31st (State rank: 1st)

Density: 3,616.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 362,180
Black or African American: 61,149
American Indian and Alaska Native: 7,290
Asian: 15,611
Native Hawaiian and other Pacific Islander: 648
Hispanic or Latino (may be of any race): 175,704
Other: 86,464

Percent of residents born in state: 40.1%

Age characteristics (2000)
Population under 5 years old: 37,769
Population 5 to 9 years old: 34,473
Population 10 to 14 years old: 31,315
Population 15 to 19 years old: 32,259
Population 20 to 24 years old: 45,534
Population 25 to 34 years old: 113,676
Population 35 to 44 years old: 86,420
Population 45 to 54 years old: 71,000
Population 55 to 59 years old: 22,573
Population 60 to 64 years old: 17,191
Population 65 to 74 years old: 30,643
Population 75 to 84 years old: 23,369
Population 85 years and over: 8,414
Median age: 33.1 years

Births: (2003, Denver County)
Total number: 10,365

Deaths (2003, Denver County)
Total number: 4,321 (of which, 72 were infants under the age of 1 year)

Money income (1999)
Per capita income: $24,101
Median household income: $39,500
Total households: 239,235

Number of households with income of . . .
less than $10,000: 24,286
$10,000 to $14,999: 15,173
$15,000 to $24,999: 31,541
$25,000 to $34,999: 34,121
$35,000 to $49,999: 41,136
$50,000 to $74,999: 43,712
$75,000 to $99,999: 21,836
$100,000 to $149,999: 16,662
$150,000 to $199,999: 4,912
$200,000 or more: 6,036

Percent of families below poverty level: 10.6% (42.0% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 32,132

Municipal Government

The city and county of Denver share the same boundaries and operate under a government that performs both municipal and county functions. Denver's mayor council form of government invests its mayor, who is elected to a four-year term, with strong executive powers. The 13 council members also serve for 4 years.

Head Official: Mayor John W. Hickenlooper (D) (since 2003; current term expires 2007)

Total Number of City Employees: 12,485 (2005)

City Information: City of Denver, 945 S. Huron St., Denver, CO 80223; telephone (303)698-4900

Economy

Major Industries and Commercial Activity

Following record economic and population growth in the 1950s, Denver weathered reversals tied to the fluctuating

petroleum market in the 1970s and 1980s. By the late 1980s the city had taken measures toward establishing a diversified economic base. Major companies in the Denver metropolitan area employ workers in a range of fields such as air transportation, telecommunications, aerospace, and manufacturing. The city is also a major energy research center and a regional headquarters for government agencies.

The financial and commercial capital of the Rocky Mountain region, Denver's downtown banking district—dubbed the ''Wall Street of the Rockies''—consists of major national and international institutions. The city is the transportation hub for a large portion of the western United States; consumer and industrial goods are transported by air, rail, and truck through Denver to more than 30 million people annually. Denver is a Foreign Trade Zone, providing advantages to companies involved in international trade. To its advantage, the city's geographic position and location within the Mountain Time Zone make it the largest city in the United States to offer one-bounce satellite uplinks with real-time connections to 6 of 7 continents in one day.

Denver's central location—it is 346 miles west of the exact geographic center of the country—places it in an advantageous position for future economic development and growth. Analysts predict that the U.S. population is shifting south and west, with future concentration expected in the area from California to Utah and to the Gulf coast in Texas. Denver is at the center of this region; projections indicate that the city will become a high-technology research, development, and manufacturing hub for the entire Southwest.

Items and goods produced: computer storage and peripherals, beverages, mining and farming machinery, rubber goods, fabricated metals, chemicals and allied stone and clay products, western clothing, transportation equipment, scientific instruments, feed, flour, luggage

Incentive Programs—New and Existing Companies

Local programs—The Mayor's Office of Economic Development & International Trade (MOED/IT) works to retain and create quality jobs, assists organizations in expansion or relocation, and provides a multitude of business development services. It promotes the city as a business location particularly for foreign companies and promotes Denver companies entering international markets. MOED/IT assists with financing, economic incentives, regulatory requirement assistance, and other services as needed. MOED/IT also administers the Denver Urban Enterprise Zone, which assists business with state tax credits for job creation. Together with the Colorado International Trade office, MOED/IT supports the Colorado/Denver Representative Office in London.

State programs—A variety of state and federal programs are available to assist business in relocating and expanding in Denver. Enterprise Zone Tax Credits and Manufacturing Revenue Bonds are among them. The State of Colorado's Business Retention and Expansion program helps smooth the path for area businesses by removing local or statewide barriers.

Job training programs—The Mayor's Office of Workforce Development offers the Colorado FIRST program which connects employment, job readiness, education, and training services into a network of resources at the local and state level. This system links Colorado's employers to a variety of qualified applicants and provides job-seekers with access to employment and training opportunities at six workforce training centers throughout the city as well as additional resources across the country. The menu of core services includes: career counseling and assessment, employer and job-seeker access to automated job postings, information on job trends, assistance in filing Unemployment Insurance claims, and help in finding federal, state, and city dollars to cover some or all of the costs of training opportunities.

Development Projects

The $4.3 billion Denver International Airport is one of the largest airports in the world; it is known for its aesthetics, aviation safety, customer satisfaction and passenger convenience and is the fifth busiest airport in America. The airport continues to spur significant hotel development nearby. The city has spent hundreds of millions of dollars on Denver's downtown, and has plans for future expansion of several museums, theaters, hotels, and government buildings as well as transportation facilities and parks. Invesco Field at Mile High, a $364 million, 76,000-seat stadium replaced Mile High Stadium as the home of the Denver Broncos in 2001; and in 2004 an expansion of the Denver Convention Center was unveiled.

Economic Development Information: Mayor's Office of Economic Development and International Trade, 201 W. Colfax, Dep 208, Denver, CO 80202; John Huggins, Director; telephone (720)913-1999; email john.huggins@ci.denver.co.us. Denver One Stop Career Center, 1391 N. Speer Blvd., Denver, CO 80204; telephone (720)865-5700; email info@mowd.org

Commercial Shipping

Denver is the commercial transportation center for an eight-state area, providing a hub for two major rail freight companies, more than 160 motor freight carriers, and a number of air cargo services. With negotiated motor freight rates and the city's designation as a Free Trade Zone, Denver has created a competitive marketplace for the import and export of goods.

Labor Force and Employment Outlook

Employers in Denver choose from a highly educated labor pool. The city ranks second in the nation for the number of

residents with bachelors degrees and 64 percent of residents age 24 and older have attended college. Local analysts predict a healthy economy, based on Denver's quality labor force, affordable cost of living, high quality of life, and low commercial lease rates. With a diverse employment base across many sectors, Denver is in a prime position for growth well into the twenty-first century.

The following is a summary of data regarding the Denver metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,167,600

Number of workers employed in . . .
construction and mining: 86,200
manufacturing: 72,100
trade, transportation and utilities: 233,000
information: 51,500
financial activities: 98,500
professional services: 183,400
educational and health services: 116,500
leisure and hospitality: 118,100
other services: 44,700
government: 163,600

Average hourly earnings of production workers employed in manufacturing: $16.89

Unemployment rate: 5.6% (January 2005)

Largest private employers	*Number of employees*
Qwest Communications	13,200
HealthONE	8,600
King Soopers, Inc. (grocery stores)	7,800
United Airlines	6,600
Lockheed Martin (aerospace research/ production)	7,700
Centura Health	6,100

Cost of Living

The costs for housing and health care in Denver are somewhat above the national average, while the cost of utilities is substantially below the national average.

The following is a summary of data regarding key cost of living factors for the Denver area.

2004 (3rd Quarter) ACCRA Average House Price: $311,194

2004 (3rd Quarter) ACCRA Cost of Living Index: 104.8 (U.S. average = 100.0)

State income tax rate: 4.63%

State sales tax rate: 2.9%

Local income tax rate: (Occupational tax) $5.75 per month per employee for all workers who receive income greater than $500 a month

Local sales tax rate: ranges from 3.6% to 8.45% throughout the metro area

Property tax rate: In Colorado, the tax assessor first determines the actual value of a property, then applies the residential rate to get the assessed value. In 2004 the residential rate was 7.96%.

Economic Information: Metro Denver Chamber of Commerce, 1445 Market Street, Denver, CO 80202; telephone (303)620-8092; fax (303)534-3200

Education and Research

Elementary and Secondary Schools

The Denver Public School system is directed by a seven-member board of education that administers policy and establishes direction. The Denver public schools provide programs for slow and gifted learners, college preparation, and career training. The four goals of the system are literacy, school readiness, school-to-career, and neighborhood centers.

The following is a summary of data regarding Denver's public schools as of the 2003–2004 school year.

Total enrollment: 72,489

Number of facilities
elementary schools: 90
middle schools: 20
senior high schools: 14

Student/teacher ratio: 25:1

Teacher salaries
average: $52,271

Funding per pupil: $5,739 (2001-2002)

The metropolitan area is served by 19 other public school districts and numerous private and parochial institutions, including the Colorado Academy and St. Mary's Academy for Girls.

Public Schools Information: Denver Public Schools, 900 Grant Street, Denver, CO 80203; telephone (720)423-3411; email communications@dpsk12.org

Colleges and Universities

The metropolitan Denver area supports 10 four-year colleges and universities and 5 two-year and community colleges with a combined enrollment of more than 125,000 students. The University of Denver Daniels School of Business has been ranked 9th in the *Wall Street Journal* regional business school rankings (2004). A wide variety of undergraduate degrees and numerous graduate and professional degrees are offered along with the opportunity to study at several excellent research institutions. Non-traditional education is well represented by such institutions as the Colorado Free University, which has an open admissions policy. More than 60 vocational and technical schools serve the region.

Libraries and Research Centers

Denver's Central Library underwent expansion in the mid-1990s to its current square footage of 540,000. The addition houses the Children's Library, the Burnham Hoyt Room popular adult library, and Marietta Baron Teen Space. The Denver Public Library maintains 22 branches and a bookmobile and holds more than 2.5 million books, periodicals, subscriptions, microforms, and audiovisual materials, plus 2.2 million government publications.

The Denver area boasts almost 90 other public, special interest, and research libraries. Among them are the Colorado Talking Book Library, the Denver Medical Library, the University of Colorado Law Library, and many high-technology and university-related libraries.

Research activities in such fields as environmental sciences, allergy and immunology, biochemical genetics, health services, mass spectrometry, biochemical parasitology, alcohol, taste and smell, sports sciences, applied mechanics, public management, social science, mineral law, mass communications, family studies, the Holocaust, Islamic-Judaic studies, and international relations are conducted at centers in the Denver area.

Public Library Information: Denver Public Library, 10 West Fourteenth Avenue Parkway, Denver, CO 80204-2731; telephone (720)865-1111

Health Care

For years Denver has attracted those seeking to enjoy the respiratory benefits of the area's climate and mountain air. Today, Denver is the medical center of the Rocky Mountains, operating more than twenty-five major hospitals, many of which have earned national and international reputations as leading medical research and treatment facilities. The city has a large number of physicians practicing in every specialty.

Among the city's most prominent hospitals are Children's Hospital, a state-of-the-art children's hospital serving a 10-state area. The National Jewish Medical and Research Center is a teaching and research center for respiratory, allergic, and immunological diseases; the center also houses the Environmental Lung Center. The Rose Medical Center offers a wide range of services and specializes in diabetes treatment, obstetrics, and videoscopic surgery and is the health care provider for the Colorado Avalanche, Denver Nuggets, and Colorado Rush.

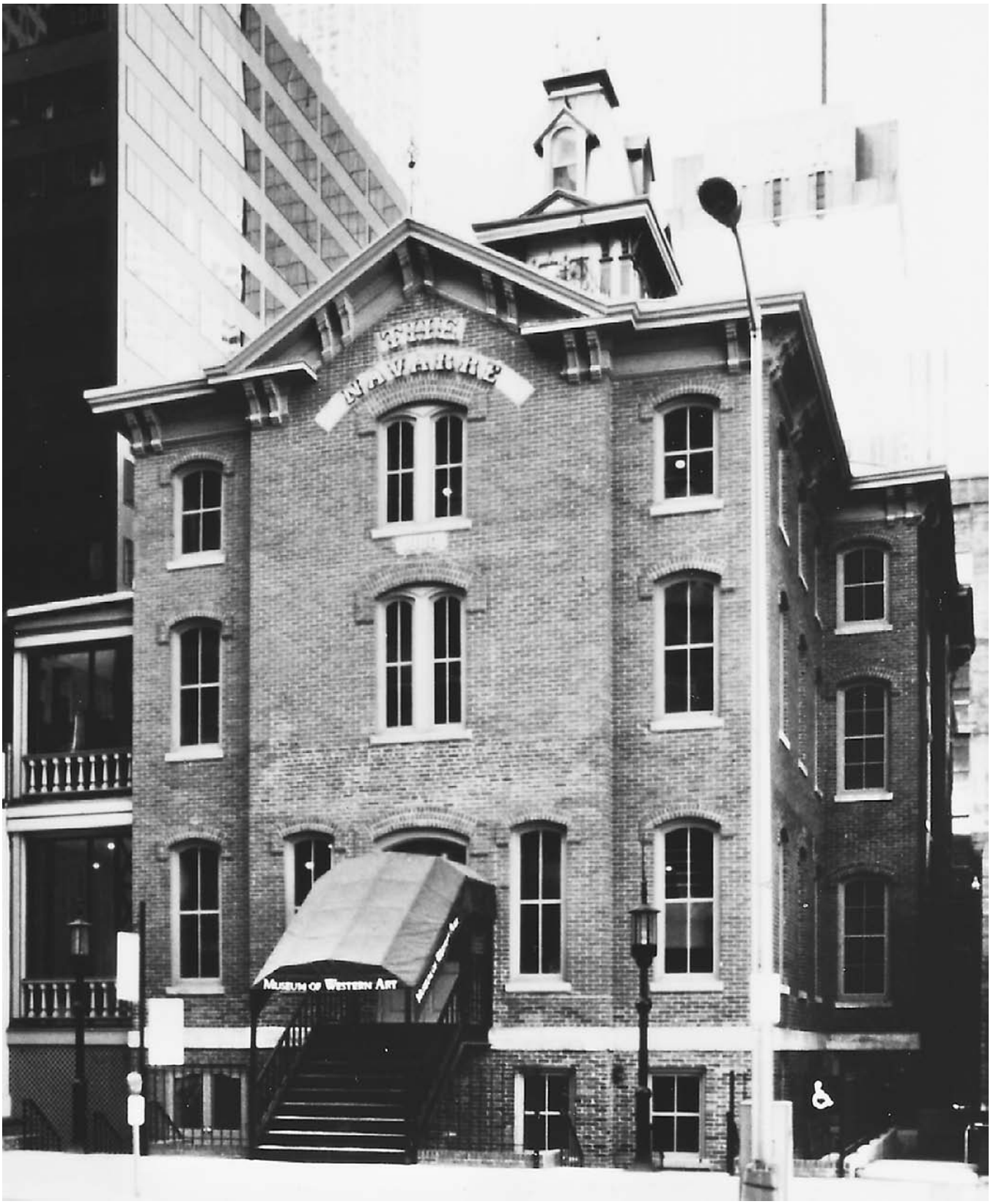
Health care services continue to expand in Denver. Among recent developments is the $175 million Exempla Good Samaritan Medical Center opened in north Denver in 2003 offering adult critical care, cardiac and vascular, neonatal, radiology and imaging, rehabilitation, surgical, woman and family, pediatrics, and orthopedic services. Other major hospitals in the city include the University of Colorado Health Sciences Center, the AMC Cancer Research Center, Denver General Hospital, the Swedish Medical Center, the Colorado Psychiatric Hospital, the St. Anthony Central Hospital, and Fitzsimmons Army Medical Center.

Recreation

Sightseeing

Denver offers attractions ranging from historic Western landmarks to modern amusement parks. Downtown, the Colorado State Capitol features a 24-carat gold-plated dome; the 13th step of its stairway is set at the altitude of exactly one mile above sea level. A few blocks away is the United States Mint, where nearly a third of the nation's gold supply is stored. Larimer Square, Denver's first main street and a restored Victorian historical district, is an especially popular tourist site. Also downtown is Elitch Gardens, a year-round amusement park offering more than 26 thrill rides, formal gardens, restaurants, and shops. Across the river, Colorado's Ocean Journey, open and under renovation in 2005, combines the qualities of aquariums and sea life parks in an exciting interactive experience that is both fun and educational. The 80-acre Denver Zoo is a modern facility, housing more than 4,000 animals in natural environments; a highlight is a new exhibit featuring 14 African species and 50 animals in a natural and educational habitat called Predator Ridge. It has been listed as one of the 10 best zoos in the nation.

The area is filled with historic buildings, homes, and mansions that are open to the public. Many Denver neighborhoods retain a large part of their historical and architectural



The 1889 Navarre building was once Denver's classiest bordello and gambling hall. Today it is home to the Museum of Western Art.

integrity, offering excellent examples of Victorian, Georgian, and Italianate styles. Popular tour sites in the area include the Coors Brewery in nearby Golden, the Denver Botanic Gardens, and Washington Park, a replica of President Washington's gardens at Mount Vernon. Several bus and guided walking tours of Denver are also available.

Arts and Culture

The arts are well supported in Denver, both in recently constructed facilities and elegant historically preserved buildings. The Denver Performing Arts Complex (PLEX), covering a four-block area, is an $80 million, architecturally stunning complex, second largest in the country behind New York's Lincoln Center, which offers almost every facet of the cultural world from Shakespearean drama to popular music. Many small theaters, galleries, and open-air exhibits can also be found throughout the city.

Denver enjoys a thriving performance community comprised of a number of theater and dance companies, as well as music and opera groups. Germinal Stage Denver, an avant-garde theater, stages five or six productions a year, and each summer the University of Colorado at Boulder sponsors a Shakespeare Festival. Dance in all its forms, from folk to ballet to modern, is performed frequently throughout the area. The Boettcher Concert Hall, considered one of the great music halls in the country, was the first symphony hall in the round in the United States, and is the home of the renowned Colorado Symphony Orchestra. Opera is presented by Opera Colorado; in 2005 Opera Colorado will be moving into its new home, the Ellie Caulkins Opera House.

The Colorado History Museum displays exhibitions highlighting the history of Colorado and the West with changing and permanent exhibits on Native Americans, miners, and other settlers. The Museum of Outdoor Arts is a unique museum without walls that showcases a blend of architecture, fine art, and landscaping. Offering a versatile collection of activities for children of all ages, the Children's Museum of Denver includes live theater, playscapes for children of all ages, a market, assembly plant, and a fire station.

The Denver Art Museum is an impressive seven-story structure containing more than 30,000 art objects; a highlight is the world's leading collection of Native American art. The Colorado Railroad Museum, housed in a replica of an 1880s depot, is considered to be one of the best privately supported rail museums in the United States. Also of interest is a Museum of Miniatures, Dolls and Toys and the Denver Firefighters Museum.

Festivals and Holidays

Denver schedules an abundance of festivals and special events throughout the year. The National Livestock Show and Rodeo, which has been called the ''Super Bowl of cattle shows,'' occurs each January. It features nearly a month of western music performances, prize-winning livestock exhibitions, and rodeo events with the country's top rodeo stars. The show culminates with the award for Livestock's Man of the Year. From May through September, outdoor shows and musical events are held at Red Rocks and Fiddlers Green amphitheaters and at LoDo.

Other special events in Denver include the nation's second largest St. Patrick's Day parade in March, followed by the Littleton River Festival in May. The Colorado Renaissance Festival, a recreation of medieval England, takes place each weekend during June and July. The Colorado Indian Market, featuring the art, dances, food, and culture of native Americans, is held in January. Larimer Square is the site of the annual Oktoberfest.

Sports for the Spectator

Denver fields a professional team in almost every major sport. The Denver Broncos of the National Football League won back-to-back Super Bowls in 1998 and 1999. The team moved to Invesco Field at Mile High Stadium in 2001. The National Basketball Association's Nuggets have had several playoff successes. The Colorado Rockies National League Baseball team play home games at Coors Field. The Colorado Avalanche, Denver's National Hockey League team won the Stanley Cup in 2001. Denver area colleges and universities compete in a variety of sporting events. In 2004 a Sports Business Research Network report described Denver as the most loyal and enthusiastic of America's top 41 sports cities.

Auto racing takes place at the Colorado National Speedway, and for those who enjoy parimutuel betting, the greyhound races at the Mile High Kennel Club in Commerce City provide plenty of excitement. Denver is also a major stop on the National Rodeo Circuit.

Sports for the Participant

The nearby Rocky Mountains provide abundant opportunities for sports-minded individuals year round. In the winter, skiers from the world over come to try their luck on the famous slopes. Rock and mountain climbing, fly fishing in the clear mountain streams, white-water canoeing and rafting, and hiking through the splendid mountain vistas are among the most popular recreations in spring, summer, and fall.

A $45 million, 24-year project to clean up the stretch of the South Platte River that runs through Denver has resulted in bike paths and a series of 11 beautiful parks; man-made boat chutes provide kayaking and rafting opportunities, and the banks of the river are lined with picnic areas and wetlands. Denver County maintains more than 205 parks, 29 recre-

ation centers, 14,000 acres of Denver Mountain Parks, and 2,500 acres of natural areas along with numerous baseball fields, basketball courts, and other sports venues. There are more than 75 public and private golf courses in the metropolitan area and several area lakes offering water skiing, sailing, swimming, and fishing.

Shopping and Dining

Denver's newest shopping venue, Colorado Mills, opened in 2004 and offers 200 new stores. In downtown, Denver Pavilions retail and entertainment center covers two square blocks in the heart of downtown Denver and features 34 stores, 6 restaurants, a nightclub, and 15 movie theaters. Flatiron Crossing opened in 2000 and offers indoor/outdoor shopping in 200 stores and a 14-theater movie complex. A variety of other shopping experiences can be found in Denver, ranging from small, specialized shops to large national outlet malls. The Sixteenth Street Mall, a sculptured pedestrian walkway stretching for over a mile in the downtown district, is lined with shops and restaurants. The recently revitalized Cherry Creek Shopping Center features upscale department stores and more than 160 specialty shops in an enclosed mall. The adjacent Cherry Creek Shopping District is known for its aesthetically appealing shops and galleries. With the success of Larimer Square, a renovated historical area of specialty stores, the entire lower downtown area is rapidly attracting unique shops, galleries, and restaurants. Denver's Tattered Cover Book Store has been hailed by *The New York Times* as ''one of the truly great independent book stores in America.''

Other interesting areas include Sakura Square, a group of Asian markets and art galleries; and Tivoli, a converted brewery that houses many shops, movie theaters, and some of Denver's finest restaurants. Park Meadows is a 1.5 million square foot shopping center located 12 miles south of the city; it is designed to resemble a mountain ski resort and is anchored by Nordstrom, Foley's, and Dillard's.

Denver is well known for its fine beefsteak and traditional Western fare, but a much wider range of dining experiences is also available at more than 2,000 restaurants, from fast food to haute cuisine. Area specialties include spicy Mexican dishes, local fish and game delicacies such as buffalo, elk, venison, and Rocky Mountain trout, and native Southwestern food. A large number of international and ethnic restaurants complete the dining choices. A favorite nighttime gathering spot is LoDo, or Lower Downtown, which has been transformed since the opening of nearby Coors Field from an industrial warehouse district into a thriving area of elegant restaurants and sports bars.

Visitor Information: Denver Metro Convention and Visitors Bureau, 1555 California, Suite 300, Denver, CO 80202; telephone (303)892-1112

Convention Facilities

The Colorado Convention Center in downtown Denver is within walking distance of more than 5,000 hotel rooms, and within a 20-minute drive of nearly 12,000 others. The convention center, located along the river in the heart of downtown, contains more than 600,000 square feet of exhibit space, 100,000 square feet of meeting rooms, two ballrooms (including a 35,000 square foot ballroom and a 50,000 square foot ballroom), theater-style seating for 7,000 people, 1,000 covered parking spaces and state of the art multimedia facilities. The center underwent a massive $268 million expansion that nearly doubled its space, which was completed in 2003.

The National Western Complex, located at the northern end of the downtown area near I-70, contains a 6,600-seat stadium arena, a 40,000-square-foot exhibit hall, a multi-use events center, and the 120,000-square-foot Hall of Education.

Other meeting and exhibition facilities include the Denver Coliseum, McNichols Arena, Red Rocks Amphitheater, the Denver Merchandise Mart and Exposition Center, and the Adams County Regional Park Complex. Most of the major hotels in the city offer extensive meeting, banquet, and ballroom facilities, as do many of the larger mountain resorts.

Convention Information: Denver Metro Convention and Visitors Bureau, 1555 California, Suite 300, Denver, CO 80202; telephone (800)480-2010

Transportation

Approaching the City

Denver International Airport is served by all major airlines with non-stop daily flights to 40 states. Amtrak provides passenger rail service with westbound passengers treated to a scenic route through the Rocky Mountains.

Denver is at the crossroads of three major interstate highways. Colorado 470 tollway is the southwest quarter of a new beltway highway system that encircles the metro area and provide easy access to the airport. The first segment of the eastern half of the new beltway has been completed.

Traveling in the City

Orienting oneself in Denver is made considerably easier by the natural landmark of the Rocky Mountains, readily visible to the west. Denver's street numbers are divided north and south by Ellsworth Avenue and east and west by Broad-

way. In general, east-west roads are called ''avenues'' and north-south designated as ''streets.'' Above Ellsworth, the streets bear numbers; below Ellsworth the streets are named.

The Regional Transportation District (RTD) offers 170 bus routes, 14 miles of light rail and SkyRide transportation to and from Denver International Airport.

Communications

Newspapers and Magazines

Denver readers are served by two major daily morning newspapers, *The Denver Post* and the *Rocky Mountain News,* as well as by many smaller neighborhood weeklies and a business weekly—*The Denver Business Journal.* Local magazines include *Colorado Country Life, Colorado Legionnaire, Colorado Outdoors,* and *The Bloomsbury Review.* Many trade and collegiate publications are based in the city as well.

Television and Radio

The six major television stations in the Denver area represent commercial networks, public television, independent stations, and special interest channels; a number of channels are offered by area cable systems as well. More than 45 AM and FM radio stations provide listeners with a variety of musical and special programming.

Media Information: *The Denver Post,* 1560 Broadway, Denver, CO 80202; telephone (303)820-1010; toll-free (800)832-4609; *Rocky Mountain News,* 400 West Colfax Avenue, Boulder, CO 80204; telephone (303)892-5000; toll-free (800)933-1990

Denver Online

City of Denver. Available www.denvergov.org

Colorado Historical Society. Available www.coloradohistory.org

Denver Metro Convention & Visitors Bureau. Available www.denver.org

Denver Post. Available www.denverpost.com

Denver Public Library. Available www.denver.lib.co.us

Denver Public Schools. Available www.denver.k12.co.us

Mayor's Office of Employment and Training. Available www.moet.org

Metro Denver Chamber of Commerce. Available www.denverchamber.org

Rocky Mountain News. Available www.rockymountainnews.com

Selected Bibliography

Noel, Thomas J., *The City and the Saloon: Denver, 1858–1916* (Lincoln: University of Nebraska Press, 1982)

Whitford, David, *Playing Hardball: The High-Stakes Battle for Baseball's New Franchises* (Doubleday: 1992)

Fort Collins

The City in Brief

Founded: 1862 (incorporated 1869)

Head Official: Mayor Doug Hutchinson (R) (since 2005)

City Population
1980: 64,092
1990: 87,491
2000: 118,652
2003 estimate: 125,740
Percent change, 1990–2000: 33.5%
U.S. rank in 1990: 230th (State rank: 7th)
U.S. rank in 2000: 206th (State rank: 5th)

Metropolitan Area Population
1980: 149,184
1990: 186,136 (MSA)
2000: 251,494 (MSA)
Percent change, 1990–2000: 35.1%
U.S. rank in 1990: 166th
U.S. rank in 2000: 142nd

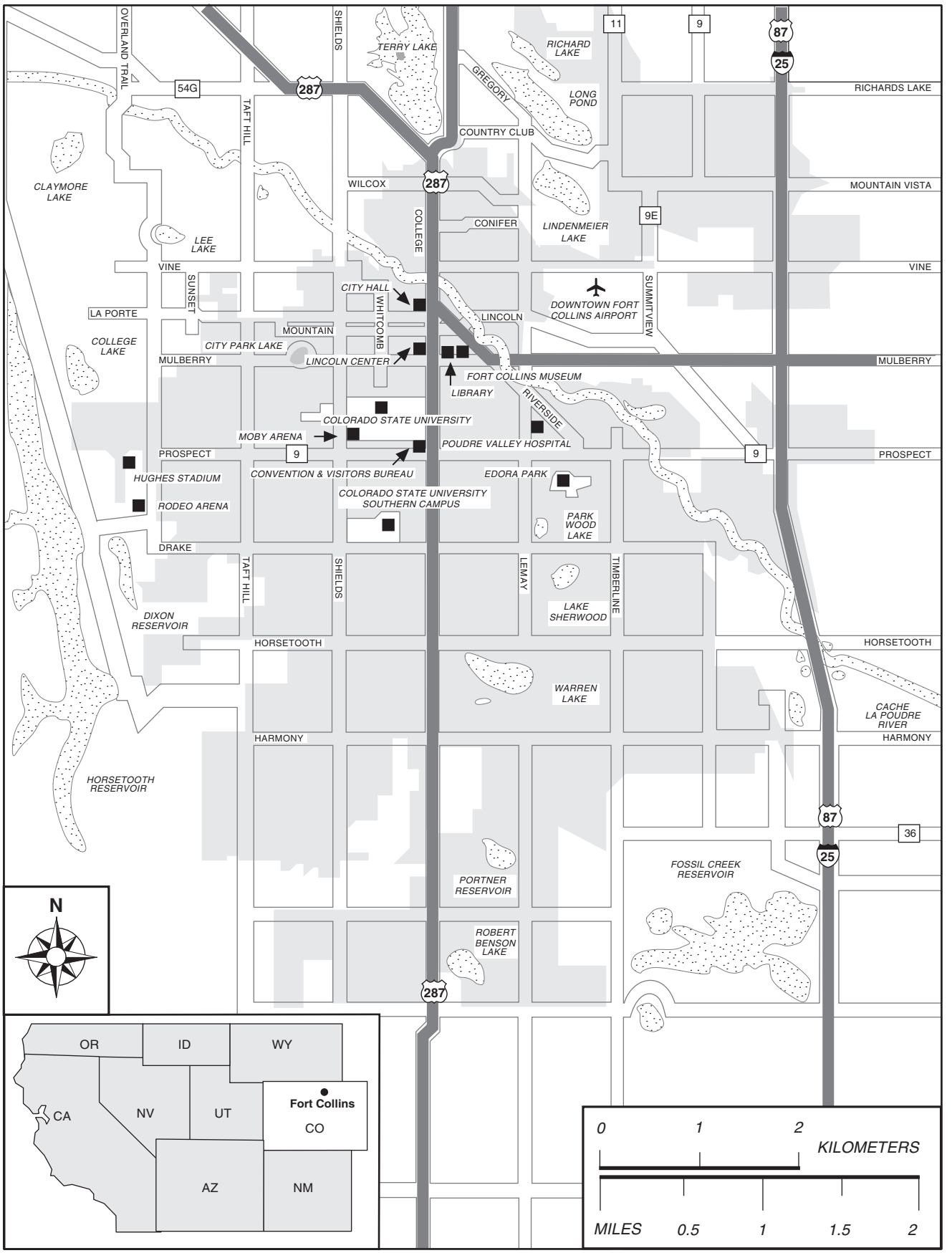
Area: 47 square miles (2000)
Elevation: 5,003 feet above sea level
Average Annual Temperature: 47.9° F
Average Annual Precipitation: 15 inches of rain; 55 inches of snow

Major Economic Sectors: services, trade, government, manufacturing
Unemployment Rate: 5.0% (December 2004)
Per Capita Income: $22,133 (1999)

2002 FBI Crime Index Total: 5,371

Major Colleges and Universities: Colorado State University, Front Range Community College

Daily Newspaper: *Fort Collins Coloradoan*


OVERLAND TRAIL
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TERRY LAKE
RICHARD LAKE
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9
87
25
RICHARDS LAKE
54G
287
TAFT HILL
GREGORY
LONG POND
COUNTRY CLUB
CLAYMORE LAKE
WILCOX
MOUNTAIN VISTA
COLLEGE
CONIFER
LINDENMEIER LAKE
9E
LEE LAKE
VINE
SUNSET
CITY HALL
WHITCOMB
SUMMITVIEW
LA PORTE
LINCOLN
DOWNTOWN FORT COLLINS AIRPORT
MOUNTAIN
COLLEGE LAKE
CITY PARK LAKE
MULBERRY
LINCOLN CENTER
FORT COLLINS MUSEUM
LIBRARY
RIVERSIDE
COLORADO STATE UNIVERSITY
MOBY ARENA
POUDRE VALLEY HOSPITAL
PROSPECT
CONVENTION & VISITORS BUREAU
EDORA PARK
HUGHES STADIUM
COLORADO STATE UNIVERSITY SOUTHERN CAMPUS
RODEO ARENA
PARK WOOD LAKE
DRAKE
LEMAY
TIMBERLINE
LAKE SHERWOOD
DIXON RESERVOIR
HORSETOOTH
WARREN LAKE
CACHE LA POUDRE RIVER
HARMONY
HORSETOOTH RESERVOIR
36
FOSSIL CREEK RESERVOIR
PORTNER RESERVOIR
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Introduction

Fort Collins is located on the Cache la Poudre River at the foot of the Rocky Mountains. The city's clean water and clean air make for a healthy environment. Fort Collins boasts a very active cultural scene, which is enhanced by events offered at Colorado State University. The surrounding countryside has breathtaking cliffs, clear skies, and beautiful lakes and waterfalls—nature at its best. The city consistently appears on lists of the best places to live in the United States, and in May 2003 it was chosen as one of America's best places to live by *Men's Journal* magazine.

Geography and Climate

Located at the western base of the ''Front Range'' of the Rocky Mountains, Fort Collins is about 65 miles north of Denver and 45 miles south of Cheyenne, Wyoming. The city lies along the banks of the Cache La Poudre River, and the Great Plains lie to the east.

Fort Collins lies in a semi-arid region and experiences four seasons. The city has 300 days per year with sunshine, and the average summer high temperature is 85 degrees. Annual snowfall averages 55 inches, and the snow generally melts within a few days.

Area: 47 square miles (2000)

Elevation: 5,003 feet above sea level

Average Temperatures: January, 57.2° F; July, 71.2° F; average annual temperature, 47.9° F

Average Annual Precipitation: 15 inches of rain; 55 inches of snow

History

Travelers crossing the country on the Overland Trail often stopped at Camp Collins, which was established on the Cache La Poudre River in 1862. The camp was named for Colonel W. O. Collins, a commander of the eleventh Ohio Cavalry at Fort Laramie, Wyoming. The fort was built to protect the important trading post from attacks by native Americans. In 1864 a community grew around the fort and became a center of trading, shipping, and manufacturing. Fort Collins was incorporated in 1869.

As farmers settled in the outlying areas, other settlers began moving to the new town, where they opened stores, livery stables, and other businesses. The first buildings of the state agricultural college, located in Fort Collins by vote of the state legislature, were erected in the 1870s. By that time the town boasted a post office, a general store, a rooming house, a mill, and its first school house.

During the first half of the 1870s the town population began to dwindle due to the failure of the town's first bank, a grasshopper infiltration, and business problems. The economy was given a boost by the arrival of the Colorado Central Railroad later in the decade. Soon after, the development of irrigation canals brought water to the area, greatly expanding farming options. Barley, wheat, and oat growing were especially successful, as were the cultivation of sugar beets and alfalfa.

The 1880s saw the construction of a number of elegant homes and commercial buildings. Beet tops proved to be excellent and abundant food for local sheep, and by the early 1900s the area was being referred to as ''Lamb feeding capital of the world.'' In 1903 the Great Western sugar processing plant was built in the city.

Fort Collins gained a reputation as a very conservative city in the twentieth century, with prohibition of alcoholic beverages being retained from the late 1890s until 1969. Although the city was affected by the Great Depression, it nevertheless experienced slow and steady growth throughout the early part of the twentieth century. During the middle of the century the population of the city doubled, and an era of economic prosperity occurred. Old buildings were razed to make way for new, modern structures. By the 1960s, though, citizens had formed a group to preserve and restore the older buildings that add such beauty and character to the city. The Fort Collins Historical Society was formed in 1974 to encourage the preservation of historic buildings and documents, and to provide educational opportunities for people to learn about the city's past.

Today's Fort Collins offers a rich mix of history with the cultural interest of a university town and an attractiveness to new, higher-tech businesses; add to that the plethora of outdoor activities and beauty offered in and around the city. When in 2003 *Men's Journal* magazine was choosing America's best places to live, it looked for cities with small town familiarity, outdoor activities, cultural amenities, and active lifestyle. Fort Collins fit the description admirably.

Historical Information: Fort Collins Public Library, Local History Collection, 201 Peterson Street, Fort Collins, CO 80524; telephone (970)221-6688

Population Profile

Metropolitan Area Residents
1980: 149,184
1990: 186,136
2000: 251,494
Percent change, 1990–2000: 35.1%
U.S. rank in 1990: 166th
U.S. rank in 2000: 142nd

City Residents
1980: 64,092
1990: 87,491
2000: 118,652
2003 estimate: 125,740
Percent change, 1990–2000: 33.5%
U.S. rank in 1980: 301st
U.S. rank in 1990: 240th (state rank: 7th)
U.S. rank in 2000: 206th (state rank: 5th)

Density: 2,549.3 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 106,347
Black or African American: 1,213
American Indian and Alaska Native: 715
Asian: 2,948
Native Hawaiian and other Pacific Islander: 143
Hispanic or Latino (may be of any race): 10,402
Other: 4,281

Percent of residents born in state: 36.2% (2000)

Age characteristics (2000)
Population under 5 years old: 7,001
Population 5 to 9 years old: 7,047
Population 10 to 14 years old: 7,317
Population 15 to 19 years old: 11,305
Population 20 to 24 years old: 19,036
Population 25 to 29 years old: 20,107
Population 35 to 44 years old: 17,285
Population 45 to 54 years old: 13,855
Population 55 to 59 years old: 3,783
Population 60 to 64 years old: 2,586
Population 65 to 74 years old: 4,544
Population 75 to 84 years old: 3,412
Population 85 years and over: 1,374
Median age: 28.2 years (2000)

Births (2003, Larimer County)
Total number: 3,500

Deaths (2003, Larimer County)
Total number: 1,545 (of which, 23 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,133
Median household income: $44,459
Total households: 45,882

Number of households with income of . . .
less than $10,000: 3,903
$10,000 to $14,999: 2,814
$15,000 to $24,999: 5,877
$25,000 to $34,999: 5,438
$35,000 to $49,999: 7,409
$50,000 to $74,999: 9,031
$75,000 to $99,999: 5,614
$100,000 to $149,999: 3,826
$150,000 to $199,999: 997
$200,000 or more: 860

Percent of families below poverty level: 5.5% (46.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 5,371

Municipal Government

Fort Collins has a mayor-council form of government with six council persons who serve four-year terms, and a mayor who serves a two-year term.

Head Official: Mayor Doug Hutchinson (R) (since 2005)

Total Number of City Employees: 1,400 (2004)

City Information: City of Fort Collins, 300 LaPorte Avenue, PO Box 580, Fort Collins, CO 80522-0580; telephone (970)221-6500

Economy

Major Industries and Commercial Activity

Fort Collins' economy has been described as well-balanced, with a good mix of manufacturing and service-related businesses. Local business leaders claim that the city's economy is insulated from some of the ups and downs in the regional and the national economies by the ''highly sophisticated and rapidly advancing technological progress'' of the city's industries. Fort Collins has a strong manufacturing base; it is home to such firms as Hewlett Packard, WaterPik, Woodward, In-Situ, and Anheuser-Busch. The city has been experiencing low unemployment rates and a steady increase in household

incomes, increasing purchasing power that can only further stimulate the local economy. A variety of high-tech companies have relocated to Fort Collins because of the resources of Colorado State University and its research facilities. New housing construction has added to the city's economic growth.

Items and goods produced: pharmaceuticals, electronic components and accessories, aircraft and parts, scientific instruments, measuring and controlling instruments, radio and TV equipment, industrial chemicals, engines, turbines, communications equipment

Incentive Programs—New and Existing Companies

Local programs—The city of Fort Collins has established an economic development policy that allows the rebate of use taxes paid by qualifying firms on qualifying equipment. On a case-by-case basis, the county will consider negotiating financial incentives, giving up to a 50 percent credit towards a company's personal property tax liability for up to four years. In 2004, the community created the Fort Collins Technology Incubator, acquiring 6,500 square feet of office space and transforming the 7 year old Fort Collins' ''Virtual Incubator'' into an incubator with walls. The technology incubator is a cluster of programs designed to nurture startup businesses. Incubator companies receive discounted business services from top-notch community resources, advisory groups, Colorado State University resources, and strategic planning counseling as well as idea sharing amongst other entrepreneurs.

The Northern Colorado Economic Development Corporation supports existing employers and recruits new employers to the region. It assists local companies to grow and expand and, in partnership with Colorado State University, encourages technology transfer to nurture local start-up companies. Fort Collins can negotiate with new business facilities an incentive payment equal to not more than the amount of the increase in property tax liability over pre-enterprise zone levels; and a refund of local sales taxes on purchases of equipment, machinery, machine tools, or supplies used in the taxpayer's business in the Enterprise Zone.

State programs—Colorado's Enterprise Zone tax benefits offer incentives for private enterprise to expand and for new businesses to locate in economically distressed areas of the state. They include a three percent investment tax credit for equipment investment, a $500 job tax credit for hiring new employees in an enterprise zone, double job tax credits for agricultural processing, a $200 job tax credit for employer health insurance, research and development tax credits, credits for the rehabilitation of vacant buildings, and exemptions from state sales and use tax on the purchase of manufacturing and mining equipment.

Job training programs—The Colorado FIRST customized job training program assists employers in training new or current workers in permanent, non-seasonal jobs and custom designs job-specific training programs. FIRST provides financial assistance to eligible businesses for direct training costs including instructor wages, travel, and per diem allowances; development of curriculum and instruction materials; cost of essential training supplies, equipment and space; and training at the employer's location or at local community college or vocational schools. Employers who carry out a qualified job training program for their enterprise zone employees, or who participate in a school-to-work program with a local school, may be able to claim an income tax credit of 10 percent of their eligible training ''investment.'' Front Range Community College and Colorado State University provide excellent employee training resources. Larimer County Employment and Training/Colorado Job Service offers comprehensive, coordinated employment and training services.

Development Projects

In 2004 In-Situ, Inc. a producer of environmental monitoring information and systems, chose Fort Collins as its headquarters and built a state-of-the-art office/manufacturing and multi-media training facility. In-Situ regularly introduces new water market innovations for patent and does business in more than 70 countries.

Economic Development Information: Northern Colorado Economic Development Corporation, 2725 Rocky Mountain Avenue #410, Loveland, CO 80538; telephone (970)667-0905; fax (970)669-4680; email mfoley@ncedc.com

Commercial Shipping

Parcel service for Fort Collins is provided by Federal Express, Airport Express, Airborne, Burlington Air Express, Emery, United Parcel Service, Pony Express, and Purolator. Fort Collins has two-day rail freight access to the west coast or the east coast and has eight motor freight carriers. Many local industrial sites have rail freight spur service. The city is served by the Union Pacific and Burlington Northern Santa Fe railroads.

Labor Force and Employment Outlook

Fort Collins' labor force has been described as young, well-educated, and energetic. Studies have indicated that many of the graduates of Colorado State University stay in the city.

Fort Collins exhibits outstanding economic stability. In a 2002 report on the economic strength of U.S. metropolitan statistical areas (MSA), POLICOM Corporation ranked Fort Collins-Loveland as the eighth strongest economy in the nation. Economic strength is a combination of both the rate and consistency of growth, and the information is obtained by examining 25 years of data in 18 different categories in the economy.

The following is a summary of data regarding the Fort Collins-Loveland labor force, 2004 annual averages.

Size of non-agricultural labor force: 128,500

Number of workers employed in . . .
construction and mining: 9,800
manufacturing: 14,700
trade, transportation and utilities: 21,800
information: 2,400
financial activities: 5,500
professional and business services: 14,200
educational and health services: 13,400
leisure and hospitality: 15,300
other services: 4,300
government: 27,000

Average hourly wage of production workers employed in manufacturing: $16.13

Unemployment rate: 5.0% (December 2004)

Largest county employers	*Number of employees*
Colorado State University	6,948
Poudre School District	3,732
Hewlett Packard	3,000
Poudre Valley Health System	2,814
Agilent Technologies	2,800
Thompson School District	2,000
City of Fort Collins	1,400
Larimer County	1,394
McKee Medical Center	950
Advanced Energy	800

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Fort Collins metropolitan area.

2004 (3rd Quarter) ACCRA Average House Price: $213,900 (Greeley metro)

2004 (3rd Quarter) ACCRA Cost of Living Index: 91.7 (Greeley metro) (U.S. average = 100.0)

State income tax rate: 4.63%

State sales tax rate: 2.9%

Local income tax rate: None

Local sales tax rate: 3%

Property tax rate: The residential assessment rate for 2003-2004 is 7.96% of actual value based on market values as of June 30, 2002; reappraised every two years

Economic Information: Northern Colorado Economic Development Corporation, 2725 Rocky Mountain Avenue #410, Loveland, CO 80538; telephone (970)667-0905; fax (970)669-4680; email mfoley@ncedc.com.

Education and Research

Elementary and Secondary Schools

The Poudre School District is led by a seven-member Board of Education committed to actively recruiting administrators and teachers displaying high standards of excellence. The school district is the second largest employer in Fort Collins.

The following is a summary of data regarding Poudre School District #1 as of the 2003–2004 school year.

Total enrollment: 24,891

Number of facilities
elementary schools: 27
junior high/middle schools: 9
senior high schools: 4
other: 3 charter schools, 3 special program elementary schools, 1 alternative high school, 1 alternative junior high school, multiple early childhood and alternative secondary programs

Student/teacher ratio: 17:1

Teacher salaries
minimum: $30,030
maximum: $70,839

Funding per pupil: $7,299

Public Schools Information: Support Services, Poudre School District, 2407 La Porte Avenue, Fort Collins, CO 80521

Colleges and Universities

Colorado State University (CSU), with 24,700 students, is a land-grant institution that consists of 8 colleges and more than 150 programs of study. Founded in 1870, its campuses cover 5,612 acres in Larimer County, including the main campus, a foothills campus, an agricultural campus, and the Pingree Park mountain campus, which is the summer campus for natural resources education. CSU offers eight major degree programs including agricultural sciences, applied human sciences, liberal arts, business, engineering, natural resources, veterinary medicine and biomedical sciences, and natural sciences. CSU also offers a unique major called equine science in which prospective veterinarians or those pursing a career in equine production learn about the behavior, nutrition, management, reproductive management, dis-

ease management, and the training of horses. Front Range Community College (FRCC), the largest community college in Colorado with more than 23,000 students, grants associates degrees in arts, science, general studies, and applied science. The college offers 12 high school vocational programs, and more than 100 degree and certificate programs. The Larimer Campus of FRCC offers 175,000 square feet of space on 47 acres in Fort Collins as well as partnerships with Colorado State University, Poudre Valley Hospital, McKee Medical Center, Columbine Health Systems, Village Homes' Observatory Village, Microsoft, and Oracle.

Libraries and Research Centers

The Fort Collins Public Library was established in 1900, the sixth pubic library in the state. The library maintains the Gates Computer Learning Lab and, in partnership with Front Range Community College, the Harmony Library and Harmony Library Electronic Learning Center. The library also participates in innovative cooperative projects with the local school district and Colorado State University. The library holds nearly 400,000 items and has a special local history archive.

Wildlife is the focus of the special library at the Colorado Division of Wildlife, which has nearly 9,000 books. Special collections of the Colorado State University Library include agriculture, agricultural economics, biomedical science, engineering, hydrology, and natural resources.

Fort Collins has a great range of research institutes covering a myriad of subjects. Facilities are maintained by the Centers for Disease Control Division of Vector-Borne Infectious Diseases, the Colorado Cooperative Fish & Wildlife Research Unit, the Colorado Water Resource Research Institute, and the Cooper Institute for Research in the Atmosphere. The Rocky Mountain Research Station conducts research on experimental forests, ranges, and watersheds, and oversees research on more than 200 natural areas.

Colorado State University has a variety of research groups focusing on subjects such as animal reproduction, biotechnology, engineering, environmental toxicology, irrigation management, microscopy, nutrition, hydraulics, manufacturing, marrow transplantation, vehicle emissions, and solar energy.

Public Library Information: Fort Collins Public Library, 201 Peterson St., Fort Collins, CO 80524-2990; telephone (970)221-6742; fax (970)221-6687 (circulation)

Health Care

By virtue of the broad scope of medical services available, Fort Collins has become a regional health center. Poudre Valley Hospital has 295 beds, 19 surgical suites, and 23 critical care patient rooms; it is home to a regional heart center, a regional neurosciences center that cares for victims of head and back injury, stroke, spinal cord and nervous system diseases, and a regional orthopedic program. The hospital also offers a surgery center, oncology unit, regional wound care center, a 24-hour emergency department, adult and adolescent psychiatric programs, and a breast diagnostic center. The hospital has a birthing center and Level II nursery, and offers an off-site comprehensive homecare program, home infusion therapy, and comprehensive rehabilitation programs. Poudre Valley Health System added a new ambulatory care center and medical office building (the Harmony Campus) and a mental health and substance abuse facility (Mountain Crest Behavioral Health Center) on the south side of Fort Collins in the spring of 2000 and broke ground on a cardiac and trauma care center (Medical Center of Rockies) in nearby Loveland in March 2004.

Recreation

Sightseeing

''Soapstone'' Natural Area was acquired by the city in 2004. Covering more than 16,000 square miles, the area is known as an important archaeological site and is admired for its varied terrain. ''Soapstone'' will receive an official name and be open to the public in 2009.

More than 40 historic sites can be visited in the Fort Collins Area, and 26 of them are listed in or eligible for the National Register of Historic Places. Tours of Avery House, a restored Victorian residence built by one of the city's prominent citizens, are offered year round. Visitors may also tour the two-story Strauss Cabin, which was built in 1864 by George Strauss and modeled after structures found in South Carolina. The Old Federal Building is a 1912 structure that housed the post office on its main floor for 60 years. The 1881 Spruce Hall on the campus of Colorado State University is the oldest complete building still standing on the campus. Ammons Hall, also on the campus, is a 1922 Italian Renaissance building that is still being used a women's physical education facility. Many other sites worth observing are on the Historic Buildings map available through the Fort Collins Convention and Visitors Bureau.

Beer enthusiasts and those merely curious will enjoy touring the Anheuser-Busch Brewery, which includes a visit with the famous Clydesdale horses and a trip to the sampling room. Several micro-breweries in town invite visitors to enjoy their variety of offerings. A metal menagerie of mythical and real creatures are on view at farmer/sculptor Bill

Swets' dairy farm, known as the Swetsville Zoo. The zoo also has a miniature live steam railroad train and a display of antique farming equipment. Young and old enjoy hopping a ride aboard the Fort Collins Municipal Railway streetcar, which runs May to September, weather permitting.

Arts and Culture

The premier facility for the performing arts in Fort Collins is Lincoln Center, with its 1,180-seat performance hall, two theaters, and four exhibit galleries. The center hosts nearly 1,750 events each year, among them an annual season of Broadway shows, dance, and musical events. OpenStage Theater Company, a regional professional theater group, stages its seasons in the facility's 220-seat Mini-Theater. Based on the tradition of eighteenth-century salons, the 48-seat Bas Bleu Theater provides an intimate setting for poetry, plays, and musical performances. Good food and theater can be combined at the Carousel Dinner Theater, which presents dramas, comedies, and popular musicals. Colorado State University presents six plays each year at the school's Johnson Hall. Other theater groups in the city include the Debut Theater Company, Fort Collins Children's Theater, the Front Range Chamber Players, and OpenStage Theater. A variety of dance performances is offered by the Canyon Concert Ballet and Dance Connection. Several performing halls are located at Colorado State University.

Musical experiences in the city come in many forms, featuring such groups as the Larimer Chorale, Opera Fort Collins, and the Fort Collins Symphony. The primary visual arts center of the city is the PowerPlant Visual Arts Center, located in a renovated power plant. The Fort Collins Museum highlights the area's past, including a display of pre-Columbian Folsom points discovered at a major archaeological site in northern Larimer County. Other displays range from those of the Plains Indians to Fort Collins' beginnings as a trade and agricultural center. Experiences with hands-on science are available to youngsters at the Discovery Center Museum, with its opportunities for experimenting and testing scientific theories. Visitors can visit pioneer cabins and a one-room school house.

Festivals and Holidays

Fort Collins' festival season begins with its annual St. Patrick's Day Celebration downtown. The city's Hispanic community is honored at the Cinco De Mayo celebration, which features dancing, entertainment, and food. Patrons are invited to tap kegs of beer at June's Colorado Brewers' Festival downtown. Fireworks light the sky at City Park's annual Fourth of July Celebration. On Skookum Day, also in July, Fort Collins' history is re-enacted with demonstrations of blacksmithing, milking, quilting, branding, and weaving. August is enlivened by the Larimer County Fair, and by the New West Fest, featuring more than 300 booths, events, performances, evening concerts, and children's activities.

The city celebrates the harvest during Oktoberfest, and the holiday season is launched with Lincoln Center's Great Christmas Hall, with its juried art exhibit, homemade crafts, and decorated trees. In December, festivities include carolers and Christmas celebrations in Old Town, and the New Year is welcomed in with a community-wide celebration for the whole family called First Night.

Sports for the Spectator

Colorado State University students engage in a variety of sports competitions throughout the year. The CSU Rams are represented by both male and female teams in a variety of sports, including football, basketball, cross country, golf, softball, swimming and diving, tennis, track and field, volleball, and water polo.

Sports for the Participant

Fort Collins is home to a variety of walking, running, and bicycling events and tournaments. The Cache La Poudre River provides some of the finest fishing in the state. The city has more than 75 miles of designated bikeways through many natural areas in the city. Duffers may choose from six golf courses within the city limits. Lory State Park offers 2,400 acres for horseback riding, boating, hiking, and picnicking. The Edora Pool and Ice Center and Mulberry Pool feature swimming and exercise programs, as well as youth and adult hockey and public ice skating. The young or young at heart will enjoy skateboarding at Northside Azatlan Community Center, Edora Skateboard Park, and Fossil Creek Skateboard. In winter, Lory State Park's trails and rolling hills attract cross country skiers; tubing and sledding are also popular. Several renowned Colorado mountain ski resorts are within a few hours of Fort Collins. Rocky Mountain National Park offers scenic drives and hikes and is only one hour's drive away.

Shopping and Dining

Shopping in Fort Collins can involve browsing antique stores and flea markets or seeing the latest fashions at one of its major malls, such as Foothills Mall, The Square Shopping Center, or University Mall. At Historic Old Town, restored buildings filled with specialty shops, galleries, boutiques, and outdoor cafes beckon the visitor.

Visitor Information: Fort Collins Convention and Visitors Bureau, 3745 East Prospect Rd.#200, Fort Collins, CO 80525; toll-free (800)274-FORT; telephone (970)491-3388; fax (970)491-3389; email information@ftcollins.com

Convention Facilities

Fort Collins has nearly 2,000 hotel rooms, ranging from budget rooms to luxury suites. Colorado State University, in the heart of Fort Collins, has 50,000 square feet of convention facilities at its Lory Students Center. The center can accommodate meetings, receptions, and banquets for up to 1,100 people. Other convention facilities include 10 auditoriums with accommodations for up to 400 in the Clark Building, a total of 4,400 beds in the residence halls, dining facilities in each residence hall, and an arena that seats 6,000. Lory's main ballroom has 12,728 square feet of space. The Pingree Park Conference Center offers seven meeting rooms, two dorms and seven cabins on its 1,200 acre campus. Campus lodging is available late May through mid-August.

The Holiday Inn at University Park, with 259 rooms, offers nearly 20,000 square feet of convention space that can accommodate 1,300 people for a banquet. There are several facilities around the city that can handle small group meetings.

Convention Information: Fort Collins Convention and Visitors Bureau, 3745 East Prospect Rd. #200, Fort Collins, CO 80525; telephone 1-800-274-FORT, (970)491-3388; fax (970)491-3389; email information@fortcollins.com

Transportation

Approaching the City

Allegiant Air offers airplane service into Fort Collins/Loveland Airport. Denver International Airport, which is 25 miles to the south, is served by nearly 20 airlines. Fort Collins can be approached from Denver by car via Interstate 25. Greyhound offers bus service into the city.

Traveling in the City

Fort Collins' downtown streets form a grid with Interstate 25 running north and south on the east side of the city. U.S. Highway 287 runs east and west in the northwest sector of the city. Transfort, Fort Collins' local bus transportation system, provides 16 routes and operates daily. Alternative transportation is encouraged in the city; bicycle commuters benefit from city incentives and excellent bike paths through town. Maps for a walking tour of the historic downtown district can be obtained from the Downtown Business Association.

Communications

Newspapers and Magazines

The *Fort Collins Coloradoan,* which appears Monday through Sunday mornings, is the city's daily paper.

The *Fort Collins Weekly* serves Larimer and Weld Counties. The bimonthly *Northern Colorado Business Report,* reports on the growing business market in Northern Colorado with an increasing emphasis on high-tech and e-business.

Television and Radio

No television stations broadcast from Fort Collins, but service is available from surrounding communities. Two AM, six FM, and the CSU student-run radio stations serve the city with a variety of programming including public radio, news/talk, adult contemporary, and alternative music formats.

Media Information: The *Fort Collins Coloradoan,* PO Box 1577, Fort Collins, CO 80524; telephone (970)493-6397

Fort Collins Online

City of Fort Collins Home Page. Available fcgov.com

Colorado Department of Labor & Employment, Labor Market Information. Available www.coworkforce.com

Coloradoan Available www.coloradoan.com

Fort Collins Convention & Visitors Bureau. Available www.ftcollins.com

Fort Collins Public Library. Available fcgov.com/library

Larimer County. Available www.co.larimer.co.us

Northern Colorado Economic Development Corporation. Available www.ncedc.com

Selected Bibliography

Fleming, Barbara Allbrandt, *Fort Collins, A Pictorial History* (Virginia Beach, VA: Donning, 1992)

Fort Collins Friends of the Library, comp. *Talking About Fort Collins: Selections from Oral Histories* (Fort Collins: City of Fort Collins, 1992)

Horan, Bob, *Colorado Front Range Bouldering: Fort Collins* (Evergreen, Colo.: Chockstone Press, 1995)

Swanson, Evadine Burris, *Fort Collins Yesterdays* (Fort Collins: G & H Morgan, 1993)

HAWAII

Hilo 291
Honolulu 303

The State in Brief

Nickname: Aloha State
Motto: *Ua mau ke ea o ka aina i ka pono* (The life of the land is perpetuated in righteousness)

Flower: Hibiscus
Bird: Hawaiian goose

Area: 10,930 square miles (2000; U.S. rank: 43rd)
Elevation: Ranges from sea level to 13,796 feet above sea level
Climate: Mild, tropical

Admitted to Union: August 21, 1959
Capital: Honolulu
Head Official: Governor Linda Lingle (R) (until 2006)

Population
- **1980:** 965,000
- **1990:** 1,135,000
- **2000:** 1,211,537
- **2004 estimate:** 1,262,840
- **Percent change, 1990–2000:** 9.3%
- **U.S. rank in 2004:** 42nd
- **Percent of residents born in state:** 56.9% (2000)
- **Density:** 188.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 75,238

Racial and Ethnic Characteristics (2000)
- **White:** 294,102
- **Black or African American:** 22,003
- **American Indian and Alaska Native:** 3,535
- **Asian:** 503,868
- **Native Hawaiian and Pacific Islander:** 113,539
- **Hispanic or Latino (may be of any race):** 87,699
- **Other:** 15,147

Age Characteristics (2000)
- **Population under 5 years old:** 78,163
- **Population 5 to 19 years old:** 249,088
- **Percent of population 65 years and over:** 13.3%
- **Median age:** 36.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 18,068
- **Total number of deaths (2003):** 8,955 (infant deaths, 139)
- **AIDS cases reported through 2003:** 1,318

Economy
- **Major industries:** Government; services; finance, insurance, and real estate; agriculture; tourism
- **Unemployment rate:** 2.9% (January 2005)
- **Per capita income:** $30,589 (2003; U.S. rank: 22nd)
- **Median household income:** $49,839 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.7% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 1.4% to 8.25%
- **Sales tax rate:** 4.0%

Hilo

The City in Brief

Founded: 1822 (incorporated, 1911)

Head Official: Mayor Harry Kim (since 2000)

City Population
1980: 35,269
1990: 37,808
2000: 40,759
2003 estimate: Not reported
Percent change, 1990–2000: 7.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

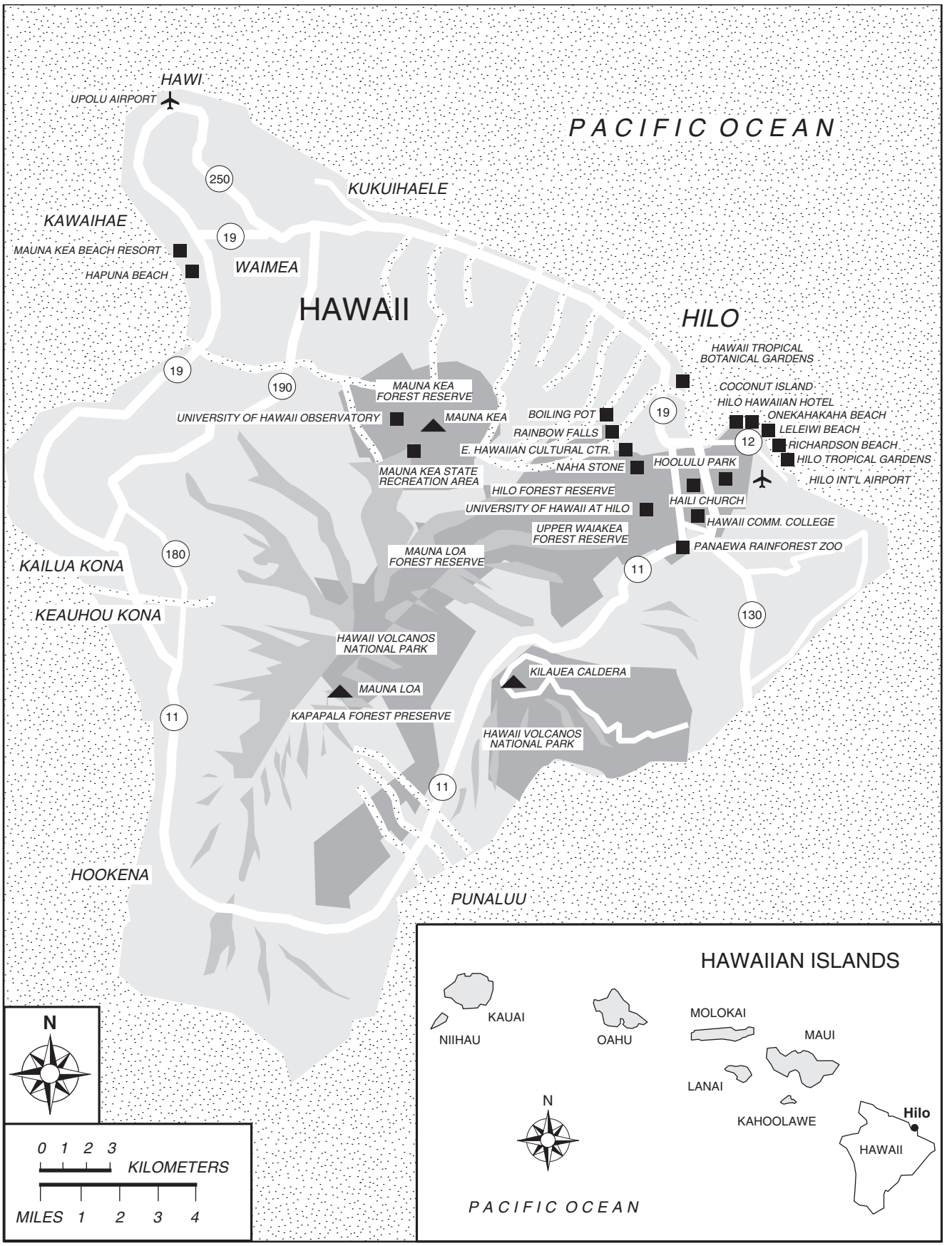
City and County Population
1990: 120,317
2000: 148,667
2003 estimate: 158,423
Percent change, 1990–2000: 23.6%

Area: 54 square miles (2000)
Elevation: 38 feet above sea level
Average Annual Temperature: 73.0° F
Average Annual Precipitation: 134 inches

Major Economic Sectors: Agriculture, trade, tourism, government
Unemployment rate: 3% (Hawaii, January 2005)
Per Capita Income: $18,220 (1999, Hilo CDP)
2002 Actual Crime Index Offenses: 6,936 (Hawaii County)

Major Colleges and Universities: University of Hawaii at Hilo, Hawaii Community College

Daily Newspaper: *Hawaii Tribune-Herald*


HAWI
UPOLU AIRPORT
PACIFIC OCEAN
250
KUKUIHAELE
KAWAIHAE
19
MAUNA KEA BEACH RESORT
HAPUNA BEACH
WAIMEA
HAWAII
HILO
HAWAII TROPICAL BOTANICAL GARDENS
19
190
MAUNA KEA FOREST RESERVE
COCONUT ISLAND
HILO HAWAIIAN HOTEL
UNIVERSITY OF HAWAII OBSERVATORY
MAUNA KEA
BOILING POT
19
ONEKAHAKAHA BEACH
LELEIWI BEACH
RAINBOW FALLS
12
RICHARDSON BEACH
E. HAWAIIAN CULTURAL CTR.
HILO TROPICAL GARDENS
NAHA STONE
HOOLULU PARK
MAUNA KEA STATE RECREATION AREA
HILO INT'L AIRPORT
HILO FOREST RESERVE
HAILI CHURCH
UNIVERSITY OF HAWAII AT HILO
HAWAII COMM. COLLEGE
UPPER WAIAKEA FOREST RESERVE
PANAEWA RAINFOREST ZOO
180
MAUNA LOA FOREST RESERVE
11
KAILUA KONA
KEAUHOU KONA
130
HAWAII VOLCANOS NATIONAL PARK
KILAUEA CALDERA
MAUNA LOA
11
KAPAPALA FOREST PRESERVE
HAWAII VOLCANOS NATIONAL PARK
11
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PUNALUU
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NIIHAU
OAHU
MOLOKAI
MAUI
LANAI
KAHOOLAWE
N
Hilo
HAWAII
PACIFIC OCEAN

Introduction

The city of Hilo is the main port of the island of Hawaii, the largest island in the chain. It is the business and government center of the island, as well as the shipping and service center of the various industries in the vicinity. With more than 100 inches of rain annually, the city is the rainiest in the United States. The rainfall encourages the city's major industries—raising tropical flowers and fruit. Tourism is growing rapidly, spurred in part by the Hawaii Volcanoes National Park, which is 30 miles away. Hilo curves around a crescent bay where the lower foothills of Mauna Loa and Mauna Kea emerge. In recent years the city has attracted retirees and escapees from the faster-paced life on other islands. The city boasts a modern, convenient airport and a deep water harbor, and serves as the transportation hub for the island. The city, whose name means ''new moon,'' is slowly transforming itself from a plantation town whose economy centered on sugar cane to a university town that is attracting a slew of new construction and research dollars.

Geography and Climate

Hilo is located on Hilo Bay on the eastern side of the island of Hawaii, 216 miles southeast of Honolulu (on the island of Oahu). The area's topography is mostly sloping, from the tops of the scenic Mauna Kea and Mauna Loa mountains to the sea. Hilo is located less than 30 miles from Kilauea, one of the most active volcanoes on earth, which has been emitting lava since 1983. Lava flows have been responsible for the destruction of nearly 200 homes since then, and they continue to menace the island. Much of the lava has reached the ocean, enlarging the island of Hawaii by about 500 acres.

The Hilo region has a warm semitropical climate and experiences abundant rainfall without the droughts and shortages that trouble other parts of the island. The rain, which generally falls during the night, keeps the area fresh and green. It also results in many waterfalls. Hilo's rich soil is conducive to the growth of a variety of diversified agricultural products. At the summit of Mauna Kea the temperature ranges from about 31 to 43 degrees. In winter there is frost above the 4,000-foot level and snow above the 10,000-foot level.

Area: 54 square miles (2000)

Elevation: 38 feet above sea level

Average Temperature: January, 71.3 80° F; July, 75.5° F; annual average, 73.0° F

Average Annual Precipitation: 134 inches

History

Popular Trading Post Attracts Missionaries, Scientists

The city of Hilo has been a trading place from the time Hawaiian tribes came up the Wailuku River, which separated Hilo from Hamakua, and shouted out what goods they had to offer. In the 1800s, although Honolulu reigned supreme as the principal whaling base of the Pacific, Hilo came in third behind Koloa as alternative anchorages. Foreign ships found anchorages between the coral heads of Hilo's wide bay, and thereafter the dredging of a channel permitted steamships to enter the area.

Missionaries settled Hilo in 1822. The region was first studied scientifically by Lord Byron and his men of the ship *Blonde* in 1825. Titus Cona, a missionary at Hilo, was the foremost volcanologist of his time and made frequent visits to the volcano.

The beginnings of Hilo's tourist industry date back to the 1870s when Hilo was one of a number of sites on a standard sightseeing route. Particularly popular were visits to the volcano of Kilauea east of Mauna Loa.

By the early 1900s, Hilo's sugar industry was booming and the city became the commercial center of the island. A railroad connected Hilo with other parts of the island. Hilo became the seat of Hawaii County in 1905 was incorporated as a city in 1911.

Hilo Beset by Volcanic Eruptions and Tidal Waves

In March 1868, a volcanic eruption resulted in formidable destruction. The city experienced close calls from the eruption of Mauna Loa in 1942 and in 1984. Two tsunamis have also caused major damage. In 1946 a tidal wave swept half the town inland and then dragged the remains out to sea. Hilo rebuilt and constructed a stone breakwater across the bay to protect the harbor. Another tidal wave destroyed a major part of the waterfront business district and the city's beachfront in 1960, sweeping 61 Hiloites out to sea. Civic leaders, vowing that such destruction would never recur, drained the lowland crescent and raised a new hill 26 feet above sea level and mounted a new government and commercial center. Today, however, the beach is still gone.

Hilo's cultural diversity adds to the city's charm. Japanese, Polynesian, Filipino, Chinese, Puerto Rican, Portuguese, and Russian residents make up the city's mixed-race culture of today. Since their arrival, Japanese people have had an important influence on the city, from serving on the city council to starting entrepreneurial businesses. Business people of all races join the Japanese Chamber of Commerce and

Industry and the Japanese newspaper, the *Hilo Times,* is published in the city.

Population Profile

City and County Residents
1990: 120,317
2000: 148,667
2003 estimate: 158,423
Percent change, 1990–2000: 23.6

City Residents
1980: 35,269
1990: 37,808
2000: 40,759
2003 estimate: Not reported
Percent change, 1990–2000: 7.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Density: 750.8 per square mile (2000)

Racial and ethnic characteristics (2000)
White: 15,764
Black or African American: 471
American Indian and Alaska Native: 1,078
Asian: 25,172
Native Hawaiian and other Pacific Islander: 13,922
Hispanic or Latino (may be of any race): 3,579
Other: 385

Percent of residents born in state: 78.7% (2000)

Age characteristics (2000)
Population under 5 years old: 2,301
Population 5 to 9 years old: 2,859
Population 10 to 14 years old: 2,965
Population 15 to 19 years old: 3,319
Population 20 to 24 years old: 2,806
Population 25 to 34 years old: 4,352
Population 35 to 44 years old: 5,576
Population 45 to 54 years old: 5,842
Population 55 to 59 years old: 2,215
Population 60 to 64 years old: 1,701
Population 65 to 74 years old: 3,473
Population 85 years and older: 2,471
Median age: 38.6 years

Births (North Hilo and South Hilo, 2003)
Total number: 613

Deaths (North Hilo and South Hilo, 2003)
Total number: 519

Money income (1999)
Per capita income: $18,220 (Hilo CDP)
Median household income: $39,139
Total households: 14,577

Number of households with income of . . .
less than $10,000: 1,876
$10,000 to $14,999: 919
$15,000 to $24,999: 1,977
$25,000 to $34,999: 1,824
$35,000 to $49,999: 2,253
$50,000 to $74,999: 2,655
$75,000 to $99,999: 1,650
$100,000 to $149,999: 1,061
$150,000 to $199,999: 196
$200,000 or more: 182

Percent of families below poverty level: 11.1% (51.1% of which were female householder families with related children under 5)

2002 Actual Crime Index Offenses: 6,936 (Hawaii County)

Municipal Government

The Island of Hawaii has one governmental unit, the County of Hawaii. There is no formal government at the city or municipal level, although Hilo serves as the headquarters for all government activities on the Island. The city is governed by the county of Hawaii, which has a mayor elected for up to two four-year terms and a nine-member council representing each of the county's nine districts during two-year terms. Mayor Harry Kim, first elected to office in 2000, is the first mayor of Korean descent in the United States.

Head Official: Mayor Harry Kim, County of Hawaii (since 2000; current term expires 2008)

Total Number of County Employees: 2,300 (2003)

County Information: Hawaii County, 25 Aupuni Street, Hilo, HI 96720; telephone (808)961-8521

Economy

Major Industries and Commercial Activity

Hilo has a diversified economy that includes agriculture, tourism, aquaculture, livestock, trade, education, and government.

The Big Island was a world center for the production of raw sugar from 1876 to 1994, when the last plantation closed. Today, the tremendous rainfall produces a genuine paradise of flowers, from exotic anthuriums and orchids to tropical blooms of all sorts. The city, which is the center for the world's largest tropical flower industry, exports fresh cut flowers, sprays, and potted plants from various farmer cooperatives and flower farms. About 1 million acres of the island's total 1.8 million acres are devoted to agriculture, a $500 million per-year industry.

Livestock is an economic mainstay, with sales of beef, hogs, dairy and poultry products, and honey totaling more than $25 million annually. Cattle ranches, including Parker Ranch, said to be the largest privately-owned ranch in the world, produce 70 percent of livestock marketed in the state of Hawaii. Nearly 115,000 cattle are raised on the Big Island and most are shipped to the U.S. mainland and Canada for processing. The Big Island is Hawaii's largest producer of honey, with its honey and queen bee industries producing more than 1 million pounds annually.

Aquaculture, another important industry on the island, has been a mainstay of economic life since the first Polynesian settlers came to the Big Island. Abalone, carp, catfish, clams, flounder, milkfish, moi, mullet, ornamental fish, oyster, prawns, sea cucumber, seaweed, shrimp, snails, sturgeon, tilapia, and rainbow trout are among the fish and seafood harvested. Several types of microalgae are also being cultivated for pharmaceutical and nutritional products. Aquafarms on the Big Island, totaling more than 170 acres, produce 11 million pounds of aquaproducts annually.

Despite serious agricultural problems ranging from drought to harmful bacteria, the Big Island produces more than four-fifths of the state's production of fruit (other than pineapples), including bananas, guavas, oranges, tangerines, and avocados; the bulk of the state's macadamia nuts and papaya; the vast majority of its coffee; crops such as ginger, Chinese cabbage, leaf lettuce, greenhouse tomatoes, and cucumbers; and orchids, anthuriums, and other nursery products for domestic and foreign markets. A recent problem for Hilo's agricultural industry has been the infestation of the coqui frog. The increasing population of this amphibian has threatened the island's ecosystem.

The tourism industry has all but bypassed the town of Hilo due to its lack of a decent beach and the 134 inches of rainfall annually. Since Hilo has never been a tourist destination, the town has retained its historic character and has not suffered from the infrastructure problems associated with high-rises and big-city development. However, it just may be that historic character that is attracting new visitors to the city. Leisure and hospitality services comprised the largest of the major industrial sectors in the area in 2003. According to *Hawaii Business Magazine,* ''In 2003, the town received 219,262 cruise ship passengers from 116 foreign ship calls. By 2007, the city expects to receive 418,600 visitors from 219 domestic and foreign ship calls.'' Recent marketing efforts have focused on drawing Japanese visitors.

Hilo's Foreign Trade Zone (FTZ) is ideally situated adjacent to Hilo Harbor and the Hilo International Airport, less than a mile from downtown Hilo. This 31-acre site is the first such zone designated by the State of Hawaii to attract manufacturers to Hawaii. The FTZ allows companies locating there to import parts for assembly and export the finished product without paying import duties. It was given a boost when NIC Americas, Inc., became its first tenant. NIC Americas manufactures a device that uses electrical arcing to destroy used needles from health care facilities. The company represented Hilo's first significant new manufacturing facility in recent times; if successful it could lead to other FTZ tenants.

Television, film and commercial production also contributes to Hilo's economy. The County of Hawaii hosted 129 film productions from ten countries in 2003-2004, an increase from the prior year. Revenues were stable however, due to an increase in small films and a decrease in large revenue productions.

Items and goods produced: flowers, fruit, cattle, fish, macadamia nuts, coffee

Incentive Programs—New and Existing Companies

Local programs— Hawaii's Small Business Development Center Network is a partnership of the University of Hawaii at Hilo and the U.S. Small Business Administration. With the aim of helping small business become established or expand, the Network offers one-on-one counseling, seminars, workshops and conferences.

State programs—Most business incentives are offered at the state level. These include direct financial incentives such as Industrial Development Bonds, a Capital Loan Program, customized industrial training, and investment of public funds in return for equity or ownership positions in private businesses. Tax incentives are also offered along with Hawaii Urban Enterprise Zones Program. Other tax incentives for businesses on the Big Island include no personal property taxes; no taxes on inventory, equipment, furniture and machinery; no tax on goods manufactured for export; no unincorporated business tax; and banks and financial institutions pay only one business tax. High technology businesses can also take advantage of unparalleled tax breaks through legislative initiatives (ACT 221, SLH 2001) and the State Foreign Trade Zone program and Enterprise Zone Partnership.

Job training programs—The Workforce Development Division of Hawaii's Department of Labor and Industrial Rela-

tions oversees One-Stop Workforce Assistance Centers, a job placement and training system to help people find work and employers find suitable workers, and the Employment & Training Fund (ETF), a job skills upgrade program for current workers. Employers can receive customized training grants for their workplace or they can nominate a current worker for an established training course.

Job Training Information: Workforce Development Division, Hawaii Department of Labor and Industrial Relations, Kaikoo Mall, 777 Kilauea Ave., #121, Hilo, HI 96720; telephone (808)974-4126; fax (808)974-4125

Development Projects

Since the fall of the Big Island's sugar plantations in the mid-1990s, ''Hilo has transformed itself from a plantation town to a university town,'' according to Richard West, executive director of the Hawaii Island Economic Development Board in a 2004 article in *Hawaii Business Magazine.* Hilo has seen the addition of several new science and technology developments in the early 2000s. One of the largest new projects is the Mauna Kea Astronomy Education Center (MKAEC), a $28 million facility showcasing the astronomy research conducted on the summit of the Mauna Kea volcano. Located in the University of Hawaii at Hilo's University Park of Science and Technology, the center is expected to attract 200,000 visitors annually when it opens in July 2005. The U.S. Department of Agriculture's Agricultural Research Service broke ground on a $60 million research lab in Fall 2004. In 5 stages, the Pacific Basin Agricultural Research Center (PBARC) will eventually encompass 120,000 square feet of laboratories, an administration building, greenhouse facilities, and insect rearing facilities. Additional research dollars will come to Hilo with the opening of the U.S. Forest Service Institute of Pacific Islands Forestry, a $12 million forest research laboratory.

Economic Development Information: County of Hawaii Department of Research and Development, 25 Aupuni Street, Hilo, HI 96720; telephone (808)961-8366. Hawaii Department of Labor and Industrial Relations, telephone (808)586-8842. Hilo Hamakua Community Development Corporation, County of Hawaii, 25 Aupuni Street, Hilo, HI 96720.

Commercial Shipping

Hilo Harbor has an entrance depth of 35 feet, and the harbor basin has a length of 2,300 feet and a width of 1,400 feet. There are 2,787 linear feet of piers, and storage area totals 122,000 square feet of shedded and 492,000 square feet of open space. Plans on the drawing board for the harbor include the separation of the commercial shipping and cruise ship activities to accommodate the increasing demand of cruise lines which would like to dock there.

Labor Force and Employment Outlook

Hilo's job outlook has been improving slowly and steadily. The city's economic recovery has mirrored the state's reviving economy. The County of Hawaii's unemployment rate has improved from 9.5 percent in 1995 to 5.1 percent in the last quarter of 2004. This is compared to 3 percent for the entire state. According to the FDIC, every major industry in the State of Hawaii posted employment gains in 2004, with the tourism sector benefiting the most. The leisure and hospitality sector and the retail trade sector together accounted for 40 percent of the job growth in the state. Solid job gains were also seen in the health services sector. The FDIC also reported at a 2004 Business Outlook Forum that ''economists were upbeat about the state's economic future and respondents surveyed by the Bank of Hawaii expressed near record-high business confidence.''

The following is a summary of data regarding the city of Hilo labor force as of 2000.

Size of civilian labor force: 19,902

Number of workers employed in. . .
construction: 1,151
manufacturing: 418
retail trade: 2,224
transportation, warehousing, and utilities: 1,159
finance, insurance, real estate, rental and leasing: 818
arts, entertainment, recreation, accommodation and food services: 1,895
public administration: 1,565
educational, health and social services: 4,505
other services: 880

Average hourly earnings of workers employed in manufacturing: $13.13 (2003)

Unemployment rate: 3% (Hawaii, January 2005)

Largest employers	*Number of employees*
State of Hawaii	7,450
County of Hawaii	2,250
C. Brewer & Co. (holding company)	1,987
Hilton Waikoloa Village	1,200
U.S. Government	850
Mauna Lani Resort Inc.	800
KTA Superstores	776
Mauna Lani Bay Hotel	650

Cost of Living

Median single family home resale price in Hawaii County in 2002 was $194,500. The following is a summary of data regarding key cost of living factors for the Hilo area.

2004 (3rd Quarter) ACCRA Average House Price: Not reported

2004 (3rd Quarter) ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 1.4% to 8.25%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $9.10 per $1,000 assessed valuation for improved land and buildings; $5.55 per $1,000 valuation for owner-occupied residences

Economic Information: County of Hawaii, Department of Economic Development and Tourism, 25 Aupuni Street Room 219, Hilo, HI 96720; telephone (808)961-8366; fax (808)935-1205. Hawaii Island Chamber of Commerce, 106 Kamehameha Ave, Hilo, HI 96720; telephone (808)935-7178; fax (808)961-4435; email hicc@interpac.net

Education and Research

Elementary and Secondary Schools

Hawaii is the only state with a single, unified statewide school system, comprised of seven districts, one of which is the Hawaii District, which covers the island of Hawaii. An elected board of education formulates educational policy and supervises the public school system. Ten members are elected from Oahu and a total of three from all other islands. One non-voting student member is appointed.

The following is a summary of data regarding Hilo's public schools as of the 2003–2004 school year.

Total enrollment: 26,221 (2002)

Number of facilities
elementary schools: 8
junior high/middle schools: 2
senior high schools: 2
other: 3 charter schools

Student/teacher ratio: elementary and secondary, 16.8:1 (statewide average)

Teacher salaries (statewide average)
minimum: $29,000
maximum: $58,000

Funding per pupil: $7,455 (statewide average 2002-2003)

There are seven private schools in Hilo. They are Emakaala School; Haili Christian School; Hale Aloha Nazarene School; Kamehamaha Schools; Mauna Loa School; and St. Joseph's Elementary and Junior/Senior high school.

Colleges and Universities

The city of Hilo is the home of three universities. University of Hawaii at Hilo offers two- and four-year programs in areas such as agriculture, arts and sciences, and vocational and technical training. It also currently offers five master's degrees and will offer two doctoral programs in the mid-2000s. Hawaii Community College has career, technical and academic programs. Akamai University is an alternative graduate school designed for mid-career adult students.

Libraries and Research Centers

The Hilo Public Library, part of the Hawaii State Public Library System, contains books, periodicals, videotapes, sound recordings, and provides internet access to its patrons. It is the largest public library on the island and the second busiest in circulation statewide. Other libraries in the city include the Hilo Hospital Medical Library, which features consumer health materials; the State Supreme Court Third Circuit Court Law Library; and the University of Hawaii at Hilo Libraries, whose sytem holds more than 250,000 volumes, 1,650 periodical subscriptions, and 225,000 microfiche titles.

University Park of Science and Technology on the campus of the University of Hawaii at Hilo (UH-Hilo) is home to six U.S. and international observing facilities. They include the British-Canada-Netherlands Joint Astronomy Centre, Gemini North Telescope, Caltech Submillimeter Observatory, Subaru National Astronomical Observatory of Japan, University of Hawaii Institute for Astronomy, and Smithsonian Submillimeter Array. The Mauna Kea Astronomy Education Center is a new state-of-the-art interpretive and research center and planetarium, located in University Park. The Beaumont Agricultural Research Center engages in research on agronomy, animal breeding and nutrition, horticulture, plant pathology, and soil chemistry with particular reference to island crops and plants. The U.S. Geological Survey's Hawaiian Volcano Observatory is located at the rim of Kilauea, 30 miles from Hilo; Kilauea is said to be the most studied volcano in the world.

Public Library Information: Hilo Public Library, 300 Waianuenue Avenue, PO Box 647, Hilo, HI 96720; telephone (808)933-4650

Health Care

Hilo Medical Center is the city's primary hospital with 225 beds offering general medical, surgical and obstetric care, as

well as emergency services. Other east Hawaii medical facilities include the Hale Hoola Hamakua long-term care facility in Honokaa and the Kau Critical Access Hospital in Pahala. The North Hawaii Community Hospital in Kameula serves the 31,000 residents in the northern region of the Big Island. These facilities have led to growth in the island's medical profession and to an expectation that the region will become the health and medical center of the Pacific Rim; this in turn could make the island attractive as a retirement center. Federal funding of $18.4 million was approved in December 2003 to build a Veteran's hospital in Hilo. The hospital will be a 95-bed long-term care and adult day-care center, which will further stimulate the need for medical workers.

Recreation

Sightseeing

Hilo's quaint downtown contains wooden clapboard and stucco buildings with corrugated tin overhangs covering the sidewalks. A walk through town reveals flower and fruit stalls, fish markets, butcher shops, soda fountains, seed shops, and luncheonettes. Hilo has many magnificent gardens and parks.

At Hawaii Volcanoes National Park, a powerful active volcano can be glimpsed firsthand by car or helicopter at the fire pit crater of Kilauea. Rangers can provide maps and directions for optimum viewing of the volcano, if it is active, and for walks along the 11-mile trail. The Visitors Center offers a beginner's class on volcanology featuring films and pamphlets.

The center of the historic downtown is Kalakauna Park, a grassy square with a large banyan tree, a statue of the king, and a reflecting pool. On one side of the square is the 1919 Federal building, which combines Neo-Classical and Spanish Mission characteristics. Opposite the Federal Building is the East Hawaii Cultural Center. Other buildings of interest are the Zen Buddhist Temple, Taishoji Soto Mission, and the Haili Church, built in 1857 by missionaries from New England.

The Naha Stone, a gigantic stone sitting in front of the Hilo Public Library, is said to have been upended by King Kamehameha with his bare hands. Legend has it that only a chief of royal blood can budge it at all and anyone who can turn it over is a potential island king.

The Panaewa Rainforest Zoo is one of the few natural tropical rainforest zoos in the United States. Animals on display include pygmy hippopotamuses, rainforest monkeys, a tapir, jungle parrots, rainforest tigers, and endangered species of Hawaiian birds.

A drive down Banyan Drive offers views of tree-lined lanes with 50-year-old banyan trees first planted by President Franklin D. Roosevelt and other celebrities of the times. Old Mamalahoa Highway Scenic Drive, 5 miles north of the city, follows the Hamakua Coast through beautiful rainforest jungles with scenic views of the coast.

Rainbow Falls provides a view of cascading water surrounded by beautiful flowers. Nearby the Boiling Pots are turbulent rapids with deep, swirling pools and falls. Coconut Island, just offshore from Liliuokalani Park, contains picnic tables and shelters and is often used for local cultural events. Leleiwi Beach Park provides another ideal picnic spot and a good place for swimming, snorkeling, surfing, and netfishing since its seawall offers easy access to the ocean. The park's Richardson Ocean Center is a free marine life interpretive center.

The Suisan Fish Market Auction is a daily multilingual auction of tuna and other tropical fish and seafood delicacies. On Wednesdays and Saturdays the Hilo Farmers' Market features breadfruit, papaya, avocados, stalks of ginger and other tropical flowers, as well as craft and gift items from more than 100 area farmers and crafters.

The Hilo Tropical Gardens provide views of a miniature rain forest of waterfalls and tropical flowers surrounded by lily ponds and Oriental bridges. The Nani Mau Gardens feature 20 acres of flowers, fruit trees, walking paths, pools and waterfalls. A nature preserve on 17 acres, the Hawaii Tropical Botanical Garden boasts hundreds of waterfalls, and numerous varieties of flowers and native animals.

Arts and Culture

The East Hawaii Cultural Center features changing art exhibits and dance and musical performances. The University of Hawaii-Hilo Theatre is the primary center for performing arts in the area.

The Lyman Mission House and Museum, built in 1839, is the oldest structure in Hilo. The restored house is furnished with period antiques that reflect the time when early Christian missionaries lived on the island. An attached museum features exhibits of Stone Age implements, feather leis, a large house made of grass, and various artifacts from Japan, Portugal, Korea, and the Philippines. The museum's Earth Heritage Gallery showcases the island's natural history including specimens of volcanic minerals and Hawaiian land shells and the Island Heritage Gallery showcases native history and culture.

The Pacific Tsunami Museum in Downtown Hilo provides educational exhibits about tsunamis which have caused more damage in Hilo than anywhere on all the Hawaiian Islands.

Festivals and Holidays

Hilo welcomes the Chinese New Year in February with a festival in Kalakuau Park featuring food, crafts, art, exhibitions, demonstrations, fireworks, and traditional dancers. The Kona Brewers Festival in March showcases 60 types of beer and chefs from 25 local restaurants preparing tropical culinary creations. Bluegrass, Hawaiian, and rock music, a ''trash fashion show,'' hula and fire dancers are also part of the festivities. The Merry Monarch Festival, held for a week each spring, is the state's biggest hula festival and draws the most publicity. Started in 1971, the festival offers parades and other attractions in addition to the three-night hula competition, which is the festival's claim to fame. The Ethnic Foods Festival is celebrated in May. October's Hilo Macadamia Nut Festival features a parade, arts and crafts fair, bake-off, music and dance exhibitions, and sports activities.

Sports for the Spectator

The University of Hawaii at Hilo Vulcans offer intercollegiate basketball, volleyball, baseball, and softball competitions. Minor league baseball's Hilo Stars participate in the Hawaii Winter Baseball League.

Sports for the Participant

Water sports reign supreme in Hilo and include fishing, skin diving, and sailing. Also popular are hunting, horseback riding, mountain biking, and other outdoor activities. The Big Island offers black, white, and green sand beaches; among them are Leleiwi Beach Park, a black sand beach that offers swimming, snorkeling and fishing, and Onekahakaha Beach Park, the city's only white sand beach with a safe inlet for swimming. The best surfing is found off Leleiwi and Richardson beaches.

Two golf courses are located in the town of Hilo— the Hilo Municipal Golf Course and the Naniloa Golf Club. Sixteen more public and semi-private courses are a short drive away. Skiing is occasionally possible atop Mauna Kea.

Shopping and Dining

Hilo offers a variety of shopping opportunities, ranging from national chain stores to bookstalls and specialty shops that carry such items as Hawaiian handicrafts, wooden bowls, jewelry, and native furniture. There are three major shopping centers in the city, including the multimillion-dollar Prince Kuhio Plaza Shopping Center, Hilo Shopping Center, and Kaiko'o Mall, as well as the revitalized ''Main Street'' of downtown Hilo. Hilo's Bayfront area along Kamehameha Avenue is home to shops in historic buildings featuring native Hawaiian art and authentic Hawaiian wear. The East Hawaii Cultural Center is a good spot to find authentic, locally made Hawaiian gifts and souvenirs such as books, cards, jewelry, sculptures, and wood objects.

Hilo's residents and visitors enjoy a variety of dining spots that feature Cajun, Mexican, Italian, Japanese, Thai, Filipino, Chinese, Hawaiian, and traditional American fare. The fresh catch of the day is forever popular with visitors, especially the aholehole, or Hawaiian flagtail, a reef fish raised in island ponds. Ahi (tuna), Mahi-Mahi and opakapaka (blue snapper) are also served in area restaurants. Suman, a Filipino sticky-rice sweet wrapped in a banana leaf and cooked in coconut milk, is a favorite dish sold by street vendors in Hilo. Other unique dining spots include an espresso bar featuring pure Kona coffee and various places with evening luaus.

Visitor Information: Big Island Visitors Bureau, 250 Keawe Street, Hilo, HI 96720; telephone (808)961-5797; fax (808)961-2126. Destination Hilo, PO Box 1391, Hilo, HI 96721; telephone (808)966-8331; fax (808)966-9886

Convention Facilities

The county of Hawaii's Hoolulu Park Complex provides the Afook-Chinen Civic Auditorium, with 11,342 square feet that can accommodate 3,550 people theater-style, 1,000 people classroom-style, and 500 people banquet-style. The Conference Center at the University of Hawaii at Hilo can host groups as small as 25 and as large as 600, with reception facilities for 1000 people. The Edith Kanakaole Multipurpose Pavilion, with 18,720 square feet of space, can seat 4,500 people theater-style, 2,000 people for a reception, and 750 people banquet-style. The Seven Seas Luau House's 5,000 square feet can seat 700 people theater- or classroom-style, and 500 people for banquets. The Hilo Hawaiian Hotel offers a 5,040-square-foot banquet room that can accommodate small and large groups. The Hawaii Naniloa Resort offers seating for up to 400 people.

Convention Information: Big Island Visitors Bureau, 250 Keawe Street, Hilo, HI 96720; telephone (808)961-5797; fax (808)961-2126

Transportation

Approaching the City

The county of Hawaii's airports are Hilo International and Kona International. There are frequent inter-island flights by Aloha Airlines, Island Air, Pacific Wings and Hawaiian

Airlines, as well as flights to major U.S. cities; daily direct flights from Tokyo are available. Four hotels are located within a five mile radius of the Hilo airport. A major highway system encircles the island of Hawaii, and driving time from the Kona International Airport to Hilo is about two hours and fifteen minutes. State Highway 19 approaches Hilo from the north and State Highway 11 approaches from the south. State Highway 200 runs west into the interior of the island.

Traveling in the City

The island of Hawaii has more than 1,450 miles of highways. Since the area surrounding the city of Hilo is large, a rental car may be preferable to depending on taxi service. Major streets in Hilo include Kinoole St. and Kilauea Avenue, which run northwest to southeast, and Waianuenue Avenue, which runs east and west. Bayfront Highway follows the coastline and scenic Banyan Drive curves around the major resort area. County bus service is provided by ''Hele-On.'' The Hawaii County Mass Transit Agency offers a Shared Ride Taxi program which provides inexpensive door to door transportation in the cities of Hilo and Kona.

Communications

Newspapers and Magazines

The *Hawaii Tribune-Herald* is Hilo's daily morning paper.

Television and Radio

No network television stations broadcast from Hilo, but all major networks are available for viewing from Hilo via programming from neighboring Oahu. Hawaiian Cablevision system offers a wide selection of programming. The city is served by four AM and three FM radio stations.

Media Information: *Hawaii Tribune-Herald,* 355 Kinoole Street, Box 767, Hilo, HI 96721; telephone (808)935-6621; fax (808)969-9100

Hilo Online

Destination Hilo. Available www.destinationhilo.org

Downtown Improvement Association. Available www .down townhilo.com

Hawaii County Home Page. Available www.hawaii-county .com

Hawaii Department of Labor and Industrial Relations. Available dlir.state.hi.us

Hawaii Island Chamber of Commerce. Available www.hicc .biz

Hawaii Tribune-Herald. Available www.hawaiitribune-herald.com/index.html

Hawaii Visitors and Convention Bureau. Available www .gohawaii.com/bigisland

Hilo Public Library. Available www.librarieshawaii.org/ locations/hawaii/hilo.htm

State Department of Education School Reports (individual schools). Available doe.k12.hi.us/reports.htm

State of Hawaii. Available www.hawaii.gov

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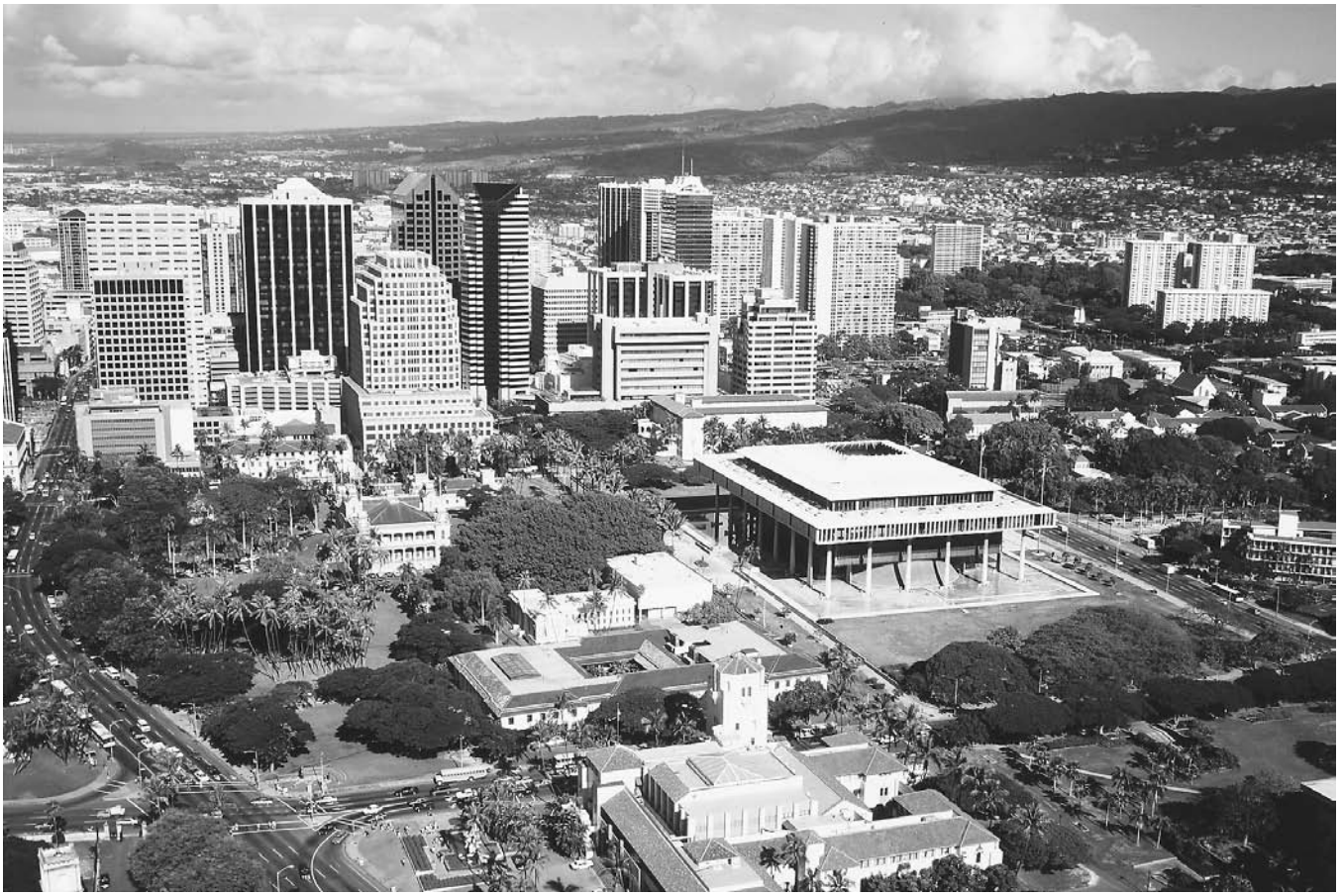
Ball, Pamela, *Lava: A Novel* (New York: Henry Holt, 1998)

Honolulu



The City in Brief

Founded: 1100 (by Hawaiians); 1795 (incorporated, 1907)

Head Official: Mayor Mufi Hannemann (since 2005)

City Population
1980: 365,048
1990: 377,059
2000: 371,657
2003 estimate: 380,149 (Honolulu CDP)
Percent change, 1990–2000: −1.4%
U.S. rank in 1980: 36th
U.S. rank in 1990: 44th
U.S. rank in 2000: 55th

City and County Population
1980: 763,000
1990: 836,231
2000: 876,156
Percent change, 1990–2000: 4.8%
U.S. rank in 1980: 47th
U.S. rank in 1990: 51st
U.S. rank in 2000: 55th

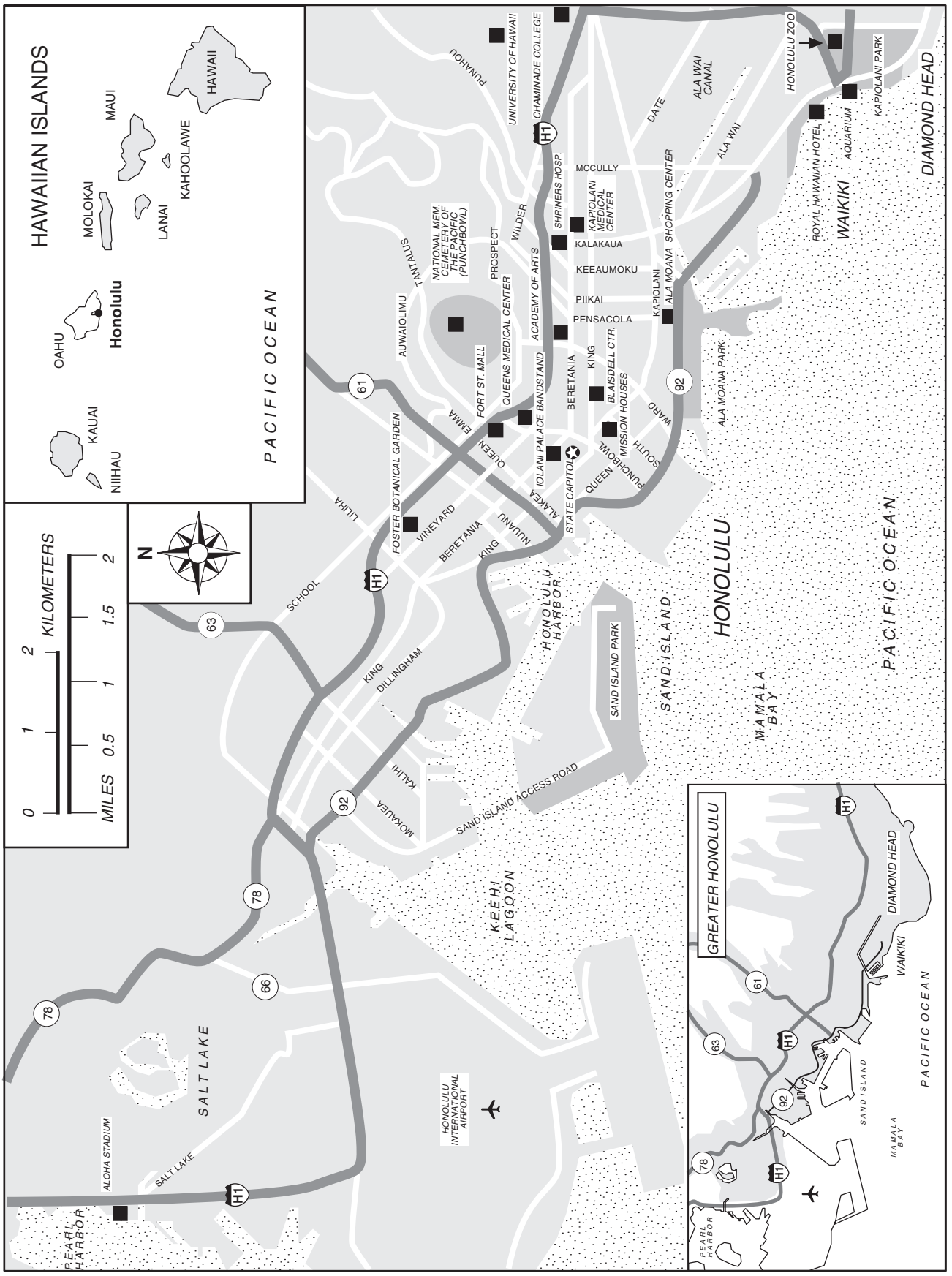
Area: 86 square miles (2000)
Elevation: 15 feet above sea level
Average Annual Temperature: 77.2° F
Average Annual Precipitation: 22.02 inches

Major Economic Sectors: Services (especially tourism), military, agriculture, construction
Unemployment Rate: 2.8% (January 2005)
Per Capita Income: $24,191 (1999)

2002 FBI Crime Index Total: 57,271

Major Colleges and Universities: University of Hawaii at Manoa, Chaminade University of Honolulu, Hawaii Pacific University, Brigham Young University-Hawaii

Daily Newspapers: *The Honolulu Advertiser; Honolulu Star-Bulletin*


HAWAIIAN ISLANDS
HAWAII
MAUI
MOLOKAI
KAHOOLAWE
LANAI
OAHU
Honolulu
KAUAI
NIIHAU
PACIFIC OCEAN
0 1 2
MILES 0.5 1
KILOMETERS 1.5 2
N
PEARL HARBOR
ALOHA STADIUM
SALT LAKE
SALT LAKE
HONOLULU INTERNATIONAL AIRPORT
KEEHI LAGOON
HONOLULU HARBOR
SAND ISLAND ACCESS ROAD
SAND ISLAND PARK
SAND ISLAND
HONOLULU
MAMALA BAY
PACIFIC OCEAN
DIAMOND HEAD
WAIKIKI
ROYAL HAWAIIAN HOTEL
HONOLULU ZOO
KAPIOLANI PARK
AQUARIUM
ALA MOANA SHOPPING CENTER
ALA MOANA PARK
ALA WAI CANAL
ALA WAI
DATE
KAPIOLANI
ALA MOANA
KAPIOLANI MEDICAL CENTER
MCCULLY
KALAKAUA
KEEAUMOKU
PIIKAI
PENSACOLA
KING
BLAISDELL CTR.
MISSION HOUSES
PUNCHBOWL
SOUTH
WARD
BERETANIA
KING
QUEEN
QUEEN
STATE CAPITOL
IOLANI PALACE
BANDSTAND
ALAKEA
NUUANU
QUEEN EMMA
FORT ST. MALL
QUEENS MEDICAL CENTER
ACADEMY OF ARTS
WILDER
PROSPECT
SHRINERS HOSP.
CHAMINADE COLLEGE
UNIVERSITY OF HAWAII
PUNAHOU
NATIONAL MEM. CEMETERY OF THE PACIFIC (PUNCHBOWL)
TANTALUS
AUWAIOLIMU
FOSTER BOTANICAL GARDEN
VINEYARD
BERETANIA
KING
LILIHA
SCHOOL
KING
DILLINGHAM
KALIHI
MOKAUEA
GREATER HONOLULU
DIAMOND HEAD
WAIKIKI
SAND ISLAND
MAMALA BAY
PACIFIC OCEAN
PEARL HARBOR
H1
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Introduction

Honolulu, the capital of Hawaii and the seat of Honolulu county, is a cosmopolitan city. Its name means ''protected harbor,'' and it serves as the crossroads of the Pacific Ocean with ship and air connections to the U.S. mainland, Asia, Australia, and New Zealand. The city is the principal port for the Hawaiian Islands and an important center for military defense with several bases, including Pearl Harbor Naval Base, located in the area. Millions of visitors are drawn annually to Honolulu's mild, semitropical climate and to the beautiful beaches of Waikiki.

Geography and Climate

Honolulu as a city is defined by the U.S. Census Bureau as the area from Makapuu south of the Koolau Mountain range summit to the western edge of Halawa Valley. Located along the southern coast of Oahu, Honolulu is the third largest of the Hawaiian Islands, just south of the Tropic of Cancer in the Pacific Ocean. The city is situated on a narrow plain between the ocean and the Koolau mountain range; it climbs the Punchbowl, an extinct volcano. Although the climate is semi-tropical, the trade winds usually keep the city comfortable, until the ''kona'' or southerly winds blow for a few weeks in the summer. Honolulu's weather exhibits the least seasonal change of any city in the United States, with only a few degrees difference between winter and summer.

Area: 86 square miles (2000) (City and county area in 2000: 600 square miles)

Elevation: 15 feet above sea level

Average Temperatures: January, 72.9° F; August, 81.4° F; annual average, 77.2° F

Average Annual Precipitation: 22.02 inches

History

Native Hawaiians Meet Westerners, Begin Trading Goods

Historians estimate that the first settlers, Polynesians, came to the Hawaiian Islands fifteen hundred years ago, with the last migration occurring around 750 A.D. By the time Westerners came to the islands, the Hawaiian people had developed a highly structured society composed of chiefs, who claimed the right of divine rule, and commoners, who worked the land and the sea.

British Captain James Cook first sighted Oahu in 1778, when he named the islands the Sandwich Islands after the Earl of Sandwich. William Brown was the first to enter Honolulu's harbor, in 1794. In 1795, King Kamehameha I unified the Hawaiian Islands, conquering the king of Oahu. Kamehameha settled at Waikiki, turning the harbor at Honolulu into a center of trade with the West for such goods as fur, sandalwood, and whale products. While bringing the islands into the modern world, such trade also threatened the native Hawaiian culture.

Rise of Sugar Industry Erodes Traditional Way of Life

Honolulu was such a convenient center of trade between the Orient and the West that it became the seat of a series of European occupations: Russia in 1816, England in 1843, and France in 1849. New England missionaries began arriving in 1820; some of their buildings, preserved by the Mission Houses Museum, can be seen today. The missionaries established schools and also functioned as government advisors to the royal Hawaiians. During the mid-nineteenth century the whaling industry began to decline and the sugar industry grew. The cultivation of sugar cane brought in a great influx of immigrant labor from throughout the Pacific basin; the descendants of these peoples are partially responsible for modern Honolulu's cosmopolitanism. A 1876 treaty that admitted sugar duty-free into the United States strengthened the power of this industry.

King Kamehameha III proclaimed Honolulu as the capitol city in 1850. The territorial legislature created county level governments in 1905. Incorporated that year, the County of Oahu included that island plus all the small islands beyond Niihau to but not including Midway Island 2,000 miles away. In 1907 the county was renamed the City and County of Honolulu.

At the time Honolulu was named the capitol city, traditional Hawaiian life was breaking down. The islands were basically ruled by the sugar interests consisting of an oligarchy of plantation owners. Native customs were declining both through the breakdown of taboos and the introduction of guns and liquor. Furthermore, the Hawaiian people were not immune to diseases brought to them by the Westerners; within a hundred years of the islands' discovery by the West, 80 percent of the native population was dead. The language and history of the Hawaiians is nevertheless preserved, partly through native dance and folklore.

In 1893 Queen Liliuokalani, the last Hawaiian monarch, was deposed by a group of American businessmen and U.S.

Marines, and in 1898 the islands were annexed by the United States. In 1907 Honolulu was incorporated as a city and county. Through the efforts of Prince Jonah Kuhio Kalanianaole, a member of Congress from 1902 to 1922, Pearl Harbor was dredged, extending the sea power of the United States. On December 7, 1941, Pearl Harbor was bombed by the Japanese, but it survived to become the most important staging area for the United States in the Pacific during World War II. The area around Honolulu is still an important constellation of military bases.

Hawaii achieved statehood in 1959 and joined the Union as the 50th state with Honolulu as its capital. Today Honolulu is the Aloha state's center of business, culture, and politics. In recent years, Hawaiian sovereignty has become a contested political issue. In 1993 President Clinton signed an official apology acknowledging the U.S. role in the overthrow of the Hawaiian kingdom. A 2003 U.S. Supreme Court decision addressed the issue of sovereignty and the elections of government officials in Hawaii. In 2005, the Native Hawaiian Government Reorganization Act was reintroduced in the House and Senate. The legislation calls for the U.S. government to recognize Native Hawaiians as it does American Indians and Native Alaskans. The legislation would also provide a process by which the U.S. recognizes the Native Hawaiian governing entity.

Historical Information: Bernice P. Bishop Museum Library, 1525 Bernice Street, Honolulu, HI 96817; telephone (808)847-3511; fax (808)841-8968

Population Profile

Metropolitan Area Population
1980: 763,000
1990: 836,231
2000: 876,156
Percent change, 1990–2000: 4.8%
U.S. rank in 1980: 47th
U.S. rank in 1990: 51st (State rank: 1st)
U.S. rank in 2000: 55th

City Residents
1980: 365,048
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2000: 371,657
2003 estimate: 380,149
Percent change, 1990–2000: −1.4%
U.S. rank in 1980: 36th
U.S. rank in 1990: 44th (State rank: 1st)
U.S. rank in 2000: 55th

Density: 4,336.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 73,093
Black or African American: 6,038
American Indian and Alaska Native: 689
Asian: 207,588
Native Hawaiian and Pacific Islander: 25,457
Hispanic or Latino (may be of any race): 16,229
Other: 3,318

Percent of residents born in state: 52.5% (2000)

Age characteristics (2000)
Population under 5 years old: 18,896
Population 5 to 9 years old: 20,440
Population 10 to 14 years old: 19,915
Population 15 to 19 years old: 21,098
Population 20 to 24 years old: 24,346
Population 25 to 34 years old: 53,911
Population 35 to 44 years old: 57,175
Population 45 to 54 years old: 53,649
Population 55 to 59 years old: 20,128
Population 60 to 64 years old: 15,842
Population 65 to 74 years old: 32,445
Population 75 to 84 years old: 25,694
Population 85 years and over: 8,118
Median age: 39.7 years

Births (2002)
Total number: 13,166 (City and County of Honolulu)

Deaths (2002)
Total number: 6,557 (City and County of Honolulu)

Money Income (1999)
Per capita income: $24,191
Median household income: $45,112
Total number: 140,401

Number of households with income of . . .
less than $10,000: 13,795
$10,000 to $14,999: 7,218
$15,000 to $24,999: 15,912
$25,000 to $34,999: 17,065
$35,000 to $49,999: 22,545
$50,000 to $74,999: 24,824
$75,000 to $99,999: 15,188
$100,000 to $149,999: 14,321
$150,000 to $199,999: 5,014
$200,000 and over: 4,519

Percent of families below poverty level: 7.9% (36.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 57,271

Municipal Government

The city of Honolulu and the county of Honolulu are administered jointly by a mayor-council form of government. The mayor and nine council members serve a four-year term.

Head Official: Mayor Mufi Hanneman (since 2005; current term expires 2009)

Total Number of City and County Employees: 11,350 (2005)

City Information: Mayor's Office, 530 South King Street, Honolulu, HI 96813; telephone (808)523-4141; fax (808)527-5552

Economy

Major Industries and Commercial Activity

Honolulu began its economic life in the mid-nineteenth century as a port for whalers; it was also a trade center for nations bordering the Pacific, dealing in such goods as sandalwood, whale oil, and fur. While markets for sandalwood and whale oil decreased, sugar and pineapple markets increased dramatically. In fact, the powerful sugar industry, owned mainly by Americans, engineered the downfall of Hawaii's last monarch and the islands' annexation by the United States. Today, one-fifth of the land in Honolulu County is zoned for agriculture, but fields are now giving way to new homes and commercial development. With the closure of sugar plantations, challenges arise to find the most productive use for these lands. Diversified agriculture has been on a steady upward trend. Aquaculture, which includes cultivated species of shellfish, finfish and algae, has grown in recent years. In 2002, Honolulu county had 30 aquaculture operations which produced $4.2 million in sales.

In addition to serving as the business and trading hub of the Hawaiian Islands, Honolulu is the transportation crossroads of the Pacific, connecting East with West. The city's recently expanded harbor facilities handle cargo for several international steamship companies, and a Foreign Trade Zone is based there. Other important elements of Honolulu's economic base include tourism, military defense, research and development, and manufacturing. With millions of visitors coming each year to enjoy Honolulu's climate and beaches, tourism contributes $10 billion annually to the local economy. Pearl Harbor Naval Shipyard, Marine Base Kaneohe, and Schofield Barracks Army base provide revenues that are unaffected by the normal business cycle. As the home of the University of Hawaii at Manoa, Honolulu is a center for research and development, especially in the areas of oceanography, astrophysics, geophysics, and biomedicine. The city and county of Honolulu also contains many commercial, industrial and retail properties.

Items and goods produced: jewelry, clothing, food and beverages, rubber products, construction materials, and electronics and computer equipment

Incentive Programs—New and Existing Companies

State programs—State programs available include direct financial incentives such as Industrial Development Bonds, a Capital Loan Program, the Urban Honolulu Enterprise Zone Program, customized industrial training, and investment of public funds in return for equity or ownership positions in private businesses. Also at the state level, tax incentives for technology-related companies are available through 2010 with the extension of Hawaii's Act 215 relating to capital investment.

Job training programs—The Hawaii Department of Labor and Industrial Relations oversees One-Stop Workforce Assistance Centers, a job placement and training system to help people find work and employers find suitable workers, and the Employment & Training Fund (ETF), a job skills upgrade program for current workers. Employers can receive customized training grants for their workplace or they can nominate a current worker for an established training course.

Development Projects

With available research centers at the University of Hawaii as well as the area's defense contracting industry, Honolulu is looking to diversify its economy in the following areas; alternate energies, astronomy and space sciences, defense-dual use technologies, diversified agriculture, information and communication technologies, life science-biotech, and marine sciences. The film and digital media industry is growing and is supported by the City and County Honolulu Film Office.

A private and local government-supported ''Second City,'' Kapolei, is constructed in an area 20 miles from downtown Honolulu. The Kapolei region contains the state's largest industrial park and second busiest commercial harbor. New amenities to the area include shopping centers, golf courses, parks, and the Hawaiian Waters Adventures Park.

Hawaii is ranked first in investment money coming from Asia to finance real estate projects and other industries. In 2001, Hawaii received $9.95 billion in foreign investment from Asia.

A $300 million Waikiki Beach Walk redevelopment project will rejuvenate walkways, hotels, retail complexes and en-

tertainment areas along one of the most visited beaches in Honolulu. A four-year $200 million renovation is planned for Honolulu International Airport.

Economic Development Information: The Office of Economic Development, 530 S. King Street, Honolulu, HI 96813; telephone (808)547-7878; fax (808)547-7808

Commercial Shipping

Honolulu's location in the mid-Pacific makes it a major stopover for trans-Pacific sea and air shipments. Honolulu Harbor has a highly successful Foreign Trade Zone and 10 major shipping companies serving the port. The harbor also has terminals for commercial fishing, cruise ships, and ferries.

Labor Force and Employment Outlook

Honolulu County's four major industry sectors are government; trade, transportation, and utilities; leisure and hospitality; and professional and business services. These four industries account for about two-thirds of the total employment in Honolulu County. Services and trade are considered the two largest growth industries for the County.

The following is a summary of data regarding the Honolulu metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 428,800

Number of workers employed in . . .
construction and mining: 20,400
manufacturing: 12,000
trade, transportation and utilities: 79,300
information: 8,900
financial activities: 22,100
professional and business services: 57,200
leisure and hospitality: 60,500
educational and health services: 53,300
other services: 19,000
government: 95,700

Average hourly earnings of production workers employed in manufacturing: $13.66

Unemployment rate: 2.8% (January 2005)

Largest employers	*Number of employees*
U.S. Government	91,850
City and County of Honolulu	11,350
Queen's Medical Center	3,000
Bank of Hawaii	2,500

Cost of Living

Because land is scarce and tourist development has driven up the cost of living, Hawaii is one of the top ranking states in housing costs. About 65 percent of housing in Honolulu is condominiums. The median single family home resale price in 2002 was $335,000. Housing rentals, fuel, and food costs are among the highest in the country. These conditions force many Hawaiians to work two or three jobs to survive, ranking it second in the nation for multiple part-time employment.

The following is a summary of data regarding key cost of living factors for the Honolulu area.

2004 (3rd Quarter) ACCRA Average House Price: $673,932

2004 (3rd Quarter) ACCRA Cost of Living Index: 168.2 (U.S. average = 100.0)

State income tax rate: Ranges from 1.4% to 8.25%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: Levied by state

Property tax rate: $3.75–$5.72 per $1,000 valuation (residential)

Economic Information: Chamber of Commerce of Hawaii, 1132 Bishop St. Suite 402, Honolulu, HI 96813; telephone (808)545-4300; fax (808)545-4369

Education and Research

Elementary and Secondary Schools

Hawaii is the only state with a single, unified statewide school system, comprised of seven districts, four on the island of Oahu and three on the neighbor islands. The four districts on Oahu are in the city and county of Honolulu; metropolitan Honolulu falls in the Honolulu District. An elected board of education formulates educational policy and supervises the public school system. Seven members are elected according to geographic region and six are elected at-large. One non-voting student member is appointed.

The following is a summary of data regarding the Honolulu District public schools as of the 2004–2005 school year.

Total enrollment: 32,454

Number of facilities
elementary schools: 39
intermediate schools: 9
senior high schools: 6
other: 3

Student/teacher ratio: elementary and secondary, 16.8:1 (statewide average)

Teacher salaries (statewide average)
minimum: $29,000
maximum: $58,000

Funding per pupil: $7,455 (statewide average 2002-2003)

A variety of private and special education schools are licensed by the state and serve the school-age population.

Public and Private Schools Information: Department of Education, 1390 Miller St., PO Box 2360, Honolulu, HI 96804; telephone (808)586-3230

Colleges and Universities

More than 53,000 students are enrolled in area higher education institutions. The University of Hawaii at Manoa, with an enrollment of more than 22,300 students, offers both undergraduate and graduate programs. It is especially known for its programs in the marine sciences, tropical agriculture, geophysics, astronomy, and Asian and Pacific cultures. On the campus of the University of Hawaii at Manoa is the East-West Center, which is an institution of technical and cultural exchange with Asian and Pacific countries.

Chaminade University of Honolulu is a small, private institution affiliated with the Society of Mary of the Roman Catholic Church. Also located in Honolulu is Hawaii Pacific University, Hawaii's largest private university. There are four community colleges.

Libraries and Research Centers

The Hawaii State Public Library System is based in Honolulu and operates 50 libraries throughout the state. Holdings consist of more than two million volumes (more than 1.5 million housed on Oahu) as well as newspapers, magazines, tapes, films, and special collections including Hawaiian history and state and federal documents. The system also maintains the Library for the Blind and Physically Handicapped, located in Honolulu.

Specialized libraries are affiliated with local colleges and universities, government agencies, hospitals, and corporations. Research activities in such fields as agriculture, livestock, the environment, freshwater and marine ecology, marine biology, marine mammalogy, water resources, cancer, biomedicine, astronomy, geophysics, labor, and industrial relations are conducted primarily by the University of Hawaii and federal government agencies.

Public Library Information: Hawaii State Public Library System, 478 South King Street, Honolulu, HI 96813; telephone (808)586-3500

Health Care

The city and county of Honolulu is served by eight major hospitals. The Queen's Medical Center in downtown Honolulu is the largest private hospital in the state, with 505 acute care beds and 28 sub-acute care beds. Cardiac rehabilitation centers are maintained at Kaukini Medical Center and Tripler Army Medical Center. The University of Hawaii is constructing a Health and Wellness Center at the new Kaka'ako campus which will house the John A. Burns School of Medicine, the Cancer Research Center of Hawaii, and a biomedical technology research park. Gamma Knife technology has recently become available at the St. Francis Medical Center. More than 16,000 primary care physicians, specialty care physicians, nurses, and medical technicians serve the Honolulu area.

Recreation

Sightseeing

The beauty of Honolulu's natural surroundings, its fascinating mix of cultures, and its unique layering of history offer much for the visitor to see and do. Honolulu abounds in the exotic flora and fauna of a semitropical island. The Honolulu Zoo houses an excellent collection of tropical birds as well as animals from around the world. A highlight of the zoo is the Kubuni Reserve. In this 12-acre African savanna, animals roam free within 30 different habitats. The Waikiki Aquarium has exhibits which educate and promote conservation of marine life, including coral reef environments and endangered species such as the monk seal. In 2000, the Waikiki Aquarium was designated as a Coastal Ecosystem Learning Center. At Sea Life Park, visitors can watch dolphins, penguins, and sea lions perform as well as swim with stingrays and dolphins.

The University of Hawaii at Manoa maintains the 200 acre Lyon Arboretum which offers paths and trails throughout its beautifully landscaped gardens. The Foster Botanical Garden was established in 1855 by Queen Kalama, wife of King Kamehameha III, and features a prehistoric glen planted with grasses, ferns, and palms. Other botanical gardens include Ho'omaluhia, Koko Crater, Lili'uokalani, and Wahiawa. Exotic flowers can also be seen at the Queen Kapiolani Hibiscus Garden.

A number of historic buildings are located in Honolulu. The stately Iolani Palace is the only royal palace in the United States, although it was inhabited by Hawaiian royalty for only 11 years. Completed by King David Kalahaua in 1862,

it served as a prison for Queen Liliuokalani. Honolulu's first church, the Kawaiahoa Church, was built in 1841 from blocks of coral and was the place of worship for Hawaiian rulers. The State Capitol, resembling a volcano, is designed to reflect various facets of the state of Hawaii.

The exhibits at the Hawaii Maritime Center focus on Hawaii's whaling days, the history of the Honolulu Harbor and the *Falls of Clyde,* a four-masted sailing ship built in 1878, which carried passengers and cargo between Honolulu and San Francisco. An underwater park is located at Hanauma Bay Beach Park where novices at snorkeling and SCUBA diving can view a coral reef. Other historical sites include Diamond Head State Monument, the U.S.S. Arizona Memorial, the Battleship Missouri Memorial, and the National Cemetery of the Pacific.

Arts and Culture

With a symphony, opera, theater groups, and numerous museums, Honolulu is the cultural center of the state of Hawaii. The Honolulu Symphony presents a classical concert series as well as a pop series at the Blaisdell Center Concert Hall. Also housed at Blaisdell Center is the Hawaii Opera Theater, which provides a season of grand opera and operettas. The Waikiki Shell is also a part of the Blaisdell Center and is an open-air amphitheater which hosts a variety of concerts and events. Broadway performances and dramatic classics are presented at Diamond Head Theatre and Manoa Valley Theatre, while the Kennedy Theatre at the University of Hawaii at Manoa is the site of student productions. Adjacent to the Waikiki Shell is a Hula Show Area where performances take place several times a week.

Honolulu's museums offer a range of experiences. The Bishop Museum is known for its collection of Polynesian artifacts, considered to be among the best in the world. The museum also presents hands-on exhibits and a planetarium where the constellations may be viewed as they appear from the island of Hawaii. New to the Bishop museum will be a 16,000 square-foot Science Learning Center opening in the fall of 2005. The Honolulu Academy of Arts houses permanent exhibits of oriental and occidental art, including the Kress collection of Italian Renaissance paintings and the Asian collection, featuring art and artifacts from throughout the Orient. In 2001, the museum opened its new $28 million Luce Pavilion Complex which added two 4,000-square-foot galleries. The Mission Houses Museum is comprised of the three oldest American buildings in Hawaii; the Frame house, the oldest, was built in 1821 and is furnished with period pieces that help show how the missionaries lived.

Festivals and Holidays

A number of holidays and festivals celebrating Honolulu's unique mix of cultures are held throughout the year. The Narcissus Festival, in January or early February, marks the Chinese New Year with lion dances and pageants. The Cherry Blossom Festival runs from January to March and is the largest running ethnic celebration in the state. A highlight of the event is the selection of a Cherry Blossom Queen and Court. Prince Kuhio Day on March 26, a state holiday, is held in honor of the prince who served in the U.S. Congress for 20 years. The Honolulu Festival takes place in March and celebrates ethnic harmony. The Hawaii Invitational International Music Festival occurs in April with high school, junior high, and college band participants. Lei Day on May 1st is one of Honolulu's most popular unofficial holidays; festivities include hula dances, contests for the best lei, and the crowning of the Lei Queen. The Hawaii State Fair occurs on weekends from mid-May through mid-June at the Aloha Stadium. The Pan Pacific-Matsuri Festival held in June promotes cultural exchange between Hawaiian and Japanese cultures. In addition to dance, art, and music, the Festival includes a golf open and a half marathon run. The King Kamehameha Celebration, a state holiday observed on June 11, honors the king who united the Hawaiian Islands. The Hawaii International Jazz Festival held in late July celebrates Jazz with international artist. The Ukulele Festival held annually in July presents a variety of ukulele players during free concerts. The Japan Festival is celebrated in July; nearly one-third of Honolulu's population is Japanese. The Prince Lot Hula Festival in July showcases ancient and modern versions of the dance at Queen Kapiolani Bandstand. The Aloha Festival, observed for one week between the beginning of September through mid-October, celebrates *Makahiki,* the traditional harvest time when taxes were paid, with pageants and street parties known as *Ho'olaule'a.* The Annual Orchid Show in late October shows thousands of varieties of plants and flowers, especially the exotic orchids which grow in the area. The Hawaii International Film Festival in late November and early December brings together award-winning film directors from the nations which border the Pacific Ocean.

Sports for the Spectator

Honolulu sports fans enjoy a variety of college sports, which include baseball, softball, basketball, soccer, golf, tennis, and track and field. The NFL Pro Bowl is held in February each year at the Aloha Stadium. The American Basketball Association is opening a new franchise in Honolulu for the 2005-2006 season. Spectators can also enjoy car racing at Hawaii Raceway Park.

Sports for the Participant

Honolulu's Waikiki beach draws more visitors than any other beach on the island, offering a host of water sports such as swimming, sailing, snorkeling, surfing, scuba diving, kayaking, or outrigger canoeing. Scuba equipment,

surfboard and windsurf boards can be rented; lessons are also available. Charter boats for deep-sea fishing can be rented; during spring and summer there are particularly rich runs of game fish such as marlin and tuna.

Honolulu is also popular for hang gliding and parasailing. Visitors can take helicopter tours or go whale watching. Other activities include hiking, jogging, biking, horseback riding, tennis, and golf. Thousands of runners convene in Honolulu in December for the 26.2 mile Honolulu Marathon. The Honolulu Triathlon takes place every year in April.

Shopping and Dining

Shopping is a pleasurable pastime in Honolulu. Located in the city is Ala Moana, one of the largest open-air shopping centers in the world with more than 240 stores and dining and entertainment venues. Hotels along the beach in Waikiki are full of shops, and downtown Fort Street has been converted into a pedestrian mall. Also located within the city are the Royal Hawaiian and the Kahala Mall Shopping Centers. The Cultural Plaza in Chinatown Historic District features a variety of ethnic shops and stores. Temari, a center for Asian and Pacific arts that is not actually a store, offers two- to three-hour workshops to visitors. The former Dole Pineapple Cannery now houses retail shops oriented toward tourists. The newly developed Aloha Tower Market Place next to the Hawaii Maritime Center offers many shops and restaurants catering to tourists.

Honolulu cuisine is truly international. Hawaiian specialties include *mahimahi* (dolphin fish), *poi* (rounded taro root), and *puaa kalua* (a whole pig slow-roasted in a pit). Local restaurants offer a range of Oriental foods—Chinese, Japanese, Thai, and Korean—as well as European fare such as French, German, and Italian. Restaurants also serve popular Cajun and Creole dishes.

Visitor Information: Hawaii Visitors & Convention Bureau, 2270 Kalakaua Avenue, Suite 801, Honolulu, HI 96815; telephone (808)923-1811; toll-free (800)GO HAWAII (464-2924); fax (808)923-0293.

Convention Facilities

Honolulu's principal meeting facility is the beautiful four-story Hawaii Convention Center, which offers a 200,000-square-foot ground floor exhibition hall; a second floor exclusively for parking with 700 parking stalls; a third floor with 107,426 square feet of meeting room space that can be configured into 47 meeting rooms; and a grand ballroom and rooftop garden on the fourth floor. Inside, a $2 million Hawaiian art collection with paintings of volcanoes, mountains, ocean, waterfalls, taro, and fishponds are displayed alongside images of Hawaiian royalty, gods, and myths; above, soaring rooftop canopies recall images of Polynesian sailing canoes. The building is open to the outdoors and sits on landscaped grounds featuring terraces, lanais, and courtyards that occupy more than six acres of the 10-acre site.

Convention Information: Hawaii Visitors & Convention Bureau, 2270 Kalakaua Avenue, Suite 801, Honolulu, HI 96815; telephone (808)923-1811; fax (808)923-0293

Transportation

Approaching the City

Isolated from the mainland, Honolulu is reached primarily by plane. Honolulu International Airport, a major center for Pacific air travel, is served by 31 domestic and foreign airlines as well as inter-island carriers. Hawaii's Department of Transportation is arranging for the airport to undergo a terminal modernization project. Honolulu may also be reached by ship; cruise lines sail regularly between Honolulu and SanFrancisco.

Traveling in the City

Because of the irregular shape of the city, Honolulu residents define directions according to landmarks such as the mountains and the sea rather than standard compass orientations.

TheBus, owned by the City and County of Honolulu but operated separately, provides public transportation to the entire island on a fleet on 525 buses. Oahu Transit Service also has a fleet of 100 buses equipped to transport people with disabilities. The Waikiki Trolley Service, with a fleet of 50 trolleys, provides transportation to shopping centers, museums, and other points of interest.

Communications

Newspapers and Magazines

Honolulu's daily newspapers are *The Honolulu Advertiser* and the *Honolulu Star-Bulletin.* There are also several non-English papers serving Honolulu. *Honolulu Magazine* features topics and events of local interest. Among the nearly 50 periodicals published in Honolulu are *Bamboo Ridge, The Hawaii Writers' Quarterly,* a literary magazine;*Biography,* a journal acting as a forum for learned

articles dealing with life-writing; *Building Management Hawaii* and *China Review International.* Business publications include*Hawaii Business*and *Pacific Business News.*

Television and Radio

Eleven commercial television stations and one public station broadcast from Honolulu; cable service is also available. Thirty-five FM and AM radio stations broadcast in Honolulu; several offer multilingual programming.

Media Information: *The Honolulu Advertiser,* telephone (808)525-8090; fax (808)525-8037. *Honolulu Star-Bulletin,* telephone (808)529-4747; fax (808)529-4750

Honolulu Online

Chamber of Commerce of Hawaii. Available www.coc hawaii.com

City and County of Honolulu. Available www.co.honolulu .hi.us

Hawaii Department of Education. Available www.doe.k12 .hi.us

Hawaii Department of Labor and Industrial Relations. Available www.hawaii.gov/labor

Hawaii Visitors and Convention Bureau. Available www .gohawaii.com

Honolulu Advertiser. Available www.honoluluadvertiser .com

Honolulu Star-Bulletin. Available www.starbulletin.com

Oahu Visitors Bureau. Available www.visit-oahu.com

Social and economic trends. Available www.Hawaii.gov/ dbedt

State of Hawaii. Available www.hawaii.gov

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Penisten, John, *Honolulu* (Minneapolis, MN: Dillon Press, 1989)

Twain, Mark, *Letters from Honolulu* (Honolulu: T. Nickerson, 1939)

Tyau, Kathleen, *A Little Too Much Is Enough* (New York: Norton, 1995)

IDAHO

Boise 317
Nampa 327

The State in Brief

Nickname: Gem State
Motto: *Esto perpetua* (Let it be perpetual)

Flower: Syringa
Bird: Mountain bluebird

Area: 83,570 square miles (2000; U.S. rank: 14th)
Elevation: Ranges from 710 feet to 12,662 feet above sea level
Climate: Tempered by Pacific westerly winds, varying by altitude; hot summers in the arid south, cold snowy winters in the central and northern mountains

Admitted to Union: July 3, 1890
Capital: Boise
Head Official: Governor Dirk Kempthorne (R) (until 2007)

Population
- **1980:** 944,000
- **1990:** 1,006,749
- **2000:** 1,293,953
- **2004 estimate:** 1,393,262
- **Percent change, 1990–2000:** 28.5%
- **U.S. rank in 2004:** 39th
- **Percent of residents born in state:** 47.2% (2000)
- **Density:** 15.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 42,547

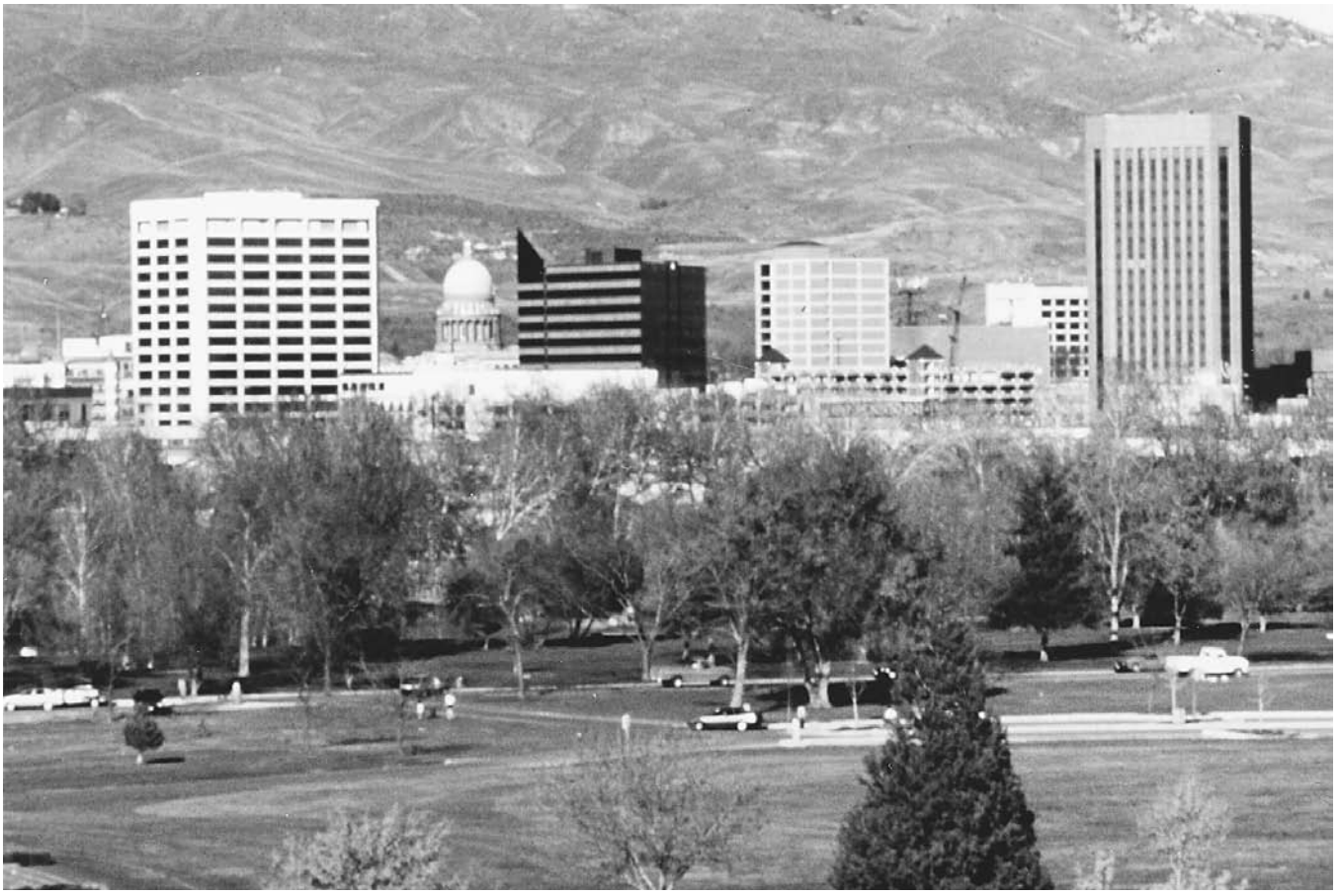
Racial and Ethnic Characteristics (2000)
- **White:** 1,177,304
- **Black or African American:** 5,456
- **American Indian and Alaska Native:** 17,645
- **Asian:** 11,889
- **Native Hawaiian and Pacific Islander:** 1,308
- **Hispanic or Latino (may be of any race):** 101,690
- **Other:** 54,742

Age Characteristics (2000)
- **Population under 5 years old:** 97,643
- **Population 5 to 19 years old:** 316,222
- **Percent of population 65 years and over:** 11.3%
- **Median age:** 33.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 21,823
- **Total number of deaths (2003):** 10,466 (infant deaths, 158)
- **AIDS cases reported through 2003:** 274

Economy
- **Major industries:** Mining, lumbering, agriculture, high technology, tourism
- **Unemployment rate:** 4.1% (February 2005)
- **Per capita income:** $25,583 (2003; U.S. rank: 46th)
- **Median household income:** $40,230 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 11.8% (1999)
- **Income tax rate:** Ranges from 1.6% to 7.8%
- **Sales tax rate:** 6.0%

Boise



The City in Brief

Founded: 1834 (incorporated, 1864)

Head Official: Mayor David H. Bieter (D) (since 2004)

City Population
1980: 102,451
1990: 126,685
2000: 185,787
2003 estimate: 190,117
Percent change, 1990–2000: 37.5%
U.S. rank in 1980: 162nd
U.S. rank in 1990: 145th
U.S. rank in 2000: 105th

Metropolitan Area Population
1980: 256,881
1990: 295,851
2000: 464,840
Percent change, 1990–2000: 45.4%
U.S. rank in 1980: Not reported
U.S. rank in 2000: 97th

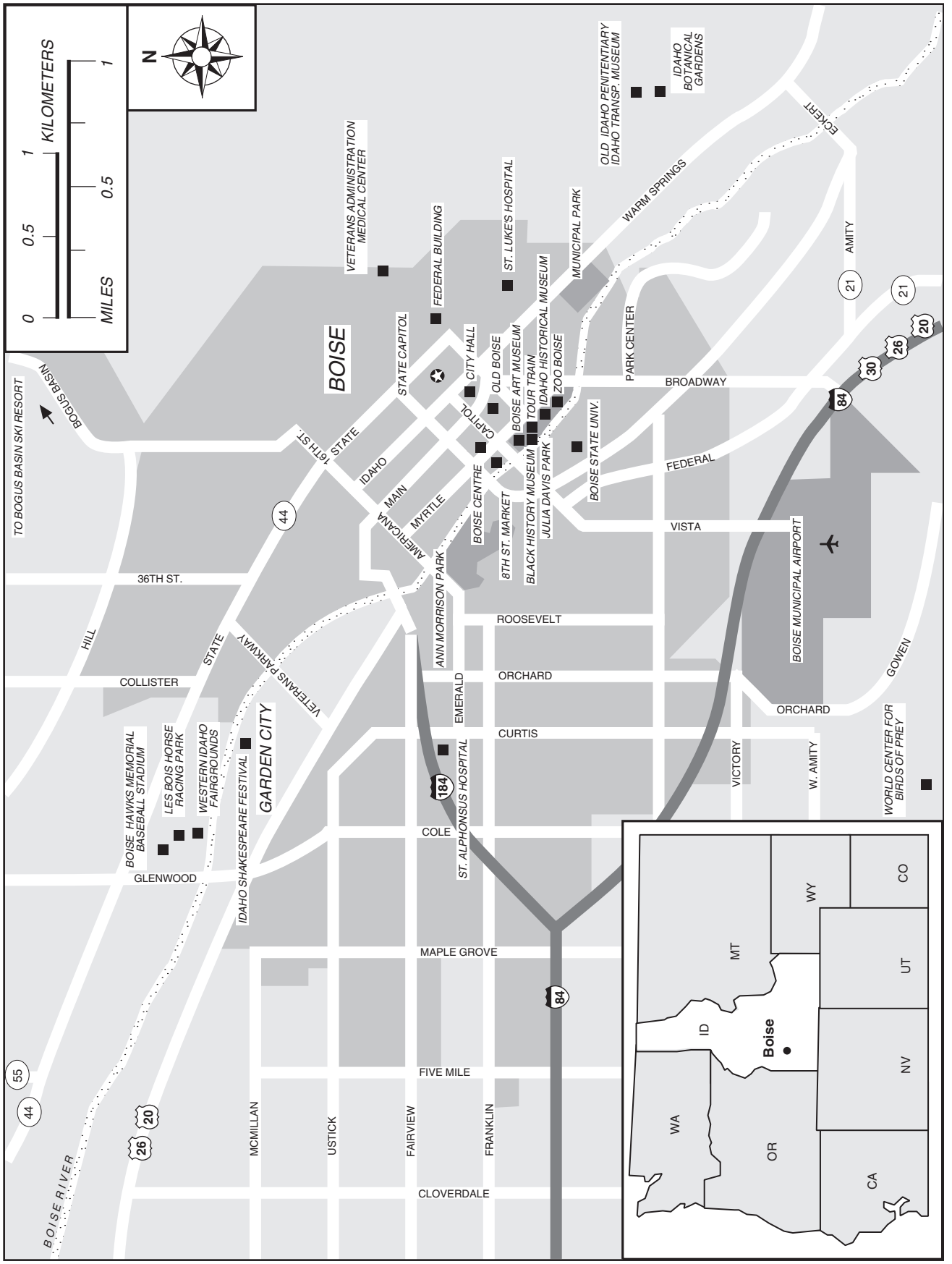
Area: 63.8 square miles (2000)
Elevation: 2,842 feet above sea level
Average Annual Precipitation: 12.11 inches of rain, 20.9 inches of snow

Major Economic Sectors: Services, agriculture, government, manufacturing, high-technology
Unemployment Rate: 4.4% (February 2005)
Per Capita Income: $22,696 (1999)

2002 FBI Crime Index Total: 8,748

Major Colleges and Universities: Boise State University, University of Idaho-Boise Center

Daily Newspaper: *The Idaho Statesman*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VETERANS ADMINISTRATION MEDICAL CENTER
FEDERAL BUILDING
STATE CAPITOL
CITY HALL
OLD BOISE
BOISE ART MUSEUM
TOUR TRAIN
IDAHO HISTORICAL MUSEUM
ZOO BOISE
ST. LUKE'S HOSPITAL
MUNICIPAL PARK
OLD IDAHO PENITENTIARY
IDAHO TRANSP. MUSEUM
IDAHO BOTANICAL GARDENS
WARM SPRINGS
ECKERT
AMITY
PARK CENTER
BROADWAY
FEDERAL
VISTA
BOISE STATE UNIV.
BOISE CENTRE
8TH ST. MARKET
BLACK HISTORY MUSEUM
JULIA DAVIS PARK
ANN MORRISON PARK
BOISE MUNICIPAL AIRPORT
GOWEN
ORCHARD
VICTORY
W. AMITY
WORLD CENTER FOR BIRDS OF PREY
ROOSEVELT
CURTIS
COLE
EMERALD
ST. ALPHONSUS HOSPITAL
MAPLE GROVE
FIVE MILE
CLOVERDALE
MCMILLAN
USTICK
FAIRVIEW
FRANKLIN
BOISE RIVER
GARDEN CITY
IDAHO SHAKESPEARE FESTIVAL
VETERANS PARKWAY
BOISE HAWKS MEMORIAL BASEBALL STADIUM
LES BOIS HORSE RACING PARK
WESTERN IDAHO FAIRGROUNDS
GLENWOOD
COLLISTER
HILL
36TH ST.
16TH ST.
STATE
IDAHO
MAIN
AMERICANA
MYRTLE
CAPITOL
44
55
26
20
84
184
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Boise
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Introduction

Boise, the capital of Idaho and the largest city in the state, is the commercial, financial, and cultural center of the northern Rockies region. Known as the ''City of Trees,'' Boise is among the fastest-growing metropolitan areas in the nation. At the same time, the city has maintained a high quality of life through cooperation between business, government, and citizens. An easy blending of historic structures and modern buildings in the downtown district attests to the fact that Boise remains close to its Western heritage while moving with the times. Noted for its mild climate, clean environment, and friendly people, Boise is set in a fertile agricultural area called ''Treasure Valley.''

Geography and Climate

Boise is situated in a wide river valley at the foot of the Rocky Mountains. The Boise River runs out of a canyon to the south and through the center of the city, joining the Snake River about 40 miles to the north. The climate is tempered year-round by air from the Pacific Ocean. Summers are dry with hot periods that rarely last more than a few days; autumn weather is usually ideal. Winter storms produce much of the yearly precipitation; cold spells are common, but warm Chinook winds (moist air from the Pacific) bring periods of mild weather. Low humidity is raised slightly by agricultural irrigation.

Area: 63.8 square miles (2000)

Elevation: 2,842 feet above sea level

Average Temperatures: January, 29.9° F; August, 72.2° F; annual average (mean): 50.9° F

Average Annual Precipitation: 12.11 inches of rain, 20.9 inches of snow

History

Gold Brings Prospectors, Settlers

In 1834 the Hudson's Bay Company founded a trading post for wagon trains along the Oregon Trail on the Snake River northwest of Boise's present site. The region that is now Boise was originally a small forested area along the Boise River, an oasis in the arid northwestern mountains. The spot was called ''Les Bois,'' which means ''wooded'' in French, and thousands of emigrants passed through on their way to settle in Oregon. Gold was discovered in the area in 1862, bringing a number of prospectors, and the site became a convenient supply point for the mining camps in the mountains.

The U.S. Army constructed Fort Boise in 1863, and the town became the territorial capital in 1864, when it was also incorporated as a city. Several more gold strikes occurred in the next few years, and by1868 the town had more than four hundred permanent structures, more than half of which were residential. The Idaho Penitentiary was built in the town in 1870 and at one time or another housed many legendary western desperadoes.

Gold Dries Up; Irrigation Systems Bring Farms

After the gold boom ended, the population declined, and Boise faced an uphill battle for survival. The town was in an isolated location, far off the major lines of transportation, and the climate was too dry to support farming. A determined core of citizens set out to make the area livable by developing irrigation systems, planting crops, and mapping out a town with shady streets running along the river.

Boise approached the twentieth century as a remote place, reachable only by the difficult wagon trails. The city became the state capital when Idaho entered the Union, and the Capitol building was erected in 1920. A long struggle to obtain railway service finally succeeded when the elegant Union Pacific Depot (now the Boise Depot) was built in 1925. A number of dams and reservoirs were constructed in the years before World War II to improve the agricultural outlook and provide a water supply and hydroelectric power for the growing city.

During World War II the military became a strong presence in the Boise area when a flying and training base was established at Gowen Field. In the 1960s, a new city charter was drawn up, allowing the city to annex many of the suburban areas and doubling the population. The 21st century has brought continuing population growth due to Boise's desirable climate, urban renewal, job opportunities, quality of life, and favorable climate.

Historical Information: Idaho State Historical Society Library, Library and Archives Building, 450 North Fourth Street, Boise, ID 83702; telephone (208)334-3356; fax (208)334- 3198; email archivist rhouse@ishs.state.id.us

Population Profile

Metropolitan Area Residents
1980: 256,881

1990: 295,851
2000: 464,840
Percent change, 1990–2000: 45.4%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: 97th

City Residents
1980: 102,451
1990: 125,685
2000: 185,787
2003 estimate: 190,117
Percent change, 1990–2000: 37.5%
U.S. rank in 1980: 162nd
U.S. rank in 1990: 145th (State rank: 1st)
U.S. rank in 2000: 105th (State rank: 1st)

Density: 2,913.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 171,204
Black or African American: 1,437
American Indian and Alaska Native: 1,300
Asian: 3,870
Native Hawaiian or other Pacific Islander: 302
Hispanic origin (may be of any race): 8,410
Other: 3,241

Percent of residents born in state: 43.2% (2000)

Age characteristics (2000)
Population under 5 years old: 13,116
Population 5 to 9 years old: 12,933
Population 10 to 14 years old: 13,029
Population 15 to 19 years old: 13,860
Population 20 to 24 years old: 15,920
Population 25 to 34 years old: 30,194
Population 35 to 44 years old: 29,837
Population 45 to 54 years old: 25,321
Population 55 to 59 years old: 7,618
Population 60 to 64 years old: 5,347
Population 65 to 74 years old: 8,830
Population 75 to 84 years old: 7,085
Population 85 years and over: 2,697
Median age: 32.8 years

Births (2002, Ada County)
Total number: 4,939

Deaths (2002, Ada County)
Total number: 1,881 (of which 32 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,696
Median household income: $42,432
Total households: 74,609

Number of households with income of . . .
less than $10,000: 4,934
$10,000 to $14,999: 4,072
$15,000 to $24,999: 10,405
$25,000 to $34,999: 10,351
$35,000 to $49,999: 13,439
$50,000 to $74,999: 15,537
$75,000 to $99,999: 7,759
$100,000 to $149,999: 5,313
$150,000 to $199,999: 1,328
$200,000 or more: 1,471

Percent of families below poverty level: 5.9% (41.8% of which were female householder families with related children under 5)

2002 FBI Crime Index Total: 8,748

Municipal Government

Boise has been led by a mayor-council form of government since the adoption of a new city charter in 1961. The council is comprised of six part-time members, elected to four-year terms. A full-time mayor is elected every four years.

Head Official: Mayor David H. Bieter (D) (since 2004; current term expires 2008)

Total Number of City Employees: 1,507 (2005)

City Information: City of Boise, PO Box 500, Boise, ID 83701; telephone (208)384-4422; fax (208)384-4420; email mayor&council@cityofboise.org

Economy

Major Industries and Commercial Activity

Boise began as a supply and service center for the mining camps in the nearby mountains. It continues today as an important commercial hub for smaller towns and agricultural establishments in the northern Rockies. In addition to mining, farming and timber have played important roles in the development of the Boise economy.

The present economy has shifted away from its traditional sources towards a more diversified base. State government is one of the city's main employers, since Boise is the capital of Idaho. Boise ranks sixth in the nation for the number of corporate headquarters located in the city (in relation to its population base); corporate headquarters in the city include

Albertson's, a supermarket chain; Boise Cascade wood and paper products; Morrison Knudsen, an engineering and construction firm; the J.R. Simplot Company with frozen foods, phosphates, and cattle; Micron Technology, which manufactures semiconductors; TJ International, with specialty building products; and Washington Group International. Several other major companies are headquartered or have major facilities in the area. Tourism is another large source of revenue for the Boise area. High technology industries are becoming an increasingly important sector, and the Army National Guard's Gowen Field also has an economic impact.

Incentive Programs—New and Existing Companies

Local programs—Boise State University provides various services for the business community through its Idaho Business and Economic Development Center, Boise Future Foundation, Center for Management Development, Simplot/Micron Instructional Technology Center, Small Business Development Center, and the College of Technology.

State programs—The state of Idaho encourages business development through low taxes, reasonable rates, and tax incentives such as job creation and investment credits and tax exemptions.

Job training programs—Several training schools are located in the Boise area.

Development Projects

Boise is working on three major ongoing urban renewal projects. The oldest project, called the Central renewal project, is focused on downtown Boise's core and has resulted in the vibrant downtown Boise visitors and residents see today. Ongoing funding of the Central project is planned for use in additional infrastructure, beautification and public arts projects. The River/Myrtle renewal project, also underway, is located south of downtown Boise. With a focus on attracting high-tech tenants, this urban renewal project is developing a technical infrastructure. The Westside renewal project encompasses 47 acres of downtown Boise. Renewal plans encompass a 25-year span with completion of all projects in 2025. The Westside project will bring multi-use development to downtown, including office, residential, retail, restaurants, entertainment venues, and hotels.

Economic Development Information: Boise Metro Area Economic Development Council (Shirl Boyce), 250 S. 5th St., Suite 800, Boise, ID 83702; telephone (208)472-5230, email sboyce@boisechamber.org

Commercial Shipping

A Grant Thornton *General Manufacturing Climates* study ranked Idaho the best state in the nation for transportation because of its infrastructure and strategic location in the Pacific Northwest. Rail freight carriers serve the Boise metropolitan area via the Union Pacific Railroad. A variety of motor freight lines, air freight, package express companies, and air courier services are also part of Boise's commercial transportation industry.

Labor Force and Employment.

Boise's skilled work force is educated above the national average and it remains diverse because of a high percentage of immigration. Thirty-three percent of residents have a bachelor's degree or higher; the Boise metro area was ranked the seventh best place to do business in the nation by *Forbes* magazine in 2004.

The following is a summary of data regarding the Boise-Nampa metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 241,600

Number of workers employed in . . .
construction and mining: 17,100
manufacturing: 29,500
trade, transportation and utilities: 45,800
financial services: 12,900
information: 4,200
professional and business services: 34,700
educational and health services: 29,700
leisure and hospitality: 21,500
other services: 6,900
government: 38,800

Average hourly earnings of production workers employed in manufacturing (statewide): $13.72

Unemployment rate: 4.4% (February 2005)

Largest private employers	*Number of employees*
Micron Technology, Inc.	9,500
St. Luke's Medical Center	4,250
Hewlett-Packard Company	4,000
Albertson's, Inc. (retail food chain)	3,800
J.R. Simplot	3,800

Cost of Living

Boise boasts rates for residential, commercial, and industrial electricity and natural gas that are among the lowest in the country.

The following is a summary of data regarding key cost of living factors for the Boise area.

2004 (4th Quarter) ACCRA Average House Price: Not reported

2004 (4th Quarter) ACCRA Cost of Living Index: Not reported (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 8.2%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 5%

Property tax rate: average 1.7% in 2004; ranges from 1 to 2.7%

Economic Information: Idaho Department of Commerce, 700 West State Street, PO Box 83720, Boise, ID 83720-0093; telephone (208)334-2470; toll-free (800)842-5858; fax (208)334-2631. Boise Metro Chamber of Commerce, 250 South 5th Street, Boise, ID 83702; telephone (208)472-5200; fax (208)472-5201; email info@boisechamber.org

Education and Research

Elementary and Secondary Schools

The Independent School District of Boise City #1 is the city's public elementary and secondary school system. The largest district in the state, it is administered by a seven-member, nonpartisan board of trustees that appoints a superintendent. In 2004 the Boise School District received the Gold Medal Award presented by *Expansion Management Magazine*. Factors weighed included graduation rates and college board scores; the community's financial commitment to its children's education; student-teacher ratios, per-pupil expenditures and teachers salaries; and level of affluence and adult education in the district. The ranking places the Boise School District in the upper 16 percent of all districts nationwide; Boise is the only district with this award in the state of Idaho. The Boise School District boasts highly educated teachers, fifty percent of whom have masters—more than double the state average.

The following is a summary of data regarding the Independent School District of Boise City #1 as of the 2001-2002 school year.

Total enrollment: 25,883

Number of facilities
elementary schools: 34
junior high schools: 8
senior high schools: 5
other: 2

Student/teacher ratio: elementary: 23.25:1; middle: 22.13:1; senior: 22.1:1

Teacher salaries
minimum: $27,501
maximum: $60,744

Funding per pupil: Not available

There are 22 private and parochial schools with a total enrollment of nearly about 3,100 students in the Boise area.

Public Schools Information: Boise School District Public Information Specialist, 8169 W. Victory Rd., Boise ID 83709; telephone (208)338-3400; fax (208)338-3487

Colleges and Universities

Boise State University is the largest institution of higher learning in the state, with an enrollment of about 18,500 students. The university offers more than 190 programs, including an accredited Master's degree program in business administration, a construction management program, and an engineering program. The Simplot/Micron Technology Center, located on the university campus, has formed a partnership with the public and private sectors, designed to develop and present effective training programs. The facility contains state-of-the-art computer systems and video and audio production studios. Students in Boise may earn bachelors', masters', and doctoral degrees in civil, electrical, and mechanical engineering from the University of Idaho while attending classes on the Boise State campus, where the College of Technology has been in operation since 1990. Boise State University and the Boise community began planning for a community college in 2004; the campus will be dispersed through the city and serve diverse populations. The metropolitan area is also served by three private colleges: Albertson College of Idaho in Caldwell, Northwest Nazarene University in Nampa, and Boise Bible College.

Libraries and Research Centers

The Boise Public Library serves the greater Boise area with a collection of more than 355,000 volumes, as well as newspapers and magazines, government documents, videos, CDs, cassette tapes, Kidpacks, books on tape, computer software, CD-ROM indexes, and microfilm. A branch is located at Boise Towne Square Mall and a bookmobile and personal delivery of materials to the homebound are available. The Idaho State Library contains more than 36,000 volumes; it also operates an extensive blind and physically handicapped service, providing more than 58,000 talking books as well as more than 5,000 large-print books. Boise State University's library holds more than 530,000 books and more than 6,000 newspaper and serial subscriptions. A number of smaller private, corporate, and special interest libraries are also located in the Boise metropolitan area. Research activities in such fields as technology, audio and video production, computers, and data processing are conducted at centers in the Boise area.

Public Library Information: Boise Public Library, 715 South Capitol Boulevard, Boise, ID 83702-7115; telephone (208)384-4076

Health Care

The Boise medical community offers 6 hospitals, 750 licensed physicians, and more than 1,200 hospital beds. The major hospitals in Boise are Saint Alphonsus Regional Medical Center, an acute-care facility featuring a regional trauma center; and Saint Luke's Regional Medical Center. St Luke's was the recipient of the Consumer Chose Award for excellence, designating it as Idaho's preferred hospital; the hospital provides general treatment, specialty care, and surgical services, as well as neonatal and pediatric intensive care. The newest facility is the 29 million dollar Idaho Elks Rehabilitation Hospital (opened in 2001), which specializes in rehabilitation services in the areas of audiology, brain injury, cardiopulmonary, orthopedics, pediatrics and stroke/neurology. The Veterans Administration Medical Center, a teaching hospital affiliated with the University of Washington School of Medicine, offers general care, and outpatient, mental health, and substance abuse clinics. Also located in Boise are Treasure Valley Hospital for patients needing surgery, Mountain States Tumor Institute, and 11 nursing homes.

Recreation

Sightseeing

The best way to see Boise is on the popular Tour Train, a replica of an 1890s steam-powered locomotive that originates in Julia Davis Park and takes an hour-long trip through the city's historic neighborhoods and the central business district. Other attractions in the park include Zoo Boise, the Memorial Rose Garden, and an outdoor bandshell where summer concerts are performed.

The downtown area contains several historic points of interest. The Idaho State Capitol, erected in 1920, is a smaller version of the Capitol building in Washington, D.C., and is the only statehouse in America heated by natural geothermal energy. At the other end of Capitol Boulevard is the Boise Depot, constructed in 1925 and modeled after a Spanish mission. The station is surrounded by the beautiful Platt Gardens. Other historic sites in Boise include the Old Boise district and the Eighth Street Marketplace, two restored neighborhoods. The O'Farrell Cabin, the first structure built in Boise, is located in Military Reserve Park. The area surrounding Boise offers many attractions, including restored wild west towns like Idaho City and the Snake River Birds of Prey area. Other pleasurable activities are scenic mountain and canyon drives and tours of the local vineyards in Idaho's wine country.

Arts and Culture

The Morrison Center for the Performing Arts, a 2,030-seat facility located on the Boise State University campus, is the site of much of the city's cultural activity. The center hosts performances by the Boise Philharmonic Orchestra and Ballet Idaho as well as special events that range from rock concerts to touring Broadway productions. The city holds an annual Shakespearean festival, and several area theatrical groups perform throughout the year. Among them are the Boise Little Theater, the Idaho Theater for Youth, and the Stage Coach Theater.

The city is home to a number of museums and art galleries. The Idaho Historical Museum, located in Julia Davis Park, is a unique open-air museum that features an Old West saloon, a blacksmith's shop, and western and native American artifacts. The restored Idaho State Penitentiary (called the ''Old Pen'') now houses several museums, including the Idaho Transportation Museum and the Electricity Museum. The Idaho Black History Museum recently relocated from the former penitentiary to St. Paul Baptist Church in Julia Davis park; exhibits relate the importance of the African American culture to the heritage of Idaho and the nation. The Boise Art Museum, also in Julia Davis Park, contains a permanent collection of regional and national art; it also hosts a number of traveling exhibits each year. The Idaho Botanical Garden, featuring a variety of themed gardens, is adjacent to the ''Old Pen.'' Other art galleries in the city include the Art Attack Gallery, Brown's Galleries, Gallery 601, and the Art Source Gallery.

Festivals and Holidays

A number of special events are scheduled in the Boise area throughout the year. Spring is celebrated with the Apple Blossom Festival; seven days of festivities include a rodeo, parade, carnival, festival, and crowning of the Apple Blossom Queen. The National Old Time Fiddlers' Contest takes place for seven days each June in nearby Weiser, Idaho, one hour northwest of Boise. The Boise River Festival, held the last full Thursday through Sunday in June, is a popular event. Summer also brings the Spirit of Boise Balloon Classic in late June; the Idaho Shakespeare Festival, featuring Shakespeare under the Stars; and the Western Idaho Fair, an old fashioned country fair that lasts for 10 days in August. Boise's Basque population, the largest concentration in North America, presents three days of cultural activities every July, including performances by the famous Oinkari Basque Dancers. Oktoberfest at the Idaho Botanical Garden includes music, dance, food and beverage.

Sports for the Spectator

The Boise Hawks, members of the Northwest League and affiliated with the Chicago Cubs, play baseball from mid-June through early September at Memorial Stadium. The

The Idaho State Capitol building.

Hawks won their sixth Northwest League Championship in 2004. The Idaho Sneakers, the state's only major league franchise, offer World TeamTennis action at Bank of America Centre, also the site for hockey action from the Idaho Steelheads of the East Coast Hockey League. In the community of Nampa, about 20 miles from Boise, basketball fans flock to watch the Idaho Stampede of the Continental Basketball Association.

A complete program of collegiate sports is offered at Boise State University, featuring a championship football team and a nationally recognized basketball team. Thoroughbred and harness racing, along with parimutuel wagering, are featured at Les Bois Race Track. Championship drag racing is held at Firebird Raceway. Fans of rodeo enjoy the famous Snake River Stampede in Nampa and the Caldwell Night Rodeo in Caldwell. Meridian Speedway offers drag racing and stock car racing. In women's sports action, there is the annual St. Luke's Women's Fitness Celebration, a run/walk event that ranks among the largest of its kind in the nation. The Nike Boise Open golf tournament is part of the PGA Tour.

Sports for the Participant

Boise offers an abundance of outdoor activities. The area's 91 parks feature facilities for boating, tennis, golf, swimming, jogging, cycling, and other recreational activities. The Boise River, which runs through downtown Boise, is a popular spot for tubing, canoeing, and fishing; 16 acres on both sides of the river form the Boise River Greenbelt offering 25 miles of paved and graveled paths. Many area reservoirs offer a full range of water activities. Both day and night skiing can be enjoyed at Bogus Basin, a 45-minute drive from downtown Boise; five other ski areas are within a three-hour drive. The nearby mountains are favorite hiking, fishing, and camping locations, while the nearby Payette and Salmon Rivers are known worldwide by kayakers and rafters for their exciting white water.

Shopping and Dining

Old Boise and the Eighth Street Marketplace, two distinctive historical districts in Boise, have been converted into unique shopping areas. The Hyde Park district features a number of antique shops, and State Street marketplace is a group of specialty shops in a modern complex. Several shopping malls are open in the area, including Boise Towne Square, which offers more than 175 stores, and the Boise Factory Outlet Mall.

Dining opportunities in Boise are diverse and usually inexpensive. Cuisines range from simple yet filling Western fare to exotic international specialties such as Basque, Mexican, Chinese, Indian, Egyptian, and Vietnamese. Several elegant dining places feature French, Continental, and New American dishes.

Visitor Information: Boise Convention and Visitors Bureau, PO Box 2106, Boise, ID 83701; telephone (208)344-7777; toll-free (800)635-5240; fax (208)344-6236; email info@boisechamber.org

Convention Facilities

The Boise Center on the Grove offers a total of 50,000 square feet of meeting space, and features a glass-fronted 8,500-square-foot lobby; a 7,000-square-foot auditorium that will seat more than 300 people; and a 25,000-square-foot central meeting space. About 1,000 hotel rooms are within walking distance of the Boise Center. Other facilities include Boise State University's Taco Bell Arena, which seats up to 13,000 spectators and has 17,472 square feet of open floor space. The Morrison Center for the Performing Arts, also on the Boise State campus, has a 2,000 seat main hall and two teaching/studying halls. The Nampa Civic Center in nearby Nampa offers banquet seating for up to 1,200 people, a 648-seat auditorium and more than 42,000 square feet of convention space. There are more than 4,600 hotel rooms in Boise; most of the major hotels provide meeting, banquet, and ballroom facilities.

Convention Information: Boise Convention and Visitors Bureau, PO Box 2106, Boise, ID 83701; telephone (208)344-7777; toll-free (800)635-5240; fax (208)344-6236; email info@boisechamber.org

Transportation

Approaching the City

The Boise Air Terminal, located a few miles south of downtown, is served by 12 major national and regional airlines with 90 daily departures and 88 arrivals.

Two major highways lead into Boise. I-84 runs east and west, connecting the metropolitan area with the West Coast and the midwestern states. U.S. 20/26 runs diagonally west to southeast through the center of the city.

Traveling in the City

Streets south of the Boise River tend to form a grid pattern; north of the river, streets follow the contours of the foothills of the Rocky Mountains and the streams that flow through town.

ValleyRide provides bus service on fixed routes as well as Access services for people with disabilities.

Communications

Newspapers and Magazines

Boise is served by one daily newspaper, *The Idaho Statesman,* and two weekly papers. Locally-published magazines focus on religion, families, wildlife, farming, and sheep and cattle growing.

Television and Radio

Two commercial television stations and one cable network broadcast from Boise. Nineteen AM and FM radio stations serve the Boise area with a diverse blend of music, news, and information.

Media Information: *The Idaho Statesman,* 1200 North Curtis Road, PO Box 40, Boise, ID 83706; email pcarson @boise.gannett.com

Boise Online

Boise Area Chamber home page. Available www.boise.org

Boise Convention & Visitors Bureau home page. Available www.boise.org

Boise Public Library home page. Available www.ci.boise.id .us./library

Boise School District home page. Available www.sd01.k12 .id.us

City of Boise home page. Available www.ci.boise.id.us

Idaho Data Center home page. Available www.cl.idaho.gov/ portal

Idaho State Library home page. Availablwww.lili.org

The Idaho Statesman home page. Available www.idaho statesman.com

Nampa

The City in Brief

Founded: 1891

Head Official: Mayor Tom Dale (since 2002)

City Population
1990: 28,365
2000: 51,867
2003 estimate: 64,269
Percent change, 1990–2000: 73.5%
U.S. rank in 2000: 688th (State rank: 2nd)

Metropolitan Area Population
1990: 295,851
2000: 432,345
Percent change, 1990–2000: 46.1%
U.S. rank in 2000: 96th

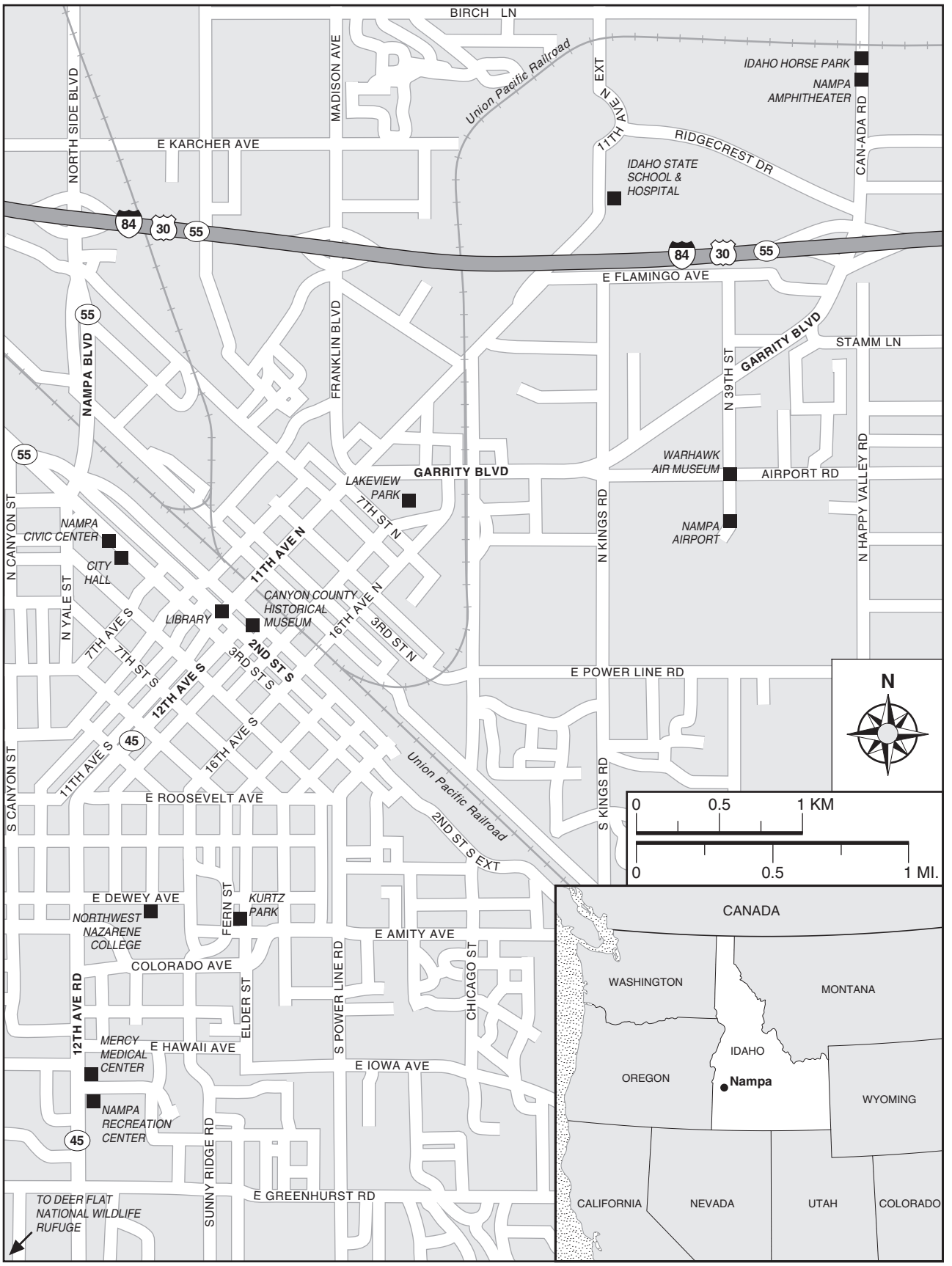
Area: 20 square miles (2000)
Elevation: Average 2,492 feet above sea level
Average Annual Temperature: 64.4° F
Average Annual Precipitation: 11.7 inches of rain; 21.4 inches of snow

Major Economic Sectors: agriculture, manufacturing, education, health care
Unemployment Rate: 4.4% (February 2005)
Per Capita Income: $14,491 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 2,871

Major Colleges and Universities: Northwest Nazarene University, Boise State University, Albertson College of Idaho

Daily Newspaper: *Idaho Press Tribune*


BIRCH LN
NORTH SIDE BLVD
MADISON AVE
Union Pacific Railroad
11TH AVE N EXT
IDAHO HORSE PARK
NAMPA AMPHITHEATER
CAN-ADA RD
E KARCHER AVE
RIDGECREST DR
IDAHO STATE SCHOOL & HOSPITAL
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NAMPA BLVD
FRANKLIN BLVD
GARRITY BLVD
STAMM LN
N 39TH ST
WARHAWK AIR MUSEUM
AIRPORT RD
N HAPPY VALLEY RD
LAKEVIEW PARK
7TH ST N
N KINGS RD
NAMPA AIRPORT
N CANYON ST
NAMPA CIVIC CENTER
CITY HALL
11TH AVE N
N YALE ST
CANYON COUNTY HISTORICAL MUSEUM
LIBRARY
7TH AVE S
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2ND ST S
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16TH AVE N
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FERN ST
KURTZ PARK
E AMITY AVE
COLORADO AVE
12TH AVE RD
ELDER ST
S POWER LINE RD
CHICAGO ST
MERCY MEDICAL CENTER
E HAWAII AVE
E IOWA AVE
NAMPA RECREATION CENTER
SUNNY RIDGE RD
E GREENHURST RD
TO DEER FLAT NATIONAL WILDLIFE RUFUGE
CANADA
WASHINGTON
MONTANA
IDAHO
OREGON
Nampa
WYOMING
CALIFORNIA
NEVADA
UTAH
COLORADO

Introduction

Nampa, the second-largest city in Idaho, was established in the late 1800s as a result of the completion of the Oregon Short Line railroad. Although the origins of the name Nampa are unknown, it is believed to be a Shoshoni Indian word meaning ''moccasin,'' or ''footprint.'' Once highly dependent on agricultural production, the city's economy has become more diverse and now also relies on manufacturing. Nampa boasts a mild climate, excellent parks and recreation, and proximity to Idaho's state capital, Boise. Northwest Nazarene University is located in Nampa, and the Snake River Stampede, one of the nation's top ten rodeos, is held every year in July. With nearly 50 percent population growth between 1990 and 2000, Nampa continues to thrive as it grows and diversifies.

Geography and Climate

Located in the heart of Idaho's Treasure Valley, or ''Banana Belt,'' Nampa enjoys a mild climate year-round. Its high desert location is bordered to the north by the Front Range of the Rocky Mountains and to the south by the Owyhee Mountains. Nampa enjoys warm summers with an average temperature of 92° F, but the low humidity makes for a pleasant environment. Winter lows average 20.2° F. Nampa's winters are mild, with minimal snowfall. Blizzards are rare, and snow that does fall rarely stays on the ground for more than a few days. Nampa's climate is ideal for the production of agricultural goods, which make up a substantial part of the region's economy. Nampa is located just 16 miles from Boise, Idaho's state capital.

Area: 20 square miles (2000)

Elevation: 2,492 feet above sea level

Average Temperatures: January, 20.2° F; July, 92.0° F; annual average, 64.4° F

Average Annual Precipitation: 11.7 inches of rain; 21.4 inches of snow

History

Nampa's Early Years

Although Native American tribes had settled in Idaho for hundreds of years, little human settlement occurred in the area that is now Nampa until the late 1800s. Settlement in Nampa began in 1883, a direct result of the completion of the Oregon Short Line Railroad. At that time, Caldwell resident James A. McGee and businessman Alexander Duffes decided to invest in the development of this new town. Duffes filed a claim under the Idaho Homestead Act, and in 1886 McGee and Duffes formed the Nampa Land and Improvement Company and filed the town's articles of incorporation. Initially, the Short Line bypassed Nampa, but due to increased traffic it soon became necessary to provide a connecting line between the Oregon Short Line and Boise. The Idaho Central Railway was built to make that connection, and Nampa was a stop along the way.

Nampa was incorporated in 1891. Population and business development continued to grow into the 1890s, mainly a result of irrigation made possible by the Phyllis Canal, but in 1894 Duffes mortgaged Nampa's unsold lots in an attempt to boost the slowing economy. The loan source defaulted and the town spiraled into debt. In 1896, Colonel W.H. Dewey paid the debt and received 2,000 deeds to town lots. He was crucial to the continued development of Nampa, as he began a survey of a route for the Boise, Nampa, Owyhee Railway that eventually linked Boise with the mining towns of the Owyhee Valley.

A Modern City Emerges

As the 20th century began, the Western Idaho Sugar Company and the Crescent Brewing Company were both established in Nampa. These companies utilized local farmers and created jobs at their processing plants. But a business decline was followed by a fire in 1909, which caused the destruction of more than 60 stores in downtown Nampa. By the 1920s, however, Nampa had once again established itself as a stable community. The Northwest Nazarene School, now Northwest Nazarene University, was established in 1913 by Eugene Emerson. During World War I, Nampa's farming community benefited from high crop prices. However, when the bottom of the market fell out after the war was over, many farmers were bankrupted. The economy was revived in 1942, when the Amalgamated Sugar Company opened a sugar beet plant in Nampa, which spurred farm productivity.

In 1949, the Nampa Industrial Corporation (NIC) was formed to encourage other economic development beyond farming. By the 1970s the NIC's investment in land and facility improvements had resulted in a more diverse economy, having encouraged new businesses and industries to locate in Nampa.

Today, Nampa has grown to become Idaho's second-largest city, boasting a thriving economy and excellent quality of life.

Historical Information: Canyon County Historical Museum, 1200 Front Street, Nampa, ID 83653; telephone (208)467-7611

Population Profile

Metropolitan Area Residents
1990: 295,851
2000: 432,345
Percent change, 1990–2000: 46.1%
U.S. rank in 2000: 96th

City Residents
1990: 28,365
2000: 51,876
2003 estimate: 64,269
Percent change, 1990–2000: 73.5%
U.S. rank in 2000: 688th

Density: 2,612 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 43,281
Black or African American: 206
American Indian and Alaska Native: 490
Asian: 484
Native Hawaiian and Pacific Islander: 92
Hispanic or Latino (may be of any race): 9,282
Other: 5,833

Percent of residents born in state: 46.1% (2000)

Age characteristics (2000)
Population under 5 years old: 5,465
Population 5 to 9 years old: 4,651
Population 10 to 14 years old: 3,800
Population 15 to 19 years old: 3,849
Population 20 to 24 years old: 4,797
Population 25 to 34 years old: 9,112
Population 35 to 44 years old: 6,606
Population 45 to 54 years old: 4,747
Population 55 to 59 years old: 1,723
Population 60 to 64 years old: 1,324
Population 65 to 74 years old: 2,574
Population 75 to 84 years old: 12,282
Population 85 years and older: 937
Median age: 28.5 years

Births (2002, Canyon County)
Total number: 2,901

Deaths (2002, Canyon County)
Total number: 971 (of which, 18 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,491
Median household income: $34,758
Total households: 18,270

Number of households with income of . . .
less than $10,000: 1,713
$10,000 to $14,999: 1,327
$15,000 to $24,999: 3,015
$25,000 to $34,999: 3,141
$35,000 to $49,999: 4,022
$50,000 to $74,999: 3,333
$75,000 to $99,999: 1,123
$100,000 to $149,999: 435
$150,000 to $199,999: 86
$200,000 or more: 75

Percent of families below poverty level: 8.7% (33.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,871

Municipal Government

Nampa operates under a mayor-council form of government. The mayor is elected at large every four years; the four council members serve staggered four year terms.

Head Official: Tom Dale (since 2002; current term expires 2006)

Total Number of City Employees: 635 (2005)

City Information: City Hall, 411 3rd Street South, Nampa, ID 83651; telephone (208)465-2200

Economy

Major Industries and Commercial Activity

Historically, Nampa has been known as a strong agricultural base. Canyon County produces more than 90 percent of the world's sweet corn seed, and is also a leader in the production of livestock, dairy, and alfalfa. Located in the heart of Idaho's wine country, Nampa also produces its share of grapes. Vineyards in Nampa and surrounding areas grow Cabernet Sauvignon, Cabernet Franc, Roussanne, Pinot Gris, Merlot, and Syrah varietals. The climate, geography, and location along the Snake River make for ideal growing conditions. Nampa also has a strong manufacturing base, with furniture, boxes, wood products, and computer chips as some of the goods produced. Nampa has benefited from the technology boom: computer equipment manufacturer MCMS is headquartered in Nampa. It is among the city's top

employers. Education continues to be a major source of employment in Nampa, with Nampa School District 131 and higher education institutes Northwest Nazarene University and Boise State University's Canyon County Center providing jobs for more than 1,200 people.

Items and goods produced: sweet corn, livestock, alfalfa, dairy products, grapes, computer equipment, cardboard boxes, and furniture

Incentive Programs—New and Existing Companies

Local programs—In recent years, Nampa has experienced rapid economic growth and development. Several companies make their headquarters in Nampa, and many national retailers have opened outlets in Nampa, attracted by Nampa's explosive population growth and pro-business environment. Several entities have been established to encourage business growth and development. The Nampa Industrial Corporation was formed in 1949 to create business opportunities in Nampa through the investment in and development of industrial property. The NIC also assists with community initiatives. The Chamber of Commerce supports local businesses by providing services such as monthly luncheons, small business consultations, networking opportunities, marketing ideas, and sponsorship opportunities for its members. The Boise Metro Economic Development Council (BMEDC) serves the Boise-Nampa area with the goals of creating long-term jobs and encouraging economic development in the community. The BMEDC provides free, customized services to businesses relocating, expanding, or establishing themselves in the Boise Metro Area.

State programs—Idaho is an aggressive pro-business state. The Idaho Department of Commerce and Labor provides services to business owners to assist them in starting, relocating, running, and closing a business. The state offers several incentives to business owners, including a three percent income tax credit to qualifying new investments. A five percent research and development tax credit is offered for qualified research performed in Idaho. The state also offers 100 percent tax exemptions on property tax, and 100 percent sales tax exemption on goods in transit, pollution control equipment, industrial fuels and raw materials, and production equipment and materials used to produce goods. Reimbursements and credits are available for employee training and the creation of new jobs.

Job training programs—The Boise State University Selland College of Applied Technology provides apprenticeship and job training programs to students who are enrolled in the college's Apprenticeship Programs offered by the Center for Workforce Training. Students receive on-the-job training while working as full-time, paid employees. Students also receive classroom training related to their chosen profession. The Center for Workforce Training offers career training programs for adults as well as programs to help businesses increase their productivity. In addition to training in the classroom, the Center offers online training programs and courses.

Development Projects

As Idaho's second-largest city, Nampa continues to attract new business development. In 2004 home improvement retailer Home Depot opened a 102,000 square-foot store in Nampa. In early 2004 Costco announced plans to build a retail center adjacent to the new Karcher Interchange off of Interstate 84. The warehouse club will be one of two anchors of a new, 600,000 square-foot retail development, which will be the only retail center on the I-84 interchange.

In early 2005 the Nampa Industrial Corporation gave a $1,132,000 gift to Boise State University to help construct the Center for Construction and Transportation Technology on the BSU West campus in Nampa. The technical building will train students for careers and spur workforce development in fields such as automotive repair, welding, plumbing, and automotive and diesel technology.

Economic Development Information: Idaho Commerce and Labor, 317 West Main Street, Boise, ID 83735; telephone (208)332-3570; fax (208)334-6300. Center for Workforce Training, Selland College of Applied Technology, Boise State University, 1464 University Drive, Technical Services Building, Boise, ID 83706; toll-free (800)632-6586; fax (208)426-4487.

Commercial Shipping

Nampa is served by the Union Pacific Railroad and 14 commercial truck lines that transport goods produced in Nampa throughout the country. Air freight is handled at Nampa Municipal Airport.

Labor Force and Employment Outlook

Nampa's economy has become less dependent on agriculture as it has become a center for business and manufacturing. However, Nampa has recently suffered a loss of jobs in the manufacturing sector due to the closing of several local plants.

The following is a summary of data regarding the Boise-Nampa metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 241,600

Number of workers employed in . . .
construction and mining: 17,100
manufacturing: 29,500
trade, transportation and utilities: 45,800
information: 4,200
financial activities: 12,900
professional and business services: 34,700

educational and health services: 29,700
leisure and hospitality: 21,500
other services: 6,900
government: 38,800

Average hourly earnings of production workers employed in manufacturing (statewide): $13.72

Unemployment rate: 4.4% (February 2005)

Largest employers	*Number of employees*
Nampa School District 131	1,300
MCMS	1,000
Mercy Medical Center	650
Amalgamated Sugar	500
Nestle's Brand Food Service Co.	350
Woodgrain Millwork, Inc.	340
Pacific Press Publishing	280
Home Style Industries	275
Northwest Nazarene College	210

Cost of Living

Nampa's cost of living, as well as its housing prices, are slightly below the national average.

The following is a summary of data regarding several key cost of living factors for the Nampa area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 1.6% to 7.8%

State sales tax rate: 6.0%

Local income tax rate: 1.00% (occupational)

Local sales tax rate: none

Property tax rate: 2.209% (2004)

Economic Information: Nampa Chamber of Commerce, 1305 3rd Street South, Nampa, ID 83651; telephone (208)466-4641. Boise Metro Economic Development Council, 250 South 5th Street, Boise, ID 83702; telephone (208)472-5230.

Education and Research

Elementary and Secondary Schools

Nampa School District 131 (NSD) is the third largest school district in the state of Idaho. More than 13,000 students attend the district's elementary, middle, and high schools, as well as two alternative high schools. A growing district, NSD has a new elementary school under construction with a fall 2005 opening date, and a new high school scheduled to open in 2006. Nampa School District offers special education and gifted programs to help meet the needs of its student population.

The following is a summary of data regarding Nampa School District 131 2004–2005 school year.

Total enrollment: 13,183

Number of facilities
elementary schools: 12
middle schools: 3
senior high schools: 2
alternative high schools: 2

Student/teacher ratio: 19.02:1 (2003-2004)

Teacher salaries (2004-2005)
minimum: $25,000
maximum: $47,688

Funding per pupil (2002): $5,820

Nampa Christian Schools and St. Paul's Catholic School are private schools that offer religious-based educations.

Public Schools Information: Nampa School District 131, 619 S. Canyon, Nampa, ID 83686; telephone (208)468-4600; fax (208)468-4638

Colleges and Universities

Four institutions of higher learning serve the Nampa area, including Northwest Nazarene College and Boise State University Selland College of Applied Technology, both located in Nampa. Boise State University is located in Boise, and Albertson College is in nearby Caldwell. Northwest Nazarene University is a four-year, private Christian liberal arts university offering undergraduate and graduate degrees in such fields as arts, humanities, science, theology, and education. Boise State University is a public university that offers undergraduate, graduate, and technical programs. Courses are offered in eight colleges: applied technology, arts and sciences, business and economics, education, engineering, graduate studies, health sciences, and social sciences and public affairs. In 2004 the University conferred 2,850 degrees. On campus Residential Colleges, based on the Oxford system, is the University's housing program; residential students are assigned to residence halls and dormitories based on common interests or fields of study. The Boise State University Selland College of Applied Technology, one of Boise State University's eight colleges, operates a campus at the Canyon County Center in Nampa. The college offers degree and certificate programs; it is the only public technical college in southwest Idaho. The University is currently planning to expand its community college program, which will include a Nampa

campus. Albertson College, in Caldwell, is another private liberal arts university with a total of 26 majors.

Libraries and Research Centers

The Nampa Public Library serves the Nampa community; non-residents may obtain a library card and utilize the library's resources for an annual fee. Nampa Public Library card holders are allowed to borrow materials from six other area consortium libraries, including the Boise Public Library. The consortium has a collection of more than 500,000 books, videos, sound recordings, and other materials. In addition to a wide selection of current books, magazines, and media materials, the library has computer terminals with Internet access available for patron use. Patrons may also access the library's database via its Internet website. The Northwest Nazarene University Riley Library is open to students and faculty, as well as members of the Nampa community. Materials at Albertsons Library at Boise State University are available to students, faculty, and staff, as well as ''special borrowers'' who meet certain criteria.

A variety of research centers, particularly associated with the universities, exist in Nampa and conduct research in the fields of biology and agriculture, among others.

Public Library Information: Nampa Public Library, 101 Eleventh Avenue South, Nampa, ID 83651; telephone (208)468-5800

Health Care

Mercy Medical Center, the only hospital within Nampa city limits, is a private hospital affiliated with the Catholic church. Founded in 1917 by the Sisters of Mercy, the hospital has grown to include two medical campuses in Nampa. The hospital provides emergency services and a 14-bed emergency room, as well as outpatient and hospice services; cancer care, maternity care, surgery, and interventional cardiology services are among the hospital's specialties. In recent years, Mercy Medical has invested in state of the art technology and equipment, including the Galileo computerized system for orthopedic surgery.

Recreation

Sightseeing

Visitors to Nampa enjoy a wealth of activities and recreational opportunities. Museums that celebrate Nampa's heritage, year-round outdoor activities, and a variety of shopping and dining experiences help make Nampa a great place to work and live.

Nampa museums celebrate the history of Nampa, Canyon County, and the United States. One of Nampa's newest museums is the Warhawk Air Museum, a 20,000 square foot facility dedicated to preserving the country's World War II history from the home front to the war front, as well as to trace the history of flight from the advent of aviation through the space age. Its collection includes two of the few remaining Curtiss P-40 World War II fighter airplanes and a rare World War II P-510 razorback Mustang fighter plane. The museum also hosts traveling NASA space exhibits, and often hosts special events and ceremonies to honor veterans and commemorate World War II events.

The Canyon County Historical Museum, located in Canyon County's original train depot, displays both Canyon County and Union Pacific Railroad memorabilia. An authentic 1940s era caboose and model railroad are among the exhibits in the building that has been called ''Idaho's finest example of Baroque architecture.'' A farmer's market is held outside the museum on Saturdays during the months of May through October.

At the Swiss Village Cheese Factory, visitors can watch cheese being made. The Van Slyke Agricultural Museum, located in Caldwell Memorial Park, is an open-air museum that features log cabin replicas and antique farm equipment. Visitors to the Deer Flat National Wildlife Refuge at Lake Lowell enjoy swimming, fishing, hunting, boating, and bird watching on more than 11,000 acres of land.

Arts and Culture

With several state of the art exhibit and performance facilities, Nampa is becoming known for its arts scene. The Brandt Center at Northwest Nazarene University is a performing arts center that attracts musical and dramatic performances attended by both students and the community at large. Its Samuel Swayne theatre can accommodate up to 1,500 people, and two guest suites accommodate up to 15 guests each for private viewings and receptions. The Brandt Center's Friesen Art Galleries provide gallery space for Northwest Nazarene University's art students to exhibit their work.

The Caldwell-Nampa Alliance of Community Theatre (CAN-ACT) was established in 1981 and is the Nampa area's only community theatre group outside of Boise. The not-for-profit troupe performs comedies, dramas, and musicals in the CAN-ACT Theater located in the Karcher Mall. Auditions for CAN-ACT's four yearly plays are open to community members.

In 2003 the Majestic Entertainment Foundation, Inc. was formed to refurbish downtown Nampa's historic Pix

Theatre, which was closed in 2002. Upon completion the theatre will be used for the viewing of films and lectures, religious services, educational programs, and community events.

Festivals and Holidays

Parade America, Idaho's largest patriotic parade, is held in May. Each July, the Snake River Dayz Festival is held in conjunction with the Snake River Stampede rodeo. The week-long festival features concerts, a fun run, a golf tournament, the Taste of Canyon County, a fun zone for children, and the Chamber of Commerce Griddles and Fiddles pancake breakfast. At the same time, Downtown Nampa Stampede Dayz features live music, pony rides, and craft and food booths. Nampa Community Fun Night is held in late August or early September and includes games for children, music, and food. America's Most Apeelin' Spud Fest is held in October. The event includes music, food, games, and fun runs.

Sports for the Spectator

Although Nampa has no professional sports teams, Boise State University's indoor track team competes at Nampa's Idaho Center. The state-of-the-art track facility has also been used for other prestigious events such as the USA Masters Indoor Track and Field Championships and the Western Athletic Conference Indoor Championships. Sports fans can also take in collegiate-level sports played by Northwest Nazarene University's teams, including baseball and softball, basketball, cross county, track and field, men's golf, and women's volleyball.

The Snake River Stampede, held annually in July, is ranked among the country's top 10 professional rodeos. The arena at the Idaho Center seats up to 10,000 people who take in bull riding, barrel racing, mutton busting (for children), bareback riding, steer wrestling, and roping events.

Sports for the Participant

Nampa residents enjoy a wealth of outdoor activities year-round. Seven city parks cover more than 127 acres. Available facilities include play areas, covered picnic shelters, baseball and softball fields, tennis courts, archery ranges, Little League fields, swimming pools, basketball courts, and a BMX track. A 140,000 square foot recreation center provides residents with a climbing wall, basketball courts, an indoor track, five swimming pools, activity rooms, and a senior center.

Nampa has two public golf courses and one private golf course. Ridgecrest Golf Course, Nampa's newest public course, has received a four-star rating from *Golf Digest* magazine. Runners can participate in 5K and 10K fun runs during July's Snake River Dayz festivities.

Shopping and Dining

Nampa retailers range from national chains to locally owned specialty stores, ensuring something for everyone. Karcher Mall's tenants include Bon-Macy's, Radio Shack, Sam Goody, and Big 5 Sporting Goods. Mass retailers such as ShopKo, Old Navy, and Wal-Mart can be found in the Meridian Crossroads development. Downtown Nampa is home to many unique retailers, including antique, book, jewelry, and flower stores. The Boise Factory Outlet is just a short drive away, and includes outlet stores for companies such as Reebok and Eddie Bauer.

Nampa diners enjoy a variety of restaurants, from national chains to local establishments. The family-owned Generations restaurant offers steak and seafood, with their French dip sandwich among the more popular menu items. Copper Canyon is an upscale eatery known for its elegant presentation and extensive wine list. Asian restaurant House of Kim, located in downtown Nampa, serves Chinese, Thai, and Malaysian cuisine. The Dutch Inn, known for its salad bar, also serves breakfast, lunch, and dinner entrees. The Mona Lisa is a fondue restaurant that has found its niche as a special occasion restaurant. Cheese fondue appetizers and chocolate dessert fondues are part of a meal package that allows diners to cook their own main courses at pots on their table. Other area eateries include chains such as Applebee's, Denny's, Sizzler, and various fast food establishments.

Visitor Information: Nampa Chamber of Commerce, 1305 Third Street South, Nampa, ID 83651; telephone (208)466-4641.

Convention Facilities

The Nampa Civic Center is Idaho's second largest full-service convention and performing arts center. With 42,500 square feet of space, the Civic Center hosts more than 750 events each year. Meetings, conventions, banquets, receptions, trade shows, and performing arts programs are among the events hosted there. Up to 14 separate meeting spaces can accommodate groups of up to 1,000. In addition to the 30,000 square feet of meeting space, the Civic Center boasts a 12,200 square foot exhibit area and a 640 seat theatre.

The Idaho Center Complex is comprised of four venues: an amphitheatre, an arena, the Idaho Horse Park, and the Idaho Sports Center. The arena can accommodate up to 6,000 people, and the amphitheatre seats 11,000 people. Events such as concerts, basketball games, and ice shows, as well as trade shows and conventions, are held at the Idaho Center. The Idaho Horse Park, opened in 2002, consists of indoor

and outdoor arenas, an English riding facility, warm-up pens, stalls, and stock pens. The Idaho Sports Center Complex is the newest addition to the Idaho Center. The 100,000 square foot multi-purpose building is the indoor track facility for Boise State University and is home to the only Mondo 200-meter banked track west of Nebraska.

Convention Information: Nampa Civic Center, 311 Third Street South, Nampa, ID 83651; telephone (208)468-5500. Idaho Center, 16200 Can-Ada Road, Nampa, ID 83687; telephone (208)468-1000.

Transportation

Approaching the City

The nearby Boise City Airport provides air service to 23 U.S. cities. Twelve commercial airlines operate daily flights out of the airport. By car, Nampa is accessible via Interstate 84. Greyhound provides bus service to Nampa.

Traveling in the City

Nampa is accessible from Interstate 84 via three interchanges and is relatively easy to navigate. Highway 45 extends through downtown Nampa toward the Snake River and Owyhee County. Roads in downtown Nampa are numbered, with avenues running north-south and streets running east-west. ValleyRide provides public transportation services for the Treasure Valley. Although ValleyRide provides transit service throughout Boise, they also provide fixed-line and door-to-door bus service in Nampa and Caldwell. The Ada County Highway District offers a commuters bus from Caldwell to Boise that stops in Nampa. The Treasure Valley Metro provides commuter service between Nampa, Meridian, and Boise during peak commute times.

Communications

Newspapers and Magazines

The Idaho Press-Tribune is published in Nampa and serves the Canyon County market. Published daily in the morning, the paper also maintains an Internet presence on its website.

Television and Radio

Nampa has two commercial television stations and one radio station broadcasting within city limits; the city also receives programming from nearby Boise.

Media Information: *Idaho Press-Tribune,* 1618 North Midland Boulevard, Nampa, ID 83651; telephone (205)967-9241.

Nampa Online

Boise Metro Economic Development Council. Available www.boisechamber.org/ec_dev/bmedc.htm

Boise State University Canyon County Center. Available www.boisestate.edu/extendedstudies/othersites/canyoncountyctr.html

City of Nampa Home Page. Available www.ci.nampa.id.us

Idaho Center. Available www.idahocenter.com

Idaho Commerce and Labor. Available www.cl.idaho.gov

Idaho Department of Commerce. Available www.idahoworks.com

Idaho Press-Tribune. Available www.idahopress.com

Nampa Chamber of Commerce. Available www.nampa.com

Nampa Public Library. Available www.lili.org/nampa

Nampa Public Schools. Available www.sd131.k12.id.us

Northwest Nazarene University. Available www.nnu.edu

MONTANA

Billings 339
Butte 349
Helena 361

The State in Brief

Nickname: Treasure State
Motto: *Oro y plata* (Gold and silver)

Flower: Bitterroot
Bird: Western meadowlark

Area: 147,042 square miles (2000; U.S. rank: 4th)
Elevation: Ranges from 1,800 feet to 12,799 feet above sea level
Climate: Continental; heavy snows in the west, hot dry summers in the east

Admitted to Union: November 8, 1889
Capital: Helena
Head Official: Governor Brian Schweitzer (D) (until 2009)

Population
- **1980:** 786,690
- **1990:** 799,065
- **2000:** 902,195
- **2004 estimate:** 926,865
- **Percent change, 1990–2000:** 12.9%
- **U.S. rank in 2004:** 44th
- **Percent of residents born in state:** 56.1% (2000)
- **Density:** 6.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 31,948

Racial and Ethnic Characteristics (2000)
- **White:** 817,229
- **Black or African American:** 2,692
- **American Indian and Alaska Native:** 56,068
- **Asian:** 4,691
- **Native Hawaiian and Pacific Islander:** 470
- **Hispanic or Latino (may be of any race):** 18,081
- **Other:** 5,315

Age Characteristics (2000)
- **Population under 5 years old:** 54,869
- **Population 5 to 19 years old:** 202,571
- **Percent of population 65 years and over:** 13.4%
- **Median age:** 37.5 years (2000)

Vital Statistics
- **Total number of births (2003):** 11,421
- **Total number of deaths (2003):** 8,280 (infant deaths, 79)
- **AIDS cases reported through 2003:** 175

Economy
- **Major industries:** Services, trade, government, agriculture
- **Unemployment rate:** 4.5% (February 2005)
- **Per capita income:** $25,775 (2003; U.S. rank: 45th)
- **Median household income:** $34,375 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.6% (1999)
- **Income tax rate:** Ranges from 2.0% to 11.0%
- **Sales tax rate:** None

Billings

The City in Brief

Founded: 1882 (incorporated, 1885)

Head Official: Mayor Charles F. Tooley (D) (since 1995)

City Population
1980: 66,798
1990: 81,125
2000: 89,847
2003 estimate: 95,220
Percent change, 1990–2000: 10.7%
U.S. rank in 1980: 294th
U.S. rank in 1990: 263rd
U.S. rank in 2000: 307th

Metropolitan Area Population
1980: 108,035
1990: 113,419
2000: 129,352
Percent change, 1990–2000: 14.0%
U.S. rank in 2000: 221st

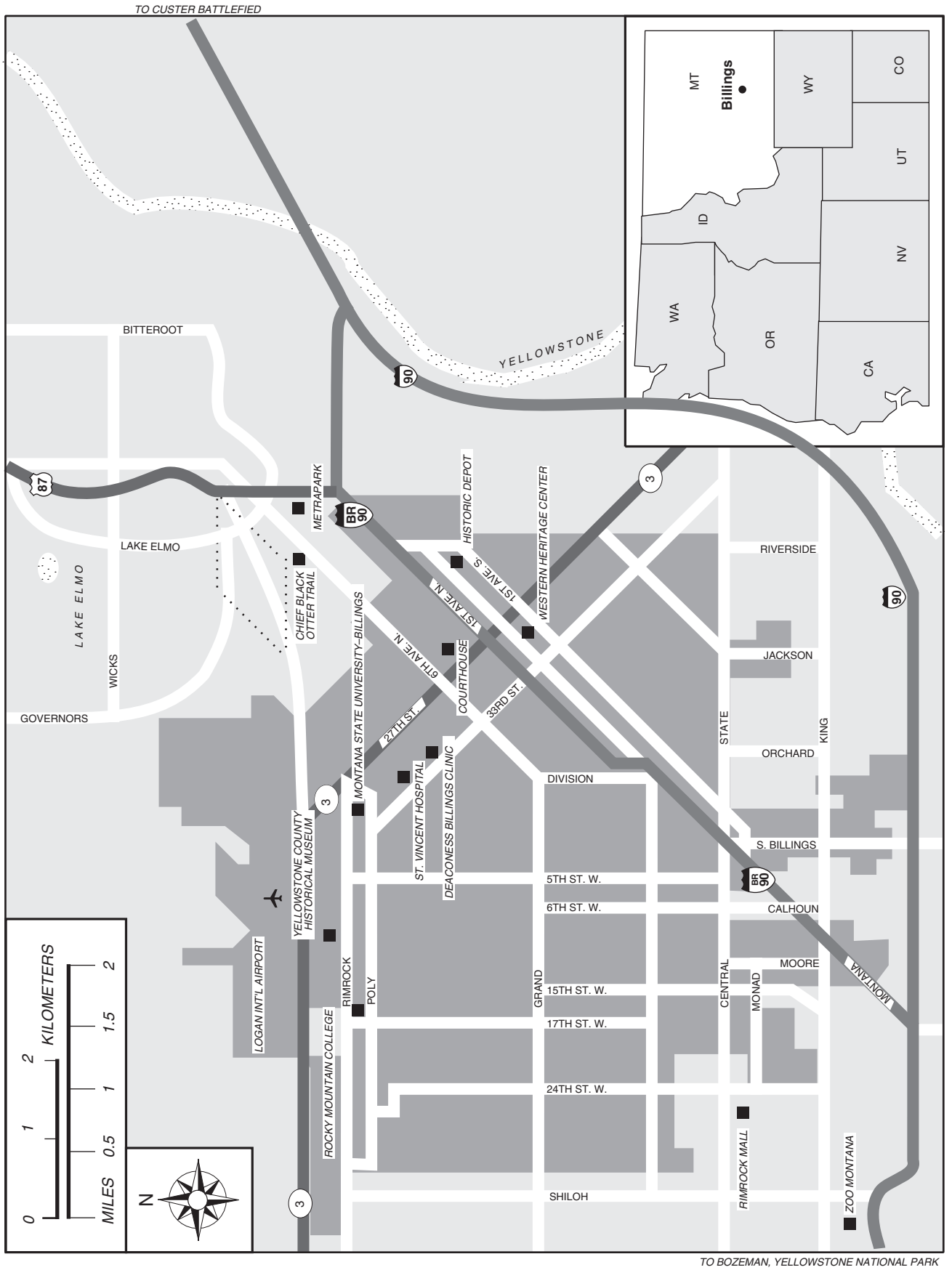
Area: 33.82 square miles (2000)
Elevation: 3,126 feet above sea level
Average Annual Temperature: 49.2° F
Average Annual Precipitation: 13.65 inches

Major Economic Sectors: Agriculture, services, government, finance, oil and gas
Unemployment Rate: 4.1% (February 2005)
Per Capita Income: $19,207 (1999)

2002 FBI Crime Index Total: 4,486

Major Colleges and Universities: Montana State University-Billings, Rocky Mountain College

Daily Newspaper: *The Billings Gazette*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METRAPARK
HISTORIC DEPOT
WESTERN HERITAGE CENTER
1ST AVE. S.
1ST AVE. N.
LAKE ELMO
LAKE ELMO
CHIEF BLACK OTTER TRAIL
WICKS
GOVERNORS
6TH AVE N
COURTHOUSE
33RD ST.
27TH ST.
MONTANA STATE UNIVERSITY–BILLINGS
RIVERSIDE
JACKSON
STATE
KING
ORCHARD
DIVISION
S. BILLINGS
5TH ST. W.
6TH ST. W.
CALHOUN
MOORE
MONTANA
CENTRAL
MONAD
GRAND
15TH ST. W.
17TH ST. W.
24TH ST. W.
SHILOH
YELLOWSTONE COUNTY HISTORICAL MUSEUM
ST. VINCENT HOSPITAL
DEACONESS BILLINGS CLINIC
RIMROCK
POLY
LOGAN INT'L AIRPORT
ROCKY MOUNTAIN COLLEGE
RIMROCK MALL
ZOO MONTANA
0 1 2 KILOMETERS
MILES 0.5 1 1.5 2
N
TO BOZEMAN, YELLOWSTONE NATIONAL PARK

Introduction

Billings is the largest city in Montana and the commercial, cultural, and industrial center of a large region of the northern Rocky Mountains. Known as the ''Magic City,'' Billings has grown phenomenally since its founding in 1882, until 1970 doubling in size every 30 years. The city is also the processing and distribution hub for a rich agricultural area that encompasses more than 125,000 miles. Excellent road, rail, and air transportation networks helped the region's retail trade to reach $1.9 billion in 2000. Many scenic attractions such as Yellowstone National Park are nearby, and the wide variety of available recreation activities make the Billings area a popular vacation spot.

Geography and Climate

Billings is located in southern Montana in the fertile Yellowstone River valley, with mountains on three sides. The Yellowstone River flows along the eastern boundary of the city. The mountains shelter the city from the most severe winter weather, but blizzard conditions are not uncommon in the spring and fall. Moist air from the Pacific Ocean, called ''Chinook winds,'' often brings surprisingly warm weather in the winter and cooler temperatures in the summer. Spring features the most unpredictable weather, and summers are typically dry with cool nights.

Area: 33.82 square miles (2000)

Elevation: 3,126 feet above sea level

Average Temperatures: January, 22.8° F; August, 72.5° F; annual average, 49.2° F

Average Annual Precipitation: 13.65 inches

History

Native Americans Resist Settlement

For thousands of years before the coming of European settlers, the site of present-day Billings was hunted by migratory peoples. Traces of their camps and elaborate cave drawings have been discovered and preserved at many sites in the region. By the time of America's westward expansion, the predominant tribes in the area included the Crow, Sioux, and Cheyenne.

The Lewis and Clark Expedition of 1806 passed through the present site of Billings, and just 30 miles away William Clark climbed Pompey's Pillar, a 200-foot-high natural rock formation, which he named after the son of his female Indian guide. Although many Europeans explored the area, fierce resistance from the natives prevented any settlement. This led to the so-called ''Sioux War,'' one of the more intense struggles between the U.S. Army and the native people. The infamous Battle of the Little Bighorn, where a large group of Sioux and Cheyenne warriors killed General George Custer and his entire 7th cavalry, took place 65 miles to the southeast of the future site of Billings.

Railroad Brings Ranchers, Farmers

Billings was founded in 1882 by the Northern Pacific Railroad as a rail head for the company's western line and named for the president of the railroad, Frederick Billings. Over the next six months more than 2,000 people settled in the town, which was incorporated as a city in 1885. The wide-open prairie lands were ideal for cattle grazing, and a number of large ranches grew up around the town. During the early twentieth century, families of settlers known as ''homesteaders'' arrived in the area, taking advantage of the offer of free land. Typically, a family and all its possessions would arrive in one freight car and receive a 40-acre plot of land. Conditions were difficult, but many families struggled through their first years and eventually developed successful farms.

Irrigation had been introduced in the Yellowstone Valley in 1879. Sugar beet growing was thus made possible, and a sugar refinery was built in 1906. Immigrant laborers came to work the fields—first Japanese, then Russo-Germans, and finally Mexicans. The Russo-German workers were unusually industrious; soon they bought their own land at the Huntley Irrigation project outside Billings, where they constituted a third of the population by 1940.

Abundant Natural Resources Contribute to Growth

Billings grew steadily during the 1900s, spurred on by the development of vast natural resources such as minerals, coal, natural gas, and oil. At one time Billings was the largest inland wool shipping point in the United States. In 1933 pulp-drying equipment was installed at the sugar refinery; a thriving livestock industry developed around animals fed on beet pulp. By 1938 more than 600,000 acres of land around Billings was irrigated.

A true hub city and gateway to the West, Billings has become the commercial, health care, and cultural capital of the ''Midland Empire,'' a vast area of agricultural, mountainous, wilderness, and sometimes forbidding terrain that includes eastern Montana, the western Dakotas, and Northern Wyoming. It is also an important refining and shipping center for agricultural and energy products.

Historical Information: Montana State University-Billings Library, 1500 North Thirtieth Street, Billings, MT 59101-0298; telephone (406)657-1662

Population Profile

Metropolitan Area Residents
1980: 108,035
1990: 113,419
2000: 129,352
Percent change, 1990–2000: 14.0%
U.S. rank in 2000: 221st

City Residents
1980: 66,798
1990: 81,125
2000: 89,847
2003 estimate: 95,220
Percent change, 1990–2000: 10.7%
U.S. rank in 1980: 294th
U.S. rank in 1990: 263rd
U.S. rank in 2000: 307th

Density: 2,656 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 82,539
Black or African American: 495
American Indian and Alaska Native: 3,088
Asian: 533
Native Hawaiian and Other Pacific Islander: 38
Hispanic or Latino (may be of any race): 3,758
Other: 1,300

Percent of residents born in state: 57.2% (2000)

Age characteristics (2000)
Population under 5 years old: 5,882
Population 5 to 9 years old: 5,985
Population 10 to 14 years old: 6,063
Population 15 to 19 years old: 6,290
Population 20 to 24 years old: 6,483
Population 25 to 34 years old: 11,869
Population 35 to 44 years old: 13,882
Population 45 to 54 years old: 12,284
Population 55 to 59 years old: 4,330
Population 60 to 64 years old: 3,440
Population 65 to 74 years old: 6,464
Population 75 to 84 years old: 4,969
Population 85 years and over: 1,906
Median age: 36.8 years

Births (2002, Yellowstone County)
Total number: 1,790

Deaths (2002, Yellowstone County)
Total number: 1,167 (of which 7 were infants under the age of one year)

Money income (1999)
Per capita income: $19,207
Median household income: $35,147
Total households: 37,470

Number of households with income of . . .
less than $10,000: 3,686
$10,000 to $14,999: 3,642
$15,000 to $24,999: 5,823
$25,000 to $34,999: 5,512
$35,000 to $49,999: 6,677
$50,000 to $74,999: 7,029
$75,000 to $99,999: 2,641
$100,000 to $149,999: 1,518
$150,000 to $199,999: 437
$200,000 or more: 505

Percent of families below poverty level: 9.2% (57.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,486

Municipal Government

Billings has a mayor-council form of government with ten council members elected to a four-year term. Until the 1995 election the mayor was elected to a two-year term; the mayor now serves a four-year term. The mayor and city council are the city's only policy-making bodies. A city administrator is hired by the mayor and city council and may be removed by a simple majority vote of the mayor and council. Billings is also the seat of Yellowstone County.

Head Official: Mayor Charles F. Tooley (D) (since 1995; current term expires 2007)

Total Number of City Employees: 750 (2005)

City Information: City of Billings, 210 North 27th Street, PO Box 1178, Billings, MT 59103; telephone (406)657-8200; email ctooley@magiccity.org

Economy

Major Industries and Commercial Activity

Agriculture has been one of the leading economic forces in Billings since its founding, and it continues to play a major role today. Because of extensive irrigation, the Yellowstone Valley and the northern Great Plains are some of the nation's most fertile agricultural regions. The city is the transportation, processing, and packaging center for this large, productive area. The main agricultural products include sugar beets, grain, and livestock such as cattle and sheep.

The energy industry (oil, natural gas, and coal) is also an important part of the economic picture in Billings. The mountains around the city and throughout eastern Montana are a rich source of coal, oil, and natural gas. A number of refineries and purification plants are located in the Billings area to process the raw materials into usable energy resources.

Billings is the retail and wholesale trade center for a vast area of land in the northern Rocky Mountain states and a primary and secondary market population of almost half a million people, reaching from Denver, Colorado, to Calgary, Alberta, and from Minneapolis, Minnesota, to Seattle, Washington. Billings is also the medical and educational capital of the region. The city's medical community, including two major hospitals and more than 40 clinics, provides the most advanced health care in the four-state area. Three major colleges and a highly-rated public school system provide jobs and a well-trained workforce. It is also difficult to underestimate the impact of tourism and recreational diversity on the area's economy. The proximity of nearby Yellowstone National Park, as well as a wide array of other wilderness territories, mountain trails, rivers, and streams in the area bring much-needed tourist dollars and act as a magnet to companies and workers looking to relocate.

Items and goods produced: raw and refined energy products, sugar, flour, farm machinery, electric signs, furniture, paint, metal ornaments, cereal, creamery and meat products, canned vegetables, concrete, sugar beets, wheat, beans, livestock

Incentive Programs—New and Existing Companies

Local programs—The Billings Small Business Development Center (SBDC) is part of a statewide network of resource and technical service providers that assist start-up and existing businesses. The SBDC staff provides confidential business counseling, training and information to small business leaders and entrepreneurs. Services are provided at no charge and are funded by the Small Business Administration, Montana Department of Commerce, Yellowstone County, and local organizations. Areas of assistance include technical assistance in writing business plans for new and existing businesses, financial analysis, planning and state and private capital sources; assistance with marketing research, analysis and strategy as well as advertising, packaging and promotion; business plan review and critique; preBusiness workshops; and one-on-one counseling for existing and start-up business management. Additionally, the Business Development Council of the Chamber of Commerce maintains a comprehensive inventory of local and state programs. It also helps identify location alternatives, provides technical assistance, and maintains current information on Billings and its trade area.

State programs—State of Montana tax incentives include property tax reduction; no inventory, use, or sales tax; new industry income tax credits; small business investment tax credit; and tax reduction on pollution control equipment.

Development Projects

In 2004 renovations were completed on the historic Acme Hotel on North Broadway. Built in 1911 and rich with local history, the hotel was converted to residential homes, lofts, and commercial space in an area that included several more loft developments from refurbished buildings such as the Securities Building, Montana Avenue Lofts, and a proposed development at One South Broadway. Recent additions to the city's cultural and commercial growth include the $6 million Skyfest Amphitheatre, which presents outdoor concerts alongside the Yellowstone River, a $6.2 Yellowstone Art Museum expansion, and the conversion of several former hotels that were once stops on the Northern Pacific Railroad into coffee shops, antique stores, and restaurants.

Economic Development Information: Billings Area Chamber of Commerce, 815 South 27th Street, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)711-2630; fax (406)245-7333; email blgscvb @visitmt.com

Commercial Shipping

Via Billings Logan International Airport a number of carriers provide air freight and express mail service to the city. Burlington Northern Railroad and Montana Rail Link operate rail lines from the Billings area. Burlington Northern also operates an intermodal (surface, sea, and air transportation) hub in Billings.

Labor Force and Employment Outlook

The Billings-area work force is educated above the national average, and a 2004 study found that one in four workers was overqualified for the jobs they were performing, creating an excellent climate for technical and higher-wage businesses looking to relocate to the area. The Billings area economy is service-based which includes specialized manu-

facturing, processing, and professional services to support the region's rural agricultural and energy economies. Billings serves as the regional hub for medical services, higher education, professional business services, retail and distribution, and travel and lodging.

The following is a summary of data regarding the Billings metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 73,300

Number of workers employed in . . .
trade, transportation, and utilities: 19,400
professional and business services: 8,500
educational and health services: 11,200
leisure and hospitality: 9,700
government: 9,800

Average hourly earnings of production workers employed in manufacturing: $14.87 (Montana average, 2004)

Unemployment rate: 4.1% (February 2005)

Largest county employers (2000)	*Number of employees*
Federal Government	2,480
Deaconess Billings Clinic	2,250
Billings School District #2	2,030
St. Vincent Hospital and Health Center	1,740
State of Montana	1,490
City of Billings	850
Better Business Systems	675
Yellowstone County	660
Wells Fargo Bank	615
First Interstate Bank	480

Cost of Living

The following is a summary of data regarding key cost of living factors for the Billings area.

2004 (3rd Quarter) ACCRA Average House Price: $227,500

2004 (3rd Quarter) ACCRA Cost of Living Index: 98.3 (U.S. average = 100.0)

State income tax rate: Ranges from 2.0% to 11.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 3.22% per $150,000 of assessed value

Economic Information: Billings Area Chamber of Commerce, 815 South 27th Street, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; fax (406)245-7333. Office of Research & Analysis, Montana Department of Labor & Industry, PO Box 1728, Helena, MT 59624; telephone (406)444-2430; fax (406)444-2638 or (800)633-0229 (within Montana) or (800)541-3904 (outside Montana); email questions4RAD@state.mt.us

Education and Research

Elementary and Secondary Schools

The Billings Public Schools District is governed by a nine-member School Board, which appoints a superintendent. With more than 15,000 students, it is the largest district in Montana. The district oversees 21 elementary schools, four middle schools, three high schools, two ninth-grade academies, an alternative high school, a Career Center, and an Adult Education program that offers GED accreditation, basic math, English, science, and other pre-collegiate coursework. Special education, enrichment programs, education for disadvantaged children, adult education, and extracurricular activities are offered by the district.

The following is a summary of data regarding the Billings Public Schools District as of the 2002–2003 school year.

Total enrollment: 15,778

Number of facilities
elementary schools: 21
middle schools: 4
senior high schools: 5 (including a career center and alternative school)

Student/teacher ratio: K-8, 16.3:1; 9-12, 17.8:1

Teacher salaries (2002)
minimum: $24,990
maximum: $54,205

Funding per pupil: $5,947 (K-8); $7,538 (9-12)

A number of private and parochial schools also serve the metropolitan area.

Public Schools Information: Billings Public Schools, 415 North 30th St., Billings, MT 59101-1298; telephone (406)247-3777; fax (406)496-2070; email sbond@in-tch.com

Colleges and Universities

There are two four-year institutions of higher education in Billings. Montana State University-Billings is a public, state-supported school with a 2005 enrollment of 4,600

students. A satellite campus of 12,000 student Montana State University-Bozeman, the college offers two-year associate and four-year bachelor's degrees in more than 100 programs of study on a 112 acre-campus in Montana's largest city. The University is strongest in areas of Arts and Sciences, Allied Health, Education, Business, and Technology (including nursing); students can earn master's degrees in education and business administration. Rocky Mountain College is affiliated with the United Church of Christ, the United Methodist Church, and the United Presbyterian Church. It offers undergraduate degrees in more than 40 liberal arts and professionally-oriented majors and has an enrollment of about 1,000 students on a 60-acre Billings campus.

Libraries and Research Centers

The Parmly Billings Library contains more than 300,000 items, including 250,000 books (of these, more than 9,000 are large-print editions). There are also 190 magazine subscriptions, 7,000 music CDs, approximately 8,000 books on tape or CD, 11,000 videos, and 1,400 interactive CDs (games and other software). There are also 5 word processing centers and 18 Internet stations. Key collections include a full-text database research center, an Auto Repair Reference Center, Heritage Quest Online Genealogy Resources, and the NoveList Fiction Guide. There is an Outreach program and Infomobile for senior citizens. Other major libraries in the community are those of Montana State University-Billings and Rocky Mountain College.

Public Library Information: Parmly Billings Library, 510 North Broadway, Billings, MT 59101; telephone (406)657-8257; email refdesk@billings.lib.mt.us

Health Care

Billings provides the main medical services for a four-state area, with state-of-the-art equipment and highly skilled personnel. The community is served by nearly 500 physicians and dentists. Most of the health care facilities are concentrated in a 114-acre medical corridor that encompasses both of the city's major hospitals and 20 other health-related facilities.

Billings Deaconess Hospital, part of the Deaconess-Billings Clinic Health System, is a 272-bed Level II trauma center with general care and specialized services that include a cardiac care center, cancer services, an intensive care unit, the Kidney Center, a psychiatric center, pulmonary services, Women's Resource Center, occupational health and wellness, orthopedics and sports medicine, and a Research Institute. In 2004 ground was broken on a $27 million expansion to the hospital's Regional Emergency and Trauma Center.

A 302-bed Level II trauma center, the St. Vincent Hospital and Health Center is operated by the Sisters of Charity of Leavenworth and provides comprehensive inpatient and outpatient services, special services for women and seniors, and expertise in cardiology, orthopedics, general internal medicine, pediatrics, emergency and trauma, neurosciences, rehabilitation, neonatology, and oncology.

Other medical facilities in Billings are the Northern Rockies Cancer Center, Rimrock Foundation, which provides treatment for addictive disorders such as chemical dependency, co-dependency, compulsive gambling, and eating disorders, and several mental health facilities.

Recreation

Sightseeing

Downtown Billings contains the Billings Historical District, a renovated area that consists of most of the original business district. The Castle Corner is a replica of the Potter Palmer Mansion in Chicago, an interesting structure modeled after English castles. The railroad brought prosperity to Billings, and prosperity brought Preston B. Moss. In 1901, architect H.J. Hardenbergh (designer of the Waldorf-Astoria and Plaza Hotels in New York City) created the elegant Moss estate. The three-story Moss Mansion remains authentically furnished and open year-round at 914 Division Street. The Black Otter Trail, beginning at the edge of the city, is a winding highway that follows the ''rimrocks,'' natural sandstone cliffs that border the city on the north and east. Boothill Cemetery, burial ground for residents of the frontier town of Colson, and the Range Rider of Yellowstone, a life-sized bronze statue by artist Charles Christadora, are both located along the Black Otter Trail, as are Sacrifice Cliff and Yellowstone Kelly's gravesite. Pictograph Cave State Park, southeast of Billings, has cave paintings made by Indians who lived and hunted for wooly mammoth in the region some 4,500 years ago.

A number of national monuments, parks, and recreation areas are located near Billings, most within a two-hour drive. Little Bighorn Battlefield National Monument, site of Custer's Last Stand, is 65 miles southeast of the city, and Pompey's Pillar, a spectacular natural rock formation, is 28 miles east of Billings.

The Little Bighorn Battlefield National Monument lets visitors relive the clash between General George Custer's 7th Cavalry and more than 3,000 warriors led by Crazy Horse.

Yellowstone National Park is the world's first such park; President Theodore Roosevelt proclaimed it so during his presidential tenure, and visitors today can see its famous geysers, painted canyons, and wildlife much as the way Roosevelt saw it. On the way from Billings to Yellowstone, Montana's highest peak is on view from Highway 212 over the Beartooth Mountain Pass.

Arts and Culture

The only major performing arts center in the region, the Alberta Bair Theater for the Performing Arts is the site of most of the cultural activity in Billings. The Fox Committee for the Performing Arts and the Billings Community Concert Association are both responsible for bringing a wide range of cultural events to the city each year, including jazz, opera, ballet, and popular music concerts. The Billings Symphony Orchestra and Chorale performs approximately ten concerts each season, including an annual free concert in the park.

The Western Heritage Center features changing exhibits pertaining to the region's history, and the Yellowstone County Museum contains historical relics and dioramas depicting scenes from Billings's past. The Yellowstone Art Museum museum holds one of the region's best collections of contemporary and historic art, including an impressive collection of Western art particularly strong in the works of Montana artists Russell Chatham and Deborah Butterfield; it also sponsors lectures and concerts.

MetraPark fairground holds concerts, rodeos, and the annual MontanaFair. Canyon Creek and a nature trail wind through ZooMontana's 70 acres of exotic animal exhibits.

Festivals and Holidays

Annual events in and around Billings include ArtWalk and the MSU-Billings Wine and Food Festival in May, the Moss Mansion County Fair and Strawberry Festival in June, July's Crazy Days downtown and the Skyfest Parade and Balloon Rally; on Labor Day weekend the Heritage of the Yellowstone Folklife Festival is held at Eastern Montana College. Western traditions are observed with Native American craft demonstrations, cowboy cooking and games, calf roping, and a concert featuring cowboy music and poetry. Ethnic roots are preserved in the serving of foods of various nationalities, including Native American, Dutch, Norwegian, Yugoslavian, Hispanic, Hutterite, Chinese, Scottish, Laotian, German, and Welsh. On the fourth weekend in September the traditional German harvest festival, Herbstfest, is held in nearby Laurel. German foods, dancing, and music are featured. Downtown Billings is the site of Harvest Fest each October. Late November has the Holiday Parade and Christmas stroll occurs each December downtown.

Sports for the Spectator

Billings supports four professional sports teams. The Billings Mustangs, a baseball farm team of the Cincinnati Reds, play at Cobb Field; the Billings Mavericks of the National Indoor Football League play home games at 8,700 seat MetraPark arena; the Billings Bulls, who play junior hockey, and the new Billings Rims, set to begin play in 2005, are also at the MetraPark. Thoroughbred racing and parimutuel betting are offered at Yellowstone Exhibition, and the city features several rodeo events each year, including the Northern Rodeo Association finals, which have been held in Billings for 30 years. Auto racing takes place at Magic City Speedway, five miles east of town on Hwy 10.

Sports for the Participant

The mountains near Billings offer a complete range of year-round outdoor activity in some of America's most spectacular terrain: skiing (at nearby Red Lodge Mountain, and further away Big Sky and the new Moonlight Basin resort), hiking, hunting, fishing (some of the world's legendary trout streams are nearby, such as Rock Creek and the Stillwater, Boulder, Musselshell, Big Horn, and Yellowstone Rivers), camping, and a wide variety of water recreation. At a number of lakes and reservoirs, swimming, boating, sailing, and water skiing can be enjoyed. The city of Billings operates more than 40 parks that feature swimming pools, tennis courts, athletic fields, jogging and biking paths, and other recreational facilities. There are several public and private golf courses in the city.

Shopping and Dining

Rimrock Mall downtown is the largest shopping area, with more than 100 shops, including Dillard's, JCPenney, Eddie Bauer, Gap, and Bath and Body Works. West Park Plaza is another large enclosed shopping center. There are at least a dozen smaller shopping areas in Billings. Western boutiques to specialty shops serve up quality merchandise and great bargains, all with no sales tax, in the historic downtown shopping district or the Billings Heights area on Main Street.

Restaurants in Billings feature traditional Western fare as well as exotic ethnic cuisine in settings ranging from casual and inexpensive to elegant and intimate. Most restaurants are clustered around the main shopping and commercial areas of downtown on Montana Avenue (Eleven Café, McCormick's, Q, The Rex, and Sweet Ginger) and North Broadway (Travel Café, Creoles, Gunsmoke Barbecue, Montana Brewing Company, and Papa Eddie's Grill).

Visitor Information: Billings Area Chamber of Commerce, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)735-2635

Convention Facilities

The primary meeting facility in Billings is MetraPark, a multipurpose major event center located on the Rimrocks overlooking downtown. MetraPark features a 30,000-square-foot arena in addition to an exhibition space totaling more than 200,000 square feet with 10 break-out rooms. Total seating capacity is 12,000 people. The complex contains an art pavilion and a covered grandstand for outdoor events, a half-mile track used for both horse racing and auto racing, and is surrounded by nearly 90 acres of parking. The facility is diverse enough to hold large trade shows, professional sporting events for three local franchises, national touring shows and musical acts, and Gold Wing Road Riders Wing Ding gatherings.

The Holiday Inn Grand Montana Hotel & Convention Center is the largest facility in the four-state region to be built in conjunction with a hotel; recently renovated, it contains 50,000 square feet of meeting space in 15 rooms that accommodate groups from 10 to 4,600. Located downtown is the Alberta Bair Theater, which serves as the site of business meetings and conventions as well as performances, with a theater capacity of 1,400 people.

Conference and convention facilities for large and small groups are available in several hotels, motels, and bed-and-breakfast establishments throughout the Billings metropolitan area, including the Historic Northern Hotel, Sheraton Billings Hotel, and the Billings Hotel and Convention Center. Billings offers more than 3,400 hotel rooms and nearly 350 million square feet of meeting space. Alternatives to city hotel accommodations can be found outside Billings at the Double Spear Ranch in Pryor, Montana.

Convention Information: Billings Area Chamber of Commerce, 815 South 27th Street, PO Box 31177, Billings, MT 59107-1177; telephone (406)245-4111; toll-free (800)711-2630

Transportation

Approaching the City

Billings Logan International Airport is only 2 miles from the downtown district and serves most of eastern Montana and northern Wyoming with more than 50 flights daily from major airlines and regional carriers. America West, Big Sky, Delta, Horizon, Northwest, Skywest, Frontier, and United all service Billings with planes as large as 757s.

Billings is at the junction of two interstate highways: I-90, connecting the city with the Pacific Northwest and the southern Rocky Mountain states; and I-94, providing a link with the midwestern states. U.S. 87, 310, and 212 also meet in Billings.

Billings is served by regional and interstate bus lines. As of 2005 there was no regular passenger rail service in or out of Billings.

Traveling in the City

Billings Metropolitan Transit operates 17 routes within the city. In 2004 Federal funds were authorized for the purchase of 16 new buses over a 3-year period. Auto traffic on major thoroughfares is light compared to most metropolitan areas. The downtown area is laid out in a grid pattern with numbered streets.

Communications

Newspapers and Magazines

Billings has one major daily newspaper, *The Billings Gazette* (morning). Weekly papers focusing on business, agriculture, and general news include *Agri-News, Montana Farmer,* and *Western Livestock Reporter. Montana Land Magazine* is published quarterly.

Television and Radio

Bresnan Communications provides cable television and high-speed internet service in Billings. All four major television networks (ABC, CBS, NBC, Fox) broadcast to the Billings area. 13 AM and 19 FM radio stations can be picked up in the Billings area.

Media Information: *The Billings Gazette,* PO Box 36300, Billings, MT 59107; telephone (406)657-1200; toll-free (800)543-2505; email gbruce@billingsgazette.com

Billings Online

Big Sky Development Authority. Available www.bigskyedc.org

Billings Area Chamber of Commerce. Available www.billingschamber.com

Billings Convention and Visitors Bureau. Available billingscvb.visitmt.com

Billings Cultural Partners. Available www.downtownbillings.org

The Billings Gazette. Available www.billingsgazette.com

Billings Public Schools. Available www.billings.k12.mt.us

City of Billings home page. Available ci.billings.mt.us

Montana Labor Market Information. Available jsd.dli.mt.gov/lmi/lmi.htm

Parmly Billings Library. Available www.billings.lib.mt.us

Selected Bibliography

Raban, Jonathan, *Bad Land: An American Romance* (New York: Pantheon, 1996)

Van West, Carroll, *Capitalism on the Frontier: Billings and the Yellowstone Valley in the Nineteenth Century* (Lincoln: University of Nebraska Press, 1993)

Butte

The City in Brief

Founded: 1864 (incorporated, 1879)

Head Official: Chief Executive Paul Babb (since 2005)

City Population (Butte/Silver-Bow balance)
1980: 37,205
1990: 33,336
2000: 33,892
2003 estimate: 32,519
Percent change, 1990–2000: 1.6%
U.S. rank in 1980: 605th
U.S. rank in 1990: 806th
U.S. rank in 2000: 887th

Metropolitan Area Population (Silver Bow County)
1980: 38,092
1990: 33,941
2000: 34,606
Percent change, 1990–2000: 1.9%
U.S. rank in 2000: 1,262

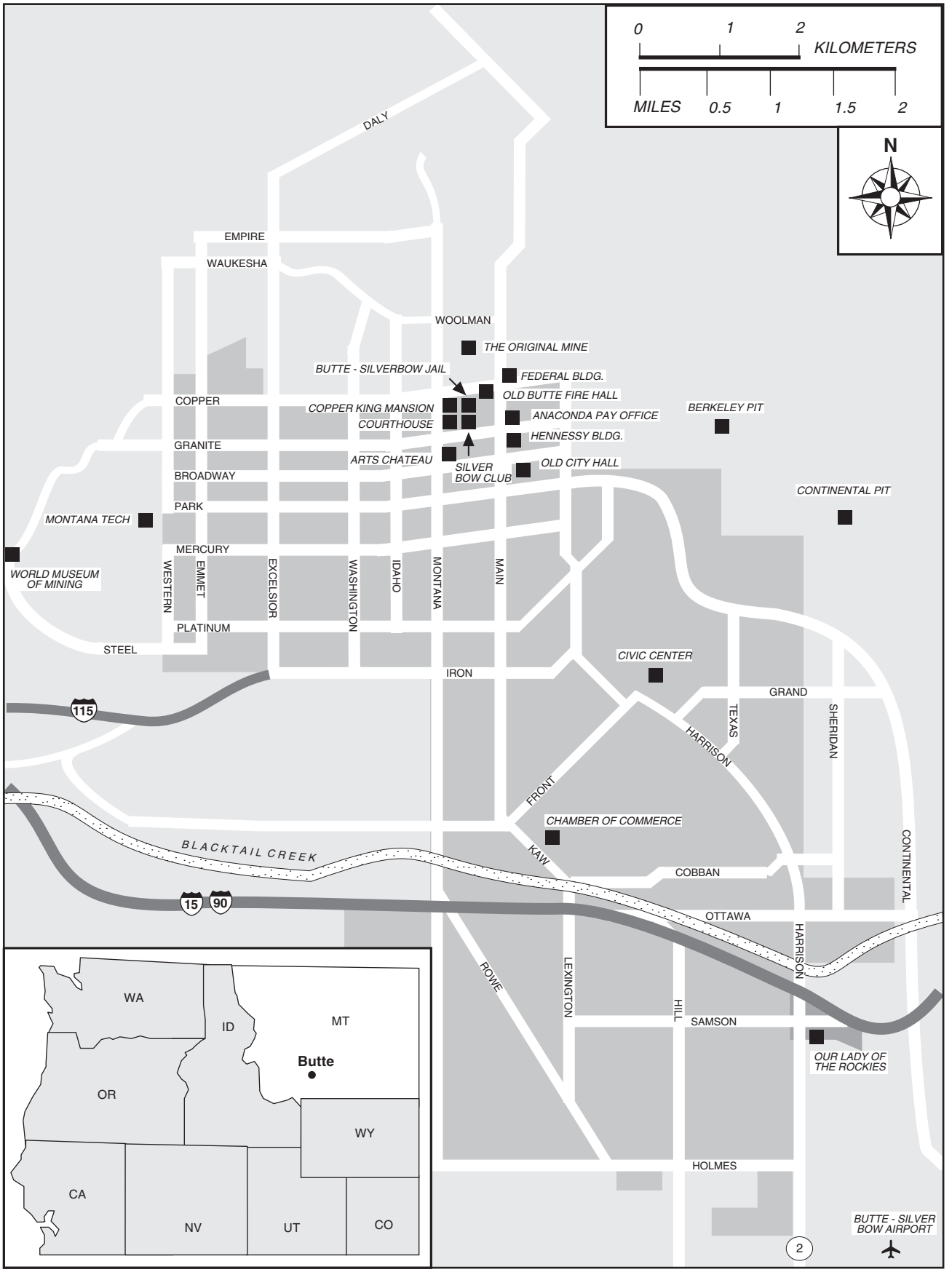
Area: 716.2 square miles (2000)
Elevation: ranges from 5,484 to 6,463 feet above sea level
Average Annual Temperature: 53.2° F (maximum), 27.1° F (minimum)
Average Annual Precipitation: 12.75 inches

Major Economic Sectors: Transportation, energy research, medicine, tourism
Unemployment rate: 6.0% (January 2005, Silver Bow County)
Per Capita Income: $17,068 (2000)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Montana College of Mineral Science and Technology

Daily Newspaper: *Montana Standard*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OLD BUTTE FIRE HALL
COPPER
COPPER KING MANSION
COURTHOUSE
ANACONDA PAY OFFICE
BERKELEY PIT
HENNESSY BLDG.
GRANITE
ARTS CHATEAU
SILVER BOW CLUB
OLD CITY HALL
BROADWAY
CONTINENTAL PIT
PARK
MONTANA TECH
MERCURY
WORLD MUSEUM OF MINING
WESTERN
EMMET
EXCELSIOR
WASHINGTON
IDAHO
MONTANA
MAIN
PLATINUM
STEEL
CIVIC CENTER
IRON
GRAND
115
TEXAS
HARRISON
SHERIDAN
FRONT
CHAMBER OF COMMERCE
BLACKTAIL CREEK
KAW
CONTINENTAL
COBBAN
15
90
OTTAWA
HARRISON
ROWE
LEXINGTON
HILL
SAMSON
OUR LADY OF THE ROCKIES
HOLMES
BUTTE - SILVER BOW AIRPORT
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Introduction

Once dependent almost solely on the mining industry—in the early 1900s it was called ''the richest hill on earth'' because of the valuable ores that lay beneath it—Butte, like many older American cities, is in the midst of a transition toward a more diversified economy. With easy access to western and midwestern markets, Butte is one of the west's major transportation hubs; the city is also moving into enterprises related to energy research and high-altitude sports training. Despite the changes underway, Butte retains its multiethnic heritage and its connection to the breathtaking natural beauty of the surrounding Rocky Mountains. For statistical and other purposes, Butte is traditionally linked with Silver Bow County.

Geography and Climate

Butte is located in Summit Valley in the heart of the Rocky Mountains on the west slope of the Continental Divide in southwestern Montana. Silver Bow Creek, part of the Columbia River system—and called Clark Fork outside the city—runs through Butte. The climate is semi-arid, with a growing season of 81 days.

Area: 716.2 square miles (2000)

Elevation: ranges from 5,484 to 6,463 feet above sea level

Average Temperatures: January, 15.4° F; July, 62.9° F; annual average: 53.2° F (maximum); 27.1° F (minimum)

Average Annual Precipitation: 12.75 inches

History

Discovery of Gold and Silver Brings Settlers to Region

The area surrounding Butte's present location remained uninhabited before gold was discovered in 1864 in Silver Bow Creek. Native Americans and explorers passed through the region, but found no attractions for permanent settlement until two prospectors detected placer deposits in the creek; they named the site the Missoula lode. Other prospectors came, and by 1867 the population of the mining settlement reached 500 people. Water was scarce, however, and the town began to decline; the 1870 census recorded only about 200 people.

One of the region's first prospectors, William Farlin, returned in 1874 to claim several outcrops of quartz that he had discovered previously. Before long a silver boom began, bringing a chaos of claim staking and claim jumping as prospectors overran the site. Investors William Clark and Andrew Davis constructed mills for extracting gold and silver, and by 1876, when a townsite patent was issued, the prosperous camp numbered 1,000 residents. Marcus Daly, representing Salt Lake City mining entrepreneurs, arrived that same year and bought the Alice Mine, naming it Walkerville for his employers. In 1879 Butte, which had been named for Big Butte, a volcanic cone to the northwest, was incorporated as a city.

Copper Discovered; Butte Thrives; Unions Formed

In 1880 Daly sold his interest in the Walker mining operations and bought the Anaconda Mine. As he was digging for silver, Daly struck copper, thus initiating the industry that eventually made him one of the country's wealthiest and most powerful men. Daly attracted investors from as far away as Boston and New York, and within a year the town had several mines and mining companies. In a lifelong rivalry with William Clark for control of Butte, Daly finally won out as the ''boss'' of a one-industry town. The arrival of the Union Pacific Railroad in 1881 ensured Butte's success as the leading producer of copper in the United States.

With a population of 14,000 people in 1885, Butte supported banks, schools, a hospital, a fire department, churches, and a water company. Copper production and the development of mining companies continued until the turn of the century, when Daly joined with the Rockefeller family to form the Amalgamated Copper Mining Company, one of the early twentieth-century trusts. By the first decade of the twentieth century Butte was a major rail hub, with four railroads connecting in the city. Amalgamated, having bought out other mining companies in Butte, changed its name back to the Anaconda Copper Mining Company in 1915.

The labor movement was important to Butte's history. The Butte Miner's Union was formed in 1878 to protect miners from the dangers of working underground. The Butte delegation was the largest at the 1906 founding convention of the International Workers of the World (IWW) in Chicago. During the early twentieth century the union's power began to decline when mining companies were consolidated and management became indifferent to worker demands. The dynamiting of the union hall in 1914 and the lynching of an IWW organizer in 1917 led to seven years of martial law in Butte. The worst hardrock mining disaster in American history, the Spectacular Mine Fire, also took place in 1917, killing 168 miners.

Present-day Butte neighborhoods such as Dublin Gulch, Finntown, Chinatown, and Corktown attest to the city's

diverse ethnic roots. Since the community's earliest days immigrants from all over the world settled in Butte to work the mines. When the placer camp was started in 1864, Chinese miners were the first to arrive. Later came Cornish, Irish, and Welsh laborers, and for a time Irish workers formed the dominant group. Then Serbs, Croats, French Canadians, Finns, Scandinavians, Jews, Lebanese, Mexicans, Austrians, Germans, and African Americans added to the ranks of miners.

Mining Declines; Economy Diversifies

Throughout the first half of the twentieth century, the mining industry continued to dominate the Butte economy. Changes began to take place, however; underground mining gave way to pit mining in the 1950s when high-grade copper-ore deposits were exhausted and above-ground exploration for low-grade ore began. In 1976 Anaconda was bought by Atlantic Richfield Company; in 1983 the mines were completely closed. Unemployment rose to more than 17 percent and Butte's survival seemed threatened. That same year a task force composed of government and business leaders was formed to ensure a future for Butte through a concerted effort to diversify the city's economy. Since then, mines have reopened, a transportation hub was built at the Port of Montana, the U.S. High Altitude Sports Center was located in the city, and several high-technology firms have established facilities in the area. These efforts at economic stability, diversification, and growth have been recognized by the Montana Ambassadors, the Pacific Institute, the U.S. Corporation for Economic Development, and *Newsweek* magazine, which commented in an article about the area's steady decline and stagnant economy, that ''in Montana, Butte has engineered the most dramatic turnaround.''

Historical Information: Butte Silver-Bow Public Archives, PO Box 81, Butte, MT 59703; telephone (406)497-6226

Population Profile

Metropolitan Area Residents (Silver Bow County)
1980: 38,092
1990: 33,941
2000: 34,606
Percent change, 1990–2000: 1.9%
U.S. rank in 2000: 1,262

City Residents (Butte/Silver Bow balanced)
1980: 37,205
1990: 33,336
2000: 33,892
2003 estimate: 32,519
Percent change, 1990–2000: 1.6%
U.S. rank in 1980: 605th
U.S. rank in 1990: 806th
U.S. rank in 2000: 887th

Density: 47.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 32,325
Black or African American: 53
American Indian and Alaska Native: 675
Asian: 147
Hawaiian or Other Pacific Islander: 21
Hispanic or Latino (may be of any race): 927
Other: 200

Percent of residents born in state: 73.3% (2000)

Age characteristics (2000)
Population under 5 years old: 1,947
Population 5 to 9 years old: 2,250
Population 10 to 14 years old: 2,407
Population 15 to 19 years old: 2,451
Population 20 to 24 years old: 2,231
Population 25 to 34 years old: 3,796
Population 35 to 44 years old: 5,246
Population 45 to 54 years old: 4,801
Population 55 to 59 years old: 1,820
Population 60 to 64 years old: 1,491
Population 65 to 74 years old: 2,628
Population 75 to 84 years old: 2,057
Population 85 years and over: 767
Median age: 38.9 years

Births (2003)
Total number: 398

Deaths (2003)
Total number: 402

Money income (1999)
Per capita income: $17,068
Median household income: $30,516
Total households: 14,176

Number of households with income of . . .
less than $10,000: 1,720
$10,000 to $14,999: 1,558
$15,000 to $24,999: 2,577
$25,000 to $34,999: 2,175
$35,000 to $49,999: 2,251
$50,000 to $74,999: 2,427
$75,000 to $99,999: 758
$100,000 to $149,999: 463
$150,000 to $199,999: 108
$200,000 or more: 139

Percent of families below poverty level: 10.7% (57.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

The governments of the city of Butte and Silver Bow County are combined and are administered by a Chief Executive and council. The twelve council members and the Chief Executive all serve four-year terms.

Head Official: Chief Executive Paul Babb (since 2005; current term expires 2009)

Total Number of City Employees: 480 (2000)

City Information: Butte/Silver Bow Government Courthouse, 155 West Granite, Butte, MT 59701; telephone (406)497-6260

Economy

Major Industries and Commercial Activity

Since Butte's founding during a gold boom, its principal industry has been mining. From the mid-1880s to the 1980s, Butte produced an estimated $22 billion in minerals mined. More than 8 percent of the nation's copper continues to be produced in Butte, joining other important minerals such as lead, zinc, and magnesium. In the 1970s, when underground mines were closed, the copper industry began to decline; it reached its lowest point in 1983 when mining operations in the Butte area completely ceased for a time.

This recession began to ease in 1986 when copper mines were reopened, creating more than 300 jobs. This upsurge brought development in other areas such as transportation, tourism and recreation, small businesses, technology, energy research, medicine, and communications. Accolades have poured in during recent years, lauding Butte's economic resurgence, even earning the town a four-minute spot on the Paul Harvey radio program. Lou Tice of the Pacific Institute in Seattle hailed Butte as a ''city on the move.'' Citing the economic rebirth of Butte, Tice attributed the successes to ''. . . its people—their tenacity, their hard work and the remarkable goals they set.''

Items and goods produced: motors, dairy and food products, compressed and liquefied gases, beverages, optical goods, chemicals, steel fabrications, phosphate products

Incentive Programs—New and Existing Companies

Local programs—The Butte/Silver Bow Tax Increment Financing Industrial District (Butte has two, comprising 1,300 acres) directs new tax dollars accrued from new development within the district to assist further development within the boundaries of the district. There are four other tax incentive programs available to local businesses that qualify. The Butte Local Development Corporation (BLDC), a principal catalyst in the region's economic turnaround, is considered one of the best economic development organizations for its size in the country. Its mission is to create jobs through industrial development. BLDC accomplishes these goals through capital acquisition, land and infrastructure development, development and maintenance of informational tools, economic analysis and planning, and numerous other activities. The BLDC also administers five loan programs.

State programs—State of Montana tax incentives include property tax reduction; no inventory, use, or sales tax; new industry income tax credits; small business investment tax credit; and tax reduction on pollution control equipment.

Development Projects

Government and industry leaders have organized to encourage expansion of Butte's economic base by capitalizing on the area's natural resources: agriculture, forest products, and mining. Steps have been made to reopen mines or help existing mines stay in business. The Montana Copper mine was reopened in 2003, creating 330 jobs and $11 million in annual payroll for local workers. The BDLC in 2004 announced renewed efforts to keep the Golden Sunlight and Luzenac America mines in operation, as well as provide assistance to the Northwestern Energy Corporation as it went through bankruptcy proceedings. The recently completed Port of Montana Hub, intended to facilitate the loading and transporting of minerals and forest products by rail and motor freight carriers, is expected to contribute significantly to the area's economic development. Other steps toward economic stabilization include the opening of a small business incubator, the establishment of Butte's Cyber Village and Silicon Mountain Technology Park where several science and technology firms have started up or relocated, and the development of the U.S. High Altitude Sports Center. Other efforts either completed or underway by 2005 included development of an East Side Urban Renewal Area, a music and entertainment district downtown, a new community ice center and jail, and improvements to the Civic Center.

Once called an ''environmental wasteland'' because of the damage done to it by mining and smelting, Butte is gradu-

ally recovering. The Atlantic Richfield Corporation (ARCO) had spent more than $400 million on reclamation work to repair damage in the area by capping mine tailings with clean dirt, landscaping, and re-vegetating damaged land. In 2004 ARCO agreed to contribute an additional $50 million to the Montana Superfund in efforts to clean up the Clark Fork Basin.

Economic Development Information: Butte Local Development Corporation, PO Box 507, Butte, MT 59703; telephone (406)723-4349; fax (406)723-4672

Commercial Shipping

Butte is a major inland port from which imported cargo is shipped via rail and motor carrier to points throughout the Midwest. Butte is located at the only rail interline in the state of the Union Pacific and Burlington Northern railroads. Piggyback service is provided, and trains run up to twelve times weekly from Butte. Several motor freight carriers regularly transport goods through facilities in Butte, with overnight and second-day delivery to major cities in the West and Midwest; in addition, well over 1,000 motor freight carriers serving the state have access to Butte.

Labor Force and Employment Outlook

When the Butte Job Service surveyed 10 major employers in the Butte area, they reported rates of absenteeism from 1 to 2 percent, and turnover rates that average 3 percent. Butte's labor force in 2005 included many potential employees and other well-trained workers with skills and experience beyond their present employment. Silver Bow County has experienced ups and downs in employment levels as it has made the difficult transition to a more diversified economy. Growth in the 1990s was driven in a large part by construction of the American Silicon Minerals corporate headquarters in Butte. Following the loss of construction jobs in 1999, employment losses were once again experienced with the shutdown of Montana Resources in mid 2000. Between December 1999 and December 2002, growth increased an average of 0.1% per year, and that pace has held to the mid-2000s. A particular bright spot has been the city's success in luring international firms to the Silicon Mountain Technology Park and Cyber Village.

The following is a summary of data regarding the Silver Bow County labor force as of 2001.

Size of labor force: 15,816

Average hourly earnings of production workers employed in manufacturing: $14.87 (Montana average, 2004)

Unemployment rate: 6.0% (January 2005, Silver Bow County)

Largest employers	*Number of employees*
Montana Tech	676
Butte School District No. 1	658
St. James Community Hospital	535
Northwestern Energy	511
Wal-Mart	430
Butte-Silver Bow Local Government	412
Community Counseling and Correctional	275
Advanced Silicon Materials	232
M.S.E. Inc.	200

Cost of Living

The following is a summary of data regarding key cost of living factors for the Butte area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 2.0% to 11.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $669.24 per $1,000 of taxable value. Assessed at 1.82% to 1.54% of the actual market value (2005)

Economic Information: Butte/Silver Bow Chamber of Commerce, 1000 George St, Butte MT 59701; telephone (406)723-3177; toll-free (800)735-6814; email chamber @buttecvb.com. Research & Analysis Bureau, Montana Department of Labor & Industry, PO Box 1728, Helena, MT 59624; telephone (406)444-2430

Education and Research

Elementary and Secondary Schools

The public elementary and secondary school system in Butte is Butte School District #1. The district is overseen by an eight-member elected school board and is administered by a superintendent appointed by the board. In 2005 the district was comprised of seven elementary schools, one middle school, and one high school. The district considers itself one of the most technologically advanced in Montana, with 100 percent internet access for all students. The district offers a full range of after-school latchkey and enrichment programs, adult education, and a unique Retired Seniors Volunteer

Program (R.S.V.P.) that brings local retirees together with students to form tutoring and mentoring relationships.

The following is a summary of data regarding Butte's public schools as of the 2002–2003 school year.

Total enrollment: 4,936

Number of facilities
elementary schools: 7
middle schools: 1
senior high schools: 1
other: 1

Student/teacher ratio: 16.8:1 (elementary and middle school); 15.8: 1 (high school)

Teacher salaries (state figure, 2002-2003)
average: $35,754

Funding per pupil: $5,863 elementary; $8,298 high school

Several religious and secular parochial elementary and high schools provide alternatives to public education in the Butte metropolitan area.

Public Schools Information: Butte School District #1, 111 North Montana, Butte, MT 59701; telephone (406)496-2000

Colleges and Universities

Montana Tech of the University of Montana, originally chartered as the Montana State School of Mines, comprises three colleges, one school, and the Montana Bureau of Mines and Geology. Montana Tech offers 6 certificate, 9 associates, 19 bachelors, and 11 masters programs. With a 2005 enrollment of 2100 students, the school conducts basic and applied research and provides graduates with degrees in such fields as geophysical engineering, mineral processing, and petroleum engineering. Butte Vo Tech, formerly independent but now under the umbrella of Montana Tech and the University of Montana, offers career training in a number of vocations, including data processing, practical nursing, and automotive mechanics technology. Both Montana State University-Bozeman and the University of Montana in Missoula are within a two-hour drive of Butte.

Libraries and Research Centers

The Butte-Silver Bow Library is located in Butte. Holdings consist of 75,000 volumes and nearly 200 periodical subscriptions, with special collections relating to Montana architecture, historic preservation, and fishing. The library is the headquarters for the Montana Public Library Film Service. The Butte-Silver Bow Public Archives holds information on local families and history, plus more than 30 labor history and 70 personal collections. The Historic Hearst Free Library in Anaconda offers more than 43,000 volumes, 66 periodicals, 16 newspapers, and a repository of historic memorabilia.

The Montana College of Mineral Science and Technology Library houses nearly 50,000 volumes, 78,446 maps, and 425,636 documents including paper, microform, and electronic media. The library is a depository for federal and state government documents. In addition, the Montana College of Mineral Science and Technology conducts research activities in such fields as water resources, earthquakes, mines, and geology. Butte is home to the National Center for Appropriate Technology Research Library. Most of the other libraries and research centers in the city also specialize in energy and technology.

Public Library Information: Butte-Silver Bow Library, 226 West Broadway Street, Butte, MT 59701; telephone (406)723-3361

Health Care

The chief medical provider for the Butte-Silver Bow area is the St. James Healthcare system, part of the Montana region of the Sisters of Charity of Leavenworth Health System, which also has operations in Billings and Miles City. The Butte facility employs more than 600 people, including 75 doctors, and has more than 100 beds. St. James provides medical services in the fields of cardiology, neurosciences, oncology, orthopedics, women's and children's services, emergency services, MRI, pain management, renal dialysis, and others. A number of other institutions provide mental health services, dental care, hospice care, chiropractic care, chemical dependency rehabilitation, and more.

Recreation

Sightseeing

In 2002 Butte was one of only 12 towns in America to be named a distinctive destination by the National Trust for Historic Preservation. A popular Trolley Tour takes visitors to all the key sights—Old No. 1, a replica of the city's original electric trolley car system, operates four times daily from the first of June through Labor Day. Both St. Lawrence Church and the Serbian Orthodox Church have stunning frescoes that are open to public viewing. Butte's historic district also showcases several homes built during the days of the mining barons. The Copper King Mansion, built in 1888, was the Elizabethan-Victorian-style home of William

The U.S. High Altitude Sports Center in Butte has been selected three times to host the World Cup Speedskating competition.

S. Clark, whose battle with Marcus Daly for control in Butte has become a local legend; the mansion is now a bed and breakfast inn. Another impressive structure is the Charles Clark Mansion, also called the Arts Chateau, home of William A. Clark's son and a replica of a French chateau; completely restored and housing an arts center and gallery, it has been designated as a National Historic Structure. On the west side of the city are other fashionable, late-nineteenth-century homes.

Overlooking Butte from Montana Tech Hill is a statue of Marcus Daly by Augustus Saint-Gaudens. North of the downtown district stands the ''gallows frame'' of the Original Mine, which was used to raise and lower miners and ores from the underground mine. To the east of the city is the Berkeley Pit, started in 1955, and once the largest truck-operated open pit copper mine in the United States; it is an example of the process that replaced underground vein mining. The Granite Mountain Memorial commemorates the 168 miners who died during a 1917 fire at the Granite Mountain and Speculator mines. Also east of Butte, atop the Continental Divide, is Our Lady of the Rockies, a statue of the Christian religion's Virgin Mary. Standing 90 feet high and floodlighted at night, the statue is a nondenominational monument to motherhood that was built with donated materials and labor and completed in 1985.

Among the points of interest within driving distance of Butte are ghost towns such as Alder Gulch, Cable, Granite, and Philipsburg, where legends were formed and fortunes made during the gold and silver booms.

Arts and Culture

A culturally active city, Butte supports a symphony, a community arts center, and a theater company. The Mother Lode, completed in 1923 as a Masonic Temple but never occupied by Masons, has been rehabilitated and serves as southwest Montana's premier performing arts center. The Butte Symphony Orchestra programs a four-concert season featuring a choral group and soloists. Theater is presented by Orphan Girl Theater and the Mother Lode Theater. Opera productions and appearances by national touring groups and speakers are also scheduled in the city.

Butte's principal museums are related to the mining industry. The World Museum of Mining and Hell Roarin' Gulch, a popular attraction in the area, features indoor and outdoor exhibits that replicate an early mining environment. Among the indoor displays are models of mines, minerals, fire fighting equipment, a Stanley steam engine, and an electric hoist. Outdoor exhibits include a reconstructed 1900 mining camp, with a print shop, Chinese laundry, bank, drug store, millinery shop, and other authentic structures. Also featured at the museum is a tour on the Nevers weat and Washoe Railroad aboard a train drawn by an M-10 locomotive; the tour starts at the museum, traveling past mines and head frames, to nearby Kelly mine. Commentary on mine history is presented. The Dumas Brothel was the longest-running establishment of its kind in America; Butte once had as many as 2,400 ladies of the evening working in town. The Mineral Museum at Montana Tech exhibits 1,500 items from its collection of more than 15,000 mineral specimens gathered from throughout the world; a highlight is a display of fluorescent minerals. The Mai Wah preserves the history of Butte's Chinese miners.

The Picadilly Museum of Transportation houses a fascinating array of exhibits about transportation in America, from antique cars to gas pumps to road signs. The Mother Bottego House honors Celestine Mary Bottego, who spent 15 years in Butte and has been nominated for beatification. At the Butte-Silver Bow Arts Chateau a professional art gallery mounts changing exhibits of works by local and national artists. Several private art galleries are also located in the city.

Festivals and Holidays

The Arts Chateau holds a Wine Tasting Festival in February. The Winternational Sports Festival, a multisport event, begins in February and continues into March, when St. Patrick's Day festivities such as a parade and the Friendly Sons of St. Patrick Banquet also take place. On March 16 the Finnish-American community gives thanks to St. Urho for chasing the grasshoppers out of Finland. Ghost Walks takes place in April at the Mining Museum. July is an event-filled month; included among the activities are the Arts Chateau Summer Display, Evel Knievel Days, and the Freedom Festival parade and community picnic. An Ri Ra—the Montana Gaelic Cultural Festival—takes place each August. Mining Heritage Day happens in September. The year ends with the annual Christmas Stroll, Ice-Sculpting Contest, and Festival of Trees.

Sports for the Spectator

Butte's U.S. High Altitude Sports Center has three times been chosen as the site of the World Cup Speedskating competition. Other sporting events include state wrestling tournaments and rodeos.

Sports for the Participant

Butte has some 30 parks ranging from mini parks on lots to major parks such as Stodden and the recently built Copper Mountain Sports and Recreation Complex north of Timber Butte. Municipal parks located in Butte provide such facilities as a swimming pool, basketball courts, baseball and football fields, tennis courts, golf courses, an Olympic-sized skating rink, and running/walking tracks. Recreational areas outside the city include the Blacktail Creek and Alice Pit Walking Trails, the Red Mountain Highlands (a 10,000 foot

peak), Humburg Spires rock climbing site, kayaking on Big Hole and Madison rivers, downhill skiing at Maverick Mountain and Discovery Basin, and a number of golf layouts that offer spectacular scenery in the Butte foothills. Golfers may particularly wish to visit town of Anaconda, 26 miles from Butte, where an $11 million, 200-acre golf course designed by Jack Nicklaus has been built atop the ruins of a smelting plant. Butte is surrounded by lakes, streams, and reservoirs where trout fishing, boating, and waterskiing are popular pastimes.

Shopping and Dining

Historic Uptown has several unique stores that deal in antiques, toys, and tools, and art galleries that specialize in Western art. In addition to the Butte Plaza Mall, a shopping plaza that features a major department store, Butte's Harrison Avenue has small shops and stores with specialties ranging from locally made crafts and gifts to sporting equipment.

More than 80 restaurants in Butte provide a variety of choices that include fast food and family dining, as well as the more formal atmosphere of supper clubs. Among the cuisines offered are Chinese, Greek, Italian, and traditional American. Local favorites include The Acoma on Broadway, Gamer's Café on Park, the Gold Rush Casino and Restaurant on Galena, and Pork Chop John's (three locations). A local specialty is pasties, which are meat pies that were originally brought to Butte by Cornish miners in the 1870s.

Visitor Information: Butte/Silver Bow Chamber of Commerce, 1000 George St, Butte MT 59701; telephone (406)723-3177; toll-free (800)735-6814; email chamber @buttecvb.com

Convention Facilities

The Butte Civic Center, accessible to about 1,300 hotel and motel rooms and bed and breakfast inns in the metropolitan area, is a prime meeting facility both in the city and in the Northwest. Located in close proximity to major population centers, the complex offers a range of facilities for large and small group functions and sporting and recreational events. Total seating capacity is approximately 6,000 people, with parking for up to 1,200 vehicles on site or in the immediate area.

Meeting and convention accommodations are also available at the city's two major hotels. The Copper King Park Hotel features ten multipurpose meeting rooms, including a recreation area with more than 7,000 square feet of space, a convention center providing more than 5,000 square feet, smaller rooms with seating for small groups, and a ballroom accommodating up to 1,200 participants. The Best Western features large and small meeting rooms, indoor pool, spa, and fitness center, and the Hops Bar and Casino. The Fairmont Chalets and Fairmont Hot Springs Resort offer a more relaxed, country setting outside of Butte.

Convention Information: Butte/Silver Bow Chamber of Commerce, 1000 George St, Butte MT 59701; telephone (406)723-3177; toll-free (800)735-6814; email chamber @buttecvb.com

Transportation

Approaching the City

The Bert Mooney Airport is served by Alaska Airlines, Sky West, Horizon Air, and Delta Airlines. Most flights connect in Salt Lake City or through Bozeman/Seattle. Greyhound and Rimrock lines provide bus transportation.

The principal highways into Butte are Interstate-15, running north and south, and Interstate-90, approaching from the northwest, which intersect in the city. A network of seven state highways also serves Butte.

Traveling in the City

Butte is laid out on a grid pattern, although some streets run diagonally to follow railroad or freeway routes. Harrison Avenue is the main north-south thoroughfare. Butte Transit System provides bus service.

Communications

Newspapers

Butte's daily morning newspaper is the *Montana Standard.* Students at Montana Tech publish the *Technocrat.*

Television and Radio

In 2003 Bresnan Communications bought the rights to Butte cable television and invested several million dollars to upgrade the number of channels available and to bring high-speed internet to Butte citizens. Viewers have access to ABC, CBS, and NBC television broadcasts. 93.1 FM is the city's Public Radio outlet. Seven other FM radio stations and two AM stations originate their signals from Butte. A number of other radio stations can be picked up from neighboring communities.

Media Information: The *Montana Standard,* 25 W. Granite St., Butte, MT 59701; telephone (406)496-5500; email editor@mtstandard.com

Butte Online

Butte Chamber of Commerce. Available www.butteinfo.org

Butte Local Development Corporation. Available www.buttemontana.org

Butte Public School District #1. Available www.butte.k12.mt.us

Butte-Silver Bow Local Government. Available www.co.silverbow.mt.us

Montana Standard. Available www.mtstandard.com

Only in Butte. History stories about Butte's past. Available www.butteamerica.com/hist.htm

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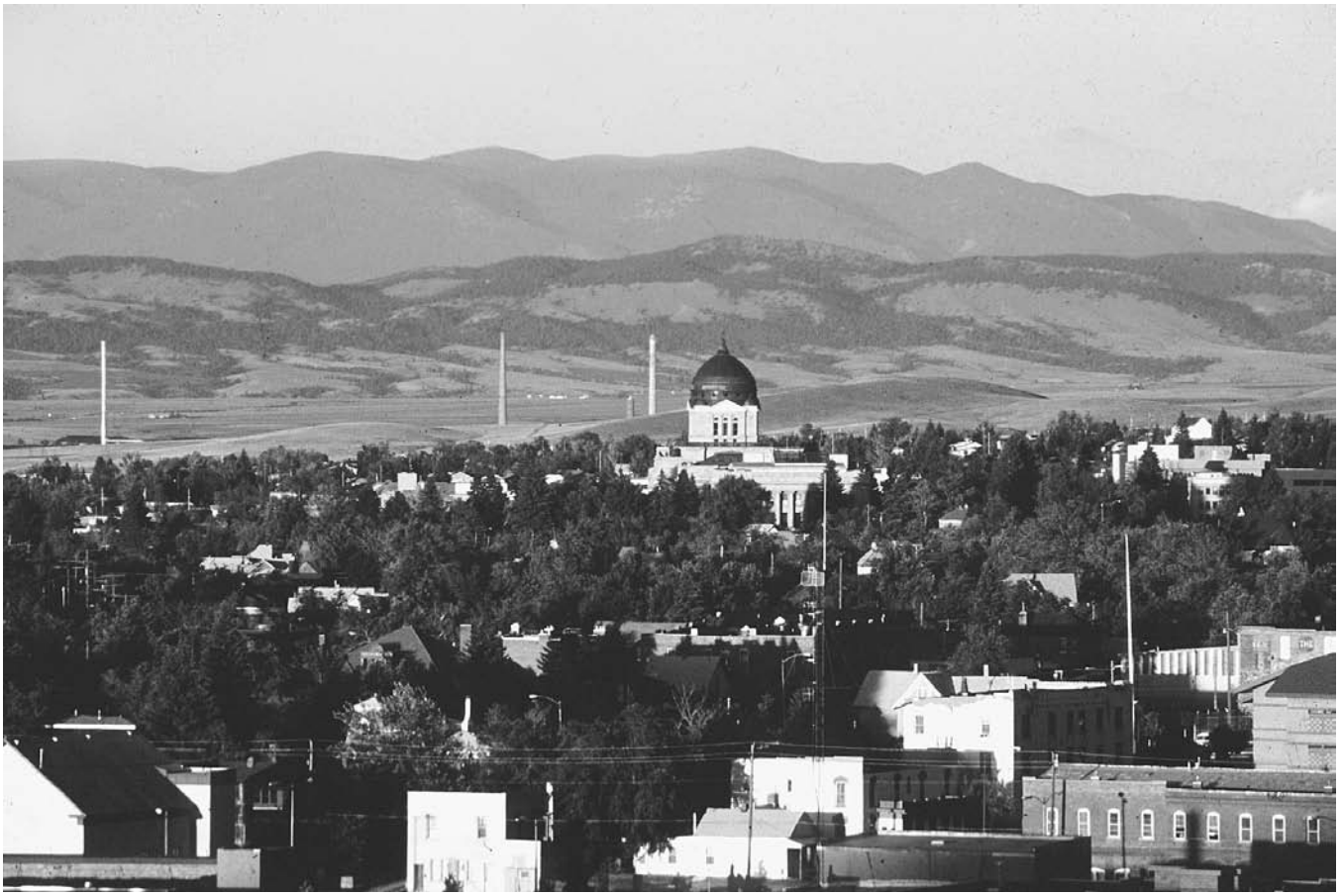
Helena



The City in Brief

Founded: 1864 (chartered, 1881)

Head Official: Mayor James E. Smith (I) (since 2001)

City Population
1980: 23,938
1990: 24,699
2000: 25,780
2003 estimate: 26,718
Percent change, 1990–2000: 2.8%
U.S. rank in 2000: Not reported

Lewis & Clark County Population
1980: 43,039
1990: 47,495
2000: 55,716
2003 estimate: 57,137
Percent change, 1990–2000: 17.3%
U.S. rank in 2000: 847th (among counties; state rank 6th)

Area: 14 square miles (2000)
Elevation: 4,090 feet above sea level
Average Annual Temperature: 44.0° F
Average Annual Precipitation: 11.32 inches

Major Economic Sectors: Government, services, finance
Unemployment Rate: 5.5% (January 2005)
Per Capita Income: $20,020 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Carroll College, Helena College of Technology

Daily Newspaper: *Helena Independent Record*

Helena Regional Airport
Skyway
Custer
Carter
Airport Rd
Colonial
Broadway
Visitor Information Center
Lamborn
11th
Prospect
Capital Mall
State Capitol
Montana Historical Society
N Montana
Diehl
Cedar
Poplar
Helena
Montana
Idaho
Last Chance Gulch
6th
Rodney
Davis
Myrna Loy Center
Holter Museum
11th
Downtown Visitor Center
Cruse
Neill
Civic Center
Getchell
Lyndale
Broadway
Park
Benton
Valley
Knight
Stuart
Flowerree
Grandstreet Theatre
Lewis & Clark Fairgrounds
Peosta
Lesile
Henderson
Brady
Garrison
Laurel
Josyln
Euclid
Spring Meadow Lake State Park
University
Granite
Stuart
N
KILOMETERS
0
0.5
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MILES
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WA
OR
CA

Introduction

Helena, known as the ''City of Gold,'' lies at the heart of the Rocky Mountains in a fertile region with rolling hills. On the outskirts of the city lies the giant Helena National Forest, which provides spectacular scenery and many opportunities for outdoor activities. Once a mining boom town, Helena is now a major social and governmental center of the American west, offering amenities not usually found in a city of its size.

Geography and Climate

Helena is located in west-central Montana in the foothills of the Big Belt Mountains on the eastern slope of the Continental Divide, 48 miles north-northeast of Butte, Montana. Helena is located midway between Glacier and Yellowstone national parks and fertile valleys lie to the north and east. The Missouri River flows northward nearly 10 miles east of the city.

Helena has a modified continental climate with warm, dry summers and moderately cold winters. Mountains located to the north and east of the city sometimes deflect shallow masses of arctic air to the east, but at times cold air can be trapped in the valley for days. During the coldest period, from November through February, temperatures sometimes drop to 0° F or below. Summer temperatures are usually under 90° F and the mountains account for marked changes in temperature from day to night. April through July is the rainy season, while late summer, fall, and winter are quite dry.

Area: 14 square miles (2000)

Elevation: 4,090 feet above sea level

Average Temperatures: January, 20.2° F; July, 67.8° F; annual average, 44.0° F

Average Annual Precipitation: 11.32 inches

History

Land of the Prickly Pear

Archaeological evidence shows that native Americans inhabited the valley in which greater Helena is situated more than 12,000 years ago. Although never serving as the permanent home of any particular tribe, the valley was a crossover area for Salish, Crow, Bannock, and Blackfeet tribal members.

In 1805, members of the Lewis and Clark expedition were the first white men to visit the valley. While investigating the area on foot, William Clark stepped on and had to remove 17 cactus spines from his feet. This caused him to name the nearby creek and valley Prickly Pear. In the early nineteenth century trappers came to the area, later to be pushed aside by groups of white settlers.

In 1862 a group of immigrants in a wagon train decided to build houses for the winter in Prickly Pear Valley, but this settlement proved temporary. In 1864, four ex-Confederate soldiers from Georgia discovered placer gold in Last Chance Gulch, the heart of Helena's present-day downtown. The gold strike attracted hundreds of miners eager to find riches. Over the next 20 years 3.5 billion dollars worth of gold was discovered in the gulch. By 1888 Helena was home to more millionaires per capita than anywhere else in the world.

Early settlers considered naming their new boom town ''Pumpkinville'' or ''Squashtown,'' but instead settled on the suggestion of John Somerville, who named the place after his hometown of Helena in Minnesota. The inhabitants chose to pronounce it HELL-uh-nuh, with the accent on the first syllable. Its original residents were mainly of English, Scottish, Irish, and German descent.

Becomes Territorial, Then State Capital

By 1870, Helena, with a population of 3,106 people, had become the most important town in the Montana Territory. Other nearby settlements turned into ghost towns after gold supplies were exhausted. But Helena's geographical location helped it become a business hub for other mining communities such as Marysville to the west and Rimini to the southwest. It became a vital bank, trade and farming town.

In the late 1870s the discovery of rich silver and lead deposits in nearby Wickes, Corbin, and Elkhorn further stimulated development in the area and helped Helena grow and prosper. The fact that Helena was on an important stagecoach route also spurred its growth as a hub city.

In 1875 Helena was made the capital of the Montana Territory. When Montana became a state in 1889, citizens disputed whether the capital should be Helena or Anaconda, another popular mining town. Copper rivals Marcus Daly, who supported Anaconda, and William A. Clark, who supported Helena, spent more than $3 million as each fought to have his city chosen for the honor. Helena finally won the vote in 1894. The city soon saw a tremendous amount of new construction. In time, Helena became the center of Montana political, social, and economic life. Between 1880 and 1890, the population grew from 3,624 to 13,834 people.

City Experiences Booms and Busts

By the late 1880s, wealthy Helena citizens had erected pretentious mansions and constructed a streetcar to transport them to the outskirts of town where they lived. They also drove about town, first in coaches driven by top-hatted drivers, and later in electric cars that stalled on the hills. Their Italianate, Romanesque, baroque, and Gothic-style houses featured cupolas, turrets, and hand-carved trim. The inhabitants of the mansions were served by a small army of maids and butlers.

The good times for many of the city's more than 13,000 residents continued until 1893, when the price of silver fell and many of the nouveau riche moved away. The spacious mansions were then taken over by members of the middle class who sometimes had problems paying to heat them. Many of the Mansion District homes can still be viewed today.

Like other Montana towns, Helena experienced boom-or-bust cycles. Prosperity returned once again between 1900 and 1910 when gold mining activity geared up at nearby Marysville and with the construction of the Canyon Ferry, Hauser, and Holter dams on the Missouri River, which employed a number of Helena residents. Then came a slump that lasted until the war years of 1914-1918, when once again the mines worked to meet the demand for metals during World War I. But another slump followed.

Helena in the Twentieth Century and Beyond

In the first part of the twentieth century, Helena's population showed modest growth, rising from 12,515 people in 1910 to 15,056 by 1940. This growth occurred despite several major fires and a 1935 earthquake that caused four deaths and $4 million in damages. Shocks of lesser intensity occurred in 1936 and 1937 but did no further harm.

During the mid-1930s, at the time of the Great Depression, the federal government employed hundreds of Helena citizens to repair the State Capitol and the county courthouse and to landscape a city park. New federal monetary policies increased the price of gold and silver and stimulated mining, which once again regained its importance in the life of the city.

The city's population stood at 17,581 people in 1950. During the 1960s, urban renewal changed the face of downtown Helena, and a pedestrian mall was built to attract tourists. Preservation fervor and urban renewal programs in the 1970s resulted in further downtown development. In recent decades, Montana residents have begun to truly appreciate and make efforts to preserve the beautiful terrain of their state. In 1992, the Montana House of Representatives voted to protect 1.5 million acres of Montana from development, including some local Helena area sites. In 2005, the National Trust for Historic Preservation named Helena one of America's Dozen Distinctive Destinations, recognizing the city as ''unique and lovingly preserved''.

Today, Helena is an attractive place that retains vintage residential and commercial structures while providing modern shops, distinctive restaurants, and modern entertainment centers for residents and visitors alike.

Historical Information: Montana Historical Society, PO Box 201201, 225 N. Roberts, Helena, MT, 59620-1201; telephone (406)444-2694; email mhslibrary@mt.gov

Population Profile

Lewis & Clark County Residents
1980: 43,039
1990: 47,495
2000: 55,716
2003 estimate: 57,137
Percent change, 1990–2000: 17.3%
U.S. rank in 2000: 847th (for counties; state rank 6th)

City Residents
1980: 23,938
1990: 24,699
2000: 25,780
2003 estimate: 26,718
Percent change, 1990–2000: 2.8%
U.S. rank in 2000: Not reported

Density: 1,840.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 24,434
Black or African American: 59
American Indian and Alaska Native: 541
Asian: 201
Native Hawaiian and Pacific Islander: 18
Hispanic or Latino (may be of any race): 430
Other: 98

Percent of residents born in state: 55.5% (2000)

Age characteristics (2000)
Population under 5 years old: 1,501
Population 5 to 9 years old: 1,558
Population 10 to 14 years old: 1,628
Population 15 to 19 years old: 1,962
Population 20 to 24 years old: 1,999
Population 25 to 34 years old: 2,931
Population 35 to 44 years old: 3,919

Population 45 to 54 years old: 4,309
Population 55 to 59 years old: 1,414
Population 60 to 64 years old: 975
Population 65 to 74 years old: 1,640
Population 75 to 84 years old: 1,403
Population 85 years and older: 541
Median age: 38.8 years

Births (2002)
Five year average: 12.1 per 1000 population (county)

Deaths (2002)
Five year average: 7.9 per 1000 population (county)

Money income (2000)
Per capita income: $20,020
Median household income: $34,416
Total households: 11,476

Number of households with income of . . .
less than $10,000: 1,438
$10,000 to $14,999: 908
$15,000 to $24,999: 1,725
$25,000 to $34,999: 1,767
$35,000 to $49,999: 1,809
$50,000 to $74,999: 2,228
$75,000 to $99,999: 911
$100,000 to $149,999: 464
$150,000 to $199,999: 130
$200,000 or more: 96

Percent of families below poverty level: 9.3% (58.3% of which were female householder families in poverty)

2002 FBI Crime Index Total: Not reported

Municipal Government

Helena, the capital of Montana and the seat of Lewis & Clark County, has a city charter form of government. The mayor and four commissioners are elected to the city commission, each serving four-year terms. The daily affairs of the city are administered by a city manager, who is appointed by the commission.

Head Official: Mayor James E. Smith (since November 2001; current term expires 2005)

Total Number of City Employees: 275 (2005)

City Information: Mayor's Office, City of Helena, 316 N. Park Avenue, Helena, MT 59623; telephone (406)447-8410

Economy

Major Industries and Commercial Activity

For many years Helena has enjoyed a record of economic stability. It serves as a major governmental center for the county, state, and federal government. It is also a trading and transportation center for nearby livestock, mining, and farming enterprises. In an area rich in silver and lead deposits, Helena maintains an interest in mineral production and processing, and the nearby city of East Helena is the site of smelters, quartz crushers, and zinc reduction works. The Helena area is also a telephone communications center, and industries such as sand and gravel and ranching remain important. Statewide, Montana's fastest-growing industries include education and instruction, waste management, and construction. Specific occupations showing significant growth include textile machinery operation, septic and sewer maintenance, and computer software engineering.

Government positions account for 31 percent of Helena's workforce, while private sector jobs comprise 62 percent. Many of the private businesses rely on the government and its employees as their customers.

Items and goods produced: refined and smelted metals, paints, ceramics, concrete, machine parts, baking products, sheet metal, prefabricated houses, bottled beverages

Incentive Programs—New and Existing Companies

Local programs—The Montana Business Information Center (BIC) in Helena is a one-stop center that provides a multitude of planning tools as well as free onsite counseling provided by the Service Corps of Retired Executives (SCORE), Small Business Development Center (SBDC), and other Small Business Administration resources. The Montana BIC's resources include a reference library, a video center, and a computer lab designed specifically for small business research. The Small Business Administration offers a variety of financing options for small businesses, including long-term loans for machinery and equipment, general working capital loans, revolving lines of credit, and microloans. Similarly, Gateway Economic Development Corp. offers loans and tax rebates to new or expanding businesses in Lewis and Clark County and the surrounding area. The Downtown Helena Business Improvement District offers grants up to $2000 for retailers opening or expanding in the downtown area.

State programs—The state of Montana offers general incentives including net operating loss carry backs and carry forwards, depreciation, and dependent care assistance. New and expanding incentives include license tax credit for new or expanded jobs and reduced property assessments for re-

search and development. Various tax exemptions are available for qualified businesses in research and development, domestic international sales corporations, free port merchandise, and business inventories.

Job training programs—The Small Business Development Center provides training, counseling, research, and other specialized assistance through its Helena office. NxLevel Entrepreneurial Training Programs, available through the Montana Department of Commerce, are in-depth training courses for entrepreneurs and business owners. NxLevel for Entrepreneurs is a 12-session course designed to help existing business owners improve growth and profits. NxLevel for Agricultural Entrepreneurs and NxLevel for Microentrepreneurs are similar programs aimed at new ventures and the self-employed.

Development Projects

Projects currently planned for Helena focus on business development, transportation, and branding. An ongoing downtown revitalization planning process has resulted in suggestions for an outdoor market, building restoration, and increased residential space. The City Commission voted to construct a new traffic lane on the Downtown Walking Mall, and to rename the road leading from the I-90 to downtown Last Chance Gulch (currently the name of the main downtown street only) to improve accessibility for tourists. Other plans call for new or upgraded freeway interchanges and improvements in water quality and availability.

Recently completed projects include the full restoration of the State Capitol building and construction of the Great Northern Town Center, a main street business and shopping district.

Economic Development Information: Small Business Administration-Montana District Office, 10 West 15th Street, Suite 1100, Helena, Montana, 59626; telephone (406)441-1081; fax (406)441-1090. Montana Finance Information Center, 301 S. Park, Helena, MT 59601; telephone (406)841-2732; fax (406)841-2771. Downtown Helena, Inc., 225 Cruse Ave., Suite B, Helena, MT 59601; telephone (406)447-1535. Montana Department of Commerce, PO Box 200501, Helena, MT 59620-0501; telephone (406)841-2700; fax (406)841-2701

Commercial Shipping

Air freight service is provided by FedEx, Airborne Express, and UPS. Freight service is also provided by Montana Rail Link, which provides national coverage in connection with Burlington Northern & Santa Fe Railway.

Labor Force and Employment Outlook

The Helena area labor force includes a high percentage of young, educated workers. The percentage of adults in the community who have received high school and college diplomas is considerably higher than the state and national average. Helena's stable economy is based primarily on a range of government agencies and small businesses. Skills in demand include textile machinery operation, septic and sewer maintenance, and computer software engineering. In recent years, growth has been observed in the fields of education and instruction, waste management, and construction.

The following is a summary of data regarding the Montana labor force, 2004 annual averages (Helena figures not available).

Size of nonagricultural labor force: 411,575

Number of workers employed in . . .
natural resources and mining: 7,242
construction: 24,717
manufacturing: 19,100
trade, transportation and utilities: 86,067
information: 7,800
financial activities: 21,058
professional and business services: 33,050
educational and health services: 54,225
leisure and hospitality: 54,458
other services: 17,000
government: 86,917

Average hourly earnings of production workers employed in manufacturing: $14.87

Unemployment rate: 5.5% (January 2005)

Largest private employers	*Number of employees*
St. Peter's Community Hospital	565
Blue Cross/Blue Shield	470
Veterans Administration Hospital	375
Shodair Children's Hospital	220
Qwest	210
Dick Anderson Construction	198
Carroll College	189

Cost of Living

The cost of living for Helena residents is comparable to the national average. According to the Helena Chamber of Commerce, housing, utilities, and goods and services all have lower than average cost. The cost of health care in Helena is slightly higher than the national rate.

The following is a summary of data regarding several key cost of living factors for the Helena area.

2004 (3rd Quarter) ACCRA Average House Price: $218,169

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.3 (U.S. average = 100.0)

State income tax rate: 2% to 11% (corporate business tax rate: 6.75%)

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 647.74 mills minimum, applies to taxable value as set by the state of Montana

Economic Information: Montana Department of Commerce, Census and Economic Information Center, 301 S. Park Ave., PO Box 200505, Helena, MT 59620-0505; telephone (406)841-2740

Education and Research

Elementary and Secondary Schools

Helena Public Schools states that its mission is to challenge and empower each student to become a competent, productive, responsible, caring citizen. Nearly half of the teachers have a master's degree or beyond, while 42 percent have one to three years of education beyond a bachelor's degree. Students consistently score above average in national standardized testing in all academic areas.

The Helena school district enjoys one of the lowest teacher-to-pupil ratios in the state. The curriculum includes many accelerated and advanced placement courses. Nearly 60 percent of the district's graduating seniors attend four-year colleges or universities, earning over $3 million annually in scholarships. Another 25 percent of high school graduates move on to trade school, two-year colleges or the military.

The following is a summary of data regarding the Helena public school system as of the 2003–2004 school year.

Total enrollment: 8,090

Number of facilities
elementary schools: 11
junior high/middle schools: 2
senior high schools: 2
other: 1

Student/teacher ratio: 15:1

Teacher salaries
Average: $45,789

Funding per pupil: Not available

Public Schools Information: Helena Public Schools, 55 South Rodney, Helena, MT 59601; telephone (406)324-2000; fax (406)324-2022

Colleges and Universities

Helena's Carroll College, established in 1909, is a Catholic liberal arts college with an enrollment of about 1,500. Students enjoy small classes and easy access to faculty members, and half of the students go on to graduate school. In 2005 *U.S. News & World Report* ranked Carroll among the Western region's best colleges for the 11th year in a row. Carroll College offers bachelor of arts degrees in a variety of fields, as well as eight pre-professional programs and a variety of research and internship opportunities in the capital city.

Helena College of Technology is a two-year college that is part of the University of Montana. More than 700 students receive technical education in accounting, computer science, aviation, construction, nursing, machine tooling, and other fields. The college also offers associate of science and arts degrees in general studies. Montana University also provides graduate programs and continuing education classes in Helena.

Libraries and Research Centers

The Lewis & Clark County Library's main facility is in downtown Helena and the system has three branches in nearby towns. The library contains 115,000 items, including books, periodicals, vertical files, and audio-visual tapes. Built in 1976, the library serves 50,000 patrons annually.

The Research Center of the Montana Historical Society, also in Helena, contains more than 40,000 books and pamphlets relating to Montana, 2,000 bound volumes of Montana newspapers, more than 8,000 maps, as well as initial township plots, topographical maps, music scores, and other items. Its special collections focus on the Lewis & Clark expedition, fur trading, and General Custer and the Battle of the Little Big Horn. It also has an extensive photograph collection featuring approximately 400,000 images.

The Montana State Library is the primary facility for state government as well as for the blind, physically handicapped, and learning disabled. Its focus is on Montana's natural resources. Every Montanan is entitled to borrow from the State Library, although local libraries often borrow titles on behalf of their patrons.

Other local libraries include the college libraries of Carroll College and the Helena College of Technology, and those of St. Peter's Community and Shodair hospitals, as well as libraries of the Montana state legislature, the Montana Department of Commerce, the Montana Natural Heritage Program, the Montana Department of Special Resources, the State Law Library, and the U.S. Geological Survey Water Resources Division Library.

Research institutions include the Montana Science Institute, which explores natural history and ecology of the Missouri River and conservation of native species, and the Nature Conservancy-Montana Chapter, which identifies rare plants and animals and works to protect rare species.

Public Library Information: Lewis & Clark County Library, 120 S. Last Chance Gulch, Helena, MT 59601; telephone (406)447-1690; fax (406)447-1687

Health Care

Helena citizens have the service of two local hospitals. St. Peter's Community Hospital offers comprehensive inpatient, outpatient, and home care service. The facility, founded in 1883, provides obstetrics, surgery, emergency care, a cancer treatment center, and a full range of diagnostic services. In 2004 St. Peter's began an expansion project to meet the anticipated needs of Helena's growing population. Shodair Children's Hospital provides inpatient and outpatient psychiatric services, and treatment of genetic disorders. Located just outside Helena is Fort Harrison Veterans Hospital.

Health Care Information: St. Peter's Community Hospital, 2475 Broadway, Helena, MT 59601; telephone (406)442-2480. Shodair Hospital, 2755 Colonial Drive, PO Box 5539, Helena, MT 59604; telephone (406)444-7500

Recreation

Sightseeing

The focal point of sightseeing in Helena is the 17-block Historic Downtown District. In this part of town is found a mix of retail stores, galleries, lodging, restaurants, historic buildings, and entertainment centers. The imposing State Capital Building is constructed of Montana granite and boasts a classic dome made of radiant copper. It now serves as the symbol of Montana. The interior is decorated with murals by artists E.S. Paxon, Charles M. Russell, and others. The meeting of Lewis and Clark with a group of native Americans is depicted in a large mural by Russell.

Tours are offered of several impressive local structures. The original governor's mansion, which was built in 1888 in the Queen Anne style, contains furnishings popular during the early twentieth century. Helena Civic Center, built in 1921, is a Moorish-style edifice with a 175-foot minaret, an onion dome, and intricate exterior brickwork. Just outside Helena to the north is another impressive facility, Fort Harrison, which was once an army garrison and is now a veterans' hospital.

The Montana Historical Society Museum features the C.M. Russell painting collections, as well as temporary exhibits of western art. The Montana Homeland Exhibit portrays Montana history throughout the eras.

The imposing St. Helena Cathedral, with its white marble altar, stained-glass windows, and 230-foot spires, is modeled after famous churches in Austria and Germany. Gold nuggets, gold wire, gold coins, and gold dust are on display at the Gold collection at downtown's Norwest Bank and the Federal Reserve Bank on Neill Avenue. The Guardian of the Gulch is a landmark fire tower built in 1876 and one of just five similar towers remaining in the United States.

Dotting the hillsides on Helena's west side are dozens of stately private homes, built by rich merchants and miners a century ago. The Last Chance Tour Train provides hour-long tours of the city. A guided Missouri riverboat tour follows the path taken by Lewis and Clark nearly two centuries ago. Northeast of Helena, Canyon Ferry Dam offers information and interactive displays of the region's wildlife as well as the Lewis and Clark expedition.

Arts and Culture

A major cultural facility in Helena is the Myrna Loy Center, named after the beloved Montana-born actress. It is housed in the city's 1880s-era former jailhouse, and features performing arts activities, literary events, films, and art shows. The Carroll College Theatre presents live performances throughout the year. The Toadstone Theatre Company offers professional and community childrens' theater and Grandsteet Theatre offers live performances of Broadway shows using community-based volunteers. The Montana Shakespeare Company presents Shakespeare's classics in Performance Park Square, an outdoor venue.

Helena's Holster Museum of Art displays various works of art from historical to contemporary times. It also offers workshops, readings, and discussions. The Archie Bray Foundation for Ceramic Arts, which offers beautiful display pieces for sale, has attained a national reputation for training potters. The Ghost Art Gallery in Helena's old mining district features architecture and themes from nearby ghost towns, as well as western and wildlife art by fine local artists.

Music lovers attend performances of the Helena Symphony; in addition to a regular season of performances by its own chorale of 150 members, it offers community concerts. Four-part harmony is the focus of the Sweet Adelines Performing Chorus.

Festivals and Holidays

Downtown Helena is the site of many special events, including festivals, street dances, theater productions, sled dog races, car rallies, art exhibits, and street fairs. The annual Western Rendezvous of Art takes place in August, featuring art shows, seminars, an auction and a fixed price sale, and a gala awards banquet. Music fills the air in September during the Last Chance Bluegrass Festival, while October is enlivened by Bullfest and Oktoberfest celebrations. November brings the Bald Eagle Migration and Downtown Helena Fall Art Walk, while December hails the holidays with the Festival of Trees and Winter Fair.

The excitement of the Race to the Sky Sled Dog Race warms hearts in February, and children of all ages enjoy April's Railroad Fair and Kite Festival. The Governor's Cup Marathon and the Sleeping Giant Swing 'n Jazz Jubilee draw crowds in June while July brings the excitement of the Last Chance Stampede & Rodeo and the Mt. Helena Music Festival.

Sports for the Spectator

Helena is the home of the Helena Brewers minor league baseball team of the Pioneer League; the Helena Bighorns hockey club, which plays NAHL hockey at the Helena Ice Arena; the Carroll College Fighting Saints; and high school teams that compete in tennis, baseball, football, soccer, hockey, golf, rugby, and basketball.

Sports for the Participant

Within easy access to Helena residents and visitors are millions of acres of public lands, top rated fisheries, and many lakes, rivers, and reservoirs that are used for boating, sailing, wind surfing, and other water sports. Also available are hunting, backpacking, biking, skiing, and snowmobiling. There are more than 25 area parks. Mount Helena City Park and Helena National Forest each have miles of hiking and biking trails. The local recreation department offers facilities for running, racquetball, weight training, and horseback riding. Centennial Waterslide Park is a family-focused indoor facility with slides and swimming pools. Helena Skate Park offers ledges, quarter pipes, and banks with free access for skateboarders and in-line skaters. There are two public golf courses and one private, numerous tennis courts, and several health clubs. Hikers on the Blackfoot Meadows or the Continental Divide trails may spot such wildlife as elk, moose, mountain goats, bighorn sheep, black bears, otters, beavers, and mink.

Shopping and Dining

Helena's largest shopping center is Capital Hill Mall, which is located near the Capital complex and contains 40 specialty shops and two major department stores. What was once the Last Chance Gulch mine is now Helena's main street and a pedestrian mall. Downtown Helena is dotted with specialty shops and galleries, especially throughout the Walking Mall and Reeders' Alley, a complex of red brick buildings from the 1870s that once served as miners' shanties. Principal shopping centers include Northgate Plaza and Lundy Center. Discount shopping can be found at WalMart, Shopko, Target, Big-K and Gibson's.

For a small city, Helena has a varied selection of ethnic dining spots that feature Mexican, Thai, Chinese, Mediterranean, French, German, Italian, and classic American cuisines. Beer lovers can sample local micro brews from the Sleeping Giant Brewery, Kessler Brewery, or Blackfoot River Brewing Company.

Visitor Information: Helena Convention & Visitor Bureau, 225 Cruse Ave., Helena, MT 59601; telephone (406)447-1530 or (800)743-5362

Convention Facilities

Most conferences in Helena are held at one of the following three facilities. The Best Western Helena Great Northern Hotel offers sleeping accommodations in 101 rooms and a convention capacity of 600 people. The Holiday Inn Helena Downtown has 71 sleeping rooms and can host up to 200 people in its newly remodeled meeting and banquet facilities. Jorgenson's Inn and Suites has 115 sleeping rooms and can accommodate up to 250 people for banquets or conventions.

Convention Information: Helena Convention & Visitors Bureau, 225 Cruse Ave., Suite A, Helena, MT 59601; telephone (406)447-1530 or (800)743-5362

Transportation

Approaching the City

Interstate 15 runs along the east side of Helena, northward toward Great Falls and southward toward Butte. It intersects with U.S. Highways 12/287 that run east and west and extend toward East Helena. Helena Airport is located 2.5 miles from the center of the city. SkyWest, Comair, Horizon, Northwest, and Big Sky Airlines provide 14 daily flights to the city. Bus service is provided by Rimrock Trailways, which connects with Greyhound.

Traveling in the City

The major north-south routes are U.S. 12, which is known as Montana Avenue, and North Last Chance Gulch, also known as Main Street. Neill Avenue, 6th, 9th and Lyndale are major east-west streets. Transportation is provided by door-to-door bus service and a city taxi service.

Communications

Newspapers and Magazines

Helena's local newspapers include the *Independent- Record,* a daily, and the *Adit,* a shopping weekly. Magazines published locally include *Montana Magazine,* a regional interest magazine, *The Montana Catholic,* and the *Montana* historical magazine, as well as the *Montana Stockgrower,* the *Montana Food Distributor, Trial Trends* and *U.S. Toy Collector Magazine.*

Television and Radio

One private television station broadcasts from Helena, and there is one local cable company. The city has four local FM radio stations and three AM stations. They feature adult contemporary, easy listening, country, classic rock, and news and talk formats.

Media Information: *Independent-Record,* PO Box 4249, Helena, MT 59604; telephone (406)447-4000

Helena Online

City of Helena. Available www.ci.helena.mt.us

Helena Chamber of Commerce. Available www.helena chamber.com/index.html

Helena Convention & Visitors Bureau. Available helenacvb .visitmt.com

Helena Public Schools. Available www.helena.k12.mt.us

Independent-Record. Available www.helenair.com

Lewis & Clark County Library. Available www .lewisandclark library.org

Montana Business Information Center. Available www.sba online.sba.gov/regions/states/mt/mtbics.html

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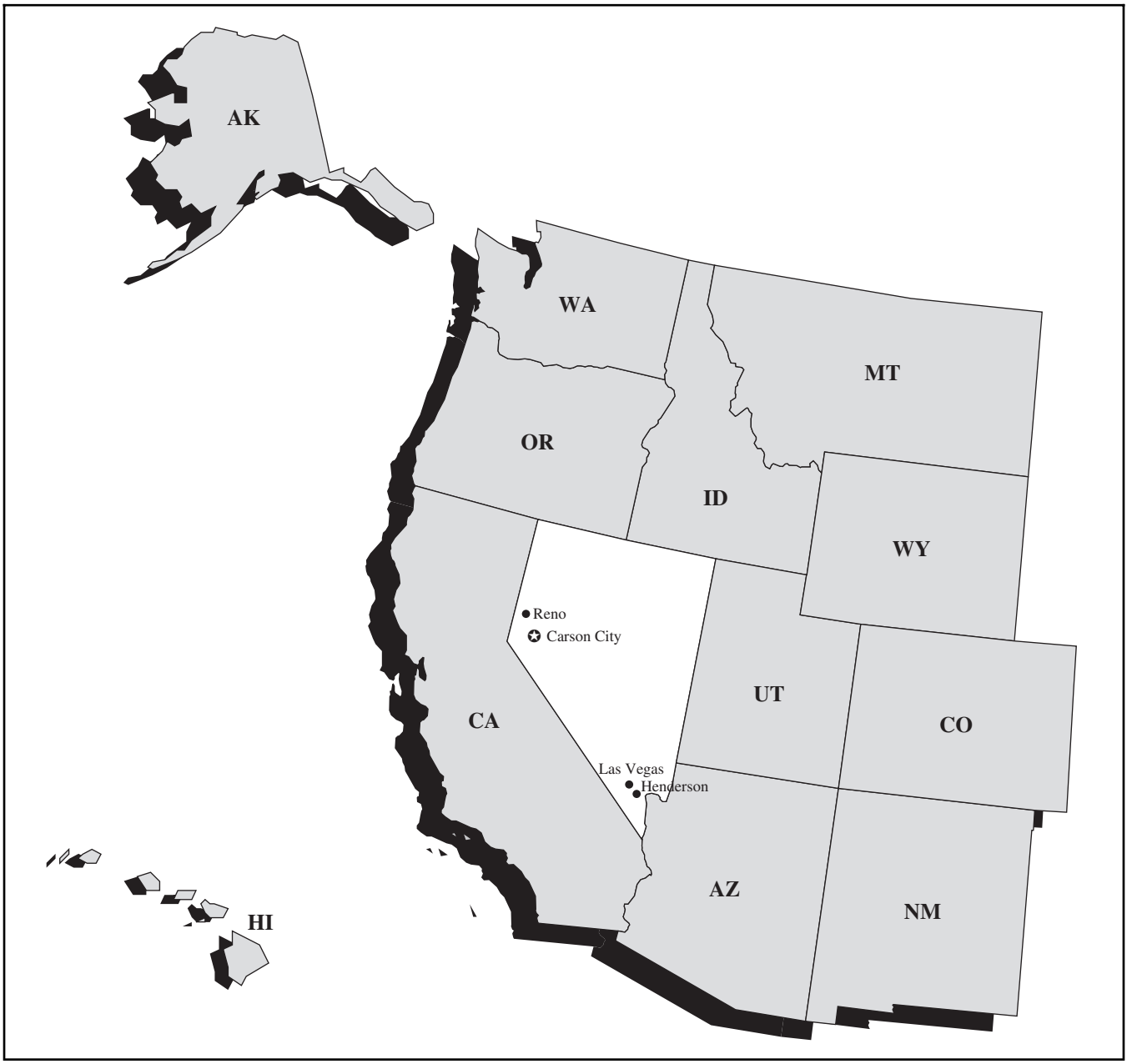
NEVADA

Carson City 375
Henderson 387
Las Vegas 397
Reno 409



The State in Brief

Nickname: Silver State
Motto: All for our country

Flower: Sagebrush
Bird: Mountain bluebird

Area: 110,560 square miles (2000; U.S. rank: 7th)
Elevation: 479 feet to 13,140 feet above sea level
Climate: Semi arid, with temperatures that vary with altitude as well as season; extremely cold winters in the north and west, ovenlike summer heat in parts of the south

Admitted to Union: October 31, 1864
Capital: Carson City
Head Official: Governor Kenny Guinn (R) (until 2007)

Population
- **1980:** 800,493
- **1990:** 1,201,833
- **2000:** 1,998,257
- **2004 estimate:** 2,334,771
- **Percent change, 1990–2000:** 66.3%
- **U.S. rank in 2004:** 35th
- **Percent of residents born in state:** 21.3% (2000)
- **Density:** 18.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 97,752

Racial and Ethnic Characteristics (2000)
- **White:** 1,501,886
- **Black or African American:** 135,477
- **American Indian and Alaska Native:** 26,420
- **Asian:** 90,266
- **Native Hawaiian and Pacific Islander:** 8,426
- **Hispanic or Latino (may be of any race):** 393,970
- **Other:** 159,354

Age Characteristics (2000)
- **Population under 5 years old:** 145,817
- **Population 5 to 19 years old:** 415,684
- **Percent of population 65 years and over:** 11.0%
- **Median age:** 35.0 years (2000)

Vital Statistics
- **Total number of births (2003):** 33,585
- **Total number of deaths (2003):** 17,759 (infant deaths, 203)
- **AIDS cases reported through 2003:** 2,654

Economy
- **Major industries:** Services; finance, insurance, and real estate; trade; government
- **Unemployment rate:** 3.9% (February 2005)
- **Per capita income:** $31,487 (2003; U.S. rank: 19th)
- **Median household income:** $46,118 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.5% (1999)
- **Income tax rate:** None
- **Sales tax rate:** 5.0% to 9.0%

Carson City

The City in Brief

Founded: 1858 (incorporated, 1875)

Head Official: Mayor Marv Teixeira (R) (since 2005)

City Population
1980: 32,022
1990: 40,443
2000: 52,457
2003 estimate: 55,311
Percent change, 1990–2000: 29.7%
U.S. rank in 2000: 680th (State rank: 9th)

Area: 155.66 square miles (2000)
Elevation: 4,600 feet above sea level

Average Annual Temperatures: January, 33.6° F; July, 69.9° F
Average Annual Precipitation: 11.8 inches of rain, 22 inches of snow

Major Economic Sectors: Government, services, trade, manufacturing
Unemployment Rate: 5.8% (January 2005)
Per Capita Income: $20,943 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Western Nevada Community College

Daily Newspaper: *The Nevada Appeal*–Carson City Edition

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Molly
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Camille
Cabrolet
Ivy
Chaise
Calash
Clydesdale
Chaparral
Stagecoach
Pyrenees
Alpine
Division
Nevada
Bath
Cordero
Bolero
Andorra
La Mirada
Long
Adaline
Hillside Way
Curry
Fall
Peters
Moody
Dan
David
Burton
Lee
Adams
Miller Way
Park
Ormsby Blvd
Lane
Fleischmann Way
Carson-Tahoe Hospital
Rice
Johnson
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William
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Lexington
Saratoga Way
Richmond
Sunset Way
Tahoe
Mountain
Sophia
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Plaza
Roop
Oxoby Loop
Children's Museum of Northern Nevada
Washington
Mills
Park
Bulette
Elizabeth
Phillips
Minnesota
Caroline
Nevada State Museum
Carson City Nugget Museum
Palo Verde
Saliman Rd
Clemens
Calaveras
Angels Camp
Lynne
Robinson
Spear
Telegraph
Proctor
Musser
Capitol
Fall
Stewart
Valley
Anderson
Walsh
Hackamore Way
Carson Meadows
Rawhide Way
Simone
Pinto
Appaloosa
Evan
Goldfield
Como
Ormsby
Winters
Iris
King
State Library and Archives
Legislative Building
Brewery Arts Center
Ormsby House
Angus
Tacoma
Albany
Mary
Annapolis
Thompson
Pratt
Harbin
Allouette Way
Terrace
Patton
Hillcrest
Westview
Highland
Crain
Martin
Poplar
Ridge
Elm
Minnesota
Country Village
Parkland
Tamarisk
Cedar
Carrie
Ruth
Jerry
Willard
Elaine
Crest
Circle
Sharrow Way
Coral Way
San Marcus
Carson Station
10th
Depot
Little
Coronet Way
Lake Glen
Stewart
Oregon
Fleetwood
Jewell
Spartan
Cardinal Way
Wright Way
To Railroad Museum

Introduction

Carson City, Nevada's state capital, is also a year-round vacation destination offering a wide variety of recreational activities. Long called the ''hub of the Sierras,'' the city's distinct character was molded by the industries that dominated the area in the late 1800s—logging, mining, and the railroad. Carson City is now mainly a center of government, but entertainment, shopping, skiing, golf, and fishing keep the thriving capital alive with a sense of its own unique culture, charm, and Wild West adventure. In recent times, the city has seen a migration of people seeking an improved quality of life, many of them from California. Today, the city boasts a beautiful historic district amid an actively growing business environment that provides ample opportunities for companies and workers alike. Lively casinos continue to flourish and complement the small-town feel of the community.

Geography and Climate

Carson City is located in northwestern Nevada in the foothills of the Sierra Nevada range. It lies 30 miles south of Reno, Nevada in the Carson River Valley near Lake Tahoe, which is 14 miles to the west. Carson City includes an area that stretches across the Carson Range of the Sierra Mountains to Eagle Valley and the Pine Nut Mountains. It is bordered on the north by Washoe and Storey counties, and on the west by the state of California.

Carson City has a pleasant, semi-desert climate, and boasts an average of 265 sunny days annually. Summers are warm and dry with peak temperatures reaching into the 90° F range, while temperatures can drop into the 50° F range during the evenings. Winters are cold and dry with snow, but not in the amounts of nearby areas that are at a much higher elevation. The temperatures range from the high teens to the 40° F range. Annual snowfall in the city averages about 22 inches.

Area: 155.66 square miles (2000)

Elevation: 4,600 feet above sea level

Average Temperatures: January, 33.6° F; July, 69.9° F

Average Annual Precipitation: 11.8 inches of rain, 22 inches of snow

History

Gold Leads the Way

For nearly 4,000 years before the coming of white settlers, the Washoe Indians occupied the land along the Sierra Nevada Mountain Range that borders Nevada and California. In 1851 a group of prospectors decided to look for gold in the area that is now Carson City. Unsuccessful in that attempt, they opened up a trading post called Eagle Station on the Overland Stagecoach route. It was used by wagon trains of people moving westward. The surrounding area came to be called Eagle Ranch, and the surrounding meadows as Eagle Valley. In time, a number of scattered settlements grew up in the area and the Eagle Ranch became its social center.

As a growing number of white settlers came to the area and began to develop the valleys and mountains of the Sierra Nevada, the Washoe people who for so long had occupied the area were overwhelmed. Although lands were allotted to individual Indians by the federal government starting in the 1880s, they did not offer sufficient water. As a result, the Washoe tended to set up camp at the edges of white settlements and ranches in order to work for food. It would not be until the twentieth century that parcels of reservation land were established for them.

Many of the earliest settlers in the Carson City area were Mormons led to Eagle Valley by Colonel John Reese. When the Mormons were summoned to Salt Lake City, Utah, by their leader, Brigham Young, many sold their land for a small amount to area resident John Mankin, who later laid claim to the entire Eagle Valley. In time he subdivided the land and sold tracts of it.

Birth of Carson City

In 1858, an ambitious New Yorker named Abraham Curry, along with three partners, bought most of Eagle Valley, including the ranch and trading post. Curry was correct in his prophecy that the western part of Utah Territory was soon to become a state, and he had the present-day site of Carson City surveyed. He promoted Eagle Valley, a fertile though rather deserted place, as the site of the future state capital.

Soon Major William M. Ormsby also became an enthusiastic promoter of a town that did not yet exist. He named it in honor of legendary mountain man Kit Carson, whose name was also borne by a nearby river. The town was laid out with wide streets and had a four-square city area that he named Capitol Square, but that later came to be called the Plaza.

In 1859 the rich (chiefly silver), was discovered mere miles from the site of Carson City, setting off a rush to the area.

Curry sold his claim to the Comstock for a few thousand dollars, but those who bought it became millionaires. Still, Curry is remembered in the name of the mine, the Gould and Curry.

By 1860 the town's population stood at 500 people. Soon Abe Curry took steps to have Carson City named territorial capital. He argued that it was close to the main lines of travel in the region. On November 25, 1861, Carson City was named the permanent capital of Nevada Territory and the Ormsby County seat. A plaza was established at the site for future public buildings.

Carson Named Capital of New State

Just one year later, the population of the town had nearly doubled. The year 1862 saw Carson become a station on the Pony Express and the eastern end of a telegraph line from San Francisco. Soon the town became a freighting and supply point for many mining and ranching communities in the central and southern part of Nevada.

About this time, both Carson and the entire surrounding area were having problems with cattle rustlers, claim jumpers, and other outlaws. As a result, the legislature passed laws designed to establish order. When the new legislature could not find a site large enough to accommodate its numbers, Abe Curry offered it the use of his Warm Springs Hotel, a rather primitive building located near the Carson River. In the early days a canvas curtain was used to divide the Nevada senate from the state assembly.

In October 1864, Nevada became a state, and Carson City was chosen to serve as the state capital. By then, Curry owned a sandstone quarry, a brickyard, a saloon, and the Great Basin Hotel. When a courthouse was needed, Curry again came to the rescue. He sold his Great Basin Hotel to the State of Nevada and it was used as a courthouse and legislature building into the 1870s. Because it was two miles out of town, Curry transported the legislators in Carson's first horse-drawn streetcar.

The Early Years of a Capital City

A few years later the Warm Springs building was converted into a territorial prison and Curry became its first warden. Prison labor used local sandstone to construct many of Carson City's early buildings. In 1870, a branch of the U.S. Mint was built in Carson and Curry was appointed its first superintendent. The mint processed the rich ore found in nearby mines. In rapid succession, Curry resigned that position, lost a bid to become Nevada's lieutenant governor, and built the huge stone roundhouse and shops for the Virginia & Truckee Railroad. This became America's richest short-line railroad, connecting the Comstock mines with mills on the Carson River. In 1873 Curry died of a stroke.

During those early years, Nevada's legislative business was punctuated by fistfights, vote-buying, and other acts of political corruption. In 1872, a State Capitol building, a large square stone structure with rafters made of hewn logs, was completed. That same year saw the completion of a 52-mile railroad linking Carson City to Virginia City, and other lines were to follow. In 1880, the population stood at about 8,000 people.

As a New Century Dawned

During the last decades of the nineteenth century, Carson City experienced boom and bust cycles common to the area. With the decline of the nearby mines, the population too began to decline. Railroad traffic through Carson City came to a halt when the Southern Pacific Railroad built a branch rail line that bypassed the city. That, and the departure of the rootless, restless miners, resulted in Carson City's settling down into a quiet community. In the late 1800s Carson City became home to the Stewart Indian School, which educated thousands of native American children between 1890 and 1980, teaching them English and the ways of the white people.

In 1897, Carson City became the focus of worldwide attention when it became the site of a world heavyweight championship fight in which Britain Bob Fitzsimmons won over ''Gentleman Jim'' Corbett. A motion picture of the fight, the first of its kind, thrilled audiences, despite its bluish tint and flickering images. But soon after, between 1890 and 1900, the population of Carson City dropped from nearly 4,000 to just over 2,000 people.

Carson City in the Twentieth Century

Carson City's fortunes gradually declined through World War I and with the coming of the worldwide economic downturn known as the Great Depression. By 1930, the population had declined to only about 1,500 citizens, a quarter of what it had been 50 years earlier. Then in 1931 state legislation was enacted that permitted gambling in the area and provided for speedy divorce and simple marriage procedures. These moves brought more tourists into the area.

Soon the population began to grow again, reaching 2,478 in 1940, doubling to 5,163 by 1960, then tripling that figure by 1970, when the population stood at 15,468 people. In 1969, Ormsby County was merged with Carson City, and government services were consolidated. The population doubled again in 1980 to 32,022 then jumped by 20,000 more in 2000.

Today, as the site of a state prison, the Nevada Gaming Commission, and a variety of state department headquarters and federal agencies, the small city is economically thriving and serves as the power center of Nevada. The city's planners are set to complete a comprehensive 20-year ''master plan'' by the end of 2005 that will address a variety of needs—growth, housing, economic factors, and environ-

mental issues among them—and propose action steps and long-range strategies for success. The business climate is diverse and expansive and is driven by a highly educated workforce and prime open land for future development. Pleasant weather conditions throughout the year draw visitors to outdoor activities in addition to the wide array of entertainment options. A new freeway scheduled to open in 2006 will support an increase in travel throughout the city and to nearby vacation destinations.

Historical Information: Nevada State Library and Archives, 100 N. Stewart St., Carson City, NV 89701-4285; telephone (775)684-3310 or (775)684-3360; fax (775)684-3330; email nslref@clan.lib.nv.us. State of Nevada, Department of Cultural Affairs, Division of Museums and History Office, 708 N. Curry St., Carson City, NV 89703; telephone (775)687-4340; fax (775)687-4333

Population Profile

Metropolitan Area Residents

Carson City is an independent municipality, thus not part of any county or Metropolitan Statistical Area.

City Residents

1980: 32,022
1990: 40,443
2000: 52,457 (of which, 27,102 were males and 25,355 were females)
2003 estimate: 55,311
Percent change, 1990–2000: 29.7%
U.S. rank in 2000: 680th (State rank: 9th)

Density: 365.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 44,744
Black or African American: 946
American Indian and Alaska Native: 1,259
Asian: 930
Native Hawaiian and Other Pacific Islander: 76
Hispanic or Latino (may be of any race): 7,466
Other: 3,391

Percent of residents born in state: 23.8% (2000)

Age characteristics (2000)
Population under 5 years old: 3,289
Population 5 to 9 years old: 3,495
Population 10 to 14 years old: 3,473
Population 15 to 19 years old: 3,196
Population 20 to 24 years old: 2,946
Population 25 to 34 years old: 6,766
Population 35 to 44 years old: 8,370
Population 45 to 54 years old: 7,724
Population 55 to 59 years old: 2,949
Population 60 to 64 years old: 2,412
Population 70 to 74 years old: 4,096
Population 75 to 84 years old: 2,950
Population 85 years and over: 791
Median age: 38.7 years

Births (2003)
Total number: 721

Deaths (2003)
Total number: 656 (of which, 1 was an infant under the age of 1 year)

Money income (1999)
Per capita income: $20,943
Median household income: $41,809
Total households: 20,237

Number of households with income of . . .
less than $10,000: 554
$10,000 to $14,999: 499
$15,000 to $24,999: 1,473
$25,000 to $34,999: 1,689
$35,000 to $49,999: 2,560
$50,000 to $74,999: 3,299
$75,000 to $99,999: 1,728
$100,000 to $149,999: 1,129
$150,000 to $199,999: 257
$200,000 or more: 245

Percent of families below poverty level: 6.9% (34.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

The city and county of Carson, Nevada, have been coextensive since 1969, when the city merged with what was formerly Ormsby County to form a consolidated municipality. The city is governed by a mayor and a four-member board of supervisors, all elected to serve overlapping four-year terms. An appointed city manager performs administrative functions for the city's board of supervisors and oversees city staff and departments.

Head Official: Mayor Marv Teixeira (R) (since 2005; current term expires 2008)

Total Number of City Employees: 700–799 (2004)

City Information: City Hall, Carson City, 201 N. Carson St., Suite 1, Carson City, NV 89701; telephone (775)887-2100; fax (775)887-2286

Economy

Major Industries and Commercial Activity

Carson City has a growing and diverse economy, with a population that increased by 64 percent between 1980 and 2000. It is the regional retail and commercial center for northwestern Nevada, which is devoted to irrigated farming, livestock raising, and mining of silver and other minerals. It draws from a trade area of about a quarter of a million people with 14 percent of the city's employees working in the manufacturing industry, making it the state's leading city in that category. The city's retail and commercial growth are also expected to continue at a healthy rate.

Since gambling was legalized in 1931, tourism has also been important to the Carson City economy, and the resort city is drawing increasingly more visitors. The service industry is by far the largest in the city representing 30 percent of the local workforce, which includes hotel, gaming, and tourism workers.

As the seat of state government, which meets in the city for two months every two years, and a center for federal government, the government sector employs about one out of four city residents and is the second largest industry.

Taxable sales totaled over $860 million in 2003 with nearly half of that from car and other retail sales. The cost of doing business is about 10 percent less than in Nevada's metropolitan areas, and land and labor costs are also lower. Carson City serves as one of the health care hubs for the region, providing hospitals and multispecialty clinics.

Items and goods produced: calculators and computers, refurbished aircraft turbines, retail display furniture, plastic moldings, plumbing supplies, fiberglass light poles, aerospace components, and welding accessories

Incentive Programs—New and Existing Companies

Local programs—Carson City is able to save employers time and money through the major project review process, and a local one-stop shop that issues building permits. According to the Northern Nevada Development Authority, Nevada does not offer short-term incentives to attract business. It relies instead on having no corporate taxes and no personal income taxes or inventory taxes to make its cities very competitive. In addition, accessible government, a thriving business climate, and sensible regulations also draw business.

State programs—The State of Nevada administers Small Business Administration loans. The Nevada Development Capital Corporation (NDCC) provides more than $3 million from Nevada banks, utilities, and mining companies and other firms to help finance growth opportunities for new and existing businesses. It provides flexible financing to small Nevada businesses that do not qualify for more conventional financing.

The Nevada Revolving Loan Fund (NRLF) offers loans of up to $100,000 to for-profit businesses in need of gap financing to complete business projects. The Nevada Industrial Development Revenue Bond Program makes loans available to qualified manufacturers who are buying land, building new facilities, and purchasing new equipment. The Micro Enterprise Loan Fund works with the Community Business Resource Center (CBRC) to help provide economic self-sufficiency for entrepreneurs through training, technical assistance, and access to credit.

Job training programs—Western Nevada Community College works closely with area businesses in providing specialized training courses for employees. Nevada's ''Train Employees Now'' program has customized industrial training programs to assist new and expanding businesses in training new or potential employees. Eligible businesses contribute 25 percent of the total training costs. Working to ensure that companies have an adequate workforce is the Job Opportunities in Nevada (JOIN) that offers training and educational opportunities for job seekers; Nevadaworks assists employers in developing employees' skills.

Development Projects

In 2003 the city held a groundbreaking for the new Carson City Freeway that will provide another north-south option for local travelers. The challenging and long-discussed project is estimated to cost nearly $70 million; the 4.8-mile northern half is scheduled to open in 2006. The Carson City Senior Center more than doubled in size to 33,000 square feet with its July 2004 expansion. In the summer of 2004 the Comstock Casino debuted its 9,500-square-foot 100-slot facility and 2002 saw the Ormsby House Hotel & Casino's revival with $20 million in renovations. With a growing population comes an increased need for medical facilities, which will be addressed with the opening of the $132 million Carson-Tahoe Regional Medical Center in late 2005.

Economic Development Information: Carson City Community Development Dept., 2621 Northgate Ln., Ste. 62, Carson City, NV 89706; telephone (775)887-2180; fax (775)887-2287

Commercial Shipping

With a strategic location on two major highway corridors, more than 60 local, regional, and national carriers provide

trucking services in Reno. Shipments from Carson City are able to reach nine western states on a next-day basis. The Burlington Northern Santa Fe and Union Pacific Railroads provide regional freight service.

Labor Force and Employment Outlook

Nevada and Carson City's abundant availability of skilled workers and the area's moderate salaries have made the area attractive to new businesses. Training programs supported by the state and pro-business policies have helped make Nevada the fastest growing state in the nation with an anticipated 15 percent increase in the workforce by 2010. Local wages are reasonable because the cost of living remains reasonable in Carson City. Nineteen percent of the local residents hold college degrees, and 82 percent have earned high school diplomas.

The following is a summary of data regarding the Carson City area labor force, 2004 annual averages.

Size of nonagricultural labor force: 31,800

Number of workers employed in . . .
manufacturing: 3,100
trade, transportation, and utilities: 4,300
professional and business services: 2,300
leisure and hospitality: 3,900
government: 10,500

Average hourly earnings of production workers employed in manufacturing: $14.60 (Nevada average)

Unemployment rate: 5.8% (January 2005)

Largest employers	*Number of employees*
State of Nevada	5,000–5,499
Carson City School District	1,000–1,499
Carson-Tahoe Hospital	800–899
City of Carson City	700–799
Nevada Department of Transportation	700–799
Western Nevada Community College	500–599
Carson City Nugget	500–599
Casino Fandango	400–499
Chromalloy Nevada	300–399
Legislative Counsel Bureau	300–399

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Carson City area.

2004 ACCRA (3rd Quarter) Average House Price: $329,876

2004 ACCRA (3rd Quarter) Cost of Living Index: 110.2 (U.S. average = 100.0)

State income tax rate: None; no corporate income tax

State sales tax rate: 6.5% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $2.63 per $100 assessed value

Economic Information: Carson City Area Chamber of Commerce, 1900 S. Carson St., Carson City, NV 89701; telephone (775)882-1565; fax (775)882-4179; email ccchamber@carsoncitychamber.com. Nevada Department of Business & Industry, Office of the Labor Commissioner, 675 Fairview Dr., Ste. 226, Carson City, NV, 89701; telephone (775)687-4850; fax (775)687-6409

Education and Research

Elementary and Secondary Schools

Carson High School is one of the top-rated schools in Nevada. Since 1999 it has shared in a $5 million joint-use project with Western Nevada Community College named the Jim Randolph High-Tech Center. Providing about 230 computers, it assists students in preparing for careers in electronics, automated technology, drafting, business, and allied health.

The following is a summary of data regarding the Carson City public school system as of the 2003–2004 school year.

Total enrollment: 8,798

Number of facilities
elementary schools: 6
junior high/middle schools: 2
senior high schools: 2
other: 1

Student/teacher ratio: K, 21:1; 1-2, 15:1; 3, 17:1; 4-5, 24:1; 6-8, 25:1

Teacher salaries (2000–2001)
minimum: $26,220
maximum: $51,242

Funding per pupil: $6,669

Five schools provide private, religion-based education in the city and enroll approximately 600 students.

Public Schools Information: Carson City Schools, 1402 W. King St., Carson City, NV 89703; telephone (775)283-2110; fax (775)283-2092

Colleges and Universities

Western Nevada Community College is a two-year public institution that offers about 50 associate degree programs, as well as basic education and job development skills programs. It enrolls more than 6,000 students at its campuses in Carson City, and in Fallon and Douglas counties. The college offers diverse degree and certificate programs, schedules evening and weekend as well as daytime classes, and provides small class sizes and one-on-one counseling opportunities for students.

Libraries and Research Centers

Carson City Library, built in 1966, offers over 116,000 volumes, 200 periodical subscriptions, and 3,200 audio tapes. The library has a collection on Nevada history and a large print section.

Western Nevada Community College opened the 34,000-square-foot New Library & Student Center on its Carson City campus in January 2004. Other libraries in the city include the Nevada State Library & Archives, the library of the Nevada State Museum, and the Nevada Supreme Court Library.

Public Library Information: Carson City Library, 900 N. Roop St., Carson City, NV 89701; telephone (775)887-2244

Health Care

The 128-bed Carson-Tahoe Hospital is the city's not-for-profit community hospital that employs over 185 physicians in 25 different specialties. The facility includes a Life Stress Center featuring in- and out-patient psychiatric and addiction services, a 24-hour emergency room that is northern Nevada's designated trauma center, state-of-the-art diagnostic facilities, nutritional counseling, wellness programs, and a cardiac care center along with a separate rehabilitation and physical therapy facility. In late 2005 the hospital anticipates the grand opening of its new Carson-Tahoe Regional Medical Center with 146 beds on 300,000 square feet with a construction cost of about $132 million.

Health Care Information: Carson City Government, Environmental Health Department, 3303 Butti Way, Bldg. #1, Carson City, NV 89701; telephone (775)887-2190; email cceh@ci.carson-city.nv.us

Recreation

Sightseeing

The Carson City Chamber of Commerce provides an illustrated map with details about various local historic sites. Tours in a horse-drawn surrey are available. The Governor's Mansion, a 1909 example of classic southern Colonial design, is on the 2.5-mile Kit Carson Trail, a blue line painted on the sidewalk that takes visitors past a variety of historic sites. The route passes 60 historical homes, churches, and buildings featuring Victorian architecture. Also along the route are several museums. Visitors to the State Library and Archives Building can peruse its rich collection on Nevada history and view the original Nevada Constitution.

Historical homes that highlight the tour include the Bliss Mansion, an 1879 15-room mansion with seven marble fireplaces; the 1859 Roberts House, a Gothic revival structure that was moved to the city from its first site in Washoe City; and the 1876 Chartz House.

The silver-domed State Capitol, rebuilt during the 1970s, features portraits of Nevada governors, Nevada artifacts, and Old (Nevada) Supreme Court and legislative chambers that are open to the public when not in use. The Federal Building, once the federal courthouse, a post office, and a state library, and now the Paul Laxalt Building in honor of a popular Nevada politician, houses the state Tourism Commission.

The Nevada State Museum, inside the old Carson City U.S. mint, has displays on the history of the area, an exhibit that illustrates the process of making coins, a realistic mock underground mine, and an exhibit showing bears, bobcats, and other animals native to the area. The Fire Museum displays a century's worth of fire-related memorabilia, including goggles, helmets, hose carts, and Currier & Ives prints of New York fires. The Children's Museum offers displays and activities for the younger set such as 25 hands-on exhibits and a walk-in kaleidoscope.

The Stewart Indian Cultural Center houses the Cassinelli arrowhead collection, traditional basketry, grinding rocks, Great Basin artifacts, and the Indian School collection, as well as a gift shop. The Dat-So-La-Lee Museum features memorabilia of the famed Nevada basket weaver of the same name. Her original baskets, worth up to $250,000 each, remain on display at the Nevada State Museum and in other museums throughout the country.

Focusing on Nevada's rich railroad heritage, the Nevada State Railroad Museum's collection contains more than 60 pieces of rolling stock, including 6 steam locomotives, and more than 50 passenger and freight cars, many of which once operated on the famous Virginia and Truckee line. The museum also contains an assortment of exhibits relating to railroading in Nevada. At the Great Basin Wildlife Center, opened in 1992, visitors can observe coyotes, foxes, eagles, raccoons, a mountain lion, and a black bear, as well as geology and botany displays.

A short drive from Carson City is Virginia City, site of the legendary Comstock Lode mining operation, which pro-

The Nevada State Library.

duced both gold and silver. Virginia City provides a glimpse into the days of the Old West. The booming mines there spurred the construction of quartz reduction mills along the Carson River and helped Carson City become a thriving commercial center beginning in the 1860s. Today's shops, saloons, museums, and rides on the Virginia & Truckee Railroad are fun for visitors old or young. Major sites in Virginia City include the Nevada State Fire Museum, with memorabilia from the Comstock Era; the mining and silver artifacts displayed at the MacKay Mansion; the antiques on display at the ornate 1886 home known as the Castle; and the Territorial Enterprise, a newspaper office that gave famous writer Mark Twain his start in journalism.

Carson City draws visitors with its 11 major gambling casinos, Best Western Carson Station Hotel-Casino, Best Western Pinon Plaza Hotel Resort, Cactus Jack's, Carson City Nugget, the Carson Horseshoe Club, Casino Fandango, Comstock Casino, Ormsby House Hotel & Casino, Silver Dollar Casino, Slotworld, and Slotworld's Cabaret.

Arts and Culture

The King Street Gallery, a showcase of the Nevada Artists Association, displays the works of over 75 local artists. Western Nevada Community College Art Gallery features works by local and regional artists. The Great Basin Gallery features fine contemporary art from Nevada and the region.

The Proscenium Players, Nevada's second-oldest year-round theater company, present dramas and comedies at the Brewery Arts Center, which also features other performing groups. The Renaissance Projects theater company also presents productions throughout the year. Affiliated with Western Nevada Community College, the Western Nevada Musical Theatre Company stages plays and musicals on campus.

The Carson City Symphony, renamed in 1998 from Carson City Chamber Orchestra, presents five annual classical concerts. Residents also enjoy the music of the Carson Chamber Singers who perform occasional concerts.

Festivals and Holidays

September calls for a trip to nearby Virginia City for the annual International Camel and Ostrich Races. Begun as a hoax, the event is now one of the most popular in the state. Since 1997 September has also been the time for the three-day *Salsa y Salsas* family celebration with food, entertainment, and dancing. October's special events in Carson City include the Nevada Day Parade and four-day celebration, the La Ka Le'l Be Nevada Day Pow Wow, filled with arts, crafts, dancing, the Chili Cook-Off, the High Desert Sierra Jazz Festival, and the Ghost Walk tour of homes decorated for Halloween. The December holidays are ushered in by the Silver & Snowflake Tree Lighting ceremony with caroling, and the Victorian Christmas Tour of houses on the Kit Carson Trail.

March is the month for the Mother Earth Pow Wow and the Cowboy Jubilee & Poetry Evening, which features cowboy poets and barbecues. March also features a traditional St. Patrick's Day parade. April brings the Eagle Valley Muzzle Loaders Spring Rendezvous. June's big events are the Downtown A-Fair, and the Stewart Indian Museum Pow Wow, as well as A Taste of Downtown, which features a food tasting from the city's restaurants along with live music and dancing. The Kit Carson Rendezvous and Wagon Train event, also in June, features a mountain man encampment, trader's row, an Indian pow wow, and mock gunfights, all in celebration of Nevada's history. Independence Day in July is hailed by a four-day celebration with the traditional fireworks and Silver Dollar Car Classics, a street dance, and music concerts.

Sports for the Participant

Included within about 600 acres of city parks is Mills Park, which offers tennis courts, indoor and outdoor pools, a mini-golf course, and a children's one-mile train ride. The park is also the home of the Carson City Skateboard Park that provides a skateboard area with platforms, ramps, and spectator seating. Centennial Park has several soccer and softball fields, tennis courts, a public golf course, and shady picnic sites. Residents and visitors can make use of the ''Divine Nine'' golf courses within the city limits. Horseback riding is also popular in the area, especially on the Mount Rose Wilderness trails. At the edge of town is an old hot springs where bathers can soak in a 100° F spring water pool, and make use of hot tubs, massage facilities, and an adjoining restaurant and motel.

Sports enthusiasts enjoy hunting for birds and big game such as elk, deer, antelope, and bighorn sheep. In addition, the city is only 45 minutes from several prime skiing areas at nearby Lake Tahoe.

Shopping and Dining

The once shabby block that houses the landmark St. Charles Hotel has been transformed into a delightful collection of shops and restaurants. Other major shopping areas include various downtown blocks, as well as Eagle Station Shopping Center, Southgate Shopping Center, and Silver City.

Diners in Carson City can choose from among 40 restaurants with American and ethnic cuisines, including Basque, Asian, Southwestern, and Italian. The Carlson House is a popular modern restaurant set in the wonderfully restored 1876 Rinckel Mansion, the city's second-oldest residence, with service offered in the garden during the summer

months. Adele's French restaurant is set in a lovely Victorian house near the town center, while nearby Silvana's features Italian dishes. Breakfast lovers enjoy the hot cakes at Scott's and the hearty omelets at the Cracker Box or Heidi's Dutch Mill Restaurant.

Visitor Information: Carson City Convention & Visitors Bureau, 1900 S. Carson St., Ste. 100, Carson City, NV 89701; telephone (775)687-7410 or (800)NEVADA-1; fax (775)687-7416

Convention Facilities

Carson City has a variety of meeting and convention facilities. The 31,020-square-foot Pony Express Pavilion can accommodate up to 3,000 people and offers table, theater, or bleacher-style seating. The Carson City Community Center can seat 700 people theater-style, and the Carson City Nugget has facilities for about 500 people on 8,600 square feet. The Best Western Pinon Plaza Resort can handle groups of 30 to 250 people in its 3,000-square-foot facilities. The 120-seat meeting room at the Plaza Hotel offers an outstanding panoramic view of the city. Historic Brewery Arts Center offers their art gallery for smaller groups while its restored 2,200-square-foot meeting room has space for up to 200 guests.

Convention Information: Carson City Convention & Visitors Bureau, 1900 S. Carson St., Ste. 100, Carson City, NV 89701; telephone (775)687-7410; toll-free (800)NEVADA-1; fax (775)687-7416

Transportation

Approaching the City

The Carson City Airport does not provide commercial services, but Reno-Cannon International Airport, just 30 miles to the north of Carson City, is served by many major airlines. Carson City is located at the intersection of U.S. Highway 395, which links cities from Canada to Mexico, and U.S. Highway 50, a direct route from west to east. Amtrak provides rail service to the Reno/Sparks area, 30 miles north of Carson City. Greyhound bus lines offer daily service to Los Angeles, Sacramento, Las Vegas, Reno, and other destinations.

Traveling in the City

Because the city has no freeway off-ramps, U.S. 395 and U.S. 50 serve as the main north-south and east-west highways, as well as the main streets in the city. However, the 9.7-mile Carson City Freeway project that began in 2003 is expected to wrap up sometime in 2006 and will provide an alternate north-south route. The city has six buses for local service that were acquired in 2004, and a dial-a-ride service is available to residents.

Communications

Newspapers and Magazines

The *Nevada Appeal*–Carson City Edition is the daily newspaper. *Nevada Magazine*, a bimonthly which carries feature stories on events and people in the state, is also published in Carson City. Other locally published magazines include *The Wine Trader,* and *Range Magazine,* a consumer magazine covering cowboys and people who work the land in the western United States.

Television and Radio

Carson City receives its television coverage from nearby Reno's network and public stations, but has its own cable company. The city has one AM and one FM radio stations broadcasting religious and oldies formats.

Media Information: *Nevada Appeal,* PO Box 2288, Carson City, NV 89702; telephone (775)882-2111 or (800)221-8013

Carson City Online

Carson City Area Chamber of Commerce. Available www.carsoncitychamber.com

Carson City Convention & Visitors Bureau. Available www.carson-city.org or www.visitcarsoncity.com

Carson City Economic Development. Available www.carson cityecondev.com

Carson City Library. Available www.carson-city.nv.us/library

Carson City School District. Available www.carsoncityschools.com

City of Carson City home page. Available www.carson-city.nv.us

Nevada State Library and Archives. Available dmla.clan.lib .nv.us/docs/NSLA

State of Nevada, Department of Cultural Affairs, Division of Museums and History. Available dmla.clan.lib.nv.us/docs/ museums

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Twain, Mark. *Roughing It.* (Berkeley, CA: University of California Press, 1996)

Henderson

The City in Brief

Founded: 1941 (incorporated April 16, 1953)

Head Official: Mayor Jim Gibson (D) (since 1997)

City Population
1980: 24,363
1990: 62,942
2000: 175,381
2003 estimate: 214,852
Percent change, 1990–2000: 169.4%
U.S. rank in 2000: 118th (State rank: 2nd)

Metropolitan Area Population (part of Las Vegas MSA)
1980: 528,000
1990: 852,737
2000: 1,563,282
Percent change, 1990–2000: 83.3%
U.S. rank in 1980: 72nd
U.S. rank in 1990: 53rd
U.S. rank in 2000: 32nd

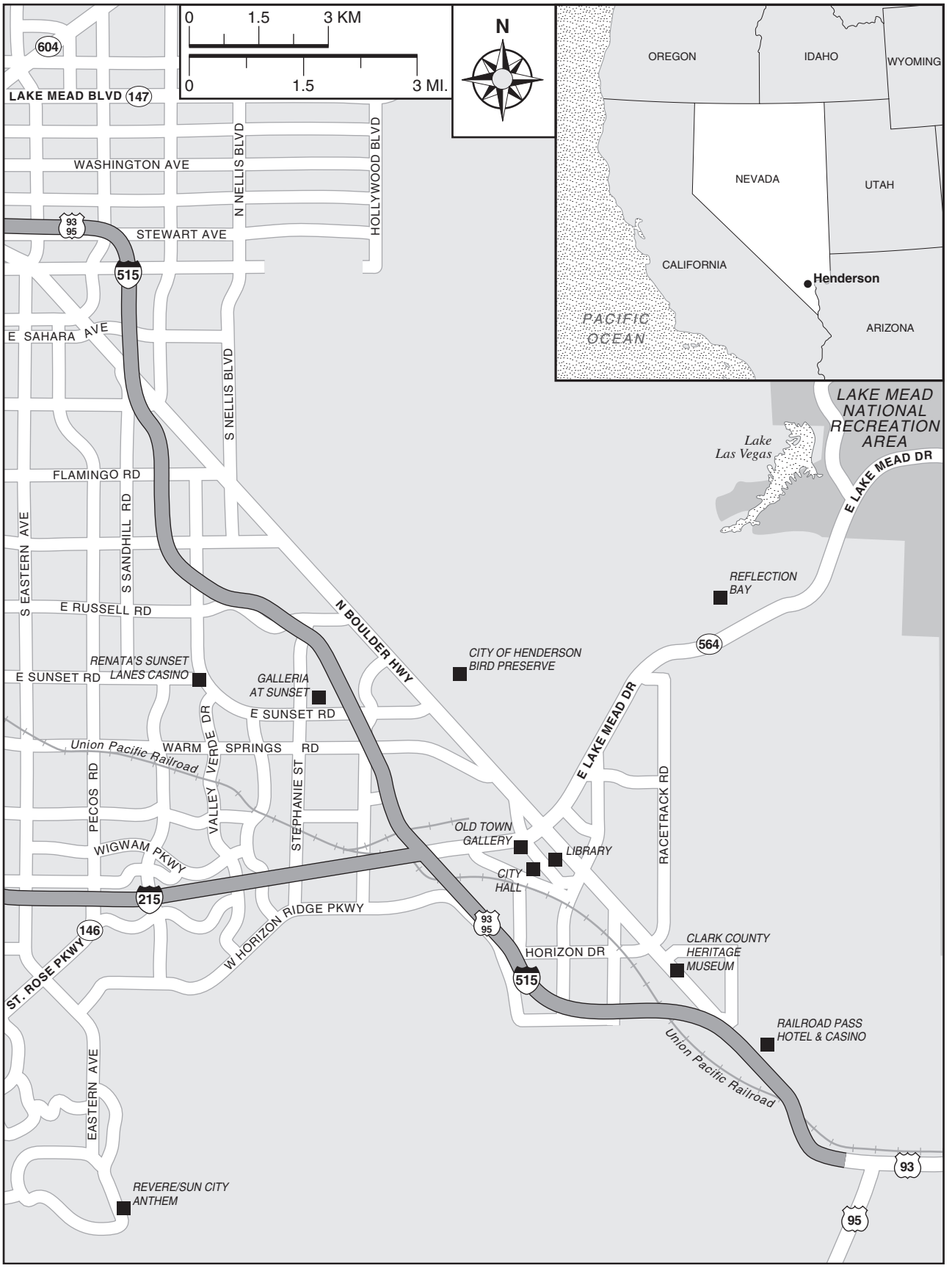
Area: 80 square miles (2000)
Elevation: 1,940 feet above sea level
Average Annual Temperature: 68.0° F
Average Annual Precipitation: 4.5 inches of rain

Major Economic Sectors: services, hospitality, retail, goods, government, construction
Unemployment Rate: 4.2% (Las Vegas-Paradise; January 2005)
Per Capita Income: $26,815 (1999)

2002 FBI Crime Index Total: 81,627 (Las Vegas MSA)

Major Colleges and Universities: Nevada State College; University of Nevada, Las Vegas; Community College of Southern Nevada

Daily Newspaper: *Las Vegas Review Journal*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WASHINGTON AVE
N NELLIS BLVD
HOLLYWOOD BLVD
93
95
STEWART AVE
515
E SAHARA AVE
S NELLIS BLVD
LAKE MEAD NATIONAL RECREATION AREA
Lake Las Vegas
E LAKE MEAD DR
FLAMINGO RD
S EASTERN AVE
S SANDHILL RD
E RUSSELL RD
N BOULDER HWY
REFLECTION BAY
564
CITY OF HENDERSON BIRD PRESERVE
RENATA'S SUNSET LANES CASINO
E SUNSET RD
GALLERIA AT SUNSET
Union Pacific Railroad
WARM SPRINGS RD
VALLEY VERDE DR
PECOS RD
STEPHANIE ST
WIGWAM PKWY
OLD TOWN GALLERY
LIBRARY
CITY HALL
RACETRACK RD
215
146
ST. ROSE PKWY
W HORIZON RIDGE PKWY
HORIZON DR
CLARK COUNTY HERITAGE MUSEUM
RAILROAD PASS HOTEL & CASINO
EASTERN AVE
REVERE/SUN CITY ANTHEM

Introduction

Henderson, Nevada was pronounced a ''city of destiny'' by then-president John F. Kennedy while on a visit to Southern Nevada during his brief time in office. Incorporated during World War II, Henderson became known only 10 years prior when it sprung up from the desert floor as the home of the Basic Magnesium Plant, which supplied the U.S. forces with magnesium for munitions and airplane parts during the war. Post-war, Henderson quieted as the plant closed and out-of-work residents sought greener pastures. Quick thinking and creativity by city leaders and developers brought money and new residents back to Henderson, saving it from ''ghost town'' status. Now a bustling metropolis making its own name in the shadow of a glittering Las Vegas, Henderson is the second largest city in Nevada.

Geography and Climate

Henderson sits at the southern rim of the Las Vegas Valley. At an elevation of 1,940 feet above sea level, the city is only 7 miles southeast of Las Vegas and about midway between Las Vegas and Boulder City (home of the Hoover Dam). Residents and visitors enjoy warm weather, with an average temperature of just under 70 degrees most months of the year, low humidity, and very little rain. Winter snows are visible in the mountains, but snow is rare in the city.

Area: 80 square miles (2000)

Elevation: Averages 1,940 feet above sea level

Average Temperatures: January, 44.0° F; July, 88.0° F; annual average, 68.0° F

Average Annual Precipitation: 4.5 inches of rain

History

Spanish Move Through Area

Spanish explorers moved through Southern Nevada in the early 1800s, discovering and naming Las Vegas as a stop on their way to California. Mormon missionaries established a settlement and built a fort in 1855 in Las Vegas but didn't stay long. In the latter half of the century, Las Vegas, and with it the area that is now Henderson, was detached from Arizona territory to become part of Nevada. Small farming communities developed, but things were quiet in the area until construction on the Boulder Dam was begun in 1931, bringing thousands to the area for work.

A City Born Overnight

Southern Nevada had but a handful of residents in the early decades of the twentieth century. Henderson, quite literally, was created almost overnight in 1941, as building began on a plant that was, at the time, a massive undertaking in the middle of desert land. Magnesium and its importance in munitions and to the brewing war were the key to the city's beginning.

In 1941 a Cleveland, Ohio manufacturer named Howard Eells and his newly formed Basic Magnesium Inc. (BMI) company signed a contract with the U.S. Defense Plant Corp. to build the Basic Magnesium Plant. Only days after signing, the government asked Eells to expand the planned site to 10 times its original size, making it 1.75 miles long and .75 miles wide, the largest such magnesium plant in the world. More than 13,000 workers—which was 10 percent of the entire state's population at the time— lived in ramshackle housing or ''tent cities'' until construction began on a company town in 1942. Under scrutiny for attempting to profit from the war, Eells sold BMI to Anaconda Copper Mining Co. that year. Anaconda was charged with finishing the plant, and the burgeoning city was named not after Eells, but for former senator Charles P. Henderson for his role in helping to get the plant financed and built.

For the next few years, BMI exceeded its planned production rates and employees numbered 14,000 at peak production. However, by 1947 magnesium was no longer needed for defense, the plant closed, and more than half of the employees left. Almost as quickly as the city was built, it all but disappeared. Henderson stood in danger of becoming a ghost town, and in 1947 the U.S. War Asset Administration offered the entire city for sale as war surplus property. In a brochure created to help sell the city, a description was provided that outlined the housing, streets, alleys, sanitary systems, schools, general buildings, shops, churches, and other city amenities.

Last Ditch Effort Saves City

In an effort to save Henderson, the Chamber of Commerce convinced the Las Vegas Chamber of Commerce to issue an invitation to the entire Nevada Legislature to come visit Boulder Dam (now Hoover Dam). They were asked to evaluate the Basic Magnesium site and explore the possibility of construction of a power generator at the dam, which would bring new workers and provide work for those Henderson residents that remained. The plan worked—a bill was unanimously approved, giving the Colorado River Commission of Nevada authority to purchase the plant. By 1953 signs of improvement were well underway and the city was officially incorporated, with a population of 7,410 residents.

Modern Henderson Emerges

Throughout the 1960s and 1970s, Henderson remained a relatively small factory town. In the early 1980s, the first master planned community, Green Valley, was plotted. Henderson's population in 1980 was 24,363; by 1990 it had more than doubled, and by the end of the twentieth century Henderson had reached 175,381. Local estimates project the 2010 population will reach 310,000 as a steady stream of new residents and businesses continue to be attracted to the area. By 1999 Henderson overtook Reno as Nevada's second largest city.

The city celebrated its 50 year birthday in 2003. Henderson's unparalleled growth in the past two decades shows little signs of slowing. It's no wonder that Nevada's second largest city, with a thriving economy, master-planned communities, world-class recreation, and proximity to several of the country's national and man-made treasures, is one of the fastest-growing cities in the nation.

Historical Information: City of Henderson, City Hall, 240 Water Street, Henderson, NV 89009. Nevada State Museum & Historical Society, 700 Twin Lakes Drive, Las Vegas, NV 89107; telephone (702)486-5205

Population Profile

Metropolitan Area Residents
1980: 528,000
1990: 852,737
2000: 1,563,282
Percent change, 1990–2000: 83.3%
U.S. rank in 1980: 72nd
U.S. rank in 1990: 53rd
U.S. rank in 2000: 32nd

City Residents
1980: 24,363
1990: 62,942
2000: 175,381
2003 estimate: 214,852
Percent change, 1990–2000: 169.4%
U.S. rank in 2000: 118th (State rank: 2nd)

Density: 2,200.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 148,181
Black or African American: 6,590
American Indian and Alaska Native: 1,236
Asian: 6,983
Native Hawaiian and Pacific Islander: 728
Hispanic or Latino (may be of any race): 18,785
Other: 5,549

Percent of residents born in state: 18.7% (2000)

Age characteristics (2000)
Population under 5 years old: 11,939
Population 5 to 9 years old: 12,727
Population 10 to 14 years old: 12,491
Population 15 to 19 years old: 10,788
Population 20 to 24 years old: 9,884
Population 25 to 34 years old: 27,065
Population 35 to 44 years old: 29,937
Population 45 to 54 years old: 25,272
Population 55 to 59 years old: 9,868
Population 60 to 64 years old: 7,632
Population 65 to 74 years old: 11,222
Population 75 to 84 years old: 5,408
Population 85 years and older: 1,148
Median age: 35.9 years

Births (2002, Clark County)
Total number: 23,756

Deaths (2003, Clark County)
Total number: 12,751

Money income (1999)
Per capita income: $26,815
Median household income: $55,949
Total households: 66,555

Number of households with income of . . .
less than $10,000: 2,698
$10,000 to $14,999: 2,265
$15,000 to $24,999: 5,453
$25,000 to $34,999: 7,003
$35,000 to $49,999: 10,996
$50,000 to $74,999: 16,734
$75,000 to $99,999: 9,817
$100,000 to $149,999: 7,322
$150,000 to $199,999: 2,026
$200,000 or more: 2,241

Percent of families below poverty level: 3.9% (27.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 81,627 (Las Vegas MSA)

Municipal Government

The city of Henderson received its charter only relatively recently, in 1965. The mayor and city council have legisla-

tive power of the city through the charter; the city manager is charged with executive duties and general administration of the city. The mayor and four city councilmen are elected at large on a nonpartisan basis, and councilmen must be from different wards of the city's four wards. Majority vote by the mayor and city council decides on all issues, including land use, business licensing, city ordinances, and city fund expenditures.

Head Official: Mayor Jim Gibson (D) (since 1997; current term expires 2009)

Total Number of City Employees: 2,781 (2005)

City Information: City Hall, 240 Water St., Henderson, NV 89009; telephone (mayor and council) (702)267-2085

Economy

Major Industries and Commercial Activity

For most of Henderson's short history, the city has been a manufacturing center. Though its beginnings were fast and furious as a magnesium producer for World War II efforts, Henderson's economy today has diversified. The city is still a manufacturing center and a producer of metals and industrial chemicals, but its diversification includes a competitive marketplace for communications technology.

In the past two decades, city leaders, businesses, and the community have been working together to diversify the city's economy with aggressive programs to attract modern industries. The top industries showing growth in Henderson are education services, medical and biomedical technology, the supplier industry, and computer and electronic transfer. In addition, businesses that service senior citizens are sprouting up in the area as more seniors relocate there.

A modern ''boom town,'' Henderson's growth shows no signs of slowing, as city estimates count nearly 6,000 people moving to the region each month. Major corporations with large offices or headquarters in Henderson include Levi Strauss & Company, Ocean Spray Cranberries, Ford Credit, and Good Humor-Breyers. Henderson's growing community and highly favorable business climate continues to attract businesses to the area.

Due only in part to Henderson's proximity to Las Vegas, it goes without saying that a large portion of economic gain stems from the tourism and services industry.

Items and goods produced: baked goods, clothing, food products

Incentive Programs—New and Existing Companies

Several city and state programs are available to assist new, current, or expanding businesses in the City of Henderson.

Local programs—The City of Henderson can offer partial exemption from public utilities license or franchise fees for gas or electricity; businesses must meet stringent requirements to take advantage of this program. The city's department of economic development staff, along with community resource partners, work together to provide relocating or expanding businesses with needed resources. The city's Redevelopment Agency, as part of the Downtown Investment Strategy plan, offers development incentives via grants, low-interest loans, and other financing to businesses for building improvements, equipment, start-up capital, and other expenses; two of the most successful programs are the Facade Improvement Program and the Revolving Loan Fund.

State programs—A variety of state programs exist for new, expanding, or established businesses in Henderson. The Sales Use and Tax Abatement Program offers tax breaks on eligible machinery and equipment for businesses with operations that are consistent with the state's economic diversification and development plans. The Sales and Use Tax Deferral Program defers taxes on qualifying equipment purchases of more than $100,000. Personal Property Tax Abatements are available for qualified new businesses.

Job training programs—The Nevada Department of Employment, Training, and Rehabilitation offers a variety of job training services to both employers and job seekers, including applicant recruitment and screening, tax credit benefits, training programs and career enhancement programs, and labor market information. The Train Employees Now (TEN) program, administered by the State of Nevada Commission on Economic Development, helps new and expanding firms by providing intensive skills-based training programs tailored to the company's needs. The TEN program utilizes training providers such as local businesses and community colleges. The Family Support Center at Nellis Air Force Base offers job information and employer connections to spouses and family members of base personnel. A variety of programs exist through the area's educational institutions.

Development Projects

According to the city's office of economic development, 18 companies either expanded their existing facilities or established new ones—each developing or adding square footage of 5,000 feet or more—in Henderson in 2003. Of those 18 companies, seven were manufacturing operations; the others are made up of services, software, educational, and office or headquarter space.

The Henderson Redevelopment Agency was created in 1995 and utilizes tax increment financing funds for projects in three designated areas of Henderson: downtown, Tuscany, and Cornerstone. In 2005 a variety of projects had set construction start dates or were already underway as part of the city's redevelopment plans, among those are projects totaling more than 230,000 square feet of residential, retail, and office space. A new amphitheater was under construction in the Water Street District, the city's arts and culture center. Other Water Street improvements include sidewalk expansions and beautification of pedestrian areas.

The Ritz-Carlton Lake Las Vegas opened in 2003 in the new resort development area of Lake Las Vegas in Henderson. A spectacular, European villa-style hotel and spa, the hotel offers beautiful views from its 8 floors and 349 rooms. The hotel's $500 million price tag includes a 25,000 square foot full-service spa; two championship golf courses; a pool; 33,000 square feet of banquet, meeting, and ballroom space; and a 40,000 square foot casino.

In January 2005 ground broke on The Pinnacle, a $2 million, mixed-use structure on Water Street in downtown. The Pinnacle is expected to be finished in summer of the same year, and will offer a coffeehouse and bakery on the ground floor, with offices on the second and third floors. Parkline Lofts, under development in early 2005, is a loft-style, 65-unit condominium development in a targeted downtown redevelopment area. Water Street South, expected to be finished by the end of 2005, will consist of 30,400 square feet of retail and office space.

Economic Development Information: City of Henderson Economic Development, 240 Water Street, Henderson, NV 89009; telephone (702)267-1650.

Commercial Shipping

Southern Clark County is the hub of an extensive transportation network serviced by three highway corridors: Interstate 15, U.S. Highway 95, and U.S. Highway 93. More than 50 motor freight carriers serve the area. In addition, a variety of warehousing and support services are available in Clark County, including foreign trade zone accommodations, packaging support, and U.S. customs service. McCarran International Airport handles in excess of 600,000 pounds of arriving and departing cargo. McCarran International Air Cargo Center offers cargo storage and handling and operates in a designated Foreign Trade Zone (FTZ). Union Pacific Railroad runs northeast/southwest through Clark County, linking the area to markets in most states.

Labor Force and Employment Outlook

Henderson's rapid population expansion in the last several decades especially means that local businesses experience no shortages of labor supply. Area businesses draw from a southern Nevada workforce of more than 800,000 people. Additionally, the array of vocational and technical trade schools, higher education institutions, and opportunities for customized training programs enhance both business and employment prospects.

The following is a summary of data regarding the Henderson (including Las Vegas-Paradise) metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 811,700

Number of workers employed in . . .
natural resources and mining: 400
construction: 88,100
manufacturing: 23,200
trade, transportation and utilities: 140,000
information: 10,200
financial activities: 46,000
professional and business services: 95,400
educational and health services: 53,900
leisure and hospitality: 247,600
other services: 23,500
government: 83,100

Average hourly earnings of production workers employed in manufacturing: $14.60 (Nevada average)

Unemployment rate: 4.2% (Las Vegas-Paradise; January 2005)

Largest county employers	*Number of employees*
Clark County School District	20,000+
Clark County	9,000-9,999
Bellagio Hotel & Casino	8,000-8,999
MGM Grand Hotel & Casino	7,000-7,999
Mandalay Bay Resort & Casino	7,000-7,999
Mirage Hotel & Casino	5,000-5,999
State of Nevada	5,000-5,999
Caesars Palace Hotel & Casino	4,000-4,999
Las Vegas Metropolitan Police	4,000-4,999
University of Nevada, Las Vegas	4,000-4,999

Cost of Living

Henderson's cost of living, as well as its housing prices, are somewhat above the national average.

The following is a summary of data regarding several key cost of living factors for the Henderson area.

2004 (3rd Quarter) ACCRA Cost of Living Index: 113.3 (U.S. average = 100.0)

2004 (3rd Quarter) ACCRA Average House Price: $353,798

State income tax rate: None

State sales tax rate: 7.5%

Local income tax rate: None

Local sales tax rate: 7.5%

Property tax rate: 2.9027-2.9468 (depending on tax district) per $100 assessed value (2005)

Economic Information: Sierra Pacific Power Company Economic Development; Grant Sims, Economic Development Manager; phone (775)834-3716; fax (775)834-3384; email gsims@sppc.com. City of Henderson Economic Development, 240 Water Street, Henderson, NV 89009; telephone (702)267-1650

Education and Research

Elementary and Secondary Schools

The Clark County School District serves about 250,000 students in all of Clark County—a 7,927 square mile section of Nevada—which includes the city of Henderson. Schools in the entire district total 186 elementary, 51 middle, 38 high schools, 28 alternative schools, and 8 special schools or programs. The large system is divided into five regions; the population of Henderson is served by the Southeast Region. Several grants were recently awarded the school system: the Local Plan grant provides $40 million for expansion and improvements to programs serving students with disabilities; the Gear Up program will provide $845,000 towards efforts to decrease dropout rates, raise academic achievement in the high schools, and develop college preparatory coursework; and the Library Books grant will provide $253,000 for library purchases in the elementary and secondary schools. A variety of magnet schools exist throughout the district, in addition to English as a second language programs, vocational training, language immersion, and fine arts specialties. The school district is constantly expanding; in 2002 the district reported a ''typical year'' as including 14,000 new students, 12-14 new schools, and 1,300 new employees.

The following is a summary of data regarding the Southeast Region of the Clark County School District public schools.

Total enrollment: 58,268 (2003-2004)

Number of facilities
elementary schools: 39
junior high/middle schools: 12
senior high schools: 9
other: 1 vocational trade center

Student/teacher ratio: 18:1 elementary; 30:1 secondary

Teacher salaries (2004-2005)
minimum: $37,354
maximum: $57,480

Funding per pupil: $5,501

Public Schools Information: Clark County School District, 2832 East Flamingo Road, Las Vegas, NV 89121; telephone (702)799-5011

Colleges and Universities

Henderson offers residents several major institutions of higher learning. The Community College of Southern Nevada (CCSN) system, with a campus in Henderson, educates more than 30,000 students in occupational training, university transfer preparation, continuing education, developmental education, and counseling and guidance programs. CCSN's top disciplines include dental hygiene, culinary arts, computing and information technologies, resorts and gaming, nursing and other health professions, automotive technology, air conditioning, and criminal justice. The University of Nevada Las Vegas (UNLV) in nearby Las Vegas enrolls more than 20,000 area residents and confers undergrad, graduate, and doctoral degrees. UNLV also has a School of Dental Medicine and a School of Medicine; both educate students as well as provide low-cost health care to residents. Also in Las Vegas, the International Academy of Design & Technology offers two- and four-year programs in Fashion Design, Interior Design, and Visual Communications.

Libraries and Research Centers

The Henderson District Public Libraries operates four branches throughout the city and served nearly 700,000 visitors in 2004 with holdings of about 289,000 items in all branches. The newest of the branches, the Paseo Verde Library, was constructed in 2002 and houses a Genealogy Collection, a Government Documents Collection, library administrative offices, and a Friends of Henderson Libraries Bookstore and Coffee Shop.

The Las Vegas-Clark County Library District serves more than 850,000 area residents in all of Clark County with 24 branches and a comprehensive resource of informational materials. The district's Green Valley branch resides in Henderson. The Community Colleges of Southern Nevada library system, as well as the University of Nevada Las Vegas libraries, are available for public use as well.

The Desert Research Institute's (DRI) main research campus in Las Vegas carries out about 300 scientific research projects at any given time. Environmental research programs focus on three core divisions of atmospheric sciences, earth and ecosystems sciences, and hydrologic sciences.

DRI maintains a library that is available to researchers and scholars. A variety of other specialized libraries and research centers are located in the area.

Public Library Information: Henderson District Public Libraries, 280 S. Green Valley, Henderson, NV 89012; telephone (702)492-7252

Health Care

St. Rose Dominican Hospitals operates three medical campuses, with the Rose de Lima Campus and the Siena Campus both in Henderson. The third facility, the San Martín Campus in Warm Springs, is slated to open in 2006. Rose de Lima, with 138 beds, offers emergency and surgical services, rehabilitation, obstetrical services, community outreach, and kidney stone treatment services, among others. Siena opened in 2000 and is a 214-bed acute care facility with pediatrics services, neurosurgery, an open-heart surgery center, emergency department, obstetrics and surgical services, diagnostic imaging, and others. A variety of hospitals and clinics exist in nearby Las Vegas.

Recreation

Sightseeing

Less than 20 miles southeast of Henderson is the Hoover Dam. A National Historic Landmark, and recognized as one of America's Seven Modern Civil Engineering Wonders by the American Society of Civil Engineers, the dam entertains more than a million visitors and tour-goers annually. Lake Mead National Recreation Area in nearby Boulder City offers opportunities for a leisurely afternoon outdoors or multi-day, multi-activity trips, and dinner or dinner-and-dance cruises are available on a Mississippi-style paddlewheeler.

Ghost towns of the Old West are popular tourist destinations; several exist within an hour's drive of the city. Ethel M. Chocolates, a mainstay in Henderson though originating in Tacoma, Washington, offers tours of the chocolate factory (samples included) and the botanical cactus gardens on its grounds.

Arts and Culture

Henderson's Veterans Memorial Wall on Water Street honors not only those who have fought for their country, but those who played a part in Henderson's heritage. The wall was dedicated in 2004 and is inscribed with more than 1,000 names.

The Clark County Museum tells the story of southern Nevada in a variety of exhibits, including prehistoric dioramas, Native American collections, a walk-in mine, and a pueblo. Heritage Street, an outdoor exhibit of the museum, offers a look at the structures and homes of the early 1900s, including a replicated newspaper print shop, historic homes, and the 1932 Boulder City Depot. The Howard W. Cannon Aviation Museum at the airport tells of the history of aviation in the region.

The Nevada Chamber Symphony, founded in 1985, presents four concerts and a holiday pops series each season. Many performances are free at a variety of venues, some outdoors, throughout the city.

The Arts Council of Henderson, a nonprofit group, works to bring arts programming to Henderson residents. One of the Council's ventures is the annual Nevada Shakespeare in the Park, presented in cooperation with the city of Henderson, American Nevada Corporation, and the Clark County School District. Shakespeare in the Park presents one play per season over one October weekend, with a performance each day. An Elizabethan Festival precedes each daily performance. Theatre in the Valley presents community theater in a season of four to five shows per year.

Festivals and Holidays

The St. Patrick's Day Parade and Block Party, celebrating 39 years in 2005, is celebrated in March in downtown Henderson. For nearly a week in April the FLW Outdoors EverStart Series offers fishing competition action at Lake Mead. In late April at the Lake Las Vegas Resort, crews compete in the Dragon Boat Race and Festival. ArtFest happens over Mother's Day weekend in May in downtown Henderson's Water Street district, featuring more than 200 artists, music, food, and fun kids' events. Also in May, *Bon Appetit* magazine spends the weekend at several area hotels and resorts, offering culinary demonstrations, wine tastings, brunches, and dinners during the Annual Bon Appetit Wine & Spirits Focus. Fourth of July events and fireworks happen citywide. September features the Super Run Car Show, with car cruises and drag racing, concerts, and food at Water Street and various locations throughout the city. The Nevada Silverman, an iron-distance triathlon event in November, offers spectators and participants views of the Lake Mead National Recreation Area.

Sports for the Spectator

While no sports teams reside in the city of Henderson, nearby Las Vegas offers enthusiasts many opportunities to cheer for their favorite sports. The Las Vegas 51s, triple A

affiliate of the Los Angeles Dodgers, play minor league baseball at Cashman Field in Las Vegas. The AFL's Las Vegas Gladiators play professional indoor football at the Thomas & Mack Center. The Las Vegas Wranglers, members of the ECHL Division, also play at the Thomas & Mack Center. The new Las Vegas Strikers of the National Premier Soccer League play at the Bettye Wilson Soccer Complex. The University of Las Vegas offers collegiate sporting events in baseball, soccer, football, and basketball. The Las Vegas Moter Speedway offers NASCAR and other motor sports events. High-profile boxing matches are often scheduled in Las Vegas.

Sports for the Participant

Henderson and nearby areas are an outdoor lover's paradise. The city of Henderson offers visitors 621 acres of outdoor opportunities in 40 parks—Henderson's parks and recreation system is nationally recognized. Among Henderson's outdoor amenities in the park system and beyond are 42 ballfields, 50 tennis courts, more than 11 miles of trails, and 10 golf courses. The city of Henderson's bird viewing preserve is a 147-acre migratory bird and wetland area featuring basins, ponds, and lagoons; signs, kiosks and nature trails guide visitors.

The Lake Mead National Recreation Area consists of a man-made lake in a massive crater created during the building of the Hoover Dam, offering opportunities for boating, swimming, kayaking, hiking, horseback riding, and fishing. Bootleg Canyon, also in Boulder city, is heralded as one of the best mountain biking spots in the U.S. and offers more than 20 miles of challenging terrain. Red Rock Canyon, a 197,000-acre National Conservation Area, presents a variety of outdoor opportunities, including hiking and biking trails, rock climbing, a visitor's center with interpretive programs, and Spring Mountain State Park. Ten area golf courses beckon year-round.

Shopping and Dining

The Galleria at Sunset mall is anchored by Dillard's, Robinsons May, JCPenney, and Mervyn's, and offers 140 stores and restaurants on two levels with fountains, skylights, and desert flowers in its indoor landscaping. The District at Green Valley Ranch, part residential development and part stylish shopping mecca, offers a ''main street'' shopping experience for its loft residents and visitors alike, with 40 upscale shops and restaurants on the development's street level. Shoppers looking for bargains can head to the Las Vegas Outlet Center, featuring 135 outlet shops. Shoppers in Henderson's Water Street District area will find a variety of unique shops, boutiques, galleries, and restaurants. The Country Fresh Farmers Market operates throughout the spring and summer on Fridays in the Water Street District. Henderson's variety of restaurants satisfy urges for area favorites like steak and Mexican food; other tastes tempted include French, Chinese, Italian, Japanese, Greek, and Thai.

Visitor Information: Henderson Convention and Visitors Bureau, 200 Water Street, Henderson, NV 89009; telephone (702)267-2171; toll-free (877)775-5252; fax (702)267-2177; email info@visithenderson.com

Convention Facilities

The Henderson Convention Center offers 10,080 square feet of column-free exhibition space, 3,765 square feet of meeting rooms, and a 500 square foot pre-function area. The center accommodates 1,000 people theater-style, 600 banquet-style, and 450 classroom-style. The Ritz-Carlton Lake Las Vegas opened in 2003 in the new resort development area of Lake Las Vegas in Henderson, offering 33,000 square feet of flexible meeting space. Other hotels with convention facilities in Henderson include The Fiesta-Henderson Hotel Casino, Green Valley Ranch Resort, Hyatt Regency Lake Las Vegas Resort, and Sunset Station Hotel Casino. Citywide, there is more than 100,000 square feet of space available for meetings, conventions, or events; in total, there are 11 hotels in Henderson proper and more than 130 hotels within 15 miles of downtown Henderson.

Convention Information: Henderson Convention and Visitors Bureau, 200 Water Street, Henderson, NV 89009; telephone (702)267-2171; toll-free (877)775-5252; fax (702)267-2177; email info@visithenderson.com

Transportation

Approaching the City

McCarran International Airport serves Henderson, Las Vegas, and all of Clark County and southern Nevada. In April 2005 the airport debuted its $125 million expansion, consisting of an 11-gate wing that will allow the airport to handle an additional 3.1 million passengers annually. The 6th busiest airport in the nation, McCarran is served by 44 airlines. The Henderson Executive Airport accommodates private and general aviation aircraft.

Four major highways bring travelers into and out of Henderson: I-15, US 93/95, Highway 146, and the Southern Nevada Beltway (I-215). North-south I-15 links travelers to west to California and east to the East Coast via I-80, I-70, and I-40.

Traveling in the City

Amtrak Thruway provides bus service between Los Angeles, California, and Las Vegas. Greyhound provides bus service to and from nearby Las Vegas with connections throughout the west. The Citizens Area Transit (CAT) provides local bus service throughout Clark County; 305 buses cover 49 routes, providing transportation to nearly 150,000 riders each day.

Communications

Newspapers and Magazines

Henderson's only newspaper is the *Henderson Home News,* published weekly. The *Showbiz Weekly* is published in Henderson and covers local entertainment in Las Vegas. Henderson residents are also served by the daily *Las Vegas Review-Journal,* as well as by a variety of other publications coming from Las Vegas.

Television and Radio

Henderson's one commercial television station is a Fox network; the area is served by Las Vegas' five television stations and one cable station. No radio stations broadcast from Henderson, although residents enjoy programming from Las Vegas' 16 AM and FM channels.

Media Information: *Henderson Home News,* 2300 Corporate Circle, Suite 150, Henderson, NV; telephone (702)435-7700; fax (702)434-3527. *Las Vegas Review-Journal,* PO Box 70, Las Vegas, NV 89125; telephone (702)383-0211

Henderson Online

Center for Business and Economic Research at the University of Nevada, Las Vegas. Available www.unlv.edu/Research_Centers/cber

City of Henderson. Available www.cityofhenderson.com

Clark County School District. Available ccsd.net

Henderson Chamber of Commerce. Available www.hendersonchamber.com

Las Vegas-Clark County Library District. Available www.lvccld.org

Las Vegas Review-Journal. Available www.reviewjournal.com

Las Vegas Sun. Available www.lasvegassun.com

Nevada State Museum and Historical Society. Available dmla.clan.lib.nv.us/docs/museums/lv/vegas.htm

This Was Nevada (internet column on Nevada History from the State of Nevada Department of Culture, originally printed in the Henderson Home News). Available dmla.clan.lib.nv.us/docs/dca/thiswas/thiswas.htm

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City of Henderson, ed., *An American Journey: Henderson, 50 Years* (Henderson, NV: City of Henderson, 2004)

Hulse, James W., *The Silver State: Nevada's heritage reinterpreted* (Reno: University of Nevada Press, 2004)

Toll, David W., *The complete Nevada traveler: the affectionate and intimately detailed guidebook to the most interesting state in America* (Virginia City, NV: Gold Hill Pub., 2002)

Las Vegas

The City in Brief

Founded: 1905 (incorporated, 1911)

Head Official: Mayor Oscar B. Goodman (since 1999)

City Population
- **1980:** 164,674
- **1990:** 258,877
- **2000:** 478,434
- **2003 estimate:** 517,017
- **Percent change, 1990–2000:** 84.1%
- **U.S. rank in 1980:** 89th
- **U.S. rank in 1990:** 63rd
- **U.S. rank in 2000:** 39th (State rank: 1st)

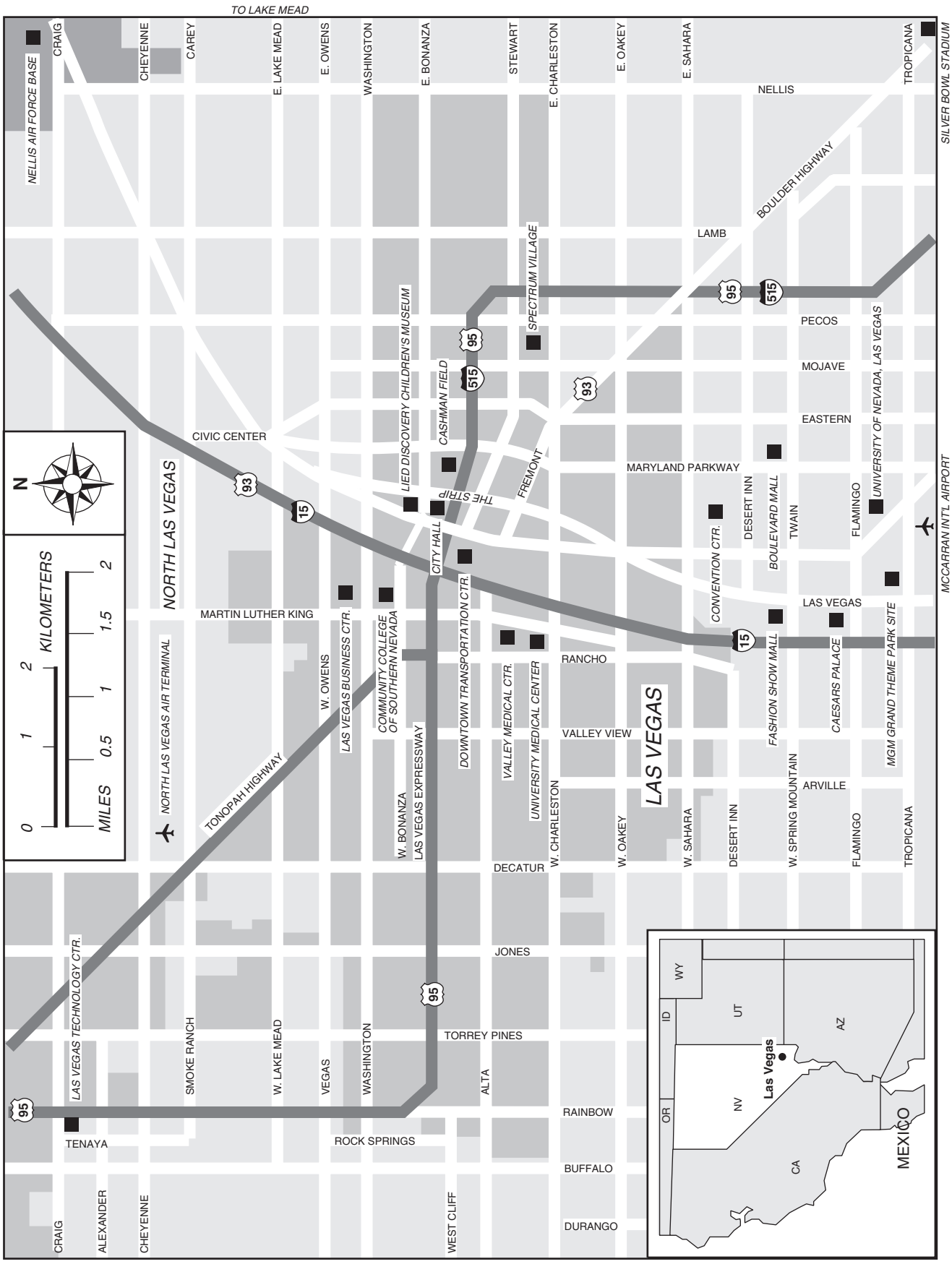
Metropolitan Area Population
- **1980:** 528,000
- **1990:** 852,737
- **2000:** 1,563,282
- **Percent change, 1990–2000:** 83.3%
- **U.S. rank in 1980:** 72nd
- **U.S. rank in 1990:** 53rd
- **U.S. rank in 2000:** 32nd

Area: 113 square miles (2000)
Elevation: 2,180 feet above sea level
Average Annual Temperature: 67.1° F
Average Annual Precipitation: 4.16 inches
Major Industries: Gaming, tourism, mining, retailing, warehousing
Unemployment Rate: 4.0% (February 2005)
Per Capita Income: $22,060 (1999)

2002 FBI Crime Index Total: 81,627

Major Colleges and Universities: Nevada State College, University of Nevada at Las Vegas, Community College of Southern Nevada

Daily Newspapers: *Las Vegas Review Journal*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E. OAKEY
E. SAHARA
NELLIS
TROPICANA
SILVER BOWL STADIUM
BOULDER HIGHWAY
LAMB
SPECTRUM VILLAGE
PECOS
MOJAVE
EASTERN
MARYLAND PARKWAY
UNIVERSITY OF NEVADA, LAS VEGAS
MCCARRAN INTL AIRPORT
CIVIC CENTER
NORTH LAS VEGAS
LIED DISCOVERY CHILDREN'S MUSEUM
CASHMAN FIELD
THE STRIP
FREMONT
CITY HALL
CONVENTION CTR.
DESERT INN
BOULEVARD MALL
TWAIN
FLAMINGO
LAS VEGAS
MARTIN LUTHER KING
W. OWENS
LAS VEGAS BUSINESS CTR.
COMMUNITY COLLEGE OF SOUTHERN NEVADA
DOWNTOWN TRANSPORTATION CTR.
VALLEY MEDICAL CTR.
UNIVERSITY MEDICAL CENTER
RANCHO
FASHION SHOW MALL
CAESARS PALACE
MGM GRAND THEME PARK SITE
NORTH LAS VEGAS AIR TERMINAL
TONOPAH HIGHWAY
W. BONANZA
LAS VEGAS EXPRESSWAY
VALLEY VIEW
LAS VEGAS
W. CHARLESTON
W. OAKEY
W. SAHARA
DESERT INN
W. SPRING MOUNTAIN
ARVILLE
FLAMINGO
TROPICANA
DECATUR
JONES
TORREY PINES
LAS VEGAS TECHNOLOGY CTR.
SMOKE RANCH
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VEGAS
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Introduction

Las Vegas is unique among U.S. cities. Famous for luxury casinos and show palaces offering non-stop recreation on the ''Strip'' and in downtown Casino Center, the city has over the years become synonymous with glitter and glamour. Las Vegas since the late 1980s has acquired another identity as a center for business, finance, transportation, and services; still the ''Entertainment Capital of the World,'' it has actively and successfully cultivated a diversified economy. The Las Vegas resident can enjoy legalized gaming, yet more often will take advantage of the diverse range of cultural and recreational opportunities offered in the city and in the surrounding area.

Geography and Climate

Las Vegas is located in the center of Vegas Valley, a desert region of about 600 square miles, which is surrounded by the Sierra Nevada Mountains and the Spring Mountains. The seasons are hot, windy, and dry, with desert conditions and maximum temperatures of 100 degrees F during the summer; because of the mountains, however, summer nights are cool. Winters are mild. The mountains around Las Vegas reach elevations of over 10,000 feet, acting as barriers to moisture from the Pacific Ocean. Rainfall is minimal and there are about 216 clear days during the year. Snowfall is rare.

Area: 113 square miles (2000)

Elevation: 2,180 feet above sea level

Average Temperatures: January, 45.5° F; July, 91.1° F; annual average, 67.1° F

Average Annual Precipitation: 4.16 inches

History

Forts Built; Farmers Settle; Hoover Dam Built

Las Vegas was discovered by Spanish explorers, who gave the site its name—meaning ''meadows''—because of the verdant grassland fed by natural aquifers. Las Vegas served as a watering place on the Spanish trail to California. In 1855 Mormon missionaries established a settlement, cultivating the land and building a fort to provide protection to travelers on the Salt Lake—Los Angeles Trail. They abandoned the place two years later when the enterprise became unprofitable, but their fort is still standing and is the oldest historical site in Las Vegas. In 1864 Fort Baker, a U.S. Army post, was built nearby; in 1867 Las Vegas was detached from the Arizona territory and became part of the Nevada territory.

Around that time Las Vegas began to expand as a series of farmers cultivated the land. The area encompassed 1,800 acres when it was sold to William Clark, a Montana senator. In 1905 Clark auctioned off parcels of land for the building of the Union Pacific Railroad link between Salt Lake City and Los Angeles. The town was incorporated in 1911. Construction on the Hoover Dam—originally the Boulder Dam—on the Colorado River was begun in 1931, bringing to the area thousands of men seeking employment. The seventy-story-high dam, which is regarded as one of the wonders of the modern world, still supplies affordable power to parts of California, Arizona, and Nevada.

Gaming, Lenient Laws, Climate Attract Visitors, Settlers

Another significant event occurred in 1931: the legalization of casino gambling in Nevada. The gaming and entertainment industries boomed in Las Vegas after World War II. A street lined with large, glittering casino hotels came to be known as the ''Strip''; downtown, in Casino Center, lavish palaces featured the country's top entertainers. By the 1950s Las Vegas, dubbed the ''Entertainment Capital of the World,'' had become synonymous with the unique form of recreation it had created. Because of lenient state laws, Las Vegas also became popular as a wedding site; eventually wedding chapels were operating around the clock, and each year thousands of couples were coming to the city to be married.

Since the 1930s Las Vegas's population has steadily increased, jumping from slightly under 8,500 people in 1940 to nearly 25,000 people in 1950. By 1960 almost 65,000 people lived in Las Vegas, and in 1980 the census figure was 164,674 people. Between 1980 and 1990 there was a more than 60 percent increase, or a total of 278,000 people. Newcomers, primarily from California, are attracted by the favorable climate, the high standard of living, low tax rate, and jobs produced by a boom in business and the entertainment and gaming industries. In the 1990s an average of 6,000 to 7,000 people moved into Clark County each month; that figure remains in the mid-2000s.

Las Vegas' population continues to grow by leaps and bounds, nearly doubling between 1990 and 2000, with no real signs of slowing. On May 15, 2005, Las Vegas celebrated its centennial birthday with citywide parties and events on the day and throughout the year— one such celebration included a 130,000 pound cake registered with the Guinness Book of World Records.

Historical Information: Nevada State Museum & Historical Society, 700 Twin Lakes Drive, Las Vegas, NV 89107; telephone (702)486-5205

Population Profile

Metropolitan Area Residents
1980: 528,000
1990: 852,737
2000: 1,563,282
Percent change, 1990–2000: 83.3%
U.S. rank in 1980: 72nd
U.S. rank in 1990: 53rd
U.S. rank in 2000: 32nd

City Residents
1980: 164,674
1990: 258,877
2000: 478,434
2003 estimate: 517,017
Percent change, 1990–2000: 84.1%
U.S. rank in 1980: 89th
U.S. rank in 1990: 63rd
U.S. rank in 2000: 39th (State rank: 1st)

Density: 4,222.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 334,230
Black or African American: 49,570
American Indian and Alaska Native: 3,570
Asian: 22,879
Native Hawaiian and Pacific Islander: 2,145
Hispanic or Latino (may be of any race): 112,962
Other: 46,643

Percent of residents born in state: 19.7% (2000)

Age characteristics (2000)
Population under 5 years old: 36,900
Population 5 to 9 years old: 37,034
Population 10 to 14 years old: 32,467
Population 15 to 19 years old: 29,033
Population 20 to 24 years old: 30,616
Population 25 to 34 years old: 77,156
Population 35 to 44 years old: 76,139
Population 45 to 54 years old: 59,610
Population 55 to 59 years old: 23,896
Population 60 to 64 years old: 20,286
Population 65 to 74 years old: 33,985
Population 75 to 84 years old: 17,411
Population 85 years and older: 3,901
Median age: 34.5 years

Births (2002, Clark County)
Total number: 23,756

Deaths (2003, Clark County)
Total number: 12,751

Money income (1999)
Per capita income: $22,060
Median household income: $44,069
Total households: 177,223

Number of households with income of . . .
less than $10,000: 13,766
$10,000 to $14,999: 9,523
$15,000 to $24,999: 22,283
$25,000 to $34,999: 23,115
$35,000 to $49,999: 30,839
$50,000 to $74,999: 36,385
$75,000 to $99,999: 19,940
$100,000 to $149,999: 13,665
$150,000 to $199,999: 3,415
$200,000 or more: 4,292

Percent of families below poverty level: 8.6% (34.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 81,627

Municipal Government

Las Vegas has a council-manager form of government. The five council members and the mayor are elected to four-year terms. The city's foremost spending priority is public safety.

Head Official: Mayor Oscar B. Goodman (since 1999; current term expires 2007)

Total Number of City Employees: 2,800 (2005)

City Information: City of Las Vegas, 400 East Stewart Avenue, Las Vegas, NV 89101; telephone (702)229-6241; fax (702)385-7960

Economy

Major Industries and Commercial Activity

Tourism drives the economy in Las Vegas, with 37 million people visiting the city each year. According to the University of Nevada's Center for Business and Economic Research Center, the figure for visitor spending in 2004 was a staggering $33.7 billion. In 2004, 20 percent of all jobs were gaming-related.

Though many miles away, the terrorist attacks of September 11, 2001, had a devastating effect on the Las Vegas econ-

omy, costing thousands who worked in the entertainment and service industries their jobs in the weeks following. While the city had mostly recovered by 2003, other problems had set in, namely difficulties in drawing tourists to the other aspects of the city, in particular the downtown area. Developments in 2004 and 2005 are helping to revitalize the downtown economy.

Constant population growth means that the housing construction industry is vitally important. In 2000 more than 21,000 new homes and 26,000 resale homes were purchased; more than one third of Las Vegas homes are only five years old or less. In early 2005 there were 20 residential development projects of more than 300 acres each currently underway.

While the entertainment and service industries are, collectively, the largest employers in Las Vegas, the major single employer is the Clark County School District.

Incentive Programs—New and Existing Companies

Local programs—To encourage industrial development, the Las Vegas business community works in cooperation with the state of Nevada to provide various incentives through minimal taxation, vocational training programs, no-cost site location services, special loan plans, and limited liability protection. The city is a foreign trade zone, making it an attractive foreign business destination.

State programs—In addition to Nevada's lenient tax structure, the state offers several programs to entice new business. Several tax abatement and tax deferral programs exist, as well as renewable energy abatements, industrial development bonds, global trade program, community development block grants, and others.

Job training programs—The Nevada Department of Employment, Training, and Rehabilitation offers job training programs to both employers and job seekers, including applicant recruitment and screening, tax credit benefits, training programs and career enhancement programs, and labor market information. The Train Employees Now (TEN) program, administered by the State of Nevada Commission on Economic Development, helps new and expanding firms by providing intensive skills-based training programs tailored to the company's needs. The TEN program utilizes training providers such as local businesses and community colleges. Other programs exist through the area's educational institutions.

Development Projects

The 1990s saw major developments in the casino/resort area, with 18 new venues alone built in the last two years of the century, many themed after famous cities throughout the world. The race to build the most outrageous casino/resort in Las Vegas may be never-ending, but the area's more established resorts are quick to follow suit with expansions to match. When finished in late 2005, a $376 million expansion at Caesars Palace will include a 949-room, 26-story tower, which will bring the resort's number of hotel rooms to more than 3,300. Part of the expansion includes an addition to the resort's convention and meeting facilities, and upgrades to existing rooms and facilities.

Off ''the Strip,'' the new Renaissance Las Vegas Hotel opened in December 2004 on Paradise Road adjacent to the Las Vegas Convention Center. It offers 548 rooms on 14 floors, a variety of amenities, and more than 20,000 square feet of meeting space.

Wynn Las Vegas opened in spring 2005, topping out at the world's most expensive casino resort with a price tag of $2.7 billion. On 217 acres and with 2,716 rooms—each at a minimum of 630 square feet and built at a price tag of one million per room— the hotel is extravagantly appointed. Wynn Las Vegas features an 18-hole golf course; its own Ferrari-Maserati dealership; an art gallery featuring the likes of Picasso, Vermeer, Cezanne, Gauguin, and Rembrandt; and 18 restaurants.

At any given time in Las Vegas, planned community developments are in various construction phases. Summerlin, one such community along the western rim of the Las Vegas Valley, is the fastest growing master planned community in the country. At 22,500 acres and with 16 separate villages each with its own major park, golf course, and schools, Summerlin will continue to grow with new homes and residents until approximately 2020.

As part of efforts to revitalize the downtown area, in 2005 the Internal Revenue Service moved into its new home in a 61-acre former railroad yard west of the casino district—an area targeted by city officials for development.

Economic Development Information: Office of Business Development, City of Las Vegas, 400 Las Vegas Boulevard South, Las Vegas, NV 89101; telephone (702)229-6551; fax (702)385-3128. City of Las Vegas Economic Development Division, telephone (702)229-6551. Las Vegas Chamber of Commerce, 3720 Howard Hughes Pkwy., Las Vegas, NV, 89109-0320; telephone (702)735-1616; fax (702) 735-2011; email info@lvchamber.com

Commercial Shipping

McCarran International Airport handles more than 600,000 pounds of arriving and departing cargo annually; the airport's Air Cargo Center offers cargo storage and handling services in a designated Foreign Trade Zone (FTZ). Other warehousing and support services are available, including package support and U.S. customs service. More than 50 motor freight carriers serve Southern Clark County, which is

the hub of an extensive transportation network serviced by three highway corridors consisting of Interstate 15, U.S. Highway 95, and U.S. Highway 93. Union Pacific Railroad runs northeast/southwest through the county.

Labor Force and Employment Outlook

The labor force in Las Vegas continues to expand as people move into the region in record numbers (approximately 6,000 each month). Las Vegas boasts the highest rate of new job growth in the country. The Las Vegas job base continues to expand at record rates; by December 2005 that rate was 8 percent, the fastest pace in the nation. The gaming and hospitality industries in Las Vegas are expected to continue to improve.

The following is a summary of data regarding the Las Vegas metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 811,700

Number of workers employed in . . .
natural resources and mining: 400
construction: 88,100
manufacturing: 23,200
trade, transportation and utilities: 140,000
information: 10,200
financial activities: 46,000
professional and business services: 95,400
educational and health services: 53,900
leisure and hospitality: 247,600
other services: 23,500
government: 83,100

Average hourly earnings of production workers employed in manufacturing: $14.60 (Nevada average)

Unemployment rate: 4.0% (February 2005)

Largest county employers	*Number of employees*
Clark County School District	20,000+
Clark County	9,000-9,999
Bellagio Hotel & Casino	8,000-8,999
MGM Grand Hotel & Casino	7,000-7,999
Mandalay Bay Resort & Casino	7,000-7,999
Mirage Hotel & Casino	5,000-5,999
State of Nevada	5,000-5,999
Caesars Palace Hotel & Casino	4,000-4,999
Las Vegas Metropolitan Police	4,000-4,999
University of Nevada, Las Vegas	4,000-4,999

Cost of Living

Nevada's low taxes make everything else cheaper: wages, rents, and energy costs. The average rent of a two bedroom apartment at the end of 2004 was $752 per month.

The following is a summary of data regarding key cost of living factors for the Las Vegas area.

2004 (3rd Quarter) ACCRA Cost of Living Index: 113.3 (U.S. average = 100.0)

2004 (3rd Quarter) ACCRA Average House Price: $353,798

State income tax rate: None

State sales tax rate: 7.5%

Local income tax rate: None

Local sales tax rate: 7.5% (9% hotel room tax)

Property tax rate: 3.0815% of assessed value

Economic Information: Las Vegas Chamber of Commerce, 3720 Howard Hughes Pkwy., Las Vegas, NV, 89109-0320; telephone (702) 735-1616; fax (702)735-2011; email info @lvchamber.com. Nevada Department of Employment, Training and Rehabilitation, Information Development and Processing, Research and Analysis Bureau, 500 E. Third St., Carson City, NV 89713- 0001; telephone (775)684-0450; email lmi@govmail.state.nv.us.

Education and Research

Elementary and Secondary Schools

The Clark County School District is divided into five regions and educates about 250,000 students in the entirety of Clark County with a total of 186 elementary, 51 middle, 38 high schools, 28 alternative schools, and 8 special schools or programs. Las Vegas proper is served by the district's Southeast Region. Several grants were recently awarded the school system: the Local Plan grant provides $40 million for expansion and improvements to programs serving students with disabilities; the Gear Up program will provide $845,000 towards efforts to decrease dropout rates, raise academic achievement in the high schools, and development of college preparatory coursework; the Library Books grant will provide $253,000 for library purchases in the elementary and secondary schools. The school district is constantly expanding; in 2002 the district reported a ''typical year'' as including 14,000 new students, 12-14 new schools, and 1,300 new employees.

The following is a summary of data regarding the Southeast Region of the Clark County School District public schools.

Total enrollment: 58,268 (2003-2004)

Number of facilities
elementary schools: 39
junior high/middle schools: 12
senior high schools:
other: 1 vocational trade center

Student/teacher ratio: 18:1 elementary; 30:1 secondary

Teacher salaries (2004-2005)
minimum: $37,354
maximum: $57,480

Funding per pupil: $5,501

Twenty-eight private and parochial elementary and secondary schools serve the Las Vegas metropolitan area. There are also more than 90 pre-schools and day care centers.

Public Schools Information: Clark County School District, 2832 East Flamingo Road, Las Vegas, NV 89121; telephone (702)799-5011

Colleges and Universities

Officially opened in 1957 and occupying 337 acres in the metropolitan area, the University of Nevada at Las Vegas enrolled 27,000 students in 2004 and offers them more than 200 undergraduate and graduate programs; engineering, computer science, business, economics, and hotel management are especially strong fields. The university also has a School of Medicine that is affiliated with the University Medical Center, and a School of Dental Medicine. Located in the Las Vegas area are the three campuses of the Community College of Southern Nevada (CCSN), the largest institution in the University of Nevada System, enrolling more than 30,000 students including those taking online courses. Among the top disciplines at CCSN are dental hygiene, culinary arts, computing and information technologies, resorts and gaming, nursing and other health professions, automotive technology, air conditioning, and criminal justice. The International Academy of Design & Technology offers two- and four-year programs in Fashion Design, Interior Design, and Visual Communications.

Libraries and Research Centers

Located in one of the fastest growing metropolitan areas in the United States, the Las Vegas-Clark County Library District supports more than 850,000 area residents with 24 branches and a comprehensive resource of informational materials. Serving an area larger than the state of Connecticut, the system's collection exceeds 2.3 million items and includes special collections focusing on fine art, the Southwestern region, the building and construction industry and trades, grants and foundations, health sciences, business and finance, aviation, Nevada history, and the hotel and gaming industry. The library is a depository for federal and state government documents.

A variety of specialized or research libraries are also located in Las Vegas; most are affiliated with local corporations, government agencies, and educational institutions. The Church of Jesus Christ of Latter-Day Saints maintains a branch of its genealogical library in Las Vegas. Desert Research Institute's research centers carry out about 300 projects focusing on the environment each year. Other research activities in the region focus on the natural history, exercise physiology, computer science, information sciences, and business and economics.

Public Library Information: Las Vegas-Clark County Library District, 833 Las Vegas Boulevard North, Las Vegas, NV 89101; telephone (702)382-3493

Health Care

Among the 11 major hospitals serving the area is the Sunrise Hospital and Medical Center. With about 700 beds and 1,400 physicians, it maintains a 145-bed children's hospital along with centers for renal transplants, sleep disorders, and epilepsy. Affiliated with the University of Nevada School of Medicine, the University Medical Center (UMC) was named in 2004 among the top 50 hospitals by *U.S. News & World Report* for neurosurgery and neurology along with being the state's sole hospital on the annual ''America's Best Hospitals'' list. UMC's Lions Burn Care Center, the only such facility in Nevada, has gained national recognition; the center also maintains a free-standing trauma center and the state's first pediatric emergency department. Mountain View Hospital features 235 beds and 1,200 physicians while the Desert Springs Hospital Medical Center has 286 beds and is the only diabetes treatment center in the area accredited by the American Diabetes Association. In addition to its 409 beds and more than 2,800 staff members, Valley Hospital Medical Center also operates ''Flight for Life,'' an emergency helicopter service for a wide area surrounding Las Vegas. The University of Nevada School of Medicine's Genetics Program, based in Las Vegas, offers counseling to prospective parents about inherited diseases and provides clinical care to children with birth defects.

Recreation

Sightseeing

Most people visit Las Vegas to see shows featuring world-famous entertainers and to try their luck at the gaming tables. But the city offers much more to see and do. The

The New York-New York hotel and casino provides an example of the glitz and glamour for which Las Vegas casinos are famous.

streets of Las Vegas, with neon and glittering lights, are themselves a popular attraction. Also within the city limits is the Old Mormon Fort; built in 1855, it is the oldest structure in the area and tours are offered daily.

East of the city, Lake Mead National Recreation area boasts 500 miles of scenic shoreline created when the Hoover Dam was constructed. Located 30 miles southeast of the city is Hoover Dam, the tallest concrete dam in the Western Hemisphere. The popular site draws about one million visitors annually to its tourist center while millions more drive over it. Only 15 miles west of Las Vegas is Red Rock Canyon, where a 13-mile scenic route winds through a natural landscape inhabited by wild burros and bighorn sheep; hikers and bicyclists can also enjoy 30 miles of trails. Some 40 miles north, the Valley of Fire State Park contains beautiful desert land, rock formations, and rock drawings surviving from ancient civilizations. Tour buses travel from Las Vegas to Grand Canyon National Park in northern Arizona, where visitors can choose from hiking, camping, biking, fishing, and boating. Several ghost towns are within an hour's drive of Las Vegas; Bonnie Springs Old Nevada, southwest of the city, is a recreated town that evokes the lawless days of the Old West.

Arts and Culture

World famous for entertainment, Las Vegas is a city where nightlife lasts 24 hours a day and spectacular casino resorts and venues feature international stars. There is also an active and acclaimed arts community in Las Vegas; theater, dance, and concert performances as well as lectures are staged at the Reed Whipple Cultural Arts Center. The center is home to the Las Vegas All-Star High School Jazz Band, the Las Vegas Youth Orchestra, and the Rainbow Company Youth Theatre. The Charleston Heights Arts Center presents theater and musical performances as well as exhibits by local and regional artists. The Community College of Southern Nevada offers dance, theater, and musical performances.

The University of Nevada at Las Vegas, with three performing arts venues, is the heart of the cultural community. The university hosts performances by Nevada Ballet Theatre, Symphony Orchestra, Sierra Wind Quintet, Chamber Music Southwest, and the Charles Vanda Master Series.

The Las Vegas Clark County Library District kicked off a partnership with the Nevada Chamber Symphony for the 2004-2005 season, with concerts scheduled in the Clark County Library on Flamingo Road. The Library District also hosts theatrical, dance, and other musical performances.

Several museums are located in the city. The Liberace Museum exhibits a collection of rare pianos, including pianos owned by Frederic Chopin and George Gershwin. The Nevada State Museum and Historical Society specializes in the natural history of Southern Nevada, while the Las Vegas Natural History Museum focuses on the region's wildlife and natural environment, both past and present. The Lied Discovery Children's Museum offers 100 hands-on exhibits that let children explore science, arts, and humanities in a fun and educational way.

The Bellagio Gallery of Fine Art in the Bellagio Resort features two to three exhibitions annually, with works from top art museums and private collections. The Las Vegas Art Museum offers more than 170 works from a variety of mediums. The University of Nevada at Las Vegas maintains an art gallery in the Ham Fine Arts Building on campus, featuring the work of faculty members, touring artists, and students. Las Vegas area commercial galleries show the work of local and nationally known artists.

Festivals and Holidays

Las Vegas hosted a year of celebratory events throughout 2005, including festivals, concerts, exhibits, theater, and events honoring the city's history and unique style.

Las Vegas hosts the Antiquarian and Used Book Fair in January. The entire month of May is designated Jazz Month, showcasing local and national artists. Helldorado Days in May celebrate the Old West era with rodeos and parades. The Greek Festival in October features authentic food and dancing. National Finals Rodeo is held in December.

Sports for the Spectator

Las Vegas hosts a number of national sports competitions, including the Michelin Championship golf tournament of the PGA Tour, Seniors Golf, and the National Finals Rodeo. The city also has a baseball team, the Las Vegas 51s, the Triple A farm club of professional baseball's Los Angeles Dodgers, who play at Cashmen Field. The AFL's Las Vegas Gladiators play professional indoor football at the Thomas & Mack Center. The Las Vegas Wranglers, members of the ECHL Division, also play at the Thomas & Mack Center. Collegiate sports are represented by the UNLV Rebels basketball team plus teams who play golf, baseball, soccer, football, and women's basketball. Championship boxing events are scheduled year-round in Las Vegas.

Sports for the Participant

Although Las Vegas is in the desert, there are facilities for a number of water sports, including fishing, boating, waterskiing, and canoeing at nearby Lake Mead and on the Colorado River. Las Vegas City parks and Clark County parks continue to be developed to meet the needs of an expanding population; both provide a variety of athletic programming, tennis courts and ballfields, swimming pools, golf courses, community centers, activities, classes, and workshops. Wet 'n' Wild, located on the Strip, is a 26-acre

water park that contains water slides, a wave pool, and swimming area. More than 30 golf courses exist in the area.

Shopping and Dining

Shopping center construction is constantly taking place in the city. A major attraction is the $100 million Forum Shops at Caesars Palace, which opened in 1992 and expanded to 675,000 square feet (an increase of 175,000 square feet) in 2004 that brought its entrance to a prominent position on Las Vegas Boulevard. Described as combining the opulence of Rodeo Drive with the glitter of the Las Vegas Strip, the Roman-inspired complex houses about 160 upscale shops, art galleries, and a $5 million animated fountain. The Galleria at Sunset Mall in nearby Henderson features one million square feet of enclosed mall space anchored by four department stores and housing more than 140 specialty shops. Boulevard Mall is Nevada's largest indoor shopping mall with 150 shops. The Fashion Show has seven anchor stores and features ''The Cloud,'' a canopy that is suspended 20 stories over the mall and serves the dual purpose of sunshade during the day and movie projection screen at night. Unusual shopping experiences can be found at the medieval-themed Shopping Courtyard with live jousting between stores and all that is French at the Rue de la Paix center.

More than 750 restaurants with choices ranging from haute cuisine to inexpensive fare, are located in Las Vegas. One such place is Spago, run by internationally-known chef Wolfgang Puck, who uses French cooking techniques to create an eclectic menu. Puck also features a more casual bar and grill within the city bearing his name. In 2004 Bobby Flay, successful chef and star of a popular television show on the Food Network, opened the Mesa Grill at Caesars Palace. Major resort hotels all feature gourmet menus; most hotels on ''the Strip'' and downtown offer buffet dining. Some examples of the culinary variety available include: AJ's Steakhouse, located in the Hard Rock Hotel; Hard Rock Cafe, residing just outside of the hotel; Planet Hollywood, at Caesars Palace; and the Eiffel Tower Restaurant, inside the Paris Las Vegas Hotel that is shaped to resemble the famous French structure.

Visitor Information: Las Vegas Visitor Information Center, 3150 Paradise Rd., Las Vegas, NV 89109-9096; telephone (702)892-7575; toll-free (877)VISITLV

Convention Facilities

Las Vegas is among the nation's foremost meeting destinations, with convention trade being one of the city's major industries. Las Vegas hosted more than 5.7 million convention and meeting participants in 2004, which had an economic impact of more than $6.8 billion. More than 131,000 hotel rooms are available throughout Las Vegas. Along with entertainment and recreation, well-appointed meeting facilities and luxury hotels and resorts are the attractions that consistently draw large and small groups to the city. Las Vegas boasts more than 130,000 hotel and motel rooms citywide; 17 of the 20 largest hotels in the nation are located in Las Vegas.

The Las Vegas Convention Center, after expansions in the late 1990s and then further expansion in the early 2000s, encompasses 3.2 million square feet. Nearly 2 million square feet are available for exhibit space in 16 exhibit halls, while 144 meeting rooms (more than 243,000 square feet) handle seating capacities ranging from 20 to 5,500 people. A grand lobby and concourse area of 109,515 square feet, catering services, state-of-the-art technological service, and ample parking round out the offerings.

Cashman Center in downtown Las Vegas contains more than 100,000 square feet of meeting and exhibit space, 12 meeting rooms, a 1,900-seat theater, and an outdoor stadium that seats 10,000 people. Many of the hotels and motels in the city provide facilities for large and small group functions.

Convention Information: LVCVA Meetings Division, 3150 Paradise Road, Las Vegas, NV 89109; telephone (702)892-0711; fax (702)892-2824 (ask for the Meetings Division)

Transportation

Approaching the City

Seemingly isolated in the middle of the desert, Las Vegas is, in fact, easily accessible. McCarran International Airport, located 5 miles south of the business district, is the 6th busiest airport in the United States; in 2005 the airport unveiled its new, $125 million expansion, an 11-gate wing that is expected to allow the airport to handle an addition 3.1 million passengers annually. Forty-four air carriers operate out of McCarran.

The city is served by three major highways. I-15 connects Las Vegas with Los Angeles and Salt Lake City. U.S. 95 leads into the city from the northwest and U.S. 93/95 enters from the southeast.

Amtrak Thruway provides bus service between Los Angeles, California, and Las Vegas. Greyhound provide bus service to and from nearby Las Vegas with connections throughout the west.

Traveling in the City

The streets of Las Vegas are laid out in a grid system. The primary north-south routes are Main Street and Las Vegas Boulevard—locally known as the ''Strip''—which runs parallel to I-15. Main east-west thoroughfares are Flamingo Road, Tropicana Avenue, and Sahara Avenue. Within the city U.S. 95 is known as the Las Vegas Expressway.

Citizens Area Transit (CAT) operates 49 routes to points throughout the city and metropolitan area, with buses and trolleys serving the ''Strip'' every fifteen minutes. CAT services extend throughout Clark County, providing service to 150,000 riders each day with 305 buses that cover 49 routes. The Las Vegas Monorail runs along a four mile route along ''the Strip,'' linking major resorts, hotels, attractions, and the convention center. Plans to extend the route to downtown were being discussed in 2005.

Communications

Newspapers and Magazines

The major daily newspaper is the *Las Vegas Review-Journal,* a morning paper. *Las Vegas Sentinel-Voice* is a weekly African American community newspaper, and the *Sun* is a general weekly community newspaper. *Nevada Senior World* is a monthly newspaper focusing on active seniors. Several small, special interest journals and magazines are also published in the city; among them are *Nevada Business Journal,* which focuses on the Nevada business climate, and *What's On In Las Vegas Magazine,* published every other week. Other publications include scholarly journals, and Jewish publications, and those focused on art, foodservice, and business.

Television and Radio

Four commercial and one public television stations broadcast in Las Vegas. Cable television service is available by subscription.

Sixteen AM and FM radio stations broadcast from Las Vegas, featuring diverse programming, including news, information, and music ranging from jazz to classical. Additional stations are received from surrounding communities.

Media Information: *Las Vegas Review-Journal,* PO Box 70, Las Vegas, NV 89125; telephone (702)383-0211

Las Vegas Online

Center for Business and Economic Research at the University of Nevada, Las Vegas. Available www.unlv.edu/Research_Centers/cber

City of Las Vegas home page. Available www.lasvegasnevada.gov

Clark County home page. Available www.co.clark.nv.us

Clark County School District. Available ccsd.net

Las Vegas Chamber of Commerce. Available www.lvchamber.com

Las Vegas-Clark County Library District. Available www.lvccld.lib.nv.us

Las Vegas Convention and Visitors Authority. Available www.lasvegas24hours.com

Las Vegas Review-Journal. Available www.reviewjournal.com

Las Vegas Sun. Available www.lasvegassun.com

Nevada State Museum and Historical Society. Available dmla.clan.lib.nv.us/docs/museums/lv/vegas.htm

''One City One Site.'' Available www.lasvegas.com

Vegas.com (entertainment, dining, attractions, book a room, travel tips). Available www.vegas.com

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Hopkins, A.D., and K.J. Evans, eds., *The First 100: Portraits of the Men and Women Who Shapes Las Vegas* (Las Vegas, Nev.: Huntington Press, 2000)

Kranes, David, *Low Tide in the Desert: Nevada Stories* (Las Vegas: University of Nevada, 1996)

Moehring, Eugene P., *Resort City in the Sunbelt, Las Vegas 1930–1970* (U. of Nevada Press, 1989)

Vinson, Barney, *Las Vegas Behind the Tables* (Grand Rapids, Mich.: Gollehon, 1986)

Reno

The City in Brief

Founded: 1868 (incorporated, 1903)

Head Official: Mayor Robert Cashell (since 2002)

City Population
1980: 100,756
1990: 133,850
2000: 180,480
2003 estimate: 193,882
Percent change, 1990–2000: 34.5%
U.S. rank in 1980: 169th
U.S. rank in 1990: 132nd
U.S. rank in 2000: 130th

Metropolitan Area Population
1980: 193,623
1990: 254,667
2000: 339,486
Percent change, 1990–2000: 33.3%
U.S. rank in 1990: 132nd
U.S. rank in 2000: 119th

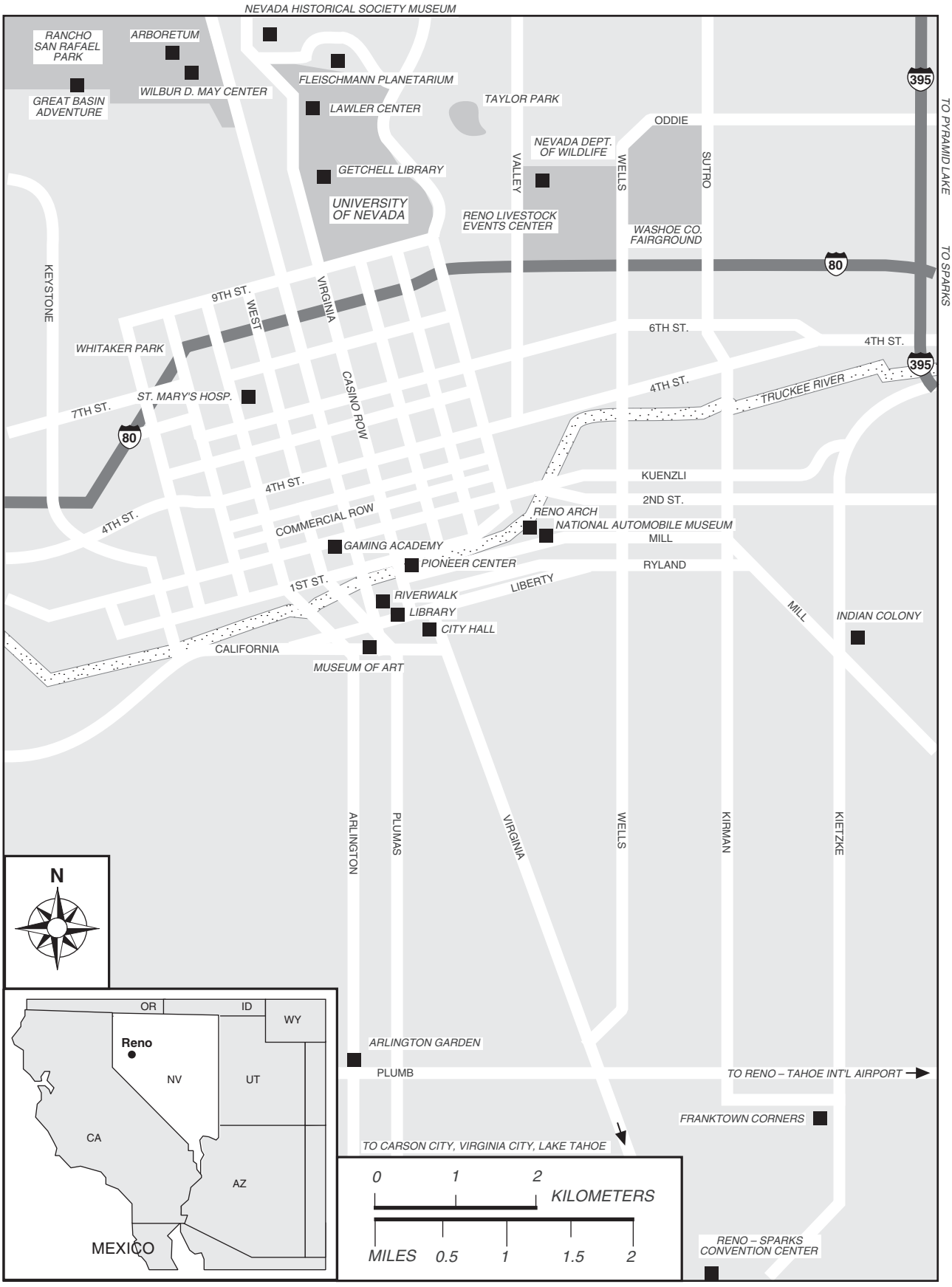
Area: 69.34 square miles (2000)
Elevation: 4,400 feet above sea level
Average Annual Temperature: 51.1° F
Average Annual Precipitation: 7.29 inches of rain, 23.1 inches of snow

Major Economic Sectors: Tourism, gaming, manufacturing, transportation
Unemployment Rate: 10.5% (January 2005)
Per Capita Income: $22,520 (1999)

2002 FBI Crime Index Total: 11,626

Major Colleges and Universities: University of Nevada, Reno, Truckee Meadows Community College, Morrison University, Sierra Nevada College

Daily Newspaper: *Reno Gazette-Journal*


NEVADA HISTORICAL SOCIETY MUSEUM
RANCHO SAN RAFAEL PARK
ARBORETUM
WILBUR D. MAY CENTER
GREAT BASIN ADVENTURE
FLEISCHMANN PLANETARIUM
LAWLER CENTER
TAYLOR PARK
GETCHELL LIBRARY
UNIVERSITY OF NEVADA
NEVADA DEPT. OF WILDLIFE
RENO LIVESTOCK EVENTS CENTER
ODDIE
WELLS
SUTRO
VALLEY
WASHOE CO. FAIRGROUND
395
TO PYRAMID LAKE
TO SPARKS
80
KEYSTONE
9TH ST.
WEST
VIRGINIA
WHITAKER PARK
6TH ST.
4TH ST.
ST. MARY'S HOSP.
7TH ST.
CASINO ROW
TRUCKEE RIVER
KUENZLI
2ND ST.
COMMERCIAL ROW
RENO ARCH
NATIONAL AUTOMOBILE MUSEUM
MILL
GAMING ACADEMY
PIONEER CENTER
RYLAND
1ST ST.
LIBERTY
RIVERWALK
LIBRARY
CITY HALL
CALIFORNIA
MUSEUM OF ART
INDIAN COLONY
ARLINGTON
PLUMAS
VIRGINIA
KIRMAN
KIETZKE
N
OR
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WY
Reno
NV
UT
CA
AZ
MEXICO
ARLINGTON GARDEN
PLUMB
TO RENO – TAHOE INT'L AIRPORT
FRANKTOWN CORNERS
TO CARSON CITY, VIRGINIA CITY, LAKE TAHOE
0 1 2 KILOMETERS
MILES 0.5 1 1.5 2
RENO – SPARKS CONVENTION CENTER

Introduction

Reno is known as ''The Biggest Little City in the World'' because of its outstanding western hospitality, fine dining, entertaining stage shows, top-name performers, history, culture, and 24-hour gaming excitement. The region also offers a wide variety of outdoor recreation including golf and skiing. Golfers can choose from courses in lake, high desert, and mountain settings. Lake Tahoe, located less than an hour's drive from downtown Reno, boasts the largest concentration of ski resorts in North America. Nevada's liberal tax structures, along with Reno's free port status and central location in the West, also make the area an important regional warehouse and distribution center. Reno's abundance of desirable features resulted in *Time* magazine naming it among the top cities for ''quality of life and business friendly atmosphere'' in November 2003.

Geography and Climate

Reno is located at the western border of Nevada—in a valley known as the Truckee Meadows—about 20 miles east of the Sierra Nevada mountains and Lake Tahoe, the second largest alpine lake in the world. The Truckee River passes between Reno and its sister city, Sparks. Temperatures in the region are mild, but can fluctuate as much as 45 degrees between day and night. The temperature at night during the summer rarely rises above 60 degrees. More than half the annual precipitation falls from December to March, in the form of mixed snow and rain, with snow accumulation seldom lasting longer than three or four days. Low humidity and sunny skies are prevalent throughout the year.

Area: 69.34 square miles (2000)

Elevation: 4,400 feet above sea level

Average Temperatures: January, 33.3° F; August, 69.8° F; annual average: 51.1° F

Average Annual Precipitation: 7.29 inches of rain, 23.1 inches of snow

History

Reno's Beginnings

Reno's history began when Charles William Fuller arrived in the Truckee Meadows in 1859 and occupied a piece of land on the south bank of the Truckee River. By early 1860, he had constructed a bridge and small hotel, and the place was known as Fuller's Crossing. In the following year, Fuller sold his bridge and hotel to Myron C. Lake, who renamed the spot Lake's Crossing and soon was charging a toll on the bridge. The Crossing became an important station on one of the main routes between northern California and the silver mines of Virginia City and the Comstock Lode.

Lake was the crossing's only property owner until the Central Pacific Railroad (later renamed Union Railroad) crossed the Sierra Nevada in 1868 and pushed its tracks into the Truckee Meadows. Under terms of an agreement between Myron Lake and Central Pacific, a new town was laid out at the crossing; ownership was divided between Lake and the railroad. Almost overnight, buildings began to appear on the town site and the new settlement was named Reno in honor of General Jesse Lee Reno (1823–1862), a Union army officer who was killed during the Civil War.

In 1871, the Nevada State Legislature moved the Washoe County seat to Reno, where one year later the Virginia & Truckee Railroad extended its line. The town soon became an important commercial center on the transcontinental railroad and a transfer point for the immense wealth coming out of the Comstock Lode. The University of Nevada was moved from Elko to Reno in 1885.

Gaming Gains Prominence, Modern Times

At the beginning of the twentieth century, Reno gained national notoriety after a number of famous people obtained divorces in the city under Nevada's lenient laws. Newspapers sensationalized the incidents, dubbing Reno the ''divorce capital.'' Reno's sister city, Sparks, was established in 1904 as a division point on the Southern Pacific Railroad. After the legalization of casino gambling by the state legislature in 1931, Reno filled with gambling establishments–marking the start of a tourist industry that flourishes today.

In the shadow of the casinos, Reno has quietly grown into an important transportation hub for the western United States and has developed a diverse economic base. The city leaders have recognized this and responded by creating aggressive expansion plans including a railroad system that will eventually bolster travel in the area along with the boom the construction brings. Modern Reno boasts a thriving cultural scene, a refurbished downtown area, and an expanding tourist industry fueled not by the casinos, but by the many year-round resorts in the nearby mountains. The area's mix of recreational opportunities—from outdoor activities to gambling to plush accommodations—coupled with a warm climate that features more than 300 sunny days every year has been the backbone to the success of the city. The effects are evident in its population and business growth, and many

have taken notice such as the authors of ''Cities Ranked & Rated'' that listed Reno in 2004 among the top 10 best places to live. With 30 *Fortune* 500 companies in the region that magazine also named Reno as one of three ''top booming towns'' in March 2004.

Historical Information: Nevada Historical Society-Research Library, 1650 N. Virginia St., Reno, NV 89503; telephone (775)688-1190; fax (775)688-2917

Population Profile

Metropolitan Area Residents
1980: 193,623
1990: 254,667
2000: 339,486
Percent change, 1990–2000: 33.3%
U.S. rank in 1990: 132nd
U.S. rank in 2000: 119th

City Residents
1980: 100,756
1990: 133,850
2000: 180,480
2003 estimate: 193,882
Percent change, 1990–2000: 34.5%
U.S. rank in 1980: 169th
U.S. rank in 1990: 132nd
U.S. rank in 2000: 130th (State rank: 3rd)

Density: 2,611.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 139,793
Black or African American: 4,651
American Indian and Alaska Native: 2,271
Asian: 9,555
Native Hawaiian and Pacific Islander: 1,004
Hispanic or Latino (may be of any race): 34,616
Other: 16,712

Percent of residents born in state: 24.1%

Age characteristics (2000)
Population under 5 years old: 12,626
Population 5 to 9 years old: 11,976
Population 10 to 14 years old: 10,937
Population 15 to 19 years old: 12,102
Population 20 to 24 years old: 15,434
Population 25 to 34 years old: 28,638
Population 35 to 44 years old: 28,164
Population 45 to 54 years old: 24,591
Population 55 to 59 years old: 8,628
Population 60 to 64 years old: 6,781
Population 65 to 74 years old: 10,962
Population 75 to 84 years old: 7,382
Population 85 years and over: 2,259
Median age: 34.5 years

Births (2003, Washoe County)
Total number: 5,398

Deaths (2003, Washoe County)
Total number: 2,953 (of which, 31 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,520 (1999)
Median household income: $40,530 (1999)
Total households: 73,859

Number of households with income of . . .
less than $10,000: 6,374
$10,000 to $14,999: 4,633
$15,000 to $24,999: 10,398
$25,000 to $34,999: 10,202
$35,000 to $49,999: 13,100
$50,000 to $74,999: 14,492
$75,000 to $99,999: 7,015
$100,000 to $149,999: 4,884
$150,000 to $199,999: 1,275
$200,000 or more: 1,486

Percent of families below poverty level: 8.3% (48.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 11,626

Municipal Government

Reno operates under a mayor-city council-city manager form of government. The seven council members and the mayor, who appoint a city manager, all serve a four-year term.

Head Official: Mayor Robert Cashell (since 2002; current term expires 2006)

Total Number of City Employees: 1,500–1,999 (2004)

City Information: City of Reno, PO Box 1900, Reno, NV 89505; telephone (702)334-2099; fax (702)334-3110; email renodirect@cityofreno.com

Economy

Major Industries and Commercial Activity

Tourism is the major industry in the Reno area. The hotel and casino industry attracts more than five million visitors annually and adds over $4 billion to the local economy each year. The business climate also has a strong presence in manufacturing and logistics in industries such as computers, electronics, financial services, and communications. This diversity supports the thriving local economy and includes a wide range of restaurants and retail options. The nearby mountains draw many tourists to the highest concentration of ski resorts in America, and contribute to the unlimited year-round recreational opportunities

Items and goods produced: cement, labeling devices, suntan lotion, valves, dairy and food products, pet food, microwaves, electronic equipment, livestock, agricultural produce

Incentive Programs—New and Existing Companies

Because a majority of tax revenues in Nevada are generated from the tourism and gaming industries, Nevada's tax burden is one of the lightest in the nation. Nevada is one of only seven states without a personal income tax and one of only three without a corporate income tax. New and expanding companies can benefit from several different programs including sales and use tax abatements and deferrals, personal property tax abatements, business tax abatements, and the Train Employees Now program that assists in defraying the cost of training new employees. All programs have conditions and criteria that a company must meet in order to qualify; for example, minimum capital investment, minimum number of jobs created, minimum wage requirements, and a health plan available to employees and dependants. Application for all incentives must be made to the Nevada State Commission on Economic Development.

Job training programs—The Nevada Department of Employment, Training, and Rehabilitation offers job training services to both employers and job seekers, including applicant recruitment and screening, tax credit benefits, training programs and career enhancement programs, and labor market information. The Train Employees Now (TEN) program, administered by the State of Nevada Commission on Economic Development, helps new and expanding firms by providing intensive skills-based training programs tailored to the company's needs. The TEN program utilizes training providers such as local businesses and community colleges. Job Opportunities in Nevada (JOIN) works to ensure that companies have an adequate workforce while offering training and educational opportunities for job seekers; Nevadaworks assists employers in developing employees' skills. The public school district's Glenn Hare Occupational Center provides training in areas identified by local employers. Training, recruiting, and continuing education resources in Reno also include Truckee Meadows Community College and the University of Nevada, Reno. Several other educational programs are geared toward meeting the needs of employers such as the Nevada Prepaid Tuition Program, the Millennium Scholarship Plan, and the Technology Center programs.

Development Projects

The city of Reno is rolling with economic development in the downtown area and the local government actively creates plans to ensure progress continues. One example is the $65 million, 118,000-square-foot Reno Events Center whose debut in late 2005 will broaden Reno's already prosperous appeal as a convention draw. Also critical to the success of the area is a long-anticipated plan to build depressed railroad tracks, named ReTRAC, to facilitate travel. Discussed for many decades, the construction, scheduled for completion in early 2006, is estimated to have an overall $360 million economic impact.

The Washoe Medical Center expanded in 2004 with the acute care facility South Meadows, which represented the first community hospital to open in the area in about two decades. In spring 2005 the Washoe County Library system added the new $6.3 million, 30,000-square-foot Spanish Springs branch library.

Economic Development Information: Economic Development Authority of Western Nevada (EDAWN), 5190 Neil Rd., Ste. 111, Reno, NV 89502; telephone (702)829-3700; fax (702)829-3710; email info@edawn.org

Commercial Shipping

Reno/Sparks is situated at the hub of an extensive transportation network. Nevada borders five western states and provides overnight ground service to most of the West Coast major markets.

The area is also located on two major highway corridors: Interstate 80 and US 395. Currently, over 60 local, regional and national carriers provide trucking service in the Reno/Sparks area including the 167,000-square-foot United Parcel Service (UPS) regional package-sorting hub in Sparks. Rail freight service is provided by Burlington Northern Santa Fe and Union Pacific Railroads.

The Reno/Tahoe International Airport is among the nation's busiest airports with 90 daily departures to about two dozen nonstop U.S. destinations. Air Cargo in the Reno/Sparks area handles approximately 291,000 pounds daily with a total of more than 106 million pounds in 2004.

The Reno/Sparks foreign trade zones are popular to business, as they provide economically favorable conditions and

operational flexibility. Currently, Reno/Sparks has eight sites with more than 7,500 acres of building space.

Labor Force and Employment Outlook

The availability of skilled workers and competitive compensation levels makes the Reno/Sparks area especially attractive to new businesses. More than 20,000 students attend the five colleges in the area. State-supported training programs and pro-business policies have helped make Nevada the fastest growing state in the nation. As a right-to-work state, Nevada's law states that no person shall be denied the opportunity to obtain or retain employment because of nonmembership in a labor organization.

The following is a summary of data regarding the Reno metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 208,500

Number of workers employed in . . .
natural resources and mining: 400
construction: 19,800
manufacturing: 14,000
trade, transportation, and utilities: 43,600
information: 3,100
financial activities: 10,700
professional and business services: 23,600
educational and health services: 19,300
leisure and hospitality: 39,000
other services: 7,500
government: 27,200

Average hourly earnings of production workers employed in manufacturing: $14.60 (Nevada average)

Unemployment rate: 10.5% (January 2005)

Largest county employers	*Number of employees*
Washoe County School District	7,500–7,999
University of Nevada, Reno	4,000–4,499
Washoe County Government	2,500–2,999
International Game Technology	2,500–2,599
Washoe Medical Center, Inc.	2,000–2,499
Silver Legacy Resort Casino	2,000–2,499
Reno Hilton (casino)	1,500–1,999
Eldorado Hotel & Casino	1,500–1,999
Peppermill Hotel Casino-Reno	1,500–1,999

Cost of Living

The following is a summary of data regarding key cost of living factors for the Reno area.

2004 (3rd Quarter) ACCRA Average House Price: $290,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 106.1 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.5% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 0.875%

Property tax rate: $3.64 per $100 assessed value

Economic Information: Economic Development Authority of Western Nevada (EDAWN), 5190 Neil Rd., Ste. 111, Reno, NV 89502; telephone (702)829-3700; fax (702)829-3710; email info@edawn.org. Nevada Department of Employment, Training & Rehabilitation, Information Development and Processing, Research and Analysis Bureau, 500 E. Third St., Carson City, NV 89713; telephone (775)684-3849; fax (775)684-3850; email detradmn@nvdetr.org

Education and Research

Elementary and Secondary Schools

Reno is part of the Washoe County School District. The district is governed by a board of trustees that consists of seven nonpartisan members. The superintendent is appointed by the board.

Reno public school students consistently score above state and national averages on standardized tests, including the Iowa Test of Basic Skills/Iowa Test of Educational Development (ITBS/ITED) and, for high school students, the ACT and SAT college entrance exams. Five Reno public high schools have been named by *Newsweek* as among the best in the country. The district also was awarded SchoolMatch's ''What Parents Want'' honor in 2003.

The following is a summary of data regarding Reno public schools as of the 2003–2004 school year.

Total enrollment: 62,098

Number of facilities
elementary schools: 61
middle schools: 15
senior high schools: 14
other: 1

Student/teacher ratio: 1-2, 16:1; 3, 19:1; 4-6, 26:1; 7-8, 26.5:1; 9-12, 27:1

Teacher salaries
minimum: $27,907
maximum: $57,292

Funding per pupil: $6,025

Public Schools Information: Washoe County School District, 425 E. Ninth St., PO Box 30425, Reno, NV 89520-3425; telephone (775)348-0200

Colleges and Universities

The University of Nevada, Reno, founded in 1864, enrolled more than 15,000 degree-seeking students in fall 2004 at both the undergraduate and postgraduate levels. The university includes schools of medicine, journalism, and education; a college for training judges (National Judicial College); and the only program in Basque studies in the country (many Nevadans trace their ancestry to Basque sheepherders from Spain). The Truckee Meadows Community College offers two-year associate's degrees as well as adult education programs. A number of business, vocational, and professional schools are also located in the Reno area. Morrison University focuses on business degrees while the Sierra Nevada College in Lake Tahoe takes advantage of its location by presenting many science and environmental programs.

Libraries and Research Centers

The Washoe County Library System consists of 14 library branches strategically placed around the county with a new branch, Spanish Springs, that opened in early 2005. Six of the branches are ''Partnership Libraries,'' which are housed in public school libraries but serve the entire public in their neighborhoods. One branch is a virtual branch on the Internet. The library has more than 943,000 items including books, videos, audios, and materials in microformat, CD-ROMs, database access, and several hundred periodical subscriptions. Special collections focus on gambling, Nevada history, and U.S. and Nevada documents.

The University of Nevada, Reno Libraries offer resources in paper and electronic formats, including over one million texts and journals available in-house, as well as electronic access to the full-text articles of over 8,000 journals. Films, audio and video tapes, maps, and government documents are also available. Special collections include Basque materials (50,000 volumes and 1,500 journals), Nevada and the Great Basin collection, rare books and prints, and a collection of contemporary arts books.

The Desert Research Institute (DRI), Nevada's primary research institution of the University and Community College System of Nevada (UCCSN), maintains facilities in Reno (the 470-acre Dandini Research Park) and oversees about 300 separate projects throughout the state, conducting studies in areas such as air quality and climactic changes in the western United States over the last two million years. The University of Nevada is a hotbed for research activities as represented by its surpassing $100 million in financial support received in the 2000–2001 academic year.

Public Library Information: Washoe County Library, 301 S. Center St., Reno, NV 89501; telephone (775)327-8349; fax (775)327-8393; email internet@washoe.lib.nv.us

Health Care

Three major hospitals serve Reno, including Washoe Medical Center, recipient of the 2002 American Alliance of Healthcare Providers ''Facility of Choice'' that features a cardiac rehabilitation center, a trauma center, and has more than 500 beds; the 380-bed St. Mary's Regional Medical Center; and Northern Nevada Medical Center. The hospitals provide 24-hour emergency room facilities and various specialized treatment programs. The medical community consists of about 800 physicians and approximately 3,000 registered and licensed practical nurses. Other health-related facilities include the University of Nevada School of Medicine.

Recreation

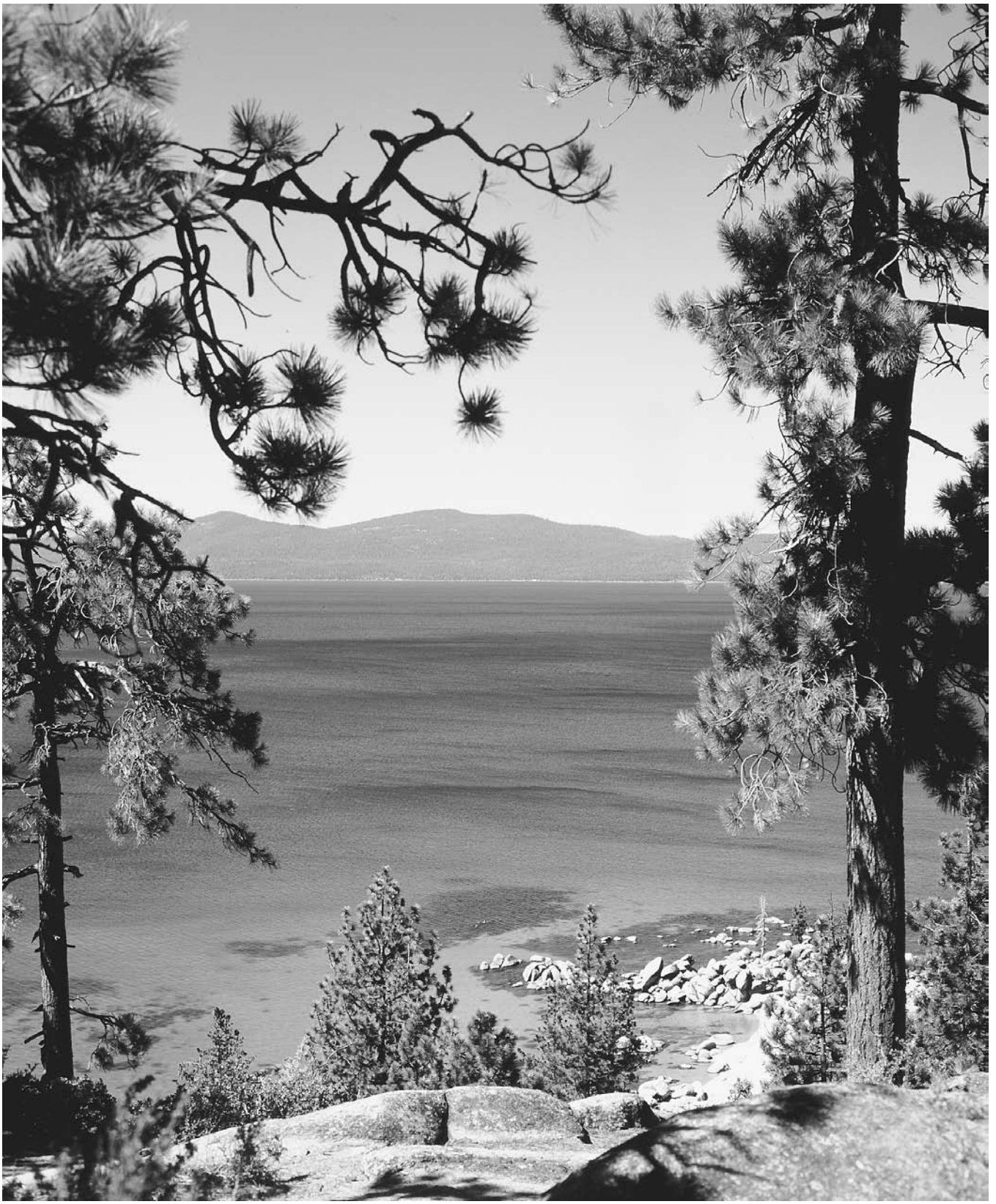
Sightseeing

Downtown Reno glitters with brightly-lit casinos and 24-hour entertainment. In the middle of it all stands the city's best-known symbol, the Reno Arch. The arch welcomes visitors with its slogan, ''The Biggest Little City In The World.'' There have been four arches since the original was erected in 1929. The arch which welcomed visitors from 1934 to 1963 can now be seen on Lake Street, in front of the National Automobile Museum.

One of the country's finest and most extensive collections of antique cars is on display at the National Automobile Museum (The Harrah Collection). Opened in 1989, more than 220 vehicles are featured, including horseless carriages, cars owned by celebrities, and experimental cars of the future.

Described by the *Los Angeles Times* as the ''Taj Mahal of Tenpins,'' the National Bowling Stadium is the only facility of its kind in the world. The stadium features 78-championship lanes, Paul Revere's Kick's Diner & Dance Club, and an IWERKS theater where giant screen movies are shown daily.

The Wilbur D. May Center features a museum, an indoor arboretum, and a botanical garden surrounded by a beautiful park. During summer months, the center's Great Basin Adventure provides children with a full day of activities including pony rides, a ''hands-on'' discovery room, a log flume



Lake Tahoe, the world's second largest alpine lake, is a popular attraction.

ride, a petting zoo, and a playground complete with dinosaurs. In 2005 a new visitor educational center was being developed costing about $4 million that will include an information area, greenhouse, classrooms, library, bookstore, and master gardener area.

Daytrip excursions also provide visitors with a number of sightseeing options. Reno serves as a base camp to some of the most unique attractions on the West Coast. Pyramid Lake, just east of Reno, is shrouded in the mysteries of Indian legend and prehistoric past; Virginia City, still the liveliest ghost town in the West, is only a 35-mile drive from Reno; Carson City, Nevada's State Capital, is only 30 miles from Reno; and nearby Lake Tahoe was described by Mark Twain as ''surely the fairest picture the whole earth affords.''

Arts and Culture

Reno offers a flourishing and diverse community of artistic talent. The 1,500-seat Pioneer Center for the Performing Arts is the home of the Reno Philharmonic, the Sierra Nevada Master Chorale, the Reno Dance Company, and a Best of Broadway series that gives scheduled performances throughout the year. A chamber orchestra, opera company, and two ballet troupes round out the Reno experience. The University of Nevada, Reno, presents a variety of art galleries, music, and performing arts.

The Nevada Museum of Art, originally called the Nevada Art Gallery in 1931, debuted its new four-level, 55,000 square foot location in May 2003 and features a permanent collection along with video and experimental exhibitions. A library, cafe, sculpture garden, and store are among the other modern amenities offered.

Reno's own summer arts festival, Uptown Downtown ARTown, was named one of the top 100 Events in North America by the American Bus Association. The festival takes place every July, when more than 150 events at three dozen locations are featured throughout the month.

Festivals and Holidays

Special events are plentiful and varied in Reno. In April, snowmobilers flock to SledFest with rides on the trails and a tradeshow. The Reno Rodeo, the ''wildest, richest rodeo in the west,'' takes place over nine days in June and infuses nearly $35 million into the local economy. In August, the Reno area celebrates America's love affair with cars and rock 'n' roll during the five-day Hot August Nights. The celebration features more than 5,000 classic cars from 36 states, vintage music, parades, and drag racing. September is full of celebrations that include the Great Reno Balloon Race, the National Championship Air Races and Air Show, and Street Vibrations (for motorcycle enthusiasts). October brings the Eldorado's Great Italian Festival and the Celtic Festival.

Sports for the Spectator

Reno is making a name for itself as the mountain golf capital of the world. Since 1999 the PGA Tour's Greens.com Open at Reno-Tahoe (formerly Reno-Tahoe Open) has taken place at Montreux Golf and Country Club in August, where some of the world's best professional golfers compete. A celebrity-packed golfing event, the American Century Celebrity Championship, is also held annually at Edgewood-Tahoe in July.

Two of the country's largest bowling organizations, the American Bowling Congress (ABC) and the Women's International Bowling Congress (WIBC), hold tournaments at the National Bowling Stadium. Dubbed ''Pin Palace'' by *USA Today*, thousands of bowlers are drawn to the city's high-technology facility on a regular basis.

Sports for the Participant

Reno offers a seemingly limitless variety of indoor and outdoor activities. Snow-packed mountains, less than an hour from Reno, feature the largest concentration of world-class ski/snowboard resorts in North America. In the summer months, the same mountains, as well as the valley below, offer hiking and mountain biking. Since 1994 the three-day annual Mighty Tour De Nez Classic has featured different levels of regional bicyclers. Lake Tahoe, ''the Jewel of the Sierra,'' is the perfect place for a day of canoeing, water skiing, swimming, and more.

High desert, rolling hills and mountainous alpine terrain make for some of the greatest golf courses found anywhere. The Reno-Tahoe area boasts more than 40 courses, 4,000 feet above sea level so golfers can watch their balls fly further through the thin air. The Reno area also offers great fishing in a variety of streams, rivers, and lakes. Non-resident fishing licenses are available at most sporting goods stores.

Shopping and Dining

More than 90 area shopping centers sell items ranging from the usual designer apparel to Native American handicrafts and Western art and clothing. Popular centers in Reno include Arlington Gardens Mall, Franktown Corners, Southwest Pavilion, Meadowood Mall, Park Lane Mall, and Indian Colony Corners. Sparks is home to Victorian Square Plaza.

Restaurants in Reno range from simple to extravagant. A local specialty is family-style Basque dinners.

Visitor Information: Reno's downtown Visitors Center is located in the lobby of the National Bowling Stadium, on the corner of Center and 4th Street; telephone (775)334-2600; Meadowood Mall Visitors Center is at 500 Meadowood Mall Circle, on the corner of S. McCarran Blvd. and S. Virginia Street; telephone (775)827-8450. The mailing ad-

dress for both centers is Reno-Sparks Convention & Visitors Authority, PO Box 837, Reno, NV 89504-0837; general information number telephone (800)FOR-RENO; email info @visitrenotahoe.com

Convention Facilities

In the heart of downtown the two-floor Reno Events Center, estimated at $65 million, is slated to open in December 2005 with an overall size of 118,000 square feet—56,000 of it being floor space. In July 2002 the Reno-Sparks Convention Center completed an extensive expansion costing more than $100 million that provides convention and meeting planners with a modern, high-tech facility. The convention center's space increased to nearly 500,000 square feet and includes 53 meeting rooms and exhibit space totaling 381,000 square feet.

Meeting attendees can visit the National Bowling Stadium in Reno, where customized tournaments on its 78 championship lanes can be arranged for groups of anywhere between 50 and 2,000 people.

The Motel 6 Reno Livestock Events Center provides space for livestock and equestrian events, as well as meetings. It includes 35,000 square feet of exhibit space, a climate-controlled indoor arena seating 6,200 and a lighted, 9,000-seat outdoor arena.

Theater-style seating for more than 1,500 people is available at the Pioneer Center for the Performing Arts in downtown Reno. The Lawlor Events Center, a large multipurpose arena on the campus of the University of Nevada, Reno is also available for conventions and can seat up to 12,400.

Reno has more than 20,000 first-class guestrooms all within minutes of the Reno-Sparks Convention Center and Reno-Tahoe International Airport. More than 12 hotels have their own convention facilities and the largest hotel offers more than 2,000 rooms and 200,000 square feet of convention space.

Convention Information: Reno-Sparks Convention & Visitors Authority, PO Box 837, Reno, NV 89405-0837; telephone (800)FOR-RENO; email info@visitrenotahoe.com

Transportation

Approaching the City

The Reno/Tahoe International Airport (RTIA) is located three miles south of downtown Reno. The airport handles about 14,000 arriving and departing passengers on about 90 commercial flights per day from 11 major airlines, and is an international Port of Entry. Passenger rail service is available from Amtrak via the ''California Zephyr,'' described as the most scenic train ride in the United States, with daily service from San Francisco and Chicago. The city is also served by commercial bus lines.

Interstate highway 80 runs through Reno's downtown region, west to San Francisco, and east to Salt Lake city. The US 395 freeway passes just to the east of the city, connecting Reno with Portland and Seattle to the north and Los Angeles to the south.

Traveling in the City

Washoe County's Regional Transportation Commission (RTC) runs the Reno Citifare that operates 65 buses providing continuous travel throughout the metropolitan area, most with wheelchair accessibility. RTC's CitiLift offers bus service to those with special transportation needs. The Sierra Spirit bus line gives free rides to passengers in the downtown area. Major thoroughfares in the city include Virginia Street, Plumb Lane, Kietzke Lane, and Mill Street.

Communications

Newspapers and Magazines

The *Reno Gazette-Journal* is the city's daily and Sunday newspaper, published in the morning. The *Daily Sparks Tribune* is a daily newspaper published in neighboring Sparks since 1910. *Ahora Spanish News* is a semi-monthly Hispanic community newspaper. Also published in Reno are *Sagebrush* (a collegiate newspaper), *Reno News and Review*, and *Showtime Magazine.*

Television and Radio

Five commercial television stations are based in Reno; a variety of channels are available from the local cable system. Twenty-three radio stations broadcast from the Reno/Tahoe area.

Media Information: *Reno Gazette Journal,* PO Box 22000, Reno, NV 89520; telephone (775)788-6200

Reno Online

City of Reno. Available www.cityofreno.com

Economic Development Authority of Western Nevada. Available www.edawn.org

Nevada Department of Employment, Training & Rehabilitation. Available detr.state.nv.us

Reno Gazette Journal. Available www.rgj.com

Reno-Sparks Chamber of Commerce. Available www.renosparkschamber.org

Reno-Sparks Convention & Visitors Authority. Available www.visitrenotahoe.com

Reno Visitor's Center. Available www.visitrenotahoe.com

Truckee Meadows Community College. Available www.tmcc.edu

Washoe County Library. Available www.washoe.lib.nv.us

Washoe County School District. Available www.washoe.k12.nv.us

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Betts, Doris, *The Sharp Teeth of Love: A Novel* (New York: Scribner, 1998)

Land, Barbara and Myrick Land, *A Short History of Reno* (Reno: University of Nevada Press, 1995)

Twain, Mark, *Mark Twain of the Enterprise; Newspaper Articles and Other Documents, 1862–1864* (Berkeley: U. of California Press, 1957)

NEW MEXICO

Albuquerque 423
Las Cruces 435
Santa Fe 447

The State in Brief

Nickname: Land of Enchantment
Motto: *Crescit eundo* (It grows as it goes)

Flower: Yucca
Bird: Roadrunner

Area: 121,589 square miles (2000; U.S. rank: 5th)
Elevation: Ranges from 2,842 feet to 13,161 feet above sea level
Climate: Semi arid and sunny, with temperatures varying according to elevation

Admitted to Union: January 6, 1912
Capital: Santa Fe
Head Official: Governor Bill Richardson (D) (until 2007)

Population
- **1980:** 1,302,894
- **1990:** 1,515,069
- **2000:** 1,819,046
- **2004 estimate:** 1,903,289
- **Percent change, 1990–2000:** 20.1%
- **U.S. rank in 2004:** 36th
- **Percent of residents born in state:** 51.5% (2000)
- **Density:** 15.0 people per square mile (2000)
- **2002 FBI Crime Index Total:** 94,196

Racial and Ethnic Characteristics (2000)
- **White:** 1,214,253
- **Black or African American:** 34,343
- **American Indian and Alaska Native:** 173,483
- **Asian:** 19,255
- **Native Hawaiian and Pacific Islander:** 1,503
- **Hispanic or Latino (may be of any race):** 765,386
- **Other:** 309,882

Age Characteristics (2000)
- **Population under 5 years old:** 130,628
- **Population 5 to 19 years old:** 434,231
- **Percent of population 65 years and over:** 11.7%
- **Median age:** 34.6 years (2000)

Vital Statistics
- **Total number of births (2003):** 27,672
- **Total number of deaths (2003):** 14,636 (infant deaths, 157)
- **AIDS cases reported through 2003:** 1,182

Economy
- **Major industries:** Government; manufacturing; services; finance, insurance, and real estate; trade
- **Unemployment rate:** 5.6% (February 2005)
- **Per capita income:** $25,502 (2003; U.S. rank: 47th)
- **Median household income:** $35,265 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 18.4% (1999)
- **Income tax rate:** Ranges from 1.7% to 6.8%
- **Sales tax rate:** 5.0%

Albuquerque

The City in Brief

Founded: 1706 (incorporated, 1891)

Head Official: Mayor Martin Chavez (since 2001)

City Population
1980: 332,920
1990: 384,915
2000: 448,607
2003 estimate: 471,856
Percent change, 1990–2000: 15.9%
U.S. rank in 1980: 44th
U.S. rank in 1990: 38th (State rank: 1st)
U.S. rank in 2000: 42nd (State rank: 1st)

Metropolitan Area Population
1980: 485,430
1990: 589,131
2000: 712,738
Percent change, 1990–2000: 21.0%
U.S. rank in 1980: 80th
U.S. rank in 1990: 77th
U.S. rank in 2000: 62nd

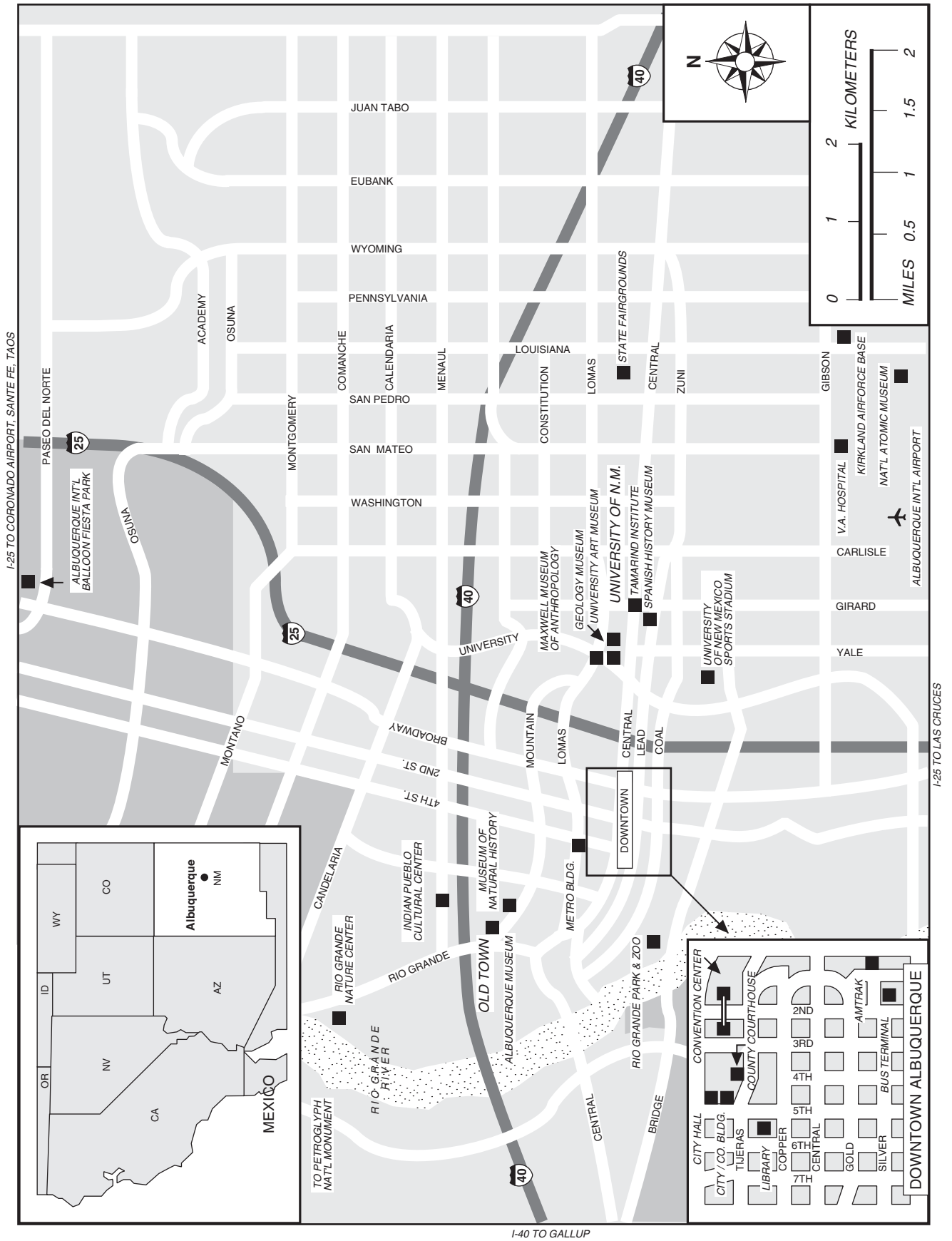
Area: 180.64 square miles (2000)
Elevation: 5,311 feet above sea level
Average Annual Temperature: 56.0° F
Average Annual Precipitation: 8.12 inches

Major Economic Sectors: Trade, government, manufacturing
Unemployment Rate: 4.9% (January 2005)
Per Capita Income: $20,884 (1999)

2002 FBI Crime Index Total: 35,762

Major Colleges and Universities: University of New Mexico, University of Phoenix, Albuquerque Technical-Vocational Institute, College of Santa Fe at Albuquerque

Daily Newspapers: *Albuquerque Journal; The Albuquerque Tribune*


I-25 TO CORONADO AIRPORT, SANTE FE, TAOS
I-25 TO LAS CRUCES
I-40 TO GALLUP
PASEO DEL NORTE
ALBUQUERQUE INT'L BALLOON FIESTA PARK
ACADEMY
OSUNA
MONTGOMERY
COMANCHE
CALENDARIA
MENAUL
LOUISIANA
CONSTITUTION
LOMAS
STATE FAIRGROUNDS
CENTRAL
ZUNI
GIBSON
JUAN TABO
EUBANK
WYOMING
PENNSYLVANIA
SAN PEDRO
SAN MATEO
WASHINGTON
UNIVERSITY
MONTANO
BROADWAY
2ND ST.
4TH ST.
MOUNTAIN
LOMAS
CENTRAL
LEAD
COAL
CARLISLE
GIRARD
YALE
V.A. HOSPITAL
KIRKLAND AIRFORCE BASE
NAT'L ATOMIC MUSEUM
ALBUQUERQUE INTL AIRPORT
UNIVERSITY OF N.M.
MAXWELL MUSEUM OF ANTHROPOLOGY
GEOLOGY MUSEUM
UNIVERSITY ART MUSEUM
TAMARIND INSTITUTE
SPANISH HISTORY MUSEUM
UNIVERSITY OF NEW MEXICO SPORTS STADIUM
DOWNTOWN
METRO BLDG.
MUSEUM OF NATURAL HISTORY
INDIAN PUEBLO CULTURAL CENTER
CANDELARIA
RIO GRANDE NATURE CENTER
RIO GRANDE
OLD TOWN
ALBUQUERQUE MUSEUM
RIO GRANDE PARK & ZOO
RIO GRANDE RIVER
TO PETROGLYPH NAT'L MONUMENT
CENTRAL BRIDGE
N
0 1 2 MILES
0 0.5 1 1.5 2 KILOMETERS
Albuquerque NM
WY CO UT AZ ID NV OR CA
MEXICO
DOWNTOWN ALBUQUERQUE
CONVENTION CENTER
COUNTY COURTHOUSE
CITY HALL
CITY / CO. BLDG.
LIBRARY
TIJERAS
COPPER
CENTRAL
GOLD
SILVER
AMTRAK
BUS TERMINAL
2ND
3RD
4TH
5TH
6TH
7TH

Introduction

Surrounded by natural beauty, Albuquerque is at the center of Native American pueblo country in New Mexico, the ''Land of Enchantment.'' The state's largest city, Albuquerque retains deep roots in the past and simultaneously stands on the cutting edge of the future. The original Spanish town was built on the site of the oldest farming civilization in North America; modern Albuquerque is the focal point of the ''Rio Grande Research Corridor,'' one of the nation's primary space-research complexes. The city's residents have maintained ethnic traditions and preserved a high quality of life while at the same time fostering modern growth and economic development.

Geography and Climate

Albuquerque is situated in the middle of the Rio Grande valley. To the east of the city are the Sandia and Manzano mountains; to the west are five volcanic cones that mark the beginning of high plateau country. The climate in Albuquerque, termed ''arid-continental,'' is sunny and dry with very low humidity. Half of the annual precipitation falls between July and September in heavy afternoon thundershowers. During the winter one can ski on Sandia Peak and play a round of golf on the same day.

Area: 180.64 square miles (2000)

Elevation: 5,311 feet above sea level

Average Temperatures: January, 36.0° F; August, 76.5° F; annual average, 56.0° F

Average Annual Precipitation: 8.12 inches

History

Early Native American and Spanish Influences

The region surrounding present-day Albuquerque was home to several groups of Native American peoples, including ''Sandia Man,'' who lived there and hunted mastodon during the ice age 25,000 years ago. Albuquerque was later inhabited by the ancient Anasazi Indians. Their huge apartment-like buildings, constructed 3,000 years ago of stone and adobe, are still standing. The city continues to be a center of Native American culture: most of New Mexico's 19 pueblos—including the thousand-year-old, still-inhabited Acoma Pueblo—are within an hour's drive. To the north is Sandia Pueblo Indian Reservation. Albuquerque's modern architecture, particularly buildings on the University of New Mexico campus, combines modern design elements with native American and Hispanic motifs.

Albuquerque was founded as a villa in 1706 by Spanish colonists, who were attracted to the banks of the Rio Grande by the green pastures they needed to graze their sheep. The city is named for a Spanish Duke, the tenth Duke of Alburquerque (over time the first ''r'' in his name was dropped). The first structure built in Albuquerque was a church named for the city's patron saint, San Felipe de Neri. The original adobe walls remain standing in the part of the city known as Old Town.

City Becomes Distribution Center

Although the topography of the land—the mountains to the east and the Rio Grande to the west—afforded the settlement natural protection, Albuquerque was regularly threatened during the nineteenth century by hostile attacks, particularly from the Navajo and Apache. In the meantime, the town assumed a role as purveyor of goods to the West and served as a link in trade with Mexico. Situated on the Old Chihuahua trail, an extension of the Santa Fe Trail, Albuquerque's stores and warehouses were perfectly positioned to supply forts that were established in the Southwest to protect westward-moving settlers. Albuquerque became a U.S. Army post in 1846 and was occupied by the Confederacy for two months during the Civil War.

In 1880 rail travel arrived in Albuquerque. The town's strength as a transportation and trade center grew as manufactured goods were shipped in from the East and raw materials and livestock were transported from the West. A bustling new town quickly sprang up around the railroad, then grew to take in historic Old Town. In 1883 Albuquerque became the seat of Bernalillo County, and in 1891 it was incorporated as a city. Already an established oasis of civilization, Albuquerque, unlike other southwestern towns, never suffered from the boisterousness of the Old West.

Development of Atomic Bomb Brings High Technology

Until World War II, Albuquerque remained a small, quiet city. Then the development of the atomic bomb at nearby Los Alamos brought the town into the nuclear age. Now an important part of the Rio Grande Research Corridor, Albuquerque has undergone record population growth. It is a center of large high-technology industries that have evolved around the research and development of atomic energy and space exploration, drawing as well hundreds of smaller research firms. The city's celebration of its 2006 tricentennial is underway, with events and exhibits honoring Albuquer-

que's art, history, and culture. Culturally and economically diverse, Albuquerque remains historically aware and looks forward to a prosperous future.

Population Profile

Metropolitan Area Residents
1980: 485,430
1990: 589,131
2000: 712,738
Percent change, 1990–2000: 21.0%
U.S. rank in 1980: 80th
U.S. rank in 1990: 77th
U.S. rank in 2000: 62nd

City Residents
1980: 332,920
1990: 384,915
2000: 448,607
2003 estimate: 471,856
Percent change, 1990–2000: 15.9%
U.S. rank in 1980: 44th
U.S. rank in 1990: 38th (State rank: 1st)
U.S. rank in 2000: 42nd (State rank: 1st)

Density: 2,483.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 321,179
Black or African American: 13,854
American Indian and Alaska Native: 17,444
Asian: 10,068
Native Hawaiian and Pacific Islander: 452
Hispanic or Latino (may be of any race): 179,075
Other: 85,610

Percent of residents born in state: 46.7% (2000)

Age characteristics (2000)
Population under 5 years old: 30,883
Population 5 to 9 years old: 30,577
Population 10 to 14 years old: 30,248
Population 15 to 19 years old: 31,988
Population 20 to 24 years old: 34,115
Population 25 to 34 years old: 67,150
Population 35 to 44 years old: 71,632
Population 45 to 54 years old: 61,732
Population 55 to 59 years old: 20,694
Population 60 to 64 years old: 15,918
Population 65 to 74 years old: 27,512
Population 75 to 84 years old: 19,542
Population 85 years and older: 6,616
Median age: 34.9 years

Births (2002)
Total number: 8,741

Deaths (2002)
Total number: 4,405

Money income (1999)
Per capita income: $20,884
Median household income: $38,272
Total households: 183,625

Number of households with income of . . .
less than $10,000: 18,109
$10,000 to $14,999: 12,706
$15,000 to $24,999: 26,597
$25,000 to $34,999: 26,293
$35,000 to $49,999: 31,682
$50,000 to $74,999: 33,373
$75,000 to $99,999: 17,097
$100,000 to $149,999: 12,205
$150,000 to $199,999: 2,947
$200,000 or more: 2,616

Percent of families below poverty level: 10.0% (53.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 35,762

Municipal Government

Albuquerque operates under a mayor-council form of government, with a full-time mayor, nine council members—all of whom serve four-year terms—and a chief administrative officer, who is appointed by the mayor. The city is the seat of Bernalillo County.

Head Official: Mayor Martin Chavez (since 2001; current term expires 2005)

Total Number of City Employees: 6,940 (2003)

City Information: City of Albuquerque, PO Box 1293, Albuquerque, NM 87103; telephone (505)768-3000

Economy

Major Industries and Commercial Activity

The largest city in New Mexico, Albuquerque is also its economic center; it accounts for nearly half of the state's

economic activity. Part of its success can be attributed to a diverse economic base consisting of government, services, trade, agriculture, tourism, manufacturing, and research and development. In 2004 *Forbes* magazine ranked Albuquerque the 12th best city in the nation for doing business.

The Rio Grande River valley contains rich farm and pasture lands that support a sizable food industry, based mainly on fruit and produce, in the Albuquerque area. Since its early years as a stop on the Santa Fe Trail, the city has been a transportation and service center. Albuquerque is also home to more than 700 manufacturing firms—many of them located in well-planned industrial parks—that produce such goods as trailers, food products, electronic components, neon and electric signs, hardware, and machine tools. Among the major manufacturing firms that call Albuquerque home are Intel, GE, and General Mills.

The Rio Grande Research Corridor, a constellation of high-technology industries, sprang up in the wake of the development of nuclear research during and after World War II. Each year, more than $4 billion is spent on research and development in the region. The area's major employers are part of this complex. Sandia National Laboratories, a government research and development lab, is involved in laser technology and solar energy. Kirtland U.S. Air Force Base, the area's largest employer and the sixth-largest military base in the world, is a weapons research center. In 2004, the value of the base's economic impact to Albuquerque was $3.3 billion.

For nearly a century people have valued Albuquerque for its dry air, which is especially beneficial to those with respiratory problems. Today the city's medical services and facilities are a vital part of the local economy. The year-round sunny weather attracts pleasure seekers as well; more than four million tourists visit Albuquerque each year, to ski the Sandia Mountains and to absorb the city's rich ethnic heritage.

Items and goods produced: machine tools, fabricated structural steel, furniture, hardware, textiles, paints, varnishes, fertilizers, scientific instruments, electronic equipment, neon and electric signs, native American jewelry and curios

Incentive Programs—New and Existing Companies

Among the factors that draw businesses to Albuquerque are the city's extraordinarily low cost of living (based on cost of labor, energy, taxes, and office space), which in 2004 was ranked the lowest of all U.S. cities; and its highly-educated workforce.

Local programs—The Albuquerque Economic Development group (AED), is a private, nonprofit organization that recruits companies to the Albuquerque area. AED provides site-selection assistance, labor market analysis, business incentive analysis, workforce recruitment and job-training assistance, and coordination of state and local assistance, among other services. Many high technology activities are carried out in Albuquerque; Technology Ventures Corporation, a non-profit organization, serves as a bridge between the public and private sectors for the commercialization of technologies developed at the national labs and research universities there, and assists in the expansion of existing businesses.

State programs—New Mexico offers a variety of incentives to all new and expanding businesses. Its Build to Suit program facilitates building construction, and ePort New Mexico is a one-stop information source offering permitting and licensing. The state's financial incentives include: no inventory taxes; tax credits for high-wage jobs, technology jobs, and childcare; a tax deduction for research and development services; a job training incentive program (the cornerstone of the state's incentives, allowing New Mexico to pay half the salary for new hires for up to half a year); exemptions for qualified businesses from property taxes on land, buildings, and equipment, and from personal property tax on equipment; and laboratory partnerships with small businesses. Further incentives are available for manufacturers, customer support centers, aerospace and aircraft industries, producers of agriculture or energy, and filmmakers. In addition, the state enacted a major personal income tax reduction in 2003, and New Mexico's property taxes are second lowest in the nation.

Economic Development Information: Albuquerque Economic Development, University Center Research Park, 851 University Boulevard SE, Suite 203, Albuquerque, NM 87106; telephone (505)246-6200

Development Projects

Among the many businesses that have located or expanded in Albuquerque in the early 2000s are: Gap, Inc., which opened a corporate shared services center in 2001; Victoria's Secret Catalog, which expanded its support center in 2001, adding 380 jobs; Blue Cross/Blue Shield, which expanded in 2002, adding 500 jobs; ClientLogic, a customer service and technical support center for high-technology companies, which expanded in 2002-2003, adding 500 jobs; Tempur-Pedic Mattress, which broke ground on a $56 million manufacturing plant in 2004; and Eclipse Aviation, a personal jet manufacturer undergoing an expansion slated for completion in 2007, expected to add 300 jobs. The $73 million Alvarado Transportation Center Project is partially completed and operational as of 2005; by 2006 it will be an intermodal transportation center linking commercial and city/state bus and rail services.

Commercial Shipping

Since the days of the Santa Fe Trail, Albuquerque has been an important center for the transportation of goods. The city's

economy benefits from the Santa Fe Railway and the 46 motor freight carriers, 29 of which have local terminals, that link Albuquerque with major markets throughout the country.

New Mexico is a Freeport State, meaning that business inventories for resale, raw materials, and interstate commerce products stored there temporarily are not subject to state or local property taxes. Albuquerque offers an international airport, Albuquerque International Sunport, with a port of entry from Mexico; the airport moves approximately 146 million tons of freight cargo annually. Foreign trade zones operate in Albuquerque and nearby Rio Rancho.

Labor Force and Employment Outlook

Employment growth in Albuquerque in 2004 was 2.4 percent. Growth of around 1.5 percent is anticipated for 2005 and 2006. The city's labor force is relatively young, skilled, and educated: Albuquerque is notable for its high percentage of advanced degree holders. Albuquerque's work force is routinely cited for its productivity, and *Area Development Magazine* recently ranked the city number one in the nation, for manufacturing productivity in terms of dollars of output per worker.

The following is a summary of data regarding the Albuquerque metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 370,800

Number of workers employed in . . .
construction and mining: 25,800
manufacturing: 22,600
trade, transportation and utilities: 66,200
information: 9,400
financial activities: 19,200
professional and business services: 59,200
educational and health services: 45,200
leisure and hospitality: 36,300
other services: 11,900
government: 74,900

Average hourly earnings of production workers employed in manufacturing: $14.64

Unemployment rate: 4.9% (January 2005)

Largest employers	*Number of employees*
Kirtland AFB (Civilian)	17,125
University of New Mexico	15,835
Albuquerque Public Schools	11,700
Sandia National Laboratories	7,700
City of Albuquerque	6,940
Presbyterian	5,800
State of New Mexico	5,660
Lovelace Sandia Health System	5,400
Kirtland AFB (Military)	5,240
Intel Corporation	5,200

Cost of Living

The following is a summary of data regarding key cost of living factors for the Albuquerque area.

2004 (3rd Quarter) ACCRA Average House Price: $256,100

2004 (3rd Quarter) ACCRA Cost of Living Index: 100.8 (U.S. average = 100.0)

State income tax rate: Ranges from 1.7% to 6.8%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.5625% (city); 1.1875% (county)

Property tax rate: Residential, 27.027 to 43.860 mills; nonresidential 32.857 to 51.724 mills (2004)

Economic Information: Greater Albuquerque Chamber of Commerce, PO Box 25100, Albuquerque, NM 87125; telephone (505)764-3700; fax (505)764-3714. New Mexico Department of Labor, Economic Research and Analysis, 401 Broadway NE, Albuquerque NM 87102

Education and Research

Elementary and Secondary Schools

The Albuquerque Public Schools (APS) system, 34th largest in the nation as of the 2001–2002 school year, is administered by a nonpartisan, seven-member school board and a superintendency team.

The following is a summary of data regarding Albuquerque's public schools.

Total enrollment: 86,557

Number of facilities
elementary schools: 80
middle schools: 26
senior high schools: 11
other: 10

Student/teacher ratio: ranges from 17:1 in kindergarten to 27:1 in high school

Teacher salaries
average: $36,038 (2002-2003)

Funding per pupil: $5,695 (2000–2001)

About 13 percent of the city's children attend the more than 70 private or parochial schools in the Albuquerque area.

Among these schools, Albuquerque Academy is regarded as one of the top private schools in the nation.

Public Schools Information: Albuquerque Public Schools, 725 University Boulevard SE, Albuquerque, NM 87106; telephone (505)842-8211

Colleges and Universities

The University of New Mexico (UNM), the state's largest institution of higher learning and part of the Rio Grande Research Corridor complex, is based in Albuquerque, with branch campuses in Gallup, Los Alamos, Taos, Los Lunas, and west Albuquerque. The main campus has an annual enrollment of more than 24,000 students. UNM is particularly strong in Latin American studies, flamenco dance, anthropology, and medicine—its rural medicine, primary care, and family medicine programs rank among the top 10 in the U.S. Other four-year institutions in Albuquerque include the New Mexico campus of the University of Phoenix, offering bachelor's and advanced degrees in business and nursing; the Metropolitan College of Court Reporting; a campus of ITT Technical Institute, which offers degrees in information technology, electronics technology, drafting and design, business, and criminal justice; and National American University, which offers degrees in accounting, business administration and management, and computer and information sciences. The city is also home to Albuquerque Technical-Vocational Institute (TVI), the largest community college in New Mexico. TVI offers associate's degrees in occupational fields as well as liberal arts.

Libraries and Research Centers

The Rio Grande Valley Library System, the largest public library system in New Mexico, is a Consortium of the City of Albuquerque, Bernalillo County and the City of Rio Rancho. Public library service is available through a large Main Library and 16 branches throughout the Albuquerque area (including a Special Collections Library specializing in genealogy and regional history, and the Erne Pyle Branch, former home of the famed World War II correspondent, displaying a collection of his memorabilia), and the nearby Rio Rancho Public Library. The library system has a collection of more than 1.4 million items, including periodicals and audio-visual materials.

The University of New Mexico General Libraries maintains more than 2 million volumes and nearly 11,000 periodical subscriptions. Its collection includes that of the Center for Southwest Research, UNM's resource center for the study of New Mexico and the Southwest. Branch libraries on campus provide subject collections in business, fine arts, and science and engineering. Collection strengths include Latin American history, regional photography, music and architecture, American Indian affairs, and maps. The Health Sciences Library serves the Medical School and the health professions statewide. The Law School Library is the primary legal library in the state and has special collections in American Indian and Latin American Law.

Research activities in such fields as water resources, Southwestern biology, power systems, alternative energy, artificial intelligence, robotics, anthropology, satellite data analysis, business and economics, Native American law, aging and health policy issues, Latin America, and Hispanic and Chicano studies are conducted at centers in the Albuquerque area. The University of New Mexico is the state's primary research university. Among its research units are the Center for Advanced Studies (quantum optics, laser physics, etc.), the Center of Biomedical Research Excellence, the New Mexico Engineering Research Institute, the Center for High Technology Materials, the High Performance Computing Education & Research Center, the Center for Micro-Engineered Materials, and the Latin American Institute. Other research centers based in Albuquerque include the Behavioral Health Research Center of the Southwest, which conducts research on substance abuse and other behavioral health issues, and the Air Force Research Lab at Kirtland Air Force Base, where space- and missile-related research is performed. Sandia National Laboratories, based in nearby Sandia, performs national security research.

Public Library Information: Main Library, 501 Copper Avenue NW, Albuquerque, NM 87102; telephone (505)768-5141

Health Care

In the 1920s Albuquerque, like many other cities in the Southwest, became a mecca for people suffering from respiratory diseases and allergies who seek relief in the warm, dry climate. Today, advanced medical care is available at the University of New Mexico Health Sciences Center, which encompasses the following patient facilities: UNM Hospital, New Mexico's only Level 1 Trauma Center; Carrie Tingley Hospital for pediatric rehabilitation and orthopaedics; UNM Children's Hospital, currently undergoing a $239 million, 476,555-square-foot expansion scheduled for completion in 2007; UNM Cancer Research & Treatment Center, New Mexico's only academic center for cancer treatment; UNM Psychiatric Center; and UNM Children's Psychiatric Hospital.

Albuquerque's other major hospitals are the 453-bed Presbyterian Hospital, New Mexico's largest acute care hospital; Albuquerque Regional Medical Center, which specializes in orthopedics, ophthalmology, neurology and neurosurgery,

oncology, and cardiology; and Lovelace Medical Center, where the first astronauts were tested and which has been ranked as one of America's best hospitals.

Recreation

Sightseeing

Albuquerque's unique mixture of Native American, Hispanic, and Anglo heritages provides visitors with a variety of activities. Albuquerque's spiritual heart is Old Town, dating to the city's founding in 1706, where an arts community flourishes. Old Town is an atmospheric area of quaint adobe-style buildings with flat roofs and rounded edges, with windows frequently decorated with strings of dried chili peppers for good luck, and winding cobblestone or brick walkways leading to tucked-away patios and gardens. Old Town's Plaza features an outdoor Native American market offering traditional arts and crafts such as textiles, jewelry, and pottery. Also located in Old Town is San Felipe de Neri church, the city's oldest building, enclosing the adobe walls of the original presidio (fort).

The landscape surrounding the city is particularly scenic and provides some of the area's principal attractions. To the west is a high mesa and five extinct volcanos; to the east are the magnificent Sandia and Manzano mountains. Sandia Crest in the Cibola National Forest, 30 miles from Albuquerque, offers a breathtaking view that encompasses 11,000 square miles. A skylift operates there throughout the year, carrying skiers and hikers up the mountain. The Aerial Tramway, 2.7 miles in length and the longest tramway in the world, runs to the top of 10,378-foot Sandia Peak.

Evidence of Albuquerque's Native American roots can be found in the numerous pueblos around the city, many of them at least a thousand years old and some still inhabited. Active pueblos within an hour's drive of Albuquerque include Acoma, Cochiti, Isleta, Jemez, Laguna, Sandia, San Felipe, Santa Ana, Santo Domingo, and Zia. Acoma is perhaps the most spectacular; a walled adobe village atop a sheer rock mesa, the community dates to the eleventh century or earlier and is thought to be the longest continuously-occupied community in the country. Reminders of the ancient native civilization also exist in dozens of ruins and archaeological sites, among them Petroglyph State Monument, where some 25,000 prehistoric images, some as much as 3,000 years old, can be found in the rocks.

The Rio Grande Nature Center State Park, located a few miles north of Old Town, offers 2 miles of nature trails through the Southwest *bosque,* the grove of cottonwood growing along the Rio Grande. The Albuquerque Biological Park consists of three separate facilities: Rio Grande Zoological Park, Albuquerque Aquarium, and Rio Grande Botanic Garden. The zoo sits on 64 acres and is an oasis for both exotic and native species, such as seals and sea lions, gorillas, orangutans, elephants, polar bears, giraffes, camels, tamarins, koalas, Mexican wolves, mountain lions, monkeys, jaguars, zebras, and rhinoceros; one of the missions of the zoo is the breeding of endangered species. The zoo's Africa wing, opened in 2004, has 17 separate exhibits and 23 species of mammals and birds, including chimpanzees, warthogs, red river hogs, cheetahs, hippopotamus, DeBrazza's monkeys, spotted hyenas, African wild dogs, Marabou storks, Cape griffon vultures, lappet-faced vultures, wattled cranes, white-faced whistling ducks, Lady Ross's turacos, and golden-breasted starlings. At the Albuquerque Aquarium visitors can follow the story of a drop of water as it enters the upper Rio Grande high in the San Juan Mountains of Colorado and flows past canyons, deserts, and valleys in New Mexico, Texas, and Mexico, before reaching the Gulf of Mexico. The aquarium features exhibits of Gulf of Mexico saltwater species; a highlight is the 285,000 gallon tank housing brown, sandtiger, blacktip, and nurse sharks; brightly-colored reef fish; eels; and sea turtles. The Botanic Garden is 20 acres of developed land that includes a 10,000-square-foot conservatory divided into a Desert Pavilion and a Mediterranean Pavilion. New at the botanic garden in 2004 is Rio Grande Heritage Farm, a 1920s-style farm with an adobe farmhouse, barn, farm animals, orchard, grape vineyard, flowers, and vegetable crops.

Glancing skyward in Albuquerque, spectators frequently see the colorful spectacle of hang-gliders and hot-air balloons drifting slowly past. A combination of sunshine and topography produces steady geothermal winds, making the area ideal for wind sports and earning for the city the nickname of ''Hot Air Balloon Capital of the World.''

Albuquerque's Central Avenue, which runs east-west through the city, is considered one of the best-preserved sections of historic Route 66 in the state. Along the avenue are more than 100 classic structures, including diners, motor courts, and theaters, in architectural styles ranging from Streamline Moderne to Pueblo Deco.

Arts and Culture

Albuquerque actively promotes its rich cultural community. In 1979 City Council created an ordinance that assigns 1 percent of monies generated by revenue bonds and general obligation bonds to public construction and public art. Consequently, Albuquerque abounds with sculptures and murals attesting to the city's artistic energies. Along Central Avenue, from historic Old Town on the east through downtown and the university area to Nob Hill on the west, is Albuquerque's ''cultural corridor.'' In the numerous theaters, museums, galleries, and cafes, and at other sites along this

The Pueblo Cultural Center specializes in preserving the history and culture of the Pueblo peoples.

route, the stimulating and diverse cultural life of Albuquerque is on view.

Albuquerque has more than 30 performing arts centers and groups. The KiMo Theater, an ornate 1927 Pueblo Deco-style landmark downtown, is on the National Register of Historic Places; it serves as a performing arts theater, hosting a number of groups, with seating for 700. The Albuquerque Little Theatre presents comedies, mysteries, and light classics in its own playhouse near Old Town. La Compañía de Teatro de Albuquerque—one of the few major Hispanic companies in the United States and Puerto Rico—stages a series of bilingual productions including comedies, dramas, and musicals. Vortex Theatre offers off-Broadway original and classic plays.

Albuquerque is home to the New Mexico Ballet Company, founded in 1972, which performs classic dances in the KiMo Theatre and in Popejoy Hall on the University of New Mexico campus. Dance performances by visiting artists and groups can also be seen at KiMo Theatre. Popejoy Hall, the primary facility in the city for the performance of orchestral music and opera, is home to the Ovation Series—which offers a variety of events including drama and comedy, and ballet and modern dance—and the New Mexico Symphony. Based in the city and one of the southwest's most prestigious orchestras, the symphony presents classical, baroque, and pops, as well as Symphony Under the Stars and other special concerts. Musical Theatre Southwest, formerly the Civic Light Opera, performs classical and new musicals and is one of the largest producers of community theater in the country. Chamber Music Albuquerque, established in 1942, brings chamber ensembles from around the world to Albuquerque.

Many of Albuquerque's museums concentrate on area history and culture. The New Mexico Museum of Natural History and Science features exhibits exploring the geological and anthropological history of New Mexico, through Paleozoic-era fossils, full-scale dinosaur models, a walk-through volcano, and a replica of an ice-age cave. The Indian Pueblo Cultural Center specializes in the authentic history and culture of the Pueblo peoples; the center includes exhibits tracing the history, artifacts, and contemporary art of New Mexico's 19 pueblos, the Pueblo House Children's Museum, a restaurant serving Native American foods, and an outdoor arena where Native American dancers perform on weekends. The National Hispanic Cultural Center, opened in 2000, explores Hispanic history and literature as well as visual, performing, media, and culinary arts. Located on the University of New Mexico campus, the Maxwell Museum of Anthropology displays ethnic, anthropological, and archaeological artifacts. Some date back 10,000 years, with especially strong collections from Southwestern cultures. The National Atomic Museum exhibits the history of atomic energy, including the Manhattan Project that produced the first atomic bomb, as well as non-military applications of nuclear energy.

The Albuquerque Museum of Art and History displays southwest art and explores 400 years of Albuquerque history. The museum features works by New Mexican artists from the early 20th century to the present, and numerous artifacts from the area's Spanish-American period, such as swords, helmets, and horse armor. A 40,000 square-foot expansion, completed in 2005, allows the museum to display more of its permanent collection. With an emphasis on the early modernist period, the University of New Mexico Art Museum houses a collection of nineteenth- and twentieth-century American and European art, including one of the largest university-owned photography collections in the nation. The Jonson Gallery, located on the University of New Mexico campus, is the home of the late New Mexico modernist painter Raymond Jonson and exhibits more than 2,000 of his works. The National Hispanic Cultural Center's 11,000 square-foot gallery space displays contemporary and traditional Hispanic art. The KiMo Gallery at KiMo Theatre presents the work of local artists. The South Broadway Cultural Center Gallery mounts exhibitions by local and regional artists; workshops are available for emerging artists of all ages.

Festivals and Holidays

In 2006 Albuquerque will be 300 years old. The city is celebrating its tricentennial for 18 months, from April 2005 to October 2006, with events and exhibits honoring Albuquerque's art, history, and culture. Many of Albuquerque's yearly events celebrate the city's ethnic heritage. At the National Fiery Foods/Barbeque Show, held in early March, attendees can sample spicy sauces, salsas, candies, and more. The Rio Grande Arts and Crafts Festival, held in mid-March, features some 200 artists and crafters from across the country. Native American dancing and feast-day observances take place at numerous pueblos located within an hour's drive of the city. In April, the Gathering of Nations Pow Wow, held on the University of New Mexico campus, features more than 3,000 Native American dancers and singers representing some 500 tribes; more than 800 artists, crafters, and traders at its Indian Traders Market; and a Miss Indian World pageant. The New Mexico Arts and Crafts Fair, in June, showcases the works of some 200 New Mexican artisans. Each Saturday during the summer, Summerfest at Civic Plaza celebrates the food and culture of the city's various ethnic groups, and presents live music and entertainment. In September, the New Mexico Wine Festival in nearby Bernillo offers wine tastings, an art show, and entertainment. Also in September, the 17-day New Mexico State Fair, regarded as one of the top fairs in the United States, presents a professional rodeo, concerts, livestock shows, and other events. Feria Artistica, held in October, is a juried Spanish Market observing Albuquerque's

Spanish roots, reaching back more than 400 years. The annual Albuquerque International Balloon Fiesta is one of the most-photographed events in the world. A 9-day festival in October, it features the mass ascension of some 800 balloons; at night, balloons filled with luminous gas light the sky. The Weems Artfest, in November, is billed as New Mexico's number one arts and crafts festival; a three-day event, the Artfest shows the works of approximately 260 artisans from around the world. Albuquerque is known as the ''City of Little Lights,'' during the annual Luminaria festival in December. Tours are available.

Sports for the Spectator

The Albuquerque Isotopes, part of the Pacific Coast League, bring minor league baseball to Albuquerque at the new Isotopes Park (a $25 million renovation of Albuquerque Sports Stadium), which has seating for 12,215. The New Mexico Slam is a basketball team in the World Basketball League; they play at the Albuquerque Convention Center. The city is famous for the University of New Mexico Lobos, especially the football and basketball teams; the football team plays a September-to-November season at the university's 30,000 seat Stadium, and the basketball team plays from November to March at ''The Pit,'' the university's 17,121-seat Arena. The New Mexico Scorpions, part of the Western Professional Hockey League, play at Tingley Coliseum. Rodeos and horse racing are other popular spectator sports in Albuquerque.

Sports for the Participant

With 800 neighborhood parks, 12 public swimming pools, 4 public and 7 private golf courses, 220 outdoor tennis courts, 23 ball fields, 43 miles of bikeways, and 20 community centers, Albuquerque has much to offer the outdoor enthusiast. Los Altos Park, the city's largest park, offers baseball and softball diamonds, an enclosed heated pool, tennis courts, a lighted golf course, and a children's recreational area. The Los Altos Skate Park, designed for BMX bikers, skateboarders, and in-line skaters, is the largest park of its kind in the southwest. Biking trails can be found at Sandia Peak and the Rio Grande Nature Center. Fishing is available in irrigation and drainage ditches, stocked with trout by the state, and in nearby mountain streams. Among other favorite outdoor adventures are hiking the trails in Cibola National Forest, camping, horseback riding, and downhill and cross-country skiing at Sandia Peak Ski area. Albuquerque's calm, steady winds also provide perfect conditions for hang gliding and hot-air ballooning.

Shopping and Dining

Albuquerque is a shopper's paradise. Numerous shops and galleries in Old Town specialize in art items and crafts produced by local artisans, such as textiles and the turquoise and silver jewelry for which the region is famous. Authentic prehistoric, historic, and contemporary Native American pottery, paintings, photography, and furniture are also for sale in Albuquerque. Sandia Pueblo, just north of Albuquerque, runs its own crafts market, Bien Mur Indian Market Center.

Other shopping needs can be met at Coronado Center, Winrock Center, and Cottonwood Mall, three of New Mexico's largest shopping centers; the historic Nob Hill district, offering some 130 shops, galleries, and restaurants; the underground First Plaza Galleria in the historic downtown district; and the Flea Market held every weekend at the New Mexico State Fairgrounds.

For dining pleasure Albuquerque offers a diverse range of restaurants, from family to fancy. Many feature regional specialties, including authentic Native American food, Hispanic and Mexican cuisine, and western barbecue. The core ingredients of what is known as Northern New Mexican Cuisine—a blending of Hispanic and Pueblo cuisines—are beans, corn, and chili. Several restaurants in Old Town are housed in picturesque adobe buildings.

Visitor Information: Albuquerque Convention and Visitors Bureau, 20 First Plaza Center NW, Albuquerque, NM 87102; telephone (505)842-9918; toll-free (800)284-2282

Convention Facilities

As the economic and industrial heart of New Mexico, and as a city known for its commitment to the past and to the future, Albuquerque is an ideal meeting place for conferences and conventions. Albuquerque's unique ethnic heritage and spectacular setting, plus its generous meeting facilities and hotels providing 14,000 guest rooms, promote the mixing of business with pleasure.

The city's primary meeting place is the Albuquerque Convention Center, located in the heart of downtown. The 600,000 square-foot complex offers 167,562 square feet of exhibition space, a 31,000 square-foot ballroom, and a 2,350-seat auditorium. It can accommodate more than 9,000 attendees and has banquet space for up to 6,000 people. The convention center is within walking distance of more than 900 guest rooms, as well as restaurants and clubs offering a variety of entertainment. Facilities for large groups are also available at Expo New Mexico at the State Fairgrounds; which offers flexible indoor and outdoor space, with an indoor capacity of 12,000 and outdoor capacity of 20,000 people.

Convention Information: Albuquerque Convention and Visitors Bureau, 20 First Plaza Center NW, Albuquerque, NM 87102; telephone (505)842-9918; toll-free (800)284-2282

Transportation

Approaching the City

Albuquerque is a designated Port of Entry into the United States. When arriving in Albuquerque by plane, visitors are greeted by the Albuquerque International Sunport terminal, which introduces them to local art and pueblo architecture. Located within the city limits, the airport is served by 8 major commercial airlines and 5 commuter airlines. The airport offers nonstop service to 27 cities across the country, plus nonstop service to 7 in-state cities.

Albuquerque is at the crossroads of two major highway routes: Interstate 25, running from Canada to Mexico, and Interstate 40—formerly Route 66—intersecting the city from east to west.

Passenger bus transportation into Albuquerque is available through commercial bus companies. Train service is provided by Amtrak; Albuquerque is a stop along its Southwest Chief route, a daily line between Los Angeles and Chicago.

Traveling in the City

The landscape surrounding Albuquerque—the Sandia Mountains to the east and mesas to the west—provides convenient landmarks for finding direction in the city. Dividing Albuquerque into quadrants are Interstate 40, which runs east to west, and Interstate 25, known as the Pan American Freeway, which runs north to south. The streets form a grid accommodating this intersection. Central Avenue (old Route 66), called the ''spine'' of the city, is parallel to Interstate 40.

Albuquerque's mass transit service is provided by ABQ Ride. During the major festivals held in the city, such as the International Balloon Fiesta, the State Fair, and Luminaria, ABQ Ride supplies special service to and from the event venues. A trolley serves shoppers and tourists, running between Old Town, the zoo, and downtown. A light rail system is expected to be completed and running in 2006.

The city also maintains a number of well-lit and well-paved paths for bicycle travel, including 70 miles of on-street bike lanes.

Communications

Newspapers and Magazines

Albuquerque is served by two daily newspapers, the morning *Albuquerque Journal* and the evening *Albuquerque Tribune,* and by the weekly newspapers *New Mexico Business Weekly,* which covers business media, and *El Hispano News,* a Spanish-language newspaper. Magazines published there include *abqARTS, New Mexico Business Journal,* and *New Mexico Woman.*

Television and Radio

Ten television stations, including affiliates for the major commercial networks and public television, serve metropolitan Albuquerque. Cable television is available by subscription. Approximately 40 AM and FM radio stations broadcast to Albuquerque-area listeners, offering a wide variety of programming, including Spanish- and Navajo-language features. Albuquerque Public Schools operates an instructional radio station that features educational programming as well as jazz and Latin music.

Media Information: *Albuquerque Journal,* 7777 Jefferson Street NE, Albuquerque, NM, 87109; Newsroom telephone (505)823-3800. *Albuquerque Tribune,* PO Drawer T, Albuquerque, NM, 87103; telephone (505)823-7777

Albuquerque Online

Albuquerque Convention & Visitors Bureau. Available www.abqcvb.org

Albuquerque Journal. Available www.abqjournal.com

Albuquerque Public Schools. Available www.aps.edu/aps

Albuquerque Tribune. Available www.abqtrib.com

Bernalillo County home page. Available www.bernco.gov

City of Albuquerque home page. Available www.cabq.gov

Greater Albuquerque Chamber of Commerce. Available www.gacc.org

New Mexico Department of Labor. Available www.dol.state.nm.us

Rio Grande Valley Library System. Available www.cabq.gov/rgvls

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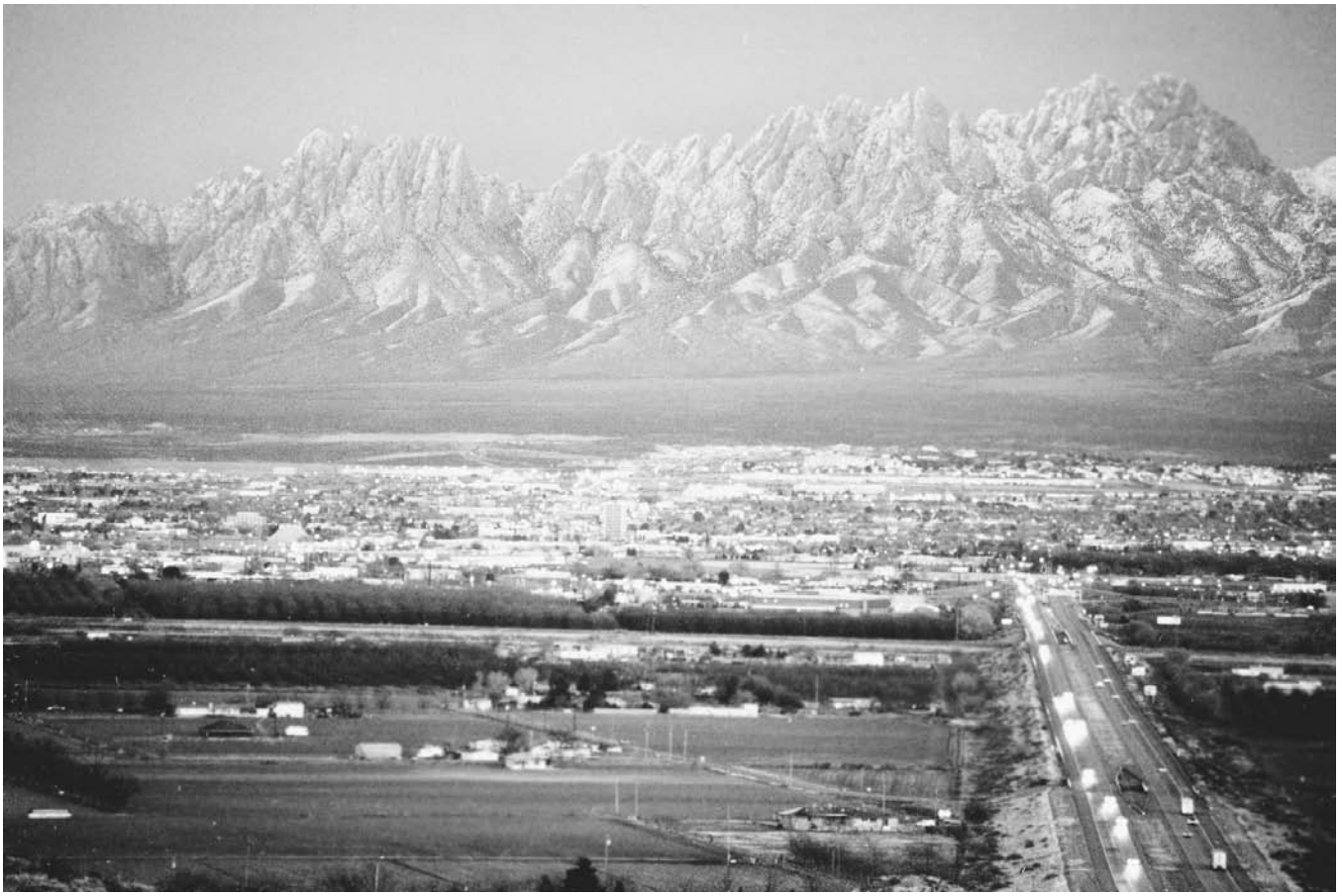
Las Cruces



The City in Brief

Founded: 1848; incorporated 1907

Head Official: William Michael Mattiace (since 2003)

City Population
1980: 45,086
1990: 62,648
2000: 74,267
2003 estimate: 76,990
Percent change, 1990–2000: 19.5%
U.S. rank in 1980: 475th
U.S. rank in 1990: 396th (State rank: 2nd)
U.S. rank in 2000: 408th (State rank: 2nd)

Metropolitan Area Population
1980: 96,340
1990: 135,510
2000: 174,682
Percent change, 1990–2000: 29.0%
U.S. rank in 1990: 208th
U.S. rank in 2000: 181st

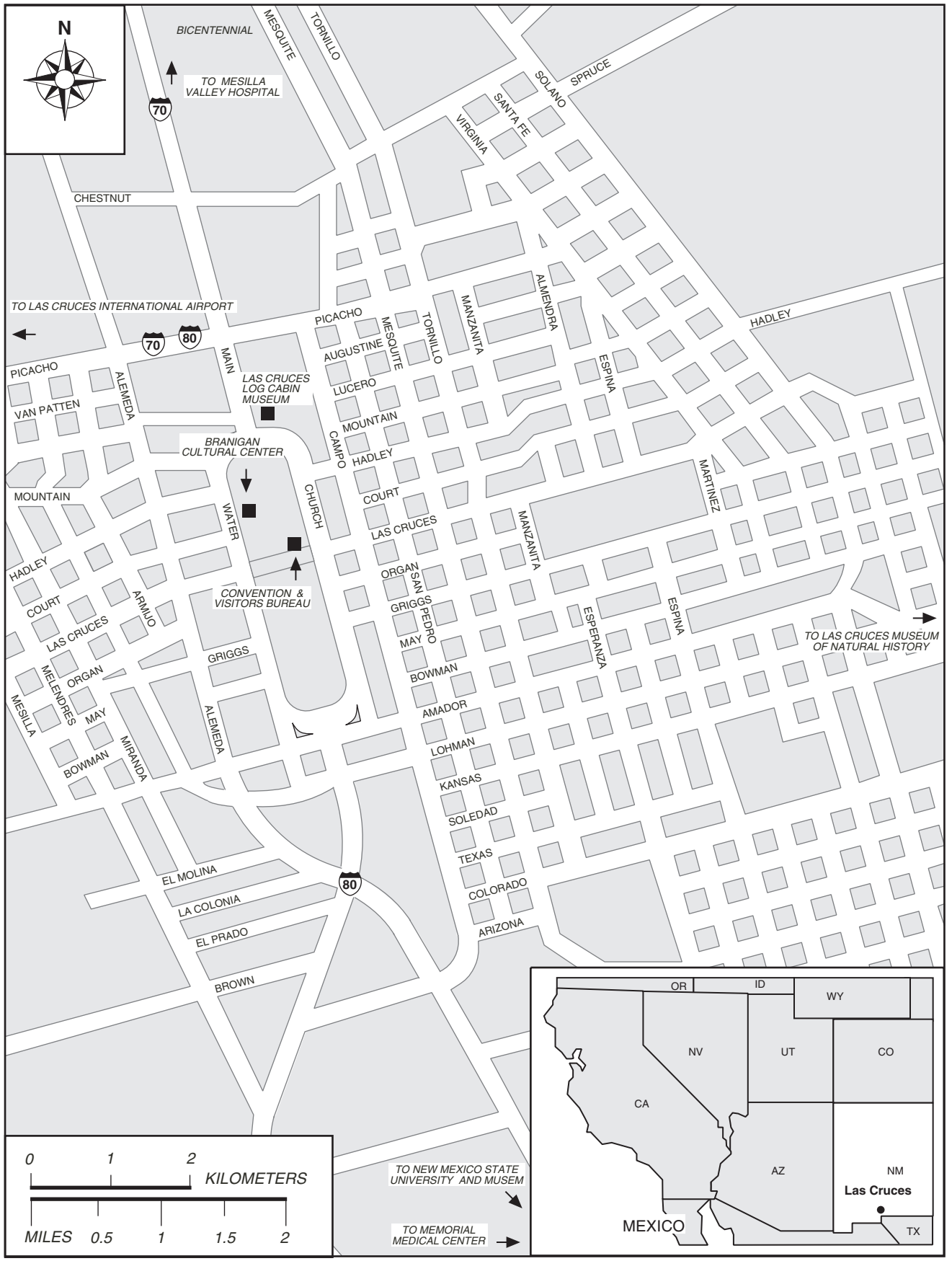
Area: 52.22 square miles (2000)
Elevation: 3,909 feet above sea level
Average Annual Temperature: 64.0° F
Average Annual Precipitation: 8.5 inches rain, 3.2 inches snow

Major Economic Sectors: government/military, services, trade, education, agriculture
Unemployment Rate: 6.3% (January 2005)
Per Capita Income: $15,704 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: New Mexico State University, La Dona Branch Community College

Daily Newspaper: *Las Cruces Sun-News*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BICENTENNIAL
MESQUITE
TORNILLO
SPRUCE
SOLANO
SANTA FE
VIRGINIA
TO MESILLA VALLEY HOSPITAL
70
CHESTNUT
TO LAS CRUCES INTERNATIONAL AIRPORT
80
PICACHO
ALEMEDA
MAIN
VAN PATTEN
LAS CRUCES LOG CABIN MUSEUM
AUGUSTINE
LUCERO
MOUNTAIN
CAMPO
HADLEY
ALMENDRA
MANZANITA
ESPINA
BRANIGAN CULTURAL CENTER
CHURCH
COURT
LAS CRUCES
WATER
CONVENTION & VISITORS BUREAU
ORGAN
SAN PEDRO
GRIGGS
MAY
BOWMAN
AMADOR
LOHMAN
KANSAS
SOLEDAD
TEXAS
COLORADO
ARIZONA
ARMIJO
MELENDRES
MESILLA
MIRANDA
EL MOLINA
LA COLONIA
EL PRADO
BROWN
ESPERANZA
MARTINEZ
TO LAS CRUCES MUSEUM OF NATURAL HISTORY
TO NEW MEXICO STATE UNIVERSITY AND MUSEM
TO MEMORIAL MEDICAL CENTER
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Introduction

Las Cruces, Spanish for ''city of crosses,'' is located in the Mesilla Valley, a wonderfully varied area of forests, river valley, and vast desert. The seat of Dona Ana County, the city is near White Sands Missile Range, where the first atomic bomb was tested. The city's spectacular setting boasts the Organ Mountains to the east and the surrounding Chihuahua Desert, with the Rio Grande running through the middle. Since the end of the nineteenth century, the city has been the political, social, and business hub for southern New Mexico. The Forbes/Milken Institute named Las Cruces among the top three small metro areas for business and careers in 2002, 2003, and 2004, and *Money* magazine placed it in the top eight places to retire, based on factors such as weather, crime, and economy.

Geography and Climate

Las Cruces is located 45 miles from the Mexican border and 40 miles northwest of El Paso, Texas. Bordered by the Organ Mountains in the east and the legendary Rio Grande on the west, Las Cruces is located in the heart of the fertile Mesilla Valley.

Las Cruces enjoys 350 days of sunshine annually, with less than 9 inches of average annual rainfall, which happens mostly at night, and only 3.2 inches of snowfall. Because it is situated over a natural underground aquifer, it does not suffer the water problems of a number of southwestern cities. Also, unlike many desert cities, Las Cruces experiences four mildly distinct seasons, with the harder part of the winter occurring during December and January, when the average daytime temperature is 57 degrees. Light snow does fall in the winter but seldom lasts longer than one day. June is generally the hottest month, with an average temperature of 94 degrees. The monsoon season, when heavy thunderstorms can occur daily, takes place in July and August.

Area: 52.22 square miles (2000)

Elevation: 3,909 feet above sea level

Average Temperatures: January, 41.5° F; June, 77.4° F; annual average, 64.0° F

Average Annual Precipitation: 8.5 inches of rain, 3.2 inches of snow

History

Long Before Humans

Before the first human inhabitants, the area around Las Cruces was populated by a teeming variety of reptiles and amphibians, who left many fossils when the great inland sea that once covered southern New Mexico retreated 600 million years ago. The Smithsonian has stated that the area holds ''the world's best-fossilized footprints from the Permian Period.''

Early Paleolithic Indians traversed the area about 20,000 years ago, and Anasazi tribes built cliff dwellings over most of New Mexico 10,000 years ago. The Mogollon tribe thrived in the Las Cruces region until they mysteriously disappeared around 1450 A.D. They left many petroglyphs, or rock drawings, scattered around the vicinity for scientists to gain a glimpse into their way of life.

Blazing A Trail

The first European visitors came to the Las Cruces area in 1535 when Spanish explorers, led by Cabeza de Vaca, passed through. In 1589, the first colonists arrived, led by Don Juan Onate, motivated by legends of seven ancient cities of gold. The group's livestock were driven in front of them, blazing a trail called El Camino Real, which led from Chihuahua, Mexico, to Santa Fe. Another trail blazed by this same group was dubbed Jornado del Meurto, or Journey of Death. As they attempted to forge a path more direct than the one which followed the meandering Rio Grande, the brutal desert conditions claimed the lives of many men and the Apaches claimed more.

Control of the region changed hands often from the 1600s to about 1850. The Pueblo Indians rebelled against their Spanish conquerors in the late seventeenth century and enjoyed self-rule for a time. In 1821 the Mexican Revolution overthrew the Spanish and created the Republic of Mexico. Soon after that, U.S. westward expansion caused friction and an eventual war with Mexico. This was resolved with the 1848 Treaty of Guadalupe Hidalgo, followed by the 1854 Gadsden Purchase, which claimed much of northern Mexico's land as U.S. territory. The region was even briefly under Confederate rule when Texas troops marched on it in 1862. They were later defeated by Union soldiers near Santa Fe.

After the Civil War ended, the Army installed Fort Seldon to help guard travelers against attacks by the Apache. The Buffalo Soldiers of the 125th Infantry, African Americans, were among the first to men the fort. With the coming of the railroad and more and more new immigrants, the Apache threat abated and the fort officially closed in 1891.

The small town of Mesilla is intertwined with the history of Las Cruces. Mesilla was founded by residents who were not happy with the Treaty of Guadalupe Hidalgo and wished to remain Mexican citizens, hence moving across the Rio Grande. Ironically, the Gadsden Purchase a few years later placed them back under U.S. rule.

A Glimpse of Modern Las Cruces

In 1849 the first blocks of the city were laid out with rawhide ropes and stakes. Plots were quickly claimed by settlers and gold miners hoping to find their fortune in the Organ Mountains. The coming of the railroad increased growth of the town quickly. The Santa Fe Railroad had planned to lay track through Mesilla, which had been a depot of the Butterfield Stage Coach, but someone in Las Cruces offered them free land. From then on, Las Cruces grew rapidly while Mesilla remained a sleepy little border town.

Las Cruces continued to grow quickly yet rather quietly into the 1900s as New Mexico became the 47th state in 1912. The quiet was suddenly disturbed when the first atomic bomb was tested north of Las Cruces on July 16, 1945. The area used for the test site, fittingly, was the Jornado del Muerto area. The following year World War II ended and Las Cruces was officially incorporated as a city.

Today, Las Cruces remains one of the fastest growing metro areas in the nation, and the second largest city in New Mexico. In addition to thriving business in trade, government, and agriculture, the unique and stunning scenery of the region has made it an attractive place to film movies and music videos. Las Cruces celebrated its 150th birthday in 1998 with festivities that carried on into the millennium. It remains a true crossroads, not only of highways but of cultures and customs, which blend together amiably to become a very pleasant place to live.

Historical Information: Rio Grande Historical Collections, New Mexico State University Library, PO Box 30006 Las Cruces, NM 88003-3006; telephone (505)646-3839; fax (505)646-7477; email archives@lib.nmsu.edu

Population Profile

Metropolitan Area Residents
1980: 96,340
1990: 135,510
2000: 174,682
Percent change, 1990–2000: 28.9%
U.S. rank in 1990: 208th
U.S. rank in 2000: 181st

City Residents
1980: 45,086
1990: 62,648
2000: 74,267
2003 estimate: 76,990
Percent change, 1990–2000: 19.5%
U.S. rank in 1980: 475th
U.S. rank in 1990: 396th (State rank: 2nd)
U.S. rank in 2000: 408th (State rank: 2nd)

Density: 1,425.7 people per square mile

Racial and ethnic characteristics (2000)
White: 51,248
Black or African American: 1,738
American Indian and Alaska Native: 1,289
Asian: 863
Native Hawaiian and Pacific Islander: 55
Hispanic or Latino (may be of any race): 38,421
Other: 16,031

Percent of residents born in state: 46.7% (2000)

Age characteristics (2000)
Population under 5 years old: 5,195
Population 5 to 9 years old: 5,251
Population 10 to 14 years old: 5,054
Population 15 to 19 years old: 6,244
Population 20 to 24 years old: 8,771
Population 25 to 34 years old: 9,981
Population 35 to 44 years old: 9,976
Population 45 to 54 years old: 8,265
Population 55 to 59 years old: 2,972
Population 60 to 64 years old: 2,837
Population 65 to 74 years old: 5,280
Population 75 to 84 years old: 3,306
Population 85 years and over: 1,135
Median age: 31.2 years (2000)

Births (2002)
Total number: 3,081

Deaths (2002)
Total number: 1,129

Money Income (1999)
Per capita income: $15,704
Median household income: $30,375
Total households: 29,184

Number of households with income of . . .
less than $10,000: 4,666
$10,000 to $14,999: 3,247
$15,000 to $24,999: 4,287
$25,000 to $34,999: 4,030
$35,000 to $49,999: 4,939
$50,000 to $74,999: 4,483

$75,000 to $99,999: 2,085
$100,000 to $149,999: 957
$150,000 to $199,999: 189
$200,000 or more: 218

Percent of families below poverty level: 17.2% (41.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Las Cruces has a council-manager form of government with six council members elected by district serving staggered terms. Both the mayor and the council members serve four year terms.

Head Official: William Michael Mattiace (since March 2003; current term expires 2007)

Total Number of City Employees: 1,251 (2004)

City Information: City of Las Cruces, PO Box 20000, Las Cruces, NM 88004, telephone (505)541-2000

Economy

Major Industries and Commercial Activity

Like many other sunbelt communities, Las Cruces' economy is booming. The city is the fastest-growing metro area in New Mexico and among the top 10 in the United States. The median age is younger than the state or national average, providing a prime, mostly bilingual, labor source. Private and public sectors continue to fuel the economy, whereas the conditions in other parts of the country, such as climate, cost of living, and quality of life, are less attractive to people and companies looking to relocate.

The four mainstays of the local economy are agriculture, commerce, education, and defense/aerospace. Since World War II, federal, state, and local government have become the main source of jobs in the area, due to the proximity of New Mexico State University (NMSU) and White Sands Missile Range. NMSU is the city's largest employer, and it also provides training and education for research facilities at White Sands. White Sands Missile Range is the Army's largest installation, and the largest military installation in the Western Hemisphere covering more than 2.2 million acres, and is used by the Navy, Air Force, and NASA. Other government agencies, universities, private industries, and even foreign militaries conduct research there as well.

Although Las Cruces was never primarily an industrial town, manufacturing and commerce has been growing in importance. The North American Free Trade Agreement, or NAFTA, passed in 1994, has influenced this trend, as has the opening in 1991 of the border crossing at Santa Teresa, just 40 miles south of Las Cruces. Many companies are finding it advantageous to relocate in the Mesilla Valley area in order to do business with maquilladoras, (factories) in Mexico. NAFTA and the Mexican government's maquilladora program enacted in the 1960s encourage this type of trade by lowering or completely eliminating tariffs. For example, a U.S. company may send automobile parts to be assembled in Mexico; when the assembled car is shipped back, duties are paid only on the value added in Mexico. Molded plastics and electronic components are the top materials purchased by the maquilladoras.

On the U.S. side of the border, there are nine industrial and research parks in Dona Ana County. Reports from 2000 indicate the sale price of land in these developed lots ranged from only $.50 to $2.50 per square foot. Some are municipally owned and some private, but most have rail and interstate access and utilities included.

Las Cruces is definitely a land of peppers. Chile, cayenne, jalepeno, and bell peppers in every color imaginable are all raised locally. The pungent aroma of roasting peppers and the sight of strings of red peppers drying on rooftops enliven the local scene. Stahmann Farms on Highway 28, which originally focused on cotton and tomatoes, is now the world's largest producer of pecans. Other agricultural products include cotton, onions and various other vegetables, and dairy products. Research into developing new plant strains, particularly of peppers, takes place at New Mexico State University.

An enormous influx of retirees, students, and tourists has boosted the economy and has led to a building boom, including many senior citizen residences. A total of 796 new building permits for single-family units were issued in 2003, at an average cost of $144,900.

Items and goods produced: peppers, pecans, cotton and other agricultural products, electronics parts and molded plastics, repair parts for machines, packaging materials, chemicals.

Incentive Programs—New and Existing Companies

Local Programs—The city may issue Industrial Revenue Bonds (IRBs) for new businesses and industries, and will work with private bond counsel of the company and the State Investment Council to have the bonds purchased by the State Investment Pool or through a private placement. These

IRBs can be used for construction, site costs, equipment, and training. The City Special Projects Office assists in expediting all permit applications. Dona Ana County also has the Investment Credit Act which encourages employers to locate in the area. The act requires companies to hire new workers and gives tax credits for machinery and other expenses. Las Cruces' 220 acre foreign trade zone exists in three sub-areas adjacent to the Las Cruces airport and West Mesa Industrial Park.

State programs—The city of Las Cruces participates in all New Mexico incentives for new businesses. These programs feature a 100 percent property tax abatement for up to 30 years; state income tax abatement or exemption; real property related business loans; 800/WATS phone line tax exemption; research and development tax reduction (both state and local); corporate child care tax credit; cultural preservation tax credit for businesses that restore a property listed in the New Mexico Register of Cultural Properties; and Community Development Block Grant (CDBG) loans for acquiring property, working capital, equipment, and construction. The Severance Tax Loan Program and the Community Development Revolving Loan Fund both provide money for establishing and expanding businesses in the area. New Mexico's 27J exemption helps small business ventures raise capital. State of New Mexico Investment Council Venture Capital Investment is a program that gives funds to experienced partnerships that have demonstrated successful investment performance. Still other state-wide programs include Enchantment Land Certified Development Company, which administers low interest, fixed rate, low down payment loans; and the New Mexico Community Development Loan program which is geared toward helping low income people. Funding for the latter, for example, can be used to build housing developments as well as business.

Job Training Programs—On-site and classroom job training is available at NMSU through the State of New Mexico Industrial Development Training Program. Some features of the program include training customized to individual companies' needs, and freedom of the employers to select training candidates. It is not limited to economically disadvantaged people.

Development Projects

Housing needs are on the minds of developers and planners in Las Cruces and any fast growing city. Las Cruces issued over 1,200 permits in 2004 for construction of all types of commercial and residential buildings. The Community Development Department has cooperated with 16 agencies to obtain over $1.1 billion for services for low income families, including helping 25 families though its Home Rehabilitation Program. This city department has also helped rewrite zoning codes according to citizen's requests, and has designed the future Mesquite Historic District community garden.

A major accomplishment was to facilitate commercial airline service at Las Cruces International Airport as of November 2004. Before this, the nearest full service airport was 40 miles away in El Paso, Texas. In the mid-2000s, a $3 million construction project dubbed ''Community of Hope'' is ongoing, renovation of the downtown Rio Grande Theatre was completed, playground equipment was replaced in 25 parks, and there were many other renovations of various city facilities, such as flood drains, street signs, and traffic signals. The importance of water and wastewater management to the region was not overlooked. A two million gallon capacity Telshor water tank was restored and nearly $1 million was spent for various upkeep projects on Las Cruces' more than 390 miles of water lines and 50 wells.

Economic Development Information: Mesilla Valley Economic Development Alliance, 2345 East Nevada, Las Cruces, NM 88001; telephone (505)525-2852; fax (505)523-5707. Las Cruces-Dona Ana County Economic Development Council; telephone (505)524-1745

Commercial Shipping

Overnight shipping is available to most major western cities, including Dallas, Houston, San Antonio, Phoenix, San Diego, Los Angeles, and Denver. Two Railroads provide direct rail services: Burlington Northern-Santa Fe and Union Pacific-Southern Pacific, and the newer border crossing at Santa Teresa is to be a future rail port of entry. Air freight service is provided by all major companies. Six major commercial trucking firms offer freight service for the area.

Labor Force and Employment Outlook

The city's labor force has been described as capable, technically skilled, dependable, and cost effective. Job growth continues to increase by roughly two percent per year.

The following is a summary of data regarding the Las Cruces labor force, 2004 annual averages.

Size of nonagricultural labor force: 61,700

Number of workers employed in . . .
construction and mining: 3,900
manufacturing: 8,800
trade, transportation, and utilities: 9,500
information: 1,100
financial activities: 2,400
professional and business services: 4,900
educational and health services: 9,000
leisure and hospitality: 6,100
other services: 1,500
government: 20,300

Average hourly earnings of production workers employed in manufacturing: $12.86

Unemployment rate: 6.8% (February 2005)

Largest county employers	*Number of employees*
New Mexico State University	6,980
White Sands Missile Range	4,357
Las Cruces Public Schools	3,316
NASA	1,500
City of Las Cruces	1,251
Memorial Medical Center	1,198
Walmart	700
Allied Signal Aerospace	667
Excel Agent Services	300

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Las Cruces metropolitan area.

2004 (3rd Quarter) ACCRA Average House Price: $275,188

2004 (3rd Quarter) ACCRA Cost of Living Index: 99.5 (U.S. average = 100.0)

State income tax rate: Ranges from 1.7% to 8.2%

State sales tax rate: 5.0% (prescription drugs and certain food and medical expenses exempt)

Local income tax rate: None

Local sales tax rate: 7.0%

Property tax rate: $27.53 per $1,000 of 33.3% of assessed value

Economic Information: Greater Las Cruces Chamber of Commerce, 760 W. Picacho, Las Cruces, NM 88005; telephone (505)524-1968. Mesilla Valley Economic Development Alliance, 2345 E. Nevada, Las Cruces, NM 88001; telephone (505)525-2852. New Mexico Department of Labor, Las Cruces Area Office, 200 E. Griggs Avenue, Las Cruces, NM 88001; telephone (505)526-9622.

Education and Research

Elementary and Secondary Schools

Las Cruces Public Schools is the state's second largest school district and the third-largest employer in Dona Ana County. Specialized programs include a Bilingual Education Program geared to English proficiency and academic and ultimately career success. There is also a preschool program for toddlers younger than kindergarten age, an in-school program for pregnant teens, and a drug abuse prevention program. A new ''Drop Back In'' Mentorship program matches at-risk student with adult mentors. There are also special vocational/technical programs featuring nontraditional, nonacademic training for fields such as construction. Programs for special education students and for the gifted or talented are strong.

The following is a summary of data regarding the Las Cruces Public School District as of the 2003–2004 school year.

Total Enrollment: 23,100

Number of facilities
elementary schools: 22
middle schools: 7
high schools: 4

Student/teacher ratio: 16:1

Teacher salaries
minimum: $32,120
maximum: $54,587

Funding per pupil: $6,414

Public Schools Information: Las Cruces Public Schools, 505 S. Main, Suite 249, Las Cruces, NM 88001; telephone (505)527-5800

Colleges and Universities

New Mexico State University (NMSU), with 16,428 students, is home to six colleges: Agriculture and Home Economics, Business Administration, Education, Engineering, Arts and Sciences, and Health and Social Service. NMSU offers 77 baccalaureate, 50 masters, and 20 doctoral programs, plus a specialist in education in four study areas. With 780 faculty members, the student teacher ratio is about 19 to one; about 81 percent of the faculty has earned doctoral degrees. NMSU offers Ph.D. degrees in engineering, business, agricultural science, and arts and sciences. NMSU is regarded among the top ten colleges and universities in the United States in research and development.

Dona Ana Branch Community College (DABCC), actually a branch of new Mexico State University and located on NMSU's campus, was instituted in 1973 to meet the needs of students who wish to achieve one year certificates and two year associates degrees in medical, technical, and business fields. The college's Adult Basic Education Outreach Program and Community Education Program have been noted by the U.S. Department of Education for promoting literacy and preparing individuals for high school equivalency exams. DABCC also has programs for high school students in Dona Ana County. Enrollment is around 5,000 and is expected to reach 7,000 by 2010.

Libraries and Research Centers

The Las Cruces public library, called Thomas Branigan Memorial Library, has more than 165,000 items which include audio, video, and microform media as well as print items. The library provides free internet access seven days a week, a Bookmobile, a Spanish Collection, almost 500 subscriptions to newspapers and periodicals, and a genealogy collection. The New Mexico State University Library holds over a million volumes housed in two buildings on the Las Cruces main campus. The Branson Library houses items pertaining to the Arts, Humanities, and Social Services, while the Zuhl Library contains government documents, special collections, and categories of Sciences, Engineering, and Business

Major research centers at New Mexico State University include the Engineering Research Center, which coordinates research functions in many engineering disciplines; the Physical Science Laboratory, which performs research, development, testing, and evaluation for NASA; The Rio Grande Corrido, which includes the NMSU computing research laboratory, focusing on artificial intelligence and genetic engineering; and Arrowhead Research Park and Genesis Center, specializing in research and development and providing affordable incubator space for small technology based start-up companies. The Carnegie Foundation ranked New Mexico State as a Level One research facility; it receives more than $300 million in total research contracts. Waste Management Education and Research Consortium helps develop environmental management resources; New Mexico Water Resource Research Institute explores water issues; New Mexico Border Research Institute plays an integral role in promoting international trade and cultural exchange; and the Advanced Manufacturing Center has a mission to enhance education, research, and business in the manufacturing industry. There are also the Arts and Sciences Research Center and an agricultural experiment station, and the university interacts with outside military and industrial research facilities in the area.

Public Library Information: Branigan Memorial Library, 200 E. Picacho, Las Cruces, NM 88001; telephone (505)528-4000

Health Care

Las Cruces has three medical facilities serving its health care needs. Memorial Medical Center (MMC) recently signed a 40-year, $150 million dollar agreement with Province Healthcare, which will enable it to add 99 private rooms to its 286-bed acute care facility. MMC offers emergency and urgent care, comprehensive cancer care at Ikard Cancer Treatment Center, imaging services, maternal/infant care, lab services, Memorial Heart Center for Heart and Vascular Care, outpatient surgery, Women's Health and Wellness, pediatrics, a neonatal care center, behavioral services, and various rehabilitation services among others. Additional services are offered at its new freestanding annex, Memorial HealthPlex, an outpatient surgery center with diagnostic imaging, lab services, and endoscopy. The Mesilla Valley Hospital, with 86 beds, offers adult and child psychiatric care, and chemical dependency treatment. The newest choice in health care in Las Cruces is Mountain View Regional Medical Center, which opened in 2002. It boasts a state of the art, full service emergency room and all private inpatient rooms. Among other key services at Mountain View are the Comprehensive Women's Center, cardiology services, surgery services, diagnostic imaging, inpatient rehabilitation, a pain management center, and an ADA certified diabetes program.

Recreation

Sightseeing

A popular attraction is the monument and white crosses which mark the graves of the travelers from Taos who were ambushed and killed by Apaches in 1830, and for which the city is purported to be named. White Sands Missile Range displays missiles and weapons at its visitor's center. Its museum traces the origins of space and nuclear research. Separate and distinct from the missile range is White Sands National Monument, an area of over 275 square miles of pure gypsum. Nature tours, including Lake Lucero, are given. Visitors can explore the world's largest pecan farms at Stahmann Farms, about 7 miles south of the city. History buffs of the Old West will enjoy San Albino Church in old Mesilla, one of the oldest missions in the region; the Fort Seldon State Monument on the site of the former cavalry fort; and the Historical Museum of Lawmen, located at the Dona Ana County Sheriff's Department, which displays law enforcement memorabilia. The only federally funded monument to the Bataan Death March heroes can be found in Veterans Park in Las Cruces along Roadrunner Parkway. It was dedicated in 2001 and sculpted by local artist Kelly Hester.

Arts and Culture

Founded by Tony-award-winning playwright Mark Medoff, The American Southwest Theatre Company performs five or six regular season productions a year plus a children's show at New Mexico State University. Professional actors from the London Stage Company produce Shakespearean

Las Cruces celebrates its Hispanic culture through events such as the Cinco de Mayo Festival and Folklorico de la Tierra del Encanto.

plays with the group once a year. The Las Cruces Community Theatre group produces five shows annually and holds a one-act festival of experimental plays in the winter. Opportunities for Creative Theater Students offers student performances at the NMSU Attic Theater.

Las Cruces boasts a number of interesting museums. Five are run by the city itself: the Las Cruces Historical Museum (formerly the Branigan Cultural Center), the Museum of Natural History, The Museum of Fine Art and Culture, The Railroad Museum, and the Bicentennial Log Cabin. The log cabin was originally in the Black Mountain range in Grant, New Mexico, until the mining industry ended and Grant became a ghost town. The log cabin was transported and completely rebuilt by Las Cruces Association of Home Builders, and features original furnishings and artifacts from the 1880s. The Las Cruces Historical Museum displays both historical and fine arts items in a turn-of-the-century parlor. The Museum of Fine Art and Culture was completed in spring of 1999. The Las Cruces Railroad and Transportation Museum holds artifacts from New Mexico's railroading past. The museum of Natural History displays plants and animals from the Chihuahuan Desert region and has programs running the gamut from dinosaurs to astronomy. The New Mexico Farm and Ranch Heritage Museum is the largest of its kind in the world and educates the public on everything in the 3,000-year history of agriculture in New Mexico. New Mexico State University has its own University Museum in Kent Hall on the main campus, which holds mostly anthropological artifacts including historic and prehistoric art objects. Space Murals, Inc. is a combination giant water tower mural and museum honoring space exploration and astronauts. Visitors to the Gadsden Museum get a taste of life and times of the Albert Jennings Fountain family, who played a crucial role in Las Cruces history. The museum exhibits Indian artifacts and objects from the Civil War, paintings and china, and outlines the history of the Gadsden Purchase.

Festivals and Holidays

Las Cruces hosts holidays and fiestas year round, many of them celebrating the city's Hispanic culture. Starting in mid-January is the Mesilla Valley Balloon Rally, when 90 or more colorful balloons fill the sky. April offers four happenings: the La Vina Blues and Jazz Thing features cool music sponsored by New Mexico's oldest winery; the Trinity Site Tour in White Sands Missile Range where the first atomic explosion was set off; the Border Book Festival, featuring renowned visiting authors, food, fun, and live acts; and the annual Frontier Days at Fort Seldon. Cinco de Mayo festivities take place in May, with Mexican food, dancing, and music in old Mesilla. Also in May, the Fiesta de San Ysidro celebrates agriculture and Hispanic traditions, and ends with a Blessing of the Fields and the hot GLASS Fly-In, showcasing the latest in flight technology. Another wine festival dubbed The Vintner's Splash is held at the end of May.

Fourth of July is celebrated with the Electric Light Parade and fireworks. In September and October, kids and grown ups alike enjoy the Mesilla Valley Maze, which includes hay rides to a pumpkin patch and finding one's way through twists and turns cut into a corn field. In early September is the Hatch Chile Festival, honoring the Mesilla Valley as the chile capital of the world with food, crafts, an auction, and more. An hour north of Las Cruces, Hillsboro holds its apple festival the first week of September. Diez y Seis de Septiembre commemorates Mexican Independence day with folk dances, mariachi music, and traditional Mexican foods. The world's largest enchilada is constructed each year at the Whole Enchilada Fiesta, with an accompanying parade and other festivities. The end of September and the beginning of October bring the Southern New Mexico State Fair, with food, music, an auction, livestock shows, and a rodeo. La Vina, New Mexico's oldest winery, holds its namesake festival in October. The Annual Mesilla Jazz Happening holds court in two places, the old Historic Plaza and the new Mercado Plaza, with horse drawn shuttles giving free rides between the two plazas. Then in mid October ''Cowboy Days'' unfolds, with roping and riding demonstrations, food and music, and cowboy poetry.

While the Anglo world celebrates Halloween, in Las Cruces there is Dia de los Muertos, or Day of the Dead, with candlelit processions, homemade altars in the streets, and a giant piñata. November brings the Annual Renaissance Craftfaire where artisans present their works in a juried art show and exhibition. In mid-November the International Mariachi Conference and Concert arrives to New Mexico State University and Young Park. Finally, in December, Christmas Carols and Luminarias set historic old Mesilla aglow.

Sports for the Spectator

New Mexico State University offers Division I NCAA college sports with 6 men's and 10 women's teams. Many games are held at Aggie Memorial Football Stadium with a capacity of more than 30,000 people.

Sports for the Participant

Las Cruces is home to more than 60 parks, many of which have playgrounds, picnic tables, and special events throughout the year. The city's four recreation centers have weight rooms and racquetball and basketball courts. Therapeutic recreation is offered at Mesilla Park Recreation Center. Summer programs include swimming, tennis, track and field, and computer camp. Other city recreation department offerings are soccer, football, softball, basketball, BMX, track and field, swimming lessons, volleyball, and boxing.

Shopping and Dining

Shopping in Las Cruces can be a delightfully varied experience. Mesilla Valley Mall houses 74 stores, including both national chain stores and small boutiques. Rated one of the top 10 open-air markets in the country, the Las Cruces Farmers & Crafts Market presents more than 200 local artisans and farmers twice a week, year round. Visitors to Las Cruces are drawn to Old Mesilla, a picturesque village of galleries, unique stores and restaurants built around the town plaza, with buildings dating back to the 1850s. Mesilla is only five minutes from downtown Las Cruces. Visitors to Rancho Mesilla may sample a variety of chile pepper products while kids of all ages are entertained by llamas that roam the property. Also in Mesilla, Lowry Farms offers fresh or frozen berries, pecans, corn, flowers and ornamentals, and jams and jellies made on site.

Besides the wonderful Southwestern cuisine featuring dishes of local peppers and other produce, Las Cruces has more than 70 restaurants running the gamut from fast food and deli fare to Chinese, Japanese, continental, Italian, and, of course, Mexican fare.

Visitor Information: Las Cruces Convention and Visitors Bureau, 211 N. Water St., Las Cruces, NM 88001; telephone (505)524-8521; toll-free (800)FIESTAS

Convention Facilities

The Las Cruces Hilton has 203 rooms and nearly 6,500 square feet of convention and meeting facilities, including a 5,000 square foot Grand Ballroom and smaller executive conference rooms. The Best Western Mesilla Valley Inn is the second largest hotel with 170 rooms, and six conference rooms that can accommodate from 16 to 400 people.

Convention Information: Las Cruces Convention and Visitors Bureau, 211 N. Water St., Las Cruces, NM 88001; telephone (505)521-2144 or (800)FIESTAS

Transportation

Approaching the City

Interstate 10, which is a direct route to Phoenix, Los Angeles, Houston, and Dallas, and Interstate 25, which is the direct route to Albuquerque and Denver, traverse the city's south end. U.S. Highway 70 presents a direct route to Interstate Highway 40 at Amarillo. The Las Cruces International Airport, eight miles west of the city, offers commercial service to Albuquerque by Mesa Airlines, and more recently to various cities in the Southwest by Westward Airways. Negotiations are ongoing for increased commercial air service out of Las Cruces, but more air travel takes place at the El Paso International Airport in Texas, about 52 miles to the south of Las Cruces. American, Continental, America West, Delta, United, Frontier, AeroLitoral, and Southwest airlines fly to over 70 cities from El Paso.

Bus and shuttle service is offered by Greyhound-Trailways, Enchanted Southwest Tours, and the Las Cruces Shuttle Service.

Traveling in the City

Local bus service is offered by Roadrunner Transit, and taxis are available from the Checker/Yellow Cab Company.

Communications

Newspapers and Magazines

Las Cruces is served by the *Sun-News,* which is published every morning, and the *Las Cruces Bulletin,* a community newspaper that comes out each Thursday. Locally published magazines include *New Mexico Farm and Ranch,* a monthly covering equipment, techniques, and laws affecting the farming industry in New Mexico. The scholarly journal *Tamara,* covers organization science and is published out of New Mexico State University's Department of Management.

Television and Radio

Las Cruces has two AM and five FM radio stations that broadcast a variety of formats including country, Hispanic news/talk, adult contemporary, and public radio programming. The city has one public television station and one cable station.

Media Information: *Sun-News,* 256 West Las Cruces Avenue, Las Cruces, NM 88005; telephone (505)541-5400; fax (505)541-5498. *Las Cruces Bulletin,* 1210 East Madrid, Las Cruces, NM 88001; telephone (505)524-8061, fax (505)526-4621

Las Cruces Online

City of Las Cruces home page. Available www.las-cruces.org

Greater Las Cruces Chamber of Commerce. Available www.lascruces.org/chamber

Las Cruces Convention and Visitors Bureau. Available www.lascrucescvb.org

Las Cruces Public Schools. Available lcps.k12.nm.us/LCPS

Las Cruces Sun-News. Available www.lcsun-news.com

Mesilla Valley Economic Development Alliance. Available www.mveda.com

New Mexico Department of Education school fact sheets. Available sde.state.nm.us/divisions/ais/datacollection/dcrfactsheets.html

New Mexico Department of Labor. Available www3state.nm.us/dol

New Mexico State University Library. Available lib.nmsu.edu/siteindex.html

Southwest New Mexico Online Magazine. Available www.gilanet.com/swnmonline

Selected Bibliography

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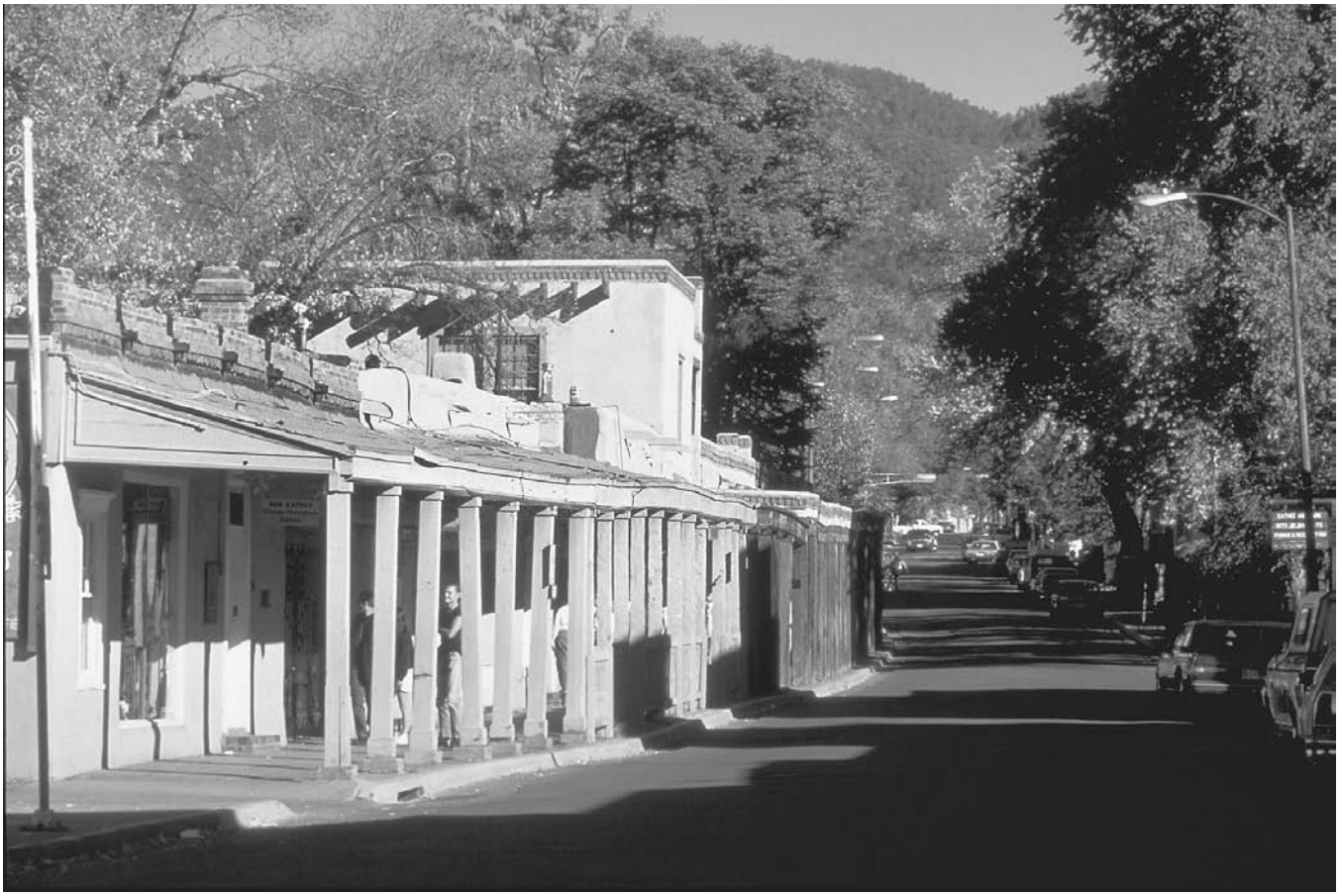
Santa Fe



The City in Brief

Founded: 1607 (incorporated, 1846)

Head Official: Mayor Larry Delgado (since 1998)

City Population
1980: 48,953
1990: 56,537
2000: 62,203
2003 estimate: 66,476
Percent change, 1990–2000: 8.0%
U.S. rank in 1980: 431st
U.S. rank in 1990: 428th
U.S. rank in 2000: 508th (State rank: 3rd)

Metropolitan Area Population
1980: 93,118
1990: 117,043
2000: 147,635
Percent change, 1990–2000: 26.1%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: 205th (MSA)

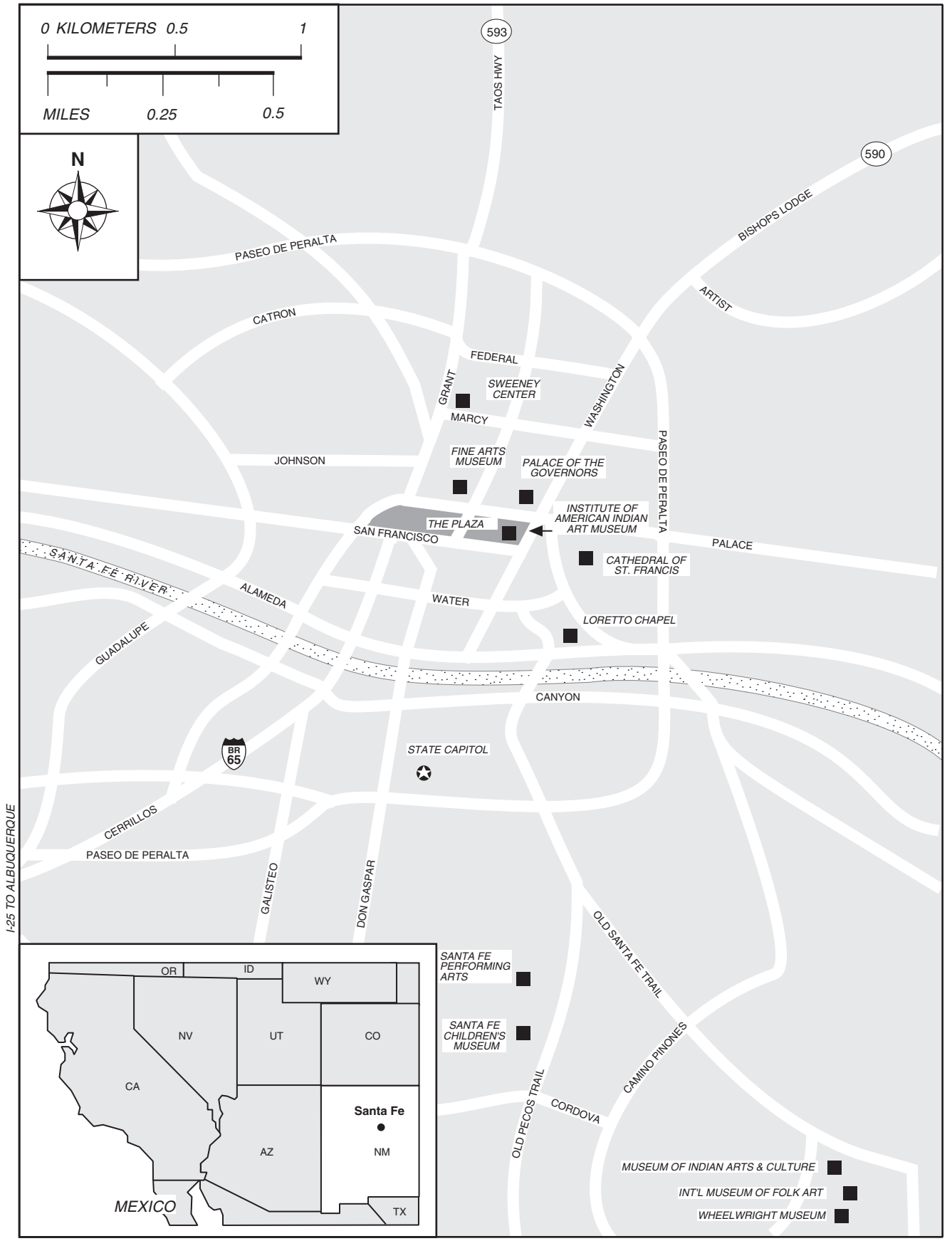
Area: 37.33 square miles (2000)
Elevation: 7,000 feet above sea level
Average Annual Temperature: 49.3° F
Average Annual Precipitation: 14 inches, 32 inches of snow

Major Economic Sectors: Government, tourism, services, trade
Unemployment Rate: 4.2% (January 2005)
Per Capita Income: $25,454 (1999)

2002 FBI Crime Index Total: 4,929

Major Colleges and Universities: The College of Santa Fe, St. John's College, Santa Fe Community College

Daily Newspaper: *The Santa Fe New Mexican*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590
BISHOPS LODGE
PASEO DE PERALTA
ARTIST
CATRON
FEDERAL
GRANT
SWEENEY CENTER
MARCY
WASHINGTON
PASEO DE PERALTA
JOHNSON
FINE ARTS MUSEUM
PALACE OF THE GOVERNORS
INSTITUTE OF AMERICAN INDIAN ART MUSEUM
THE PLAZA
SAN FRANCISCO
PALACE
CATHEDRAL OF ST. FRANCIS
SANTA FE RIVER
ALAMEDA
WATER
LORETTO CHAPEL
GUADALUPE
CANYON
BR 65
STATE CAPITOL
I-25 TO ALBUQUERQUE
CERRILLOS
PASEO DE PERALTA
GALISTEO
DON GASPAR
OLD SANTA FE TRAIL
SANTA FE PERFORMING ARTS
SANTA FE CHILDREN'S MUSEUM
CAMINO PINONES
OLD PECOS TRAIL
CORDOVA
MUSEUM OF INDIAN ARTS & CULTURE
INT'L MUSEUM OF FOLK ART
WHEELWRIGHT MUSEUM
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Introduction

Founded before Massachusetts's Plymouth Colony and the second oldest city in the United States, Santa Fe is a cultural center for the Southwest. The Santa Fe Opera is known throughout the world, and the city is a gathering place for writers and artists. The capital of the state of New Mexico, Santa Fe is a blend of Native American, Spanish, New Mexican, and Anglo (English) cultures. The architectural integrity of the city's high-walled adobe structures and narrow, winding streets has been preserved through careful planning. At the same time, Santa Fe is a center for commerce, light industry, and science and technology.

Geography and Climate

Santa Fe is located in the northern Rio Grande Valley at the southern end of the Rocky Mountains. Situated in the foothills of the Sangre de Cristo mountain range, the city has a nearby pine forest. Because of the mountain setting, Santa Fe enjoys a semi-arid continental climate, with moderate summers and winters. Humidity is low and the sun shines approximately 300 days per year. Snowfall averages 32 inches annually in the city; deep snow does remain at higher altitudes during the winter.

Area: 37.33 square miles (2000)

Elevation: 7,000 feet above sea level

Average temperatures: January, 40.0° F; July, 91.0° F; annual average, 49.3° F

Average Annual Precipitation: 14 inches, 32 inches of snow

History

Native American and Spanish Influences

During prehistoric times a village built by the Tano tribe stood on the site now occupied by Santa Fe. Evidence from the Tano culture, uncovered in the few ruins left by Spanish settlers, indicates that civilization existed on the site as far back as 1050 to 1150 A.D. The settlement was abandoned around 200 years before the arrival of the Spanish. The spot was called Kuapoga—''place of the shell beads near the water''—by the Pueblos. Santa Fe was founded in either 1607 or 1609 (there is some confusion about the year) by Don Pedre de Peralta, the third governor of the Province of New Mexico, who built the Palace of Governors and the Plaza and planned a walled city. The palace was occupied by a succession of sixty Spanish governors for more than 200 years, and Santa Fe has been a seat of government since its founding.

Throughout Spanish rule of the territory Santa Fe was a center for exploration and mission work. Franciscan friars built eleven churches and by 1617 had converted more than 14,000 Native Americans to their form of Christianity. Conflict arose, however, when the Native Americans continued to practice their own religion. In 1680 a number of the Spanish settlers were killed in a conflict with natives; the survivors fled to El Paso del Norte, abandoning the town. The Native Americans established their own community in Santa Fe; occupying the palace and appointing a governor, they held the town for twelve years until the arrival of De Vargas, Spanish governor of the province. He made peace and returned the following year with a statue of the Christian New Testament's Virgin Mary. Making his entry on the site of present day Rosario Chapel, he vowed to pay yearly homage to ''Our Lady of Victory.'' Since that time, in fulfillment of this vow the De Vargas Procession has been held in Santa Fe.

Mexico and United States Claim Santa Fe

When Mexico won independence from Spain in 1821, Santa Fe came under the control of Mexico. Trade was then opened between Santa Fe and the United States over a route that came to be known as the Santa Fe Trail. In 1846 the United States claimed Santa Fe; the city has been under U.S. jurisdiction ever since, except for two weeks during the Civil War when the Confederates seized control after the battle of Valverde. The Santa Fe Trail eventually fell into disuse when rail travel advanced to the region. Santa Fe flourished, however, benefiting from the new trade connections that were made possible by the railroad.

City Becomes Art Colony, Capital of State

Around the turn of the century, artists, attracted by the climate and the beauty of the area, moved to Santa Fe, and the city soon became popular as an art colony. When New Mexico attained statehood in 1912, Santa Fe, as the capital, entered a period of prosperity; government workers arrived to live in the city and federal and state buildings were constructed around the Plaza. By 1920 the population had grown from 5,000 to more than 7,000 people, and by the 1940s it was over 20,000 people.

In 1957 the city established zoning codes designed to maintain a uniform architectural style. Two types of architecture are permitted: Pueblo, characterized by rounded parapets and rough-hewn woodwork, and Territorial, featuring brick coping and milled, often decorative woodworking.

Santa Fe's populace reflects the city's Native American, Spanish, and Anglo heritage, and the cultural traditions of these groups have been retained. However, after an influx of new residents in the 1980s, the 1990 census reported that for the first time since the city's founding, Hispanic residents were a minority. During the 1990s the city experienced some tensions between locals—many of them poor—and newcomers, who are driving up the cost of housing and otherwise altering the landscape. Economic frustrations continue into the early 2000s, as wages linger at almost 20 percent below the national average, while the cost of living has remained well above the national average. The city has taken steps to remedy the issue; a ''living wage'' city ordinance was passed in 2003 to raise minimum wages.

Historical Information: Fra Angelico Chavez Memorial History Library and Photographic Archive, 110 Washington Ave., Santa Fe, NM 87504; telephone (508)476-5090. Special Collections, Santa Fe Community College Library, telephone (505)428-1352

Population Profile

Metropolitan Area Residents
1980: 93,118
1990: 117,043
2000: 147,635
Percent change, 1990–2000: 26.1%
U.S. rank in 1980: Not reported
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City Residents
1980: 48,953
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2000: 62,203
2003 estimate: 66,476
Percent change, 1990–2000: 8.0%
U.S. rank in 1980: 431st
U.S. rank in 1990: 428th (State rank: 3rd)
U.S. rank in 2000: 508th (State rank: 3rd)

Density: 1,666.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 47,459
Black or African American: 409
American Indian and Alaska Native: 1,373
Asian: 791
Native Hawaiian and Pacific Islander: 49
Hispanic or Latino (may be of any race): 29,744
Other: 12,122

Percent of residents born in state: 44.8% (2000)

Age characteristics (2000)
Population under 5 years old: 3,348
Population 5 to 9 years old: 3,374
Population 10 to 14 years old: 3,565
Population 15 to 19 years old: 3,925
Population 20 to 24 years old: 3,910
Population 25 to 34 years old: 8,497
Population 35 to 44 years old: 9,512
Population 45 to 54 years old: 10,741
Population 55 to 59 years old: 3,821
Population 60 to 64 years old: 2,862
Population 65 to 74 years old: 4,542
Population 75 to 84 years old: 2,959
Population 85 years and older: 1,147
Median age: 39.8 years

Births (2002)
Total number: 1,662

Deaths (2002)
Total number: 792

Money income (1999)
Per capita income: $25,454
Median household income: $40,392
Total households: 27,493

Number of households with income of . . .
less than $10,000: 2,606
$10,000 to $14,999: 1,615
$15,000 to $24,999: 3,672
$25,000 to $34,999: 3,793
$35,000 to $49,999: 4,615
$50,000 to $74,999: 5,123
$75,000 to $99,999: 2,839
$100,000 to $149,999: 1,787
$150,000 to $199,999: 708
$200,000 or more: 735

Percent of families below poverty level: 9.5% (22.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,929

Municipal Government

Santa Fe operates under a council-mayor, city-manager form of government, administered by an eight-member council and a mayor who are elected to four-year terms. Santa Fe is the seat of Santa Fe County and, as the state capital, the site of meetings of the State Legislature.

Head Official: Mayor Larry Delgado (since 1998; current term expires 2006)

Total Number of City Employees: 1,719 (2005)

City Information: City of Santa Fe, PO Box 909, 200 Lincoln Avenue, Santa Fe, NM 87504-0909; telephone (505)955-6590

Economy

Major Industries and Commercial Activity

Santa Fe's economy has been based largely on tourism and state government. As capitol of New Mexico, the government is the largest employer in the area. Santa Fe receives an average of 1.6 million visitors annually; in 2004, readers of *Condé Nast Traveler* magazine ranked Santa Fe second only to San Francisco as the best travel destination in the country. Tourism boosts the city's retail industry, which brings in more than $1 billion annually.

Because of the city's proximity to Los Alamos National Laboratory (LANL), 45 miles away, scientific research has also become a factor. Operated by the University of California for the U.S. Department of Energy, LANL is one of the largest research laboratories in the nation. It is an important center for work on defense-related projects, conducting research on technology associated with nuclear weapons and deterrence, as well as energy production and health, safety, and environmental concerns, among other areas. Over one third of LANL's employees live in Santa Fe, and several new research-related firms and high-technology spinoff companies have located in Santa Fe.

Health care and light manufacturing are other significant economic sectors. Santa Fe has emerged as a regional medical center; St. Vincent Regional Medical Center is one of the city's largest employers and serves seven counties. Products manufactured by local companies include electronic instruments and textiles.

Items and goods produced: art, pumice products, weavings, Native American arts and crafts, textiles, electronic instruments, aluminum ware

Incentive Programs—New and Existing Companies

Local programs—The Santa Fe Business Incubator, considered one of the best of its kind in the nation, assists new businesses with all aspects of start-up. The Small Business Development Center provides one-on-one business advising, encourages and instructs entrepreneurs, and is a strong advocate for local business growth and development. SCORE (Service Corps of Retired Executives) provides business counseling and support. Santa Fe Economic Development, Inc. supports entrepreneurs and works with businesses interested in relocating to the area.

State programs—New Mexico offers a variety of incentives to all new and expanding businesses. Its Build to Suit program facilitates building construction, and ePort New Mexico is a ''one-stop'' information source offering permitting and licensing. The state's financial incentives include: no inventory taxes; tax credits for high-wage jobs, technology jobs, and childcare; a tax deduction for research and development services; a job training incentive program (the cornerstone of the state's incentives: New Mexico can pay half the salary for new hires for up to half a year); exemptions for qualified businesses from property taxes on land, buildings, and equipment, and from personal property tax on equipment; and laboratory partnerships with small businesses. Further incentives are available for manufacturers, customer support centers, aerospace and aircraft industries, producers of agriculture or energy, and filmmakers. In addition, the state enacted a major personal income tax reduction in 2003, and New Mexico's property taxes are second lowest in the nation.

Development Projects

To attract businesses that rely on high-speed technology, Santa Fe is constructing a ''Santa Fe Light Trail'' system of digital microwave and fiber facilities; it will be a hybrid network available to the business community as well as educational facilities and local and state government agencies. A new civic center for the city is scheduled for completion in 2007.

Commercial Shipping

Santa Fe is linked with major western and midwestern markets via rail freight service provided by the Santa Fe Southern Railroad, which maintains a main line through nearby Lamy. Several rail sidings are conveniently located in the city's industrial areas. Several interstate motor freight carriers connect Santa Fe with markets on both the East and West Coasts; major parcel express lines also serve the city. Air cargo service is available at Santa Fe Municipal Airport.

Labor Force and Employment Outlook

Santa Fe's economy is lead by government and tourism, and as of 2005, two out of three jobs in the city are in either the government or service sector. Corporations of substantial size are absent from the economy, and recruitment efforts encourage entrepreneurship and small business development. Unemployment is relatively low. Wages, especially in the service industry, have remained low (nearly 20 percent less than the national average) while the cost of living index is high (up to 20 percent higher than the national average).

A ''living wage'' ordinance, passed in 2003, attempts to raise minimum wages to remedy this problem.

The following is a summary of data regarding the Santa Fe metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 60,600

Number of workers employed in . . .
construction and mining: 4,500
manufacturing: 1,200
trade, transportation and utilities: 10,200
information: 900
financial activities: 2,900
professional and business services: 5,100
educational and health services: 8,300
leisure and hospitality: 8,900
other services: 3,000
government: 15,500

Average hourly earnings of production workers employed in manufacturing: $14.64

Unemployment rate: 4.2% (January 2005)

Largest employers	*Number of employees*
State of New Mexico	9,443
Santa Fe School District	1,850
U.S. Government	1,750
City of Santa Fe	1,719
St. Vincent Hospital	1,450
Santa Fe Community College	717
Santa Fe Opera	650
College of Santa Fe	564

Cost of Living

The following is a summary of data regarding key cost of living factors for the Santa Fe area.

2004 (3rd Quarter) ACCRA Average House Price: $315,950

2004 (3rd Quarter) ACCRA Cost of Living Index: 109.0 (U.S. average = 100.0)

State income tax rate: Ranges from 1.7% to 6.8%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 1.0625% (city); 1.25% (county)

Property tax rate: 0.017494 multiplied by one-third of full market value (2004)

Economic Information: Santa Fe County Chamber of Commerce, PO Box 1928, Santa Fe, NM 87504; telephone (505)988-3279; email trish@santafechamber.com. New Mexico Department of Labor, Economic Research and Analysis, 401 Broadway NE, Albuquerque NM 87102. Bureau of Business and Economic Research, 1 University of New Mexico, Albuquerque, NM 87131; telephone (505)277-2216; fax (505)277-7066

Education and Research

Elementary and Secondary Schools

The Santa Fe Public Schools system is the third largest district in the state of New Mexico. It is administered by a five-member, nonpartisan board of education that establishes educational policies and appoints a superintendent.

The following is a summary of data regarding Santa Fe's public schools.

Total enrollment: approximately 13,000

Number of facilities
elementary schools: 20
junior high school: 4
senior high schools: 3
other: 3 charter schools

Student/teacher ratio: 15.9:1 (2002-2003)

Teacher salaries (2002-2003)
average: $34,356

Funding per pupil: $5,924 (2001-2002)

Additionally, Santa Fe has a large network of private schools, consisting of 32 schools ranging from pre-Kindergarten through 12th grade, one of which—the Santa Fe Indian School—is a federally funded boarding school for Native Americans, run by the All Indian Pueblo Council.

Public Schools Information: Santa Fe Public Schools, 610 Alta Vista Street, Santa Fe, NM 87505; telephone (505)467-2000; fax (505)995-3302

Colleges and Universities

Santa Fe has several institutes of higher learning, all of which have an enrollment of less than 2,000. The College of Santa Fe is a private college offering associate and baccalaureate degrees; it is particularly known for its programs in the performing, visual, moving image, and creative writing arts, and also has strong programs in the humanities, education, business, conservation science, and social science. St. John's College, which has a campus in Annapolis, Maryland as well as in Santa Fe, offers baccalaureate and advanced degrees. St. John's is distinctive for its ''great books'' cur-

riculum; learning is based upon the study of books and no textbooks are used. The Institute of American Indian Arts, a fine arts college, offers associate and baccalaureate degrees in creative writing, studio arts, visual communications, and museum studies. Southwestern College, devoted to the study of mental health, offers master's degrees in counseling, counseling with a concentration in grief and loss, and art therapy. Southwest Acupuncture College offers a Master of Science in Oriental Medicine. Santa Fe Community College serves area residents with two-year college preparatory and technical and vocational curricula.

Libraries and Research Centers

The Santa Fe Public Library operates two branches in addition to its main facility downtown. Holdings include nearly 300,000 volumes, as well as periodical subscriptions, records, films, maps, and special collections on the Southwest and New Mexico. The New Mexico State Library, with more than 300,000 volumes and 700 periodical subscriptions, is a federal and state documents depository. Research libraries located in Santa Fe house special collections pertaining to such diverse topics as Southwestern culture, comparative religion, and Sherlock Holmes; other libraries are affiliated with local colleges and government agencies. The Santa Fe Institute conducts research activities in the physical, biological, computational, and social sciences, in areas such as cognitive neuroscience, computation in physical and biological systems, economic and social interactions, evolutionary dynamics, network dynamics, and robustness. The National Center for Genome Resources examines the influence of genetic variability on infectious disease progression.

Public Library Information: Santa Fe Public Library, 145 Washington Avenue, Santa Fe, NM 87501; telephone (505)955-6780; fax (505)955-6676

Health Care

Santa Fe's St. Vincent Regional Medical Center is the largest medical center in Northern New Mexico, and has the region's only Level III Trauma Center. It is the major regional medical center for a 19,000-square-mile area covering seven counties. St. Vincent has 268 licensed beds, and employs some 250 physicians representing 22 medical specialties. Non-profit and non-affiliated, it was established in 1865 and is the oldest hospital in the state. The medical center is known for its heart and vascular center, which has the first rural EKG network in the nation; it allows rural EMS personnel to transmit an electrocardiogram directly to the medical center.

Recreation

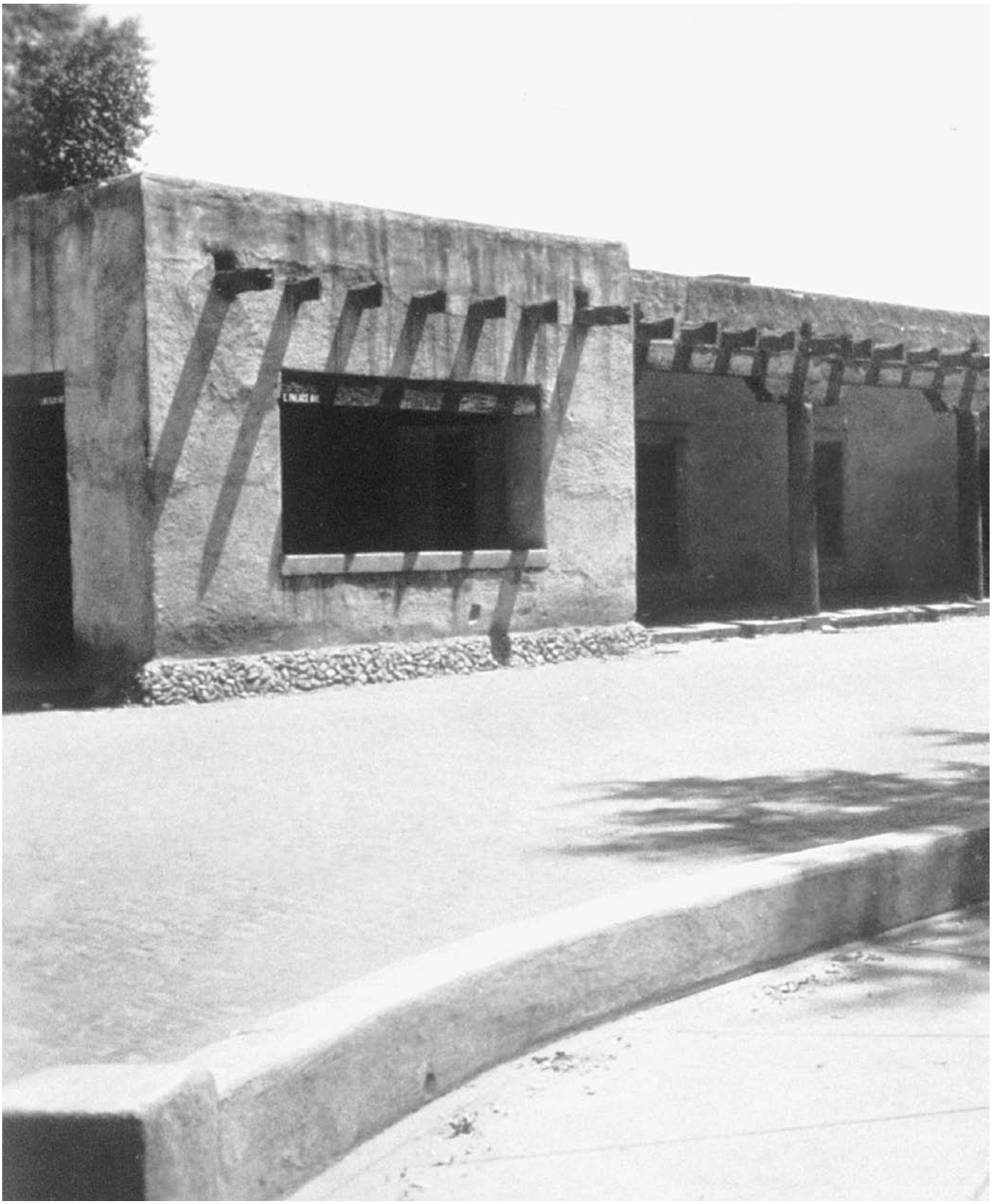
Sightseeing

Santa Fe's historic downtown plaza, once the terminus of the Santa Fe Trail, has been a center of activity in Santa Fe since the city's founding. The plaza area is full of restaurants, shops, art galleries, and museums. Also here is St. Francis Cathedral, a grand structure built in the French Romanesque style, unusual in this city of Spanish-Pueblo architecture. Santa Fe's first Roman Catholic archbishop, Jean Baptiste Lamy, started the cathedral; both the bishop and the building were the inspiration for Willa Cather's novel, *Death Comes to the Archbishop.* A wooden icon in the cathedral's north chapel is the oldest representation of the Madonna in the United States.

Other historical buildings include Santuario de Guadalupe, the nation's oldest shrine dedicated to Our Lady of Guadalupe; built in the late 1700s, its adobe walls are three feet thick. Our Lady of Light Chapel, also known as Loretto Chapel, was built between 1873 and 1878 and is the oldest stone masonry building in the city; it is known for its spiral wooden Miraculous Staircase, apparently made without nails or a support beam. San Miguel Mission, one of the oldest mission churches in the nation, was built in 1610 by the Tlaxcala natives, who were servants of Spanish soldiers and missionaries; on display is a bell that was cast in Spain in 1356 and brought to Santa Fe in the early 19th century. The New Mexico State Capitol building, the only round capitol building in the United States, was built in the shape of a Southwestern Indian *zia,* which represents the circle of life. The Palace of the Governors has been home to 60 Spanish, Mexican, and American governors, among them Lew Wallace, who wrote the novel *Ben Hur* there during his 1877-1881 tenure. Built in 1610, it became a history museum in 1909.

Canyon Road, just north of the capitol building, was once a Native American trail and defines one of the oldest districts in the city. Just west of Canyon Road is Barrio de Analco, now called East de Vargas Street, among the oldest continuously inhabited streets in the nation; many historic homes are located here. The Cross of the Martyrs, overlooking the city, is a large white cross built in 1920 to commemorate the Franciscans killed by native Pueblos in 1680. The Commemorative Walkway leading to the monument has been the route for various religious processions, particularly in September during Fiesta, the celebration of the return of the Spanish to Santa Fe in 1692.

Santa Fe is surrounded by twelve Pueblo villages, each of which retains its own distinct culture and holds special events relating to its unique traditions; all are located within an hour's drive of the city.



The Palace of the Governors was originally built as Spain's seat of government in the early seventeenth century.

Arts and Culture

Home of more than 20 music groups, theater companies, and dance groups, Santa Fe supports one of the best and most active arts communities in the country. The famous Santa Fe Opera, which attracts audiences from throughout the world, presents its performances in a partially open-air amphitheater located on a wooded hill north of the city. It is known for its performances of the classics, obscure works by classical composers, and American premiers of modern works. Its eight-week season runs from June to August. The Santa Fe Symphony Orchestra and Chorus performs classical and popular works at the Lensic Performing Arts Center; the center's lavish Lensic Theater, built in 1931 as a film and vaudeville house, received an $8.2 million restoration, which was completed in 2001. The Desert Chorale choral group performs at venues throughout the city and is known for blending Renaissance melodies and avant-garde compositions.

Students at the College of Santa Fe stage their productions in the Greer Garson Theatre. Their season, which runs from October to May, consists of several presentations of four plays. Santa Fe Playhouse, established in the 1920s, performs dramas, avant-garde works, and musical comedy in a historic adobe theater.

The María Benitez Teatro Flamenco performs flamenco music and dance in a summer season at the María Benitez Theatre at the Radisson Hotel. The company is comprised of Benitez, who has been named the best flamenco dancer of her generation by *Dance* magazine, and flamenco dancers and musicians from throughout the United States and Spain.

Santa Fe is home to several museums specializing in a variety of fields. The Museum of New Mexico, described as the most important modern cultural institution in the state, houses the Palace of Governors, Museum of Indian Arts and Culture, Museum of Fine Arts, and Museum of International Folk Art. The Palace of the Governors, the nation's oldest continually used building, houses exhibits relating to Native American, Spanish, Mexican, and American frontier history. Its governor offices have been restored and preserved. The Museum of Indian Arts and Culture showcases exhibits pertaining to the history and contemporary culture of the Pueblo, Navajo, and Apache peoples, including pottery, basketry, woven fabrics, jewelry, and contemporary crafts. Opened in 1987, its massive collection has been built over the course of nearly 80 years of research and acquisition by the Laboratory of Anthropology. The Museum of Fine Arts, built in 1917, is the oldest art museum in the state; it was built in the style of the mission church at nearby Acoma Pueblo. The museum maintains a collection of more than 20,000 works, with a specialty in regional art from throughout the 20th century to the present. The Museum of International Folk Art, the largest of its kind in the world, has more than 130,000 items of folk art from around the world, including dolls and puppets, masks, textiles, ceramics, furniture, clothing, and Spanish colonial artworks.

The Georgia O'Keeffe Museum houses the largest collection of the artist's work in the world. The museum features revolving exhibits of O'Keeffe's paintings, watercolors, pastels, charcoals, and sculptures, and also hosts exhibitions of works by some of O'Keeffe's contemporaries. The Wheelwright Museum of the American Indian, housed in a building shaped like a Navajo hogan, features rotating single-subject displays of jewelry, tapestry, pottery, baskets, and paintings crafted by Native Americans throughout the Southwest. The Institute of American Indian Arts Museum focuses on works by students and faculty members; with more than 7,000 works, it is the largest collection of contemporary American Indian art in the world. The Santa Fe Children's Museum was developed to offer hands-on exhibits for the whole family. Santa Fe's newest museum is the Museum of Spanish Colonial Art, which presents a variety of Hispanic media—including santos (painted and sculpted images of saints), textiles, tinwork, silverwork, goldwork, ironwork, straw appliqué, ceramics, furniture, and books—dating from the Middle Ages through the present.

Festivals and Holidays

Many of Santa Fe's events reflect the cultural diversity of the city. During the Chimayo Pilgrimage, on Good Friday, thousands walk on foot to the Santuario de Chimayo, a small church believed to aid in miracles. The Rodeo de Santa Fe, a popular regional competition, is held in June; the four-night rodeo features entrants from several states competing in such events as bareback bronco riding, calf roping, steer wrestling, and barrel racing. The annual Traditional Spanish Market is held in July; it is the oldest and largest market in the country for Spanish Colonial artists. More than 300 Hispanic artisans offer traditional artforms including santos, textiles, tinwork, furniture, straw appliqué, and metalwork. The market also presents live music, art demonstrations, and regional foods. The Indian Market, held in August, is the country's largest and most prestigious Native American art show. More than 1,000 artisans offer basketry, blankets, jewelry, pottery, woodcarvings, rugs, sandpaintings, and sculptures. Tribal dancing and craft demonstrations are also presented. La Fiesta de Santa Fe in September, which dates to 1712, is the oldest community celebration in the country. Highlights include Spanish dancing, mariachi music, food and craft booths, and parades and ceremonies including a pet parade, a historical/hysterical parade, and a fiesta mass of thanksgiving held at St. Francis Cathedral, followed by a candle-lit procession from the cathedral to the Cross of the Martyrs. The Santa Fe Wine and Chile Fiesta, a five-day event, is also held in September. The Winter Spanish Mar-

ket, in December, is a smaller version of July's market; some 150 artisans offer their wares.

Drawing on the traditions of three cultures—Native American, Spanish, and Anglo—Christmas celebrations in Santa Fe take on a special flair. As part of the festivities, *farolitos*—luminaries made of paper bags, sand, and candles—set the town aglow on Christmas Eve. Indian pueblos schedule winter dances, bonfires, and processions in late December and January.

Sports for the Spectator

Polo teams sponsored by local merchants compete in Sunday games from June through Labor Day at the Santa Fe Polo Club.

Sports for the Participant

Outdoor activities can be pursued throughout most of the year in Santa Fe. Outdoor enthusiasts can mountain-bike through the area's high-desert terrain, hike in the area's 1,000 miles of national forest trails, golf at one of Santa Fe's three golf courses, or play tennis at one of 48 tennis courts. Within the Santa Fe National Forest are wilderness areas—Pecos, Dome, and San Pedro parks—that are ideal for hiking, camping, fishing, and hunting. Resorts at Ojo Caliente and Jemez Springs furnish bath houses for the enjoyment of the natural hot springs for which northern New Mexico is famous. Skiing is a flourishing sport in Santa Fe. Seven ski areas within a two-hour drive provide facilities for every level of skiing expertise. Ski Santa Fe, a 30-minute drive through the Sangre De Cristo Mountains from Santa Fe, is an especially popular spot. Cross-country skiing areas are also nearby.

Shopping and Dining

Santa Fe has been described as a shopper's ''Shangri-La.'' With hundreds of stores in the downtown area alone, the city offers boutiques and specialty shops, 200 art galleries, and several large shopping centers. Locally designed and crafted items such as clothing, jewelry, pottery, and furniture are featured.

Prime shopping areas include the historic Canyon Road area, home to a large, eclectic mix of small shops and galleries; and the plaza area, which features the greatest concentration of Native American crafts, as well as the Santa Fe Arcade, a three-story shopping center that opened in 2004. The Guadelupe district, a recently redeveloped area close to the rail-yard, features numerous specialty stores and cafes. Located in this area is the Sanbusco Market Center, a remodeled warehouse occupied by unique shops and restaurants. Other Santa Fe shopping highlights include the local treats at the Santa Fe Farmer's Market, and the variety of wares at the Tesuque Flea Market.

A specialty of Santa Fe is northern New Mexico cuisine, which is a mixture of Pueblo Indian, Spanish Colonial, and Anglo frontier cooking. It differs from ''Tex-Mex'' food in that northern New Mexican cooks use heavy meats for such dishes as *carne adovada,* or marinated pork. Green chiles, pinto beans, and blue corn tortillas are also used in local dishes. *Sopaipillas,* deep-fried puff pastries drizzled with honey, are especially popular. Among other dining options are Western-style steak and barbeque, vegetarian cuisine, and Italian, Chinese, Sushi, Thai, Indian, Korean, Mediterranean, French, and Native American restaurants.

Visitor Information: Santa Fe Convention and Visitors Bureau, 201 West Marcy, PO Box 909, Santa Fe, NM 87504; telephone (505)955-6200; toll-free (800)777-CITY

Convention Facilities

The principal meeting facility in Santa Fe is Sweeney Convention Center, located downtown within easy access of the historical district, cultural attractions, shopping, restaurants, and more than 1,500 hotel and motel rooms. Sweeney Convention Center has 22,000 square feet of space for exhibitions, banquets, and meetings. The center features flexible seating and exhibition arrangements in its 10,000-square-foot main floor area; up to 80 booths, banquets for 700 people, and theater-style seating for 1,200 people can be accommodated in this space. Six additional meeting rooms each provide 1,300 square feet with a seating capacity of approximately 200 people. Plans are underway to replace the Sweeney Convention Center with a 68,950-square-foot, $42 million center by 2007.

Convention Information: Santa Fe Convention and Visitors Bureau, 201 West Marcy, PO Box 909, Santa Fe, NM 87504; telephone (505)955-6200; toll-free (800)777-CITY

Transportation

Approaching the City

The major airport closest to Santa Fe is Albuquerque International Sunport, 65 minutes away. Shuttle companies offer transportation between the airport and Santa Fe. Santa Fe Municipal Airport, located nine miles southwest of the city's central business district, accommodates commuter flights and private aircraft. The Roadrunner Shuttle meets every flight to transport travelers to any Santa Fe location.

The principal highway routes into Santa Fe are I-25, running east and west along the southern perimeter of the city, and I-84/285, which bisects the city from north to south.

Amtrak's Southwest Chief, a line running between Chicago and Los Angeles, schedules twice-daily arrivals and departures at Lamy, 20 miles south of Santa Fe; regular shuttle service is provided from the village to Santa Fe.

Intercity commercial bus transportation is available through two buslines.

Traveling in the City

Santa Fe Trails Bus System provides affordable public transportation on seven routes throughout the city.

Communications

Newspapers and Magazines

Santa Fe's major daily newspaper is *The Santa Fe New Mexican,* the oldest newspaper in the West. The weekly *Santa Fe Reporter* is published on Wednesdays. Magazines published in Santa Fe include the *Santa Fean,* featuring articles on New Mexico history and travel, restaurants, events, and attractions; and *New Mexico Magazine,* founded in 1923, which covers such topics as the state's multicultural heritage, arts, climate, environment and diverse people.

Television and Radio

Two television stations broadcast from Santa Fe; several others, including network affiliates, are broadcast from nearby Albuquerque. Cable service is available by subscription. Eight AM and FM radio stations broadcasting in Santa Fe, one of which plays Spanish music. Santa Fe also receives programming from Albuquerque.

Media Information: *The Santa Fe New Mexican,* 202 E Marcy Street, Santa Fe, NM 87501; telephone (505)983-3303; email info@sfnewmexican.com

Santa Fe Online

Bureau of Business and Economic Research, University of New Mexico. Available at www.unm.edu/~bber

City of Santa Fe home page. Available www.santafenm.gov

New Mexico Department of Labor. Available www.dol.state.nm.us

Santa Fe Economic Development, Inc. Available www.sfedi.org

The Santa Fe New Mexican. Available www.sfnewmexican.com

Santa Fe Public Library. Available www.santafelibrary.org

Santa Fe Public Schools. Available www.sfps.k12.nm.us

Selected Bibliography

Dennis, Lisl, and Landt Dennis, *Behind Adobe Walls: The Hidden Homes and Gardens of Santa Fe and Taos* (San Francisco, Calif.: Chronicle Books, 1997)

OREGON

Eugene 461
Portland 471
Salem 483

The State in Brief

Nickname: Beaver State
Motto: Alis Volat Propriis (She flies with her own wings)

Flower: Oregon grape
Bird: Western meadowlark

Area: 98,380 square miles (2000; U.S. rank: 9th)
Elevation: Ranges from sea level to 11,239 feet above sea level
Climate: Mild and humid with frequent rainfall in western third; dry with extremes of temperature in the interior two-thirds

Admitted to Union: February 14, 1859
Capital: Salem
Head Official: Governor Ted Kulongoski (D) (until 2007)

Population
- **1980:** 2,633,105
- **1990:** 2,842,321
- **2000:** 3,421,399
- **2004 estimate:** 3,594,586
- **Percent change, 1990–2000:** 20.4%
- **U.S. rank in 2004:** 27th
- **Percent of residents born in state:** 45.3% (2000)
- **Density:** 35.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 171,443

Racial and Ethnic Characteristics (2000)
- **White:** 2,961,623
- **Black or African American:** 55,662
- **American Indian and Alaska Native:** 45,211
- **Asian:** 101,350
- **Native Hawaiian and Pacific Islander:** 7,976
- **Hispanic or Latino (may be of any race):** 275,314
- **Other:** 144,832

Age Characteristics (2000)
- **Population under 5 years old:** 223,005
- **Population 5 to 19 years old:** 720,999
- **Percent of population 65 years and over:** 12.8%
- **Median age:** 36.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 45,911
- **Total number of deaths (2003):** 30,973 (infant deaths, 270)
- **AIDS cases reported through 2003:** 2,586

Economy
- **Major industries:** Manufacturing; finance, insurance, and real estate; trade
- **Unemployment rate:** 6.6% (February 2005)
- **Per capita income:** $28,806 (2003; U.S. rank: 32nd)
- **Median household income:** $42,429 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 11.6% (1999)
- **Income tax rate:** Ranges from 5.0% to 9.0%
- **Sales tax rate:** None

Eugene

The City in Brief

Founded: 1846 (incorporated, 1862)

Head Official: Mayor Kitty Piercy (D) (since 2005)

City Population
1980: 105,624
1990: 112,733
2000: 137,893
2003 estimate: 142,185
Percent change, 1990–2000: 21.1%
U.S. rank in 1980: 151st
U.S. rank in 1990: 159th (2nd in State)
U.S. rank in 2000: 160th (2nd in State)

Metropolitan Area Population
1980: 275,000
1990: 282,912
2000: 322,959
Percent change, 1990–2000: 14.2%
U.S. rank in 1980: 115th
U.S. rank in 1990: 119th
U.S. rank in 2000: 123rd

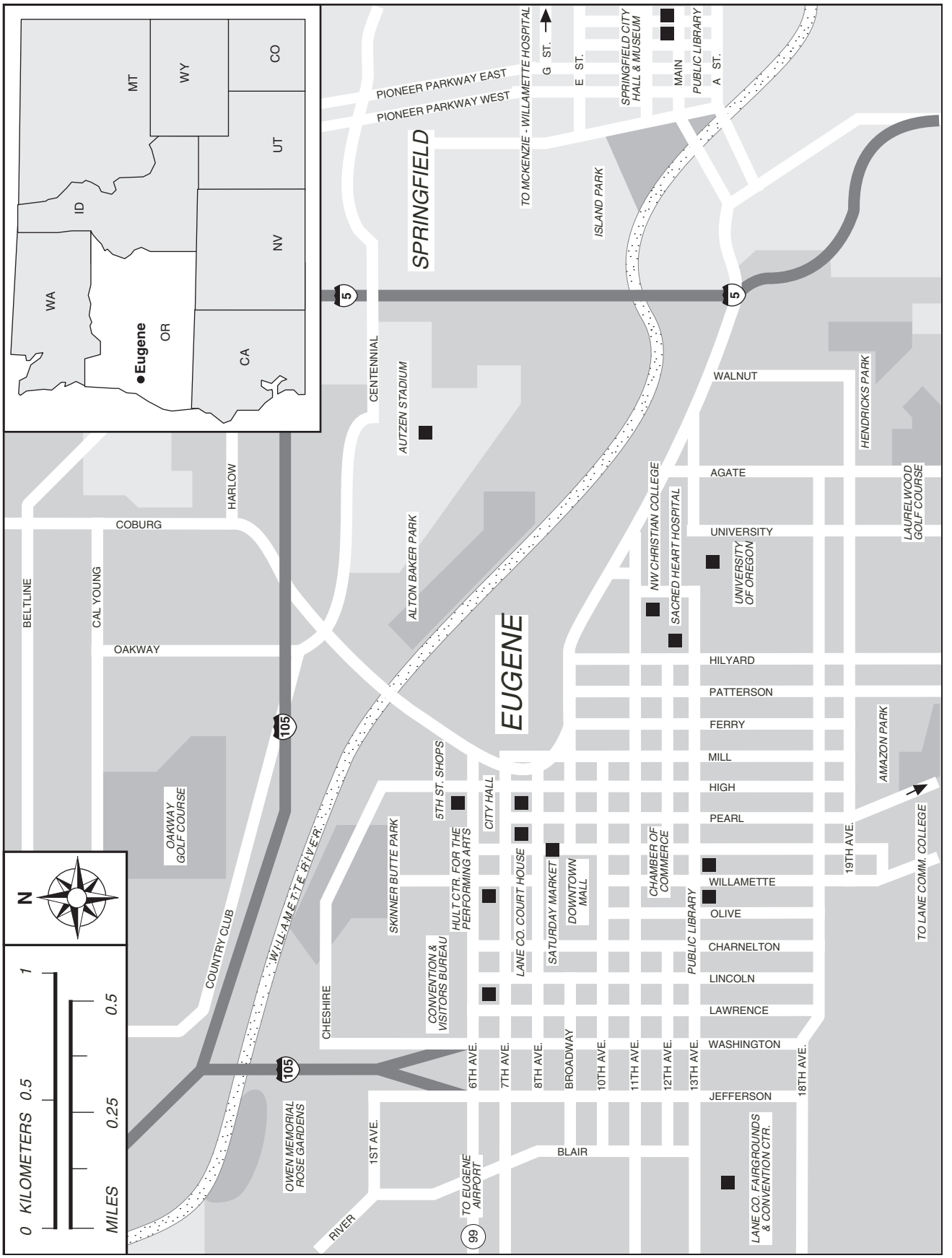
Area: 41.0 square miles (2000)
Elevation: 369 feet above sea level
Average Annual Temperature: 52.1° F
Average Annual Precipitation: 50.90 inches

Major Economic Sectors: Services, trade, government, agriculture
Unemployment Rate: 6.5% (February 2005)
Per Capita Income: $21,315 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 9,382

Major Colleges and Universities: University of Oregon, Lane Community College, Northwest Christian College, Gutenberg College, Eugene Bible College

Daily Newspaper: *The Register-Guard*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TO MCKENZIE - WILLAMETTE HOSPITAL
G ST.
E ST.
SPRINGFIELD CITY HALL & MUSEUM
MAIN
PUBLIC LIBRARY
A ST.
ISLAND PARK
CENTENNIAL
AUTZEN STADIUM
ALTON BAKER PARK
HARLOW
COBURG
BELTLINE
CAL YOUNG
OAKWAY
OAKWAY GOLF COURSE
COUNTRY CLUB
WILLAMETTE RIVER
SKINNER BUTTE PARK
5TH ST. SHOPS
CITY HALL
HULT CTR. FOR THE PERFORMING ARTS
LANE CO. COURT HOUSE
SATURDAY MARKET
DOWNTOWN MALL
CONVENTION & VISITORS BUREAU
CHESHIRE
OWEN MEMORIAL ROSE GARDENS
1ST AVE.
TO EUGENE AIRPORT
RIVER
6TH AVE.
7TH AVE.
8TH AVE.
BROADWAY
10TH AVE.
11TH AVE.
12TH AVE.
13TH AVE.
18TH AVE.
19TH AVE.
WALNUT
AGATE
UNIVERSITY
HILYARD
PATTERSON
FERRY
MILL
HIGH
PEARL
WILLAMETTE
OLIVE
CHARNELTON
LINCOLN
LAWRENCE
WASHINGTON
JEFFERSON
BLAIR
NW CHRISTIAN COLLEGE
SACRED HEART HOSPITAL
UNIVERSITY OF OREGON
CHAMBER OF COMMERCE
PUBLIC LIBRARY
HENDRICKS PARK
LAUREL WOOD GOLF COURSE
AMAZON PARK
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LANE CO. FAIRGROUNDS & CONVENTION CTR.
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Introduction

Eugene is Oregon's second largest city and the seat of Lane County. Together with Springfield it is also the second largest metropolitan area in the state. It is the commercial and cultural center for a large agricultural and timber region, as well as an important retail trade and transportation hub in the state of Oregon. Situated halfway between the ocean and the mountains, Eugene offers many recreational possibilities year round.

Geography and Climate

Eugene is located in the center of western Oregon, about 100 miles south of Portland and halfway between the Pacific Ocean and the Cascade Mountains in the broad Willamette River valley. Temperatures are usually moderate throughout the year, with most rainfall occurring from October to May. Winters are warmed by prevailing winds from the southwest, and summers are kept mild and dry by cooling northwestern winds.

Area: 41.0 square miles (2000)

Elevation: 369 feet above sea level

Average Temperatures: January, 39.8° F; August, 66.4° F; annual average, 52.1° F

Average Annual Precipitation: 50.90 inches

History

A site near present-day Eugene was settled in 1846 by Eugene F. Skinner at the base of a mountain peak called Ya-po-ah by the Calapooya tribe. The settlement was named Skinner's, and in 1852 a townsite was laid out by Skinner and Judge D. M. Risdon, who erected the first house within the corporate limits. Attempts to establish the town were foiled by heavy rains, however, and it was given the nickname ''Skinner's Mudhole.'' The settlers moved to higher ground, construction succeeded, and in 1853 the town, taking its founder's given name, was chosen as the seat of newly created Lane County. The first post office in the region was built there the same year; Eugene was incorporated in 1864. The University of Oregon was established in Eugene in 1876.

Agriculture, milling, and transportation were the principal industries during Eugene's early years. A steady steamship trade was conducted between the town and Portland from the late 1850s until 1871, when construction of the Oregon & California Railroad brought an end to water transportation. By the end of the Civil War Eugene's population had reached 1,200 residents and the city was becoming highly industrialized. With lumbering as a principal industry, the city was the site of sawmills, shingle mills, planing mills, and box factories. Cottonwood and balm trees indigenous to the area were used to produce excelsior. Mining was also an important part of the economy. Agriculture continued to expand; wheat had been the major crop, and many farmers soon turned to fruit growing and dairy farming as well. Creameries, canneries, and flour mills were built for the processing of agricultural products. A major influence on the city as a cultural and education center began in 1872, when the University of Oregon was founded.

Along with industrial development, however, Eugene maintained a livable environment for its residents. By the 1940s the city was noted for its parklike appearance: comfortable, well-kept homes were set in landscaped lawns and shade trees lined the streets. Business districts occupied impressive brick and concrete buildings. With a major university, the city had also become the cultural center for the region. Eugene's population expanded steadily throughout the first half of the twentieth century, reaching nearly 51,000 people in 1967. By 1980, the population had nearly doubled. A slowdown in the timber industry during the early 1980s halted expansion.

Eugene is thriving in the mid 2000s. The city continues to be a lumber and wood-products center, where a high percentage of the nation's plywood is produced. A growing vineyard and wine industry is flourishing. It is also an increasingly important hub for Oregon high tech businesses and industries. With retail, industrial, educational, and professional institutions and enterprises serving a metropolitan population of more than 300,000 people, Eugene is the fourth largest market in the Pacific Northwest.

Historical Information: Lane County Museum Library Archives, 740 West Thirteenth Avenue, Eugene, OR 97402; telephone (541)687-4239

Population Profile

Metropolitan Area Residents
1980: 275,000
1990: 282,912
2000: 322,959

Percent change, 1990–2000: 14.2%
U.S. rank in 1980: 115th
U.S. rank in 1990: 119th
U.S. rank in 2000: 123rd

City Residents
1980: 105,624
1990: 112,733
2000: 137,893
2003 estimate: 142,185
Percent change, 1990–2000: 21.1%
U.S. rank in 1980: 151st
U.S. rank in 1990: 159th (State rank: 2nd)
U.S. rank in 2000: 160th (State rank: 2nd)

Density: 3,403.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 121,546
Black or African American: 1,729
American Indian and Alaskan Native: 1,281
Asian: 4,916
Native Hawaiian and Other Pacific Islander: 294
Hispanic or Latino (may be of any race): 6,843
Other: 3,003

Percent of residents born in state: 40.8% (2000)

Age characteristics (2000)
Population under 5 years old: 7,367
Population 5 to 9 years old: 7,550
Population 10 to 14 years old: 8,029
Population 15 to 19 years old: 11,585
Population 20 to 24 years old: 17,390
Population 25 to 34 years old: 20,591
Population 35 to 44 years old: 18,656
Population 45 to 54 years old: 20,184
Population 55 to 59 years old: 5,864
Population 60 to 64 years old: 4,020
Population 65 to 74 years old: 7,252
Population 75 to 84 years old: 6,677
Population 85 years and over: 2,728
Median age: 33.0 years

Births (2003)
Total number: 3,754

Deaths (2003)
Total number: 2,715 (of which, 30 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,315
Median household income: $35,850
Total households: 57,996

Number of households with income of . . .
less than $10,000: 7,952
$10,000 to $14,999: 4,257
$15,000 to $24,999: 8,267
$25,000 to $34,999: 7,882
$35,000 to $49,999: 9,681
$50,000 to $74,999: 9,698
$75,000 to $99,999: 4,673
$100,000 to $149,999: 3,423
$150,000 to $199,999: 961
$200,000 or more: 1,202

Percent of families below poverty level: 8.7% (25.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 9,382

Municipal Government

Eugene operates under a council-manager form of government with a mayor and eight council members elected in non-partisan elections for four years. Half the council is elected every two years. The council hires the city manager.

Head Official: Mayor Kitty Piercy (D) (since 2005; current term expires January 2009)

Total Number of City Employees: 1,465 (2003)

City Information: Eugene City Hall, 777 Pearl Street, Eugene, OR 97401; telephone (541)682-5010; email webweaver@ci.eugene.or.us

Economy

Major Industries and Commercial Activity

Lumber is the largest industry in the Eugene area, where a number of manufacturing concerns produce lumber and wood products. The region is the nation's largest producer of softwood lumber and plywood products, although weak prices in the early 2000s have hurt the industry somewhat. Agriculture ranks second to the wood industry in the local economy, with a wide variety of crops grown. The Willamette Valley wine industry is a growing sector of the economy. A sizable food processing industry has grown up around the agricultural activity, and the area has seen recent growth in the RV manufacturing industry, such as the arrival of Legacy Coach to produce high-end luxury motor coaches.

Eugene serves central and southern Oregon as a retail and wholesale trade center. Services, government, and tourism are also contributors to the overall economy.

Items and goods produced: lumber, recreational vehicles, canned fruits and vegetables, dairy and meat products, chickens and chicken fryers, sheep, grass seed, metals, machinery, compact discs, computer software, plastics, electronic instruments, computer memory disks, sport and pleasure boats.

Incentive Programs—New and Existing Companies

In recent years the emphasis in the Willamette Valley has switched from business recruitment to business retention and expansion programs designed to help resident companies ''stay put and stay healthy.'' Among the many incentives available to businesses in Eugene are financial programs offered at the local level, such as the Eugene Business Development Funds; and at the state level, such as the Oregon Research & Technology Development Accounts and the Brownfields Redevelopment Fund. Other incentives include enterprise zones, new construction exemptions, and tax credits. Workforce incentive programs include employee recruiting, screening, and evaluating; customized training at Lane Community College; on-the-job training reimbursement; and certification services.

Job training programs—The state of Oregon's education program consists of a statewide apprenticeship program and has students choose between job training or a college preparatory program after the tenth grade. The program is to be installed in stages in schools through the year 2010. The Employer Workforce Training Fund is an Oregon grant program for employers wanting to upgrade the skills of their employees to the trade or healthcare sectors. The Lane Workforce Partnership oversees programs based on those grants, and also runs the JOBS Welfare-to-Work program. WorkSource Oregon centers not only help match employees and their skills's with employers, but also help bring workers to training programs, such as those at Lane Community College.

Development Projects

Aggressive efforts to diversify the local economy have resulted in several industrial expansions in the area; software development, RV manufacturing, and environmental technology-related fields are especially high-growth businesses. Royal Caribbean Cruise Lines will build a 200,000-square-foot national customer service center in the Eugene-Springfield area starting in 2005. Construction is planned to begin in 2006 on the new research center for the Oregon Nanoscience and Microtechnologies Institute by the University of Oregon campus. The city of Eugene has been upgrading its emergency services with the new downtown Fire Station 1 at a cost of $5.1 million, and a $2.8 million Firehouse 11, both of which opened in 2005. Also in 2005 construction began on the Lane County Armed Forces Reserve Center in Springfield, the total cost of which is $32 million. The University of Oregon is restoring Reser Stadium, home of the Beavers football team, for $80 million, adding amenities and expanding seating to 55,000.

Economic Development Information: Eugene Area Chamber of Commerce, 1401 Willamette Street, Eugene, OR 97401; telephone (541)484-1314; fax (541)484-4942. Lane Metro Partnership, PO Box 10398, Eugene, OR 97440; telephone (541)686-2741; fax (541)686-2325; email business@lanemetro.com. Oregon Employment Department, 875 Union Street N.E., Salem, OR 97301; telephone (503)378-4824; toll-free (800)237-3710; email info@emp.state.or.us

Commercial Shipping

A number of air-freight services operate out of Eugene Airport, notably Alaska/Horizon. More than 50 interstate truck carriers serve metropolitan Eugene and the West Coast via Interstate 5. Eugene is close to three deep-water ports, including the Port of Portland and the International Port of Coos Bay, for shipping to Asia. The Union Pacific and Burlington Northern railroads run through the area for shipping goods throughout North America.

Labor Force and Employment Outlook

Eugene boasts a skilled labor force with a good work ethic and low turnover rates. One third of the adult population has had four or more years of college. The city is the hub of one of the country's top 100 industrial areas. Continued growth is forecast in non-lumber manufacturing sectors, such as electronic and biotech technologies.

The following is a summary of data regarding the Eugene-Springfield metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 143,500

Number of workers employed in . . .
natural resources and mining: 1,000
construction: 6,700
manufacturing: 19,300
trade, transportation and utilities: 26,700
information: 3,300
financial activities: 7,700
professional and business services: 15,500
educational and health services: 18,600
leisure and hospitality: 13,600
other services: 4,900
government: 26,200

Average hourly earnings of production workers employed in manufacturing: $14.89

Unemployment rate: 6.5% (February 2005)

Largest county employers	*Number of employees*
PeaceHealth Oregon	4,125
University of Oregon	3,760
Monaco Coach Corp.	2,200
U.S. Government	2,000
Lane Community College	2,000
Lane County	1,786
Eugene School District 4J	1,651
Springfield School District	1,500
City of Eugene	1,465
McKenzie-Willamette Medical Center	1,200

Cost of Living

The Chamber of Commerce describes Eugene housing as ''plentiful, varied and built to last.'' Eugene is the center of many environmentally friendly housing construction projects and developments. The Chamber reported that the average home sale price in 2003 was almost $169,000. The average rental price of a 3-bedroom home was $900-$1200 per month and the average 2-bedroom apartment/duplex rented for $575-760 per month in 2003.

The following is a summary of data regarding key cost of living factors for the Eugene area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 5.0% to 9.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Real Property tax rate for the city of Eugene is $5 to $10 per $1,000 assessed valuation (2005)

Economic Information: Eugene Area Chamber of Commerce, 1401 Willamette Street, Eugene, OR 97401; telephone (541)484-1314; fax (541)484-4942. Lane Metro Partnership, PO Box 10398, Eugene, OR 97440; telephone (541) 686-2741; fax 686-2325; email business@lanemetro.com. Oregon Employment Department, 875 Union Street N.E., Salem, OR 97301; telephone (503)378-4824 or (800) 237-3710; email info@emp.state.or.us

Education and Research

Elementary and Secondary Schools

Oregon Schools were rated fifth best in the nation by the Midwestern Research Institute. Eugene is home to three school districts, with the largest being Eugene School District 4J, which is the fourth largest in Oregon. A seven-member board, elected at large, governs the district. The board employs the superintendent.

Alternative public schools include International High School, three foreign language immersion schools (French, Spanish and Japanese), and an arts magnet school. Eugene's public school students consistently score higher on standardized tests than the state and national averages.

The following is a summary of data regarding Eugene public schools.

Total enrollment: 18,735

Number of facilities
elementary schools: 26
middle schools: 8
senior high schools: 4
other: 18 alternative schools

Student/teacher ratio: 22.7:1

Teacher salaries (2004–2005)
minimum: $37,097
maximum: $86,075

Funding per pupil: $7,100 (2002–2003)

Eugene is also served by three private high schools and 15 other private schools from Pre-K to grade 8, including religious and special education centers for all students, the gifted, and the physically and mentally challenged.

Public Schools Information: School District 4J, Eugene Public Schools, 200 North Monroe, Eugene, OR 97402-4295; telephone (541)687-3321

Colleges and Universities

The University of Oregon, a major research and educational institution with an enrollment of about 20,000 students, is located in Eugene. The university has schools in the arts and sciences, architecture, business, music, education, journalism and law. Lane Community College offers two-year associate and vocational degrees, serving almost 35,000 students in both credit and non-credit course study. Gutenberg College offers liberal arts education from a Protestant Christian base. Other educational institutions in Eugene are Northwest Chris-

tian College, Eugene Bible College, Oregon Business College, and the National Academy of Artistic Gymnastics.

Libraries and Research Centers

The Eugene Public Library consists of three locations: the Downtown Library, the Bethel Branch, and the Sheldon Branch. The system contains more than 360,000 items including books, periodical subscriptions, CDs, DVDs, audio and video tapes, and art reproductions. The library's special collections include fine children's literature and a state documents department. The University of Oregon's Knight Library holds 2.1 million volumes, more than 21,000 periodical subscriptions, and special collections on the American West, American missions and missionaries, Esperanto, Oriental literature and art, politics, and zeppelins. Other libraries at the university specialize in law, architecture, science, and mathematics. Northwest Christian College's library holds 65,000 volumes and Lane Community College holds 60,000 volumes.

Research activities in such fields as the environment, botany of the Pacific Northwest, molecular biology, marine biology, cellular biology, neuroscience, materials science, solar energy, chemical physics, applied materials, forest industries, labor, industrial relations, work organizations, ocean and coastal law, women and gender roles, human development, communication, recreation, mental retardation, and mass communications are conducted at centers in the Eugene area primarily through the University of Oregon. Technicians at Eugene's Riverfront Research Park engage in industrial research and development, data processing, and computer software development. The Southern Willamette Research Corridor, also in Eugene, is a 40-mile research, development, and specialized manufacturing site that facilitates cooperative ventures between area colleges and universities, industry, and local government.

Public Library Information: Eugene Public Library, 100 West 10th Avenue, Eugene, OR 97401; telephone (541)682-5450

Health Care

Two major hospitals serve Eugene. The largest is Sacred Heart General Hospital, with 432 beds and 57 intensive care units. The largest hospital between Portland and San Francisco, it is a general-care facility that features an intensive-care newborn unit, a cancer care unit, a state-of-the-art heart center, and orthopedics and rehabilitation services. The McKenzie-Willamette Medical Center is a full-care hospital and Level III Trauma Center containing 114 beds and 13 mother/newborn units; it offers short-stay surgery and home care services. Nearly 500 physicians and surgeons serve the area, representing 46 fields and 12 surgical specialties. Traditional and alternative physical and mental health care services are offered at area clinics.

Health Care Information: Sacred Heart Medical Center, 1255 Hilyard St., Eugene, OR 97401-3718; telephone (541) 686-7300. McKenzie-Willamette Medical Center, 1460 G Street, Springfield, OR 97477; telephone (541) 726-4400

Recreation

Sightseeing

Eugene's Willamette River banks are lined with miles of paths and a number of picnic areas and scenic parks, including the 5-acre Owen Memorial Rose Garden. The Hendricks Park Rhododendron Garden features more than 6,000 rhododendrons and azaleas. Culminating at Spencer Butte, the city's highest point, the South Hills Ridgeline Trail showcases a variety of plants and wildlife. The Mount Pisgah Arboretum has trails throughout its 209 acres and multiple habitats. Tours of many historic homes and buildings, such as the Shelton McMurphey Johnson House from 1888, are also available in Eugene.

The surrounding area offers a number of attractions, such as scenic drives, a national park, wildlife and natural areas, mine and winery tours, and historic sites.

Arts and Culture

Eugene has a large and varied arts community. Companies that perform music include the Eugene Symphony, the Eugene Opera Company, the Oregon Mozart Players, the Oregon Festival of American Music, and the Eugene Youth Symphony; all these groups call the Hult Center for the Performing Arts home. The Shedd Institute is home to the Oregon Festival of American Music, which runs year round and features an eclectic variety of performers. Summer music concerts are held at the Cuthbert Amphitheatre in Alton Baker Park. The McDonald Theater, a historic restored movie house, presents touring and local musicians and performers.

The Eugene Ballet performs several times during the year at the Hult Center. The Actor's Cabaret of Eugene has been presenting plays and musicals since 1979. The Very Little Theatre is a volunteer community theater group that dates back to 1929. The Lord Leebrick Theatre Company presents five plays a year. The Hult Center is also home to the Wilamette Repertory Theatre.

The University of Oregon Natural History Museum contains exhibits in archeology, paleontology, and zoology. The Science Factory Children's Museum and Planetarium, formerly

Many wineries around Eugene are open to the public.

the Willamette Science and Technology Center, re-opened in 2002 and has 50 interactive exhibits and planetarium shows. Relics and memorabilia pertaining to the history of the Eugene area can be viewed at the Lane County Historical Museum. The Maude Kerns Art Center displays a number of works by local artists as well as traveling exhibits. The University of Oregon's Jordan Schnitzer Museum of Art reopened in 2005 with a new addition that doubled the size of the museum. It houses a famous collection of Asian Art and hosts numerous special exhibits each year.

Festivals and Holidays

The Oregon Bach Festival is an annual highlight of Eugene's special events calendar. Held for two weeks in late June and early July, the festival is hosted on the University of Oregon campus and at the Hult Center. It features performances by internationally acclaimed soloists and orchestral, choral, and chamber music groups interpreting the compositions of eighteenth-century German composer Johann Sebastian Bach. Eugene also celebrates with a Folk Festival in May, a Country Fair in July, and Eugene Celebration, taking place for three days beginning in late September.

Sports for the Spectator

Professional baseball is represented in Eugene by the minor league Eugene Emeralds, a Class A farm club for the Chicago Cubs, who play at Civic Stadium. The University of Oregon fields teams in every major sport, competing at the National Collegiate Athletic Association (NCAA) Division I level; games are played at the 10,000-seat MacArthur Court and at the 42,000-seat Autzen Stadium, while track and field events take place at Hayward Field. Eugene is also a major center of track and field events, hosting the National Track and Field Championships on a regular basis.

Sports for the Participant

A wide range of outdoor recreation activities are available in and around Eugene, located only 60 miles away from either the mountains or the ocean. The Cascade Mountains offer opportunities for winter skiing and summer hiking, camping, and rafting. The glacier-fed McKenzie and Willamette rivers offer water sports such as fishing, boating, and kayaking. The city maintains nearly 2,000 acres of park land, with jogging trails, bike paths, pools, 24 athletic fields, 23 tennis courts, bowling alleys, a roller rink, an outdoor skateboard facility, and a major lighted softball complex. Emerald KIDSPORTS provides nearly 24,000 young people with organized sports programs such as soccer, baseball, softball, football, basketball, and volleyball.

Shopping and Dining

Valley River Center is an enclosed mall with 145 retail, food, and specialty businesses. The Fifth Street Public Market is a collection of specialty and craft shops and restaurants, and hosts musicians, artists, and special events. Boutiques can be found in Eugene Downtown. Saturday Market, an open-air market featuring fresh produce, handcrafted goods, and ethnic foods, is open from April to Christmas. Gateway Mall, in nearby Springfield, has 80 stores and a 29-screen movie theater. Hundreds of area restaurants present fresh Oregon salmon, lamb, wines, apples, pears, and berries among their offerings. Coffee shops and cafes abound.

Visitor Information: Convention and Visitors Association of Lane County Oregon, 754 Olive St., Eugene OR 97401; telephone (541)484-5307; toll-free (800)547- 5445; fax (541)343-6335; email info@cvalco.org

Convention Facilities

The Lane County Convention Center/Fairgrounds in Eugene offers a convention center, an equestrian and livestock pavilion, a state-of-the-art ice arena, 2,500 parking spaces, and full catering service. Other Eugene venues include the City Conference Center, the Hult Center for the Performing Arts, the Florence Events Center in Florence, Oregon, the Valley River Inn and Convention Center, and the McKenzie River Conference Center. In addition, there are numerous hotels, motels, resorts, lodges, and conference facilities throughout Lane County, including the Hilton Eugene & Conference Center, one of the largest convention centers between San Francisco and Portland. It offers 30,000 square feet of meeting and exhibit space ranging from intimate boardrooms to convention halls and ballrooms. The Eugene/Springfield metropolitan area offers approximately 3,500 sleeping rooms.

Convention Information: Convention and Visitors Association of Lane County Oregon, 754 Olive St., Eugene OR 97401; telephone (541)484-5307; toll-free (800)547- 5445; fax (541)343-6335; email info@cvalco.org

Transportation

Approaching the City

Eugene Airport is located 9 miles north of Eugene by Interstate 5, and is served by 4 major air carriers on 30 flights daily. Amtrak provides passenger rail service north to Vancouver on the Amtrak Cascades Line, and south to Los Angeles on the Coast Starlight.

The major north-south route from Canada to Mexico along the West Coast, I-5, runs through Eugene. U.S. 126 connects the city with the Pacific coast and eastern Oregon.

Traveling in the City

Public transportation is provided by Lane Transit District buses to all parts of the city and to some rural areas. The system provides convenient stops at schools and downtown, and is 100 percent wheelchair accessible. The city maintains miles of off-street bike paths and on-street bike lanes.

Communications

Newspaper and Magazines

Eugene is served by one daily morning newspaper, *The Register-Guard* (Oregon's second-largest daily), *Eugene Weekly,* a Thursday paper presenting arts and entertainment information along with news, and by several smaller neighborhood and special-interest weekly newspapers. The University of Oregon publishes the *Oregon Daily Emerald.* Magazines published in Eugene include *Skipping Stones,* an international, multicultural magazine for children; *Alternatives*, an environmental and political quarterly, *Oregon Voice*, a general interest magazine by students from the University of Oregon, and several scholarly journals.

Television and Radio

Three television stations broadcasting from Eugene offer ABC and CBS, and commercial/religious programming. Five AM and eight FM radio stations broadcast music, information, Christian and sports programs from Eugene, and many other stations are received from other communities in the metropolitan area.

Media Information: *The Register-Guard,* 3500 Chad Drive, PO Box 10188, Eugene, OR 97440-2188; telephone (541)485-1234

Eugene Online

City of Eugene home page. Available www.ci.eugene.or.us

Convention & Visitors Association of Lane County Oregon. Available www.cvalco.org

Eugene Area Chamber of Commerce. Available www.eugenechamber.com

Eugene Public Library. Available www.ci.eugene.or.us/Library/index.html

Eugene School District 4J. Available www.4j.lane.edu

Lane Metro Partnership. Available www.lanemetro.com

Oregon Economic Development Department. Available www.econ.state.or.us

The Register-Guard. Available www.registerguard.com

Portland

The City in Brief

Founded: 1845 (incorporated 1851)

Head Official: Mayor Tom Potter (D) (since 2005)

City Population
1980: 366,383
1990: 485,975
2000: 529,121
2003 estimate: 538,544
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 35th
U.S. rank in 1990: 30th
U.S. rank in 2000: 35th

Metropolitan Area Population (PMSA)
1980: 1,106,000
1990: 1,515,452
2000: 1,874,449
Percent change, 1990–2000: 12.1%
U.S. rank in 1980: 26th (CMSA)
U.S. rank in 1990: 27th (CMSA)
U.S. rank in 2000: 23rd (CMSA)

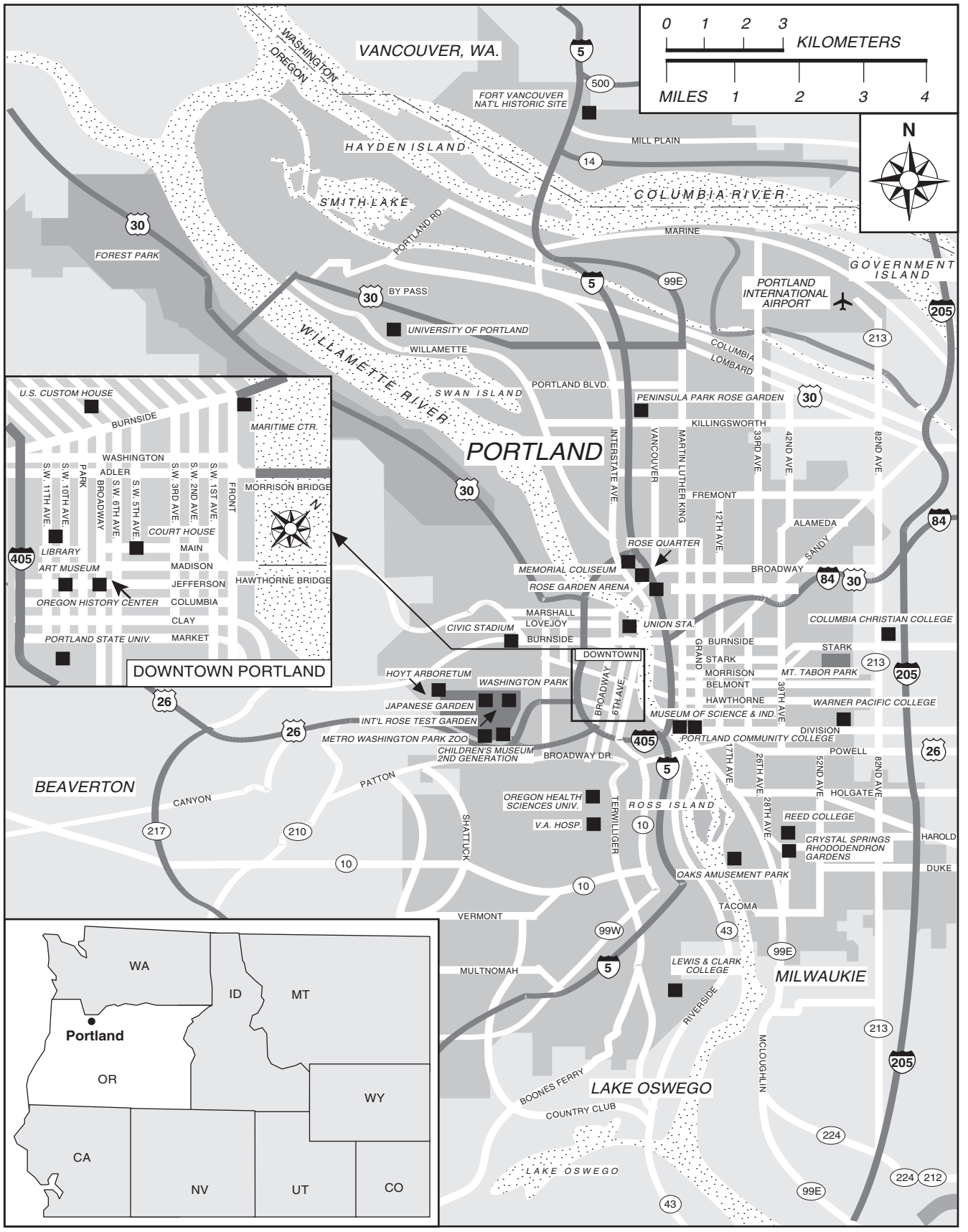
Area: 130 square miles (2000)
Elevation: Averages 173 feet above sea level
Average Annual Temperature: 53.4° F
Average Annual Precipitation: 40.5 inches

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 6.6% (January 2005)
Per Capita Income: $22,643 (2000)

2002 FBI Crime Index Total: 43,327

Major Colleges and Universities: Portland State University, Oregon Health Sciences University, Reed College, Lewis & Clark College, University of Portland, Marylhurst University

Daily Newspaper: *The Oregonian*


0 1 2 3 KILOMETERS
MILES 1 2 3 4
N
VANCOUVER, WA.
WASHINGTON
OREGON
FORT VANCOUVER NAT'L HISTORIC SITE
HAYDEN ISLAND
SMITH LAKE
PORTLAND RD.
COLUMBIA RIVER
MILL PLAIN
MARINE
FOREST PARK
BY PASS
UNIVERSITY OF PORTLAND
WILLAMETTE
WILLAMETTE RIVER
SWAN ISLAND
PORTLAND BLVD.
PORTLAND INTERNATIONAL AIRPORT
GOVERNMENT ISLAND
COLUMBIA
LOMBARD
PENINSULA PARK ROSE GARDEN
KILLINGSWORTH
PORTLAND
INTERSTATE AVE.
VANCOUVER
MARTIN LUTHER KING
33RD AVE.
42ND AVE.
82ND AVE.
FREMONT
12TH AVE.
ALAMEDA
SANDY
ROSE QUARTER
MEMORIAL COLISEUM
ROSE GARDEN ARENA
BROADWAY
UNION STA.
MARSHALL
LOVEJOY
CIVIC STADIUM
BURNSIDE
COLUMBIA CHRISTIAN COLLEGE
STARK
GRAND
MORRISON
BELMONT
HAWTHORNE
MT. TABOR PARK
WARNER PACIFIC COLLEGE
DOWNTOWN
BROADWAY
6TH AVE.
HOYT ARBORETUM
WASHINGTON PARK
JAPANESE GARDEN
INT'L ROSE TEST GARDEN
METRO WASHINGTON PARK ZOO
CHILDREN'S MUSEUM 2ND GENERATION
BROADWAY DR.
MUSEUM OF SCIENCE & IND.
PORTLAND COMMUNITY COLLEGE
DIVISION
POWELL
17TH AVE.
26TH AVE.
28TH AVE.
52ND AVE.
82ND AVE.
HOLGATE
BEAVERTON
CANYON
PATTON
SHATTUCK
OREGON HEALTH SCIENCES UNIV.
V.A. HOSP.
TERWILLIGER
ROSS ISLAND
REED COLLEGE
CRYSTAL SPRINGS RHODODENDRON GARDENS
HAROLD
DUKE
OAKS AMUSEMENT PARK
TACOMA
VERMONT
MULTNOMAH
LEWIS & CLARK COLLEGE
MILWAUKIE
RIVERSIDE
MCLOUGHLIN
BOONES FERRY
COUNTRY CLUB
LAKE OSWEGO
LAKE OSWEGO
U.S. CUSTOM HOUSE
BURNSIDE
MARITIME CTR.
WASHINGTON
ADLER
PARK
BROADWAY
S.W. 11TH AVE.
S.W. 10TH AVE.
S.W. 6TH AVE.
S.W. 5TH AVE.
S.W. 3RD AVE.
S.W. 2ND AVE.
S.W. 1ST AVE.
FRONT
MORRISON BRIDGE
COURT HOUSE
MAIN
LIBRARY
ART MUSEUM
MADISON
JEFFERSON
COLUMBIA
CLAY
MARKET
HAWTHORNE BRIDGE
OREGON HISTORY CENTER
PORTLAND STATE UNIV.
DOWNTOWN PORTLAND
WA
ID
MT
Portland
OR
WY
CA
NV
UT
CO

Introduction

Portland, known as the ''City of Roses,'' is the result of both chance and planning. Having obtained its name by the flip of a coin, the city is today the model of a metropolitan area that has been effectively integrated with its environment through controlled growth and development. Set in the natural beauty of northwest Oregon and lacking such big-city problems as traffic congestion, pollution, and litter, Portland is laced with parks, gardens, and fountains. A deep-water port, international airport, and a diverse economy make Portland a thriving commercial center, but the primary commitment is to preserving the city's individuality, its healthful environment, and its friendly atmosphere.

Geography and Climate

Located 110 miles from the Pacific Ocean, Portland lies between two mountain ranges, the Cascade Range to the east and the lower Coast Range to the west, in the Willamette River valley, one of the world's most fertile river valleys. The city is divided by the Willamette River, which flows into the Columbia River just to the north. Winters are rainy in Portland, with 55 percent of the annual rainfall occurring between the months of November and February, but the marine air keeps temperatures moderate, and the summers are mild, with temperatures rarely over 90 degrees.

Area: 130 square miles (2000)

Elevation: Averages 173 feet above sea level

Average Temperatures: January, 39.4° F; August, 67.3° F; annual average, 53.4° F

Average Annual Precipitation: 40.5 inches

History

The area surrounding present-day Portland was originally inhabited by the Multnomah and Clackamas tribes, who had established several villages by the 1830s. Most of these people died from smallpox epidemics and other diseases. Meriwether Lewis and William Clark were the first settlers of European descent to travel through the Portland area during their 1806 expedition. Clark named the Willamette River after the Multnomah village he found on Sauvie Island.

The future site of Portland was originally a clearing in the woods, appropriately known as ''The Clearing,'' where Native Americans and traders stopped to rest on trips between Oregon City and Fort Vancouver. The land underwent a series of ownerships until Amos Lovejoy and Francis Pettygrove bought it and mapped out a town called ''Stumptown'' in 1845. Four years later the two men, Lovejoy from Boston and Pettygrove from Portland, Maine, decided to flip a coin to determine the town's new name. Pettygrove won and the town became Portland.

Portland grew steadily through the California gold rush, reporting a population of 821 residents, a post office, and a newspaper—the *Weekly Oregonian* —in the 1850 census. Portland was incorporated in 1851 and became the seat of newly created Washington County (later renamed Multnomah County) in 1854. That same year the town advanced toward becoming a major trade center when its harbor was selected as the West Coast terminal for *The Petonia,* the U.S. mail steamer. Prior to the Civil War the salmon industry began to grow, enhancing Portland's economic status. The city experienced catastrophe when, in 1872 and 1873, the downtown area was heavily damaged by fire; civic leaders subsequently decided to rebuild only with cast iron, brick, and stone. The construction of the first transcontinental railroad in 1883, linking Portland with the East Coast, brought renewed prosperity. By the turn of the century the population had grown to 90,000 people.

Portland continued to expand steadily through the early decades of the twentieth century; the Alaska gold rush, the 1905 Lewis and Clark Centennial Exposition, and the construction of the Bonneville Dam in the 1930s were important factors in its growth. During World War II the city was a ship-building and manufacturing center.

In the 1960s and 1970s Portland's city leaders were able to avoid problems experienced by other large metropolitan areas through economic diversification, controlled growth, and environmental planning. A precedent had already been set by early planners who had integrated parks and green spaces into the city's lay-out; later, city planners instituted an ordinance to protect scenic views. Local government continues to work on the Region 2040 growth plan to manage all aspects of growth in the metropolitan area to the year 2040. In 2005, Mayor Tom Potter took office with the goal of continuing to move Portland forward.

Historical Information: Oregon Historical Society Regional Research Library, 1200 SW Park Avenue, Portland, OR 97204; telephone (503)222-1741

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,106,000
1990: 1,515,452
2000: 1,874,449
Percent change, 1990–2000: 23.7%
U.S. rank in 1980: 26th (CMSA)
U.S. rank in 1990: 27th (CMSA)
U.S. rank in 2000: 23rd (CMSA)

City Residents
1980: 366,383
1990: 485,975
2000: 529,121
2003 estimate: 538,544
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 35th
U.S. rank in 1990: 30th (State rank: 1st)
U.S. rank in 2000: 35th

Density: 3,932.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 412,241
Black or African American: 35,115
American Indian and Alaska Native: 5,587
Asian: 33,470
Native Hawaiian and other Pacific Islander: 1,993
Hispanic or Latino (may be of any race): 36,058
Other: 18,760

Percent of residents born in state: 44.0% (2000)

Age characteristics (2000)
Population under 5 years old: 32,300
Population 5 to 9 years old: 31,184
Population 10 to 14 years old: 30,031
Population 15 to 19 years old: 32,046
Population 20 to 24 years old: 40,454
Population 25 to 34 years old: 97,000
Population 35 to 44 years old: 86,604
Population 45 to 54 years old: 78,367
Population 55 to 59 years old: 23,195
Population 60 to 64 years old: 16,777
Population 65 to 74 years old: 28,215
Population 75 to 84 years old: 23,829
Population 85 years and over: 9,119
Median age: 35.2 years

Births (2003)
Total number: 9,340

Deaths (2003)
Total number: 6,859 (of which, 42 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,643
Median household income: $40,146
Total households: 223,987

Number of households with income of . . .
less than $10,000: 22,245
$10,000 to $14,999: 14,023
$15,000 to $24,999: 29,823
$25,000 to $34,999: 31,186
$35,000 to $49,999: 38,638
$50,000 to $74,999: 44,516
$75,000 to $99,999: 20,667
$100,000 to $149,999: 14,735
$150,000 to $199,999: 3,761
$200,000 or more: 4,393

Percent of families below poverty level: 8.5% (43.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 43,327

Municipal Government

Portland is the last large city in the United States to operate under a commission form of government, with five council members, including the mayor, elected to staggered four-year terms. Each member casts an equal vote in council and each undertakes administrative responsibilities for a group of city bureaus. The mayor receives the authority to make budget assignments and traditionally proposes the annual budget for council approval; otherwise, governing power is invested in the council as a whole.

Portland is also home to the nation's only directly elected regional government. The body, known as Metro, controls growth by wielding authority over land use, transportation, and environment.

Head Official: Mayor Tom Potter (D) (since 2005, current term expires 2009)

Total Number of City Employees: 7,659 (2005)

City Information: Portland City Hall, 1221 SW 4th Avenue, Room 110, Portland, Oregon 97204; telephone (503)823-6868; email cityinfo@ci.portland.or.us

Economy

Major Industries and Commercial Activity

Early in its history, Portland's economy was based on the Columbia and Willamette rivers and their access to the Pacific Ocean. The town was a supply hub for area farming communities and a regional shipping center. The deep, fresh-water port helped the city grow into an important part of the growing lumber industry, and a number of manufacturing concerns settled there because of the ease of transportation.

Today, Portland is the third largest export tonnage port on the West Coast, with import and export shipments of $11.8 billion in 2003. Easy access to the north/south and east/west interstate freeway system, international air service, and both west coast intercontinental railroads make Portland an important distribution center.

Portland enjoys a long history of association with high-technology industries, beginning with Tektronix in 1946. There are now more than 1,200 technology companies currently operating in Portland. In 2004, Portland's largest employer was microcomputer components manufacturer Intel Corporation. Well-established support industries and far-sighted commercial planning continue to draw electronics, computer, and other high-technology companies to the area.

Items and goods produced: electronics, machinery, food products, transportation equipment

Incentive Programs—New and Existing Companies

Local programs—World Trade Center Portland assists businesses involved in international trade. Business in Portland allows area businesses to access valuable information to help them succeed, including site location assistance, storefront improvement grants, contract opportunities, and economic and demographic data. The Port of Portland, working with other local and state departments, offers a variety of businesses development and incentive programs, including a Small Business Development Program, a Disadvantaged Business Enterprise Program, and a Mentor Program. The Portland Development Commission administers a variety of programs to assist new, existing, and expanding businesses, such as the new Economic Opportunity Fund and the Enterprise Zone, E-Commerce Zone, Storefront Improvement Program, Quality Jobs Program, Employee Investment Program, and other assistance programs.

State programs—Among the incentives available to businesses in Portland are several financial programs offered at the state level, together with tax incentives, new construction exemptions, and tax credits. These include the Brownfield Redevelopment Fund, Business Development Fund, Capital Access Program, Entrepreneurial Development Loan Fund, and several others. The State's Department of Energy administers a Small Scale Energy Loan, which offers low-interest loans to businesses that save energy or produce energy from renewable resources.

Job training programs—The state of Oregon administers an educational program, the first in the nation, that establishes a statewide apprenticeship program and allows students to choose between job training or a college preparatory program after the tenth grade. The state's JOBS Plus program allows employers who hire a JOBS Plus-eligible worker to receive benefits that include reimbursements, the opportunity to train and evaluate the worker during the contract period, and the opportunity to treat the employee as a temporary employee.

Worksystems, Inc., funds providers of career placement and training services. A network of One Stop Centers offers jobseekers assistance with their career planning and job search activities. Due to an increase in the non-native English speaking population, services are also provided in Spanish, Russian, Vietnamese, and Chinese.

Development Projects

In 1999 the North Macadam Urban Renewal Plan was adopted by the City Council. The plan seeks to develop vacant and underdeveloped land in the North Macadam area. Technical, environmental, and transportation difficulties had prevented previous efforts to develop the land. Redevelopment efforts have focused on providing transportation connections, space for housing and businesses, and greenway and open space connections. In 2005, development efforts were still ongoing.

In 2004 the Portland Development Commission, Metropolitan Exposition Recreation Commission, and Portland Oregon Visitors Association began to solicit proposals from vendors to construct a Headquarters Hotel adjacent to the Oregon Convention Center. It is hoped that the hotel, when completed in 2008, will attract larger conventions and trade shows to the Convention Center, add jobs to the Portland workforce, and increase tax revenues.

In 2005 construction began to make improvements on NW Third and Fourth Avenues between Burnside and Glisan Streets, which encompasses the Old Town/Chinatown area. The project is a partnership between the Portland Development Commission and the Portland Office of Transportation. The $5.35 million project will include improvements to streets and sidewalks, installation of trees and streetlights, and public art.

Economic Development Information: Portland Business Alliance, 520 SW Yamhill Street, Portland, OR 97204; tele-

phone (503)224-8684; fax (503)323-9186; email info @portlandalliance.com

Commercial Shipping

Portland's comprehensive transportation system comprises ocean shipping, transcontinental railways and highways, river barging, and a major international airport. The shipping industry is keyed to a lifeline of ship, rail, air, and truck service. Both West Coast transcontinental railroads and 110 trucking lines provide shippers with options for moving cargo. At the Port of Portland's five marine terminals, container ships, grain ships, bulk and breakbulk carriers, and auto carriers work around the clock. The Port of Portland leads the nation in wheat exports and is ranked fourth in the nation for auto imports. In addition, barges ply the Columbia/Snake river system, the second largest waterway in the nation, feeding the Port's Terminal 6 from as far upriver as Lewiston, Idaho, more than 300 river miles away. Foreign Trade Zone #45, administered by the Port of Portland, provides an additional incentive for international trade activity.

Labor Force and Employment Outlook

The work force in Portland is well-educated and very stable. The job turnover rate is low and productivity is high, compared to other metropolitan areas. The unemployment rate has remained below the national average for several years.

The following is a summary of data regarding the Portland-Vancouver metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 946,100

Number of workers employed in . . .
construction and mining: 55,000
manufacturing: 119,900
trade, transportation and utilities: 193,500
information: 22,500
financial activities: 65,600
professional and business services: 121,200
educational and health services: 115,300
leisure and hospitality: 87,599
other services: 34,600
government: 130,900

Average hourly earnings of production workers employed in manufacturing: $15.84

Unemployment rate: 6.6% (January 2005)

Largest employers	*Number of employees*
Intel Corporation	14,890
Providence Health System	13,496
Oregon Health and Science University	11,400
Fred Meyer Stores	10,500
Legacy Health System	7,972
Kaiser Foundation	6,731
Safeway Inc.	6,000
NIKE Inc.	5,742
Albertson's Food Centers	5,600
U.S. Bank	4,138

Cost of Living

The following is a summary of data regarding key cost of living factors for the Portland area.

2004 (3rd Quarter) ACCRA Average House Price: $292,952

2004 (3rd Quarter) ACCRA Cost of Living Index: 113.2 (U.S. average = 100.0)

State income tax rate: Ranges from 5.0% to 9.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: ranges from $14.00 to $20.30 per $1,000 assessed value (Multnomah County, 2004–2005)

Economic Information: Portland Business Alliance, 520 S.W. Yamhill Street, Portland, OR 97204; telephone (503)224-8604; fax (503)323-9186. Oregon Employment Department, 875 Union Street N.E., Salem, OR 97301; telephone (800)237-3710; email info@emp.state.or.us

Education and Research

Elementary and Secondary Schools

Portland is served by five school districts. The Portland Public School District, the largest in the state of Oregon, is governed by a nonpartisan, seven-member board that appoints a superintendent. Special programs offered by the district include a gifted and talented program, summer school remedial and enrichment classes, special education, and career education. Magnet schools in the district offer dual language immersion programs in Spanish, Japanese, and Chinese; a living history curriculum; schools for the performing arts; and early intervention programs.

The following is a summary of data regarding Portland's public schools as of the 2004–2005 school year.

Total enrollment: 53,000

Number of facilities
elementary schools: 60
middle schools: 18
senior high schools: 16
other: 4 (plus many contract education programs)

Student/staff ratio: 30:1

Teacher salaries
minimum: $29,013
maximum: $60,976

Funding per pupil: $7,242 (2002-2003, state of Oregon)

A variety of private education options exist in the Portland metro area, including the well-known Oregon Episcopal School and The Catlin Gabel School. Three Catholic high schools, several Montessori and Waldorf schools, and arts-centered schools serve the area's students.

Public Schools Information: Portland Public Schools, 501 North Dixon, Portland, OR 97227; telephone (503)916-2000; email pubinfo@pps.k12.or.us

Colleges and Universities

Portland is home to several accredited institutions of higher education. Concordia College is a private four-year college affiliated with the Lutheran Church-Missouri Synod offering bachelor's degrees in business administration, education, health and social sciences, liberal arts, theological studies, and environmental remediation. Lewis & Clark College, founded by Presbyterian pioneers, offers 26 majors and 23 minor programs. Marylhurst University is a private institution offering coursework leading to master's and bachelor's degrees to students of all ages. Oregon Health Sciences University houses schools of medicine, nursing, and dentistry, and is Oregon's only academic health center.

Portland State University offers strong liberal arts and sciences programs to augment its concentration on engineering, computer science, international trade, and business. Reed College is an independent liberal arts and sciences college. The University of Portland, a Catholic university, offers 60 majors and 12 graduate degrees in its College of Arts and Sciences and four professional schools (Business, Education, Engineering, and Nursing). Based in the Portland metropolitan area is the Oregon Graduate Institute of Science and Technology.

Libraries and Research Centers

The Multnomah County Library, the oldest public library west of the Mississippi, maintains a Central Library and 16 other branches throughout the metropolitan area. Total holdings include more than 2 million items including books, periodicals, videos, audio cassettes, compact discs, films, records, and maps. The County Library and its branches together host more than 450 computer work stations. The Multnomah County Library is Oregon's largest public library system.

Area universities also offer extensive library services, and there are a number of special interest and research libraries in the area, serving science, industry, and business interests. Oregon Health Sciences University is where both the artificial heart valve and cardiac angioplasty were developed; research there continues to be the catalyst for clinical and educational advancements in heart treatment. Cancer research in the areas of cancer biology, hematologic malignancies, solid tumors, and cancer prevention and control is also performed at Oregon Health Sciences University. The Vollum Institute for Advanced Biomedical Research studies brain function at the molecular level. At Oregon Medical Laser Center, researchers study the use of lasers in medicine. Other areas of medical research include cancer research at the Robert W. Franz Cancer Research Center and multidisciplinary research at the Earl A. Chiles Research Institute. Research activities in such fields as public health, computing and information systems, nuclear science, urban studies, population and census, sociology, psychology, aging, human services, and the Middle East are conducted at other centers in the Portland area.

Public Library Information: Multnomah County Library, 801 SW Tenth Avenue, Portland, OR 97205; telephone (503)988-5123

Health Care

Portland is the center for health care in the state of Oregon, with major hospitals collaborating to offer quality care at a moderate cost. Playing a prominent role is the Oregon Health & Science University (OHSU), which includes the University Hospital and Doernbecher Children's Hospital as well as the Casey Eye Institute, the Child Development and Rehabilitation Center, 9 primary care clinics, more than 150 specialty clinics, and dental clinics. OHSU also operates four interdisciplinary centers that focus on aging, women's health, cancer, and interventional therapy. OHSU shares technology, personnel, and training with the Portland Veterans Affairs Medical Center to help keep health care costs down. Residents who seek nontraditional medical treatment have access to licensed acupuncturists and to practitioners trained at a local naturopathic college. Senior services are coordinated by the Multnomah County Aging Services Division to help senior citizens remain active in the community. Providence Health Services operates seven hospitals and medical centers in the Portland metro area. In 2003, Providence Newberg Hospital, Providence Milwaukie Hospital, and Providence St. Vincent

Medical Center were named among the top 100 hospitals in the nation—and the only hospitals in Oregon—by research company Solucient. One of the Portland area's top employers, Providence hospitals specialize in cancer care, rehabilitation, cardiac care, children's emergency care, surgical services, sports medicine, and maternity care.

Recreation

Sightseeing

Portland offers sightseeing attractions both in the city itself and in the surrounding area. A walking tour of downtown encompasses two separate national historical districts, including the largest preserved example of nineteenth-century cast iron architecture in the West, and a number of other nineteenth-century landmarks intermixed with distinctive modern buildings. The controversial Portland Building is the first major post-modern architectural structure in the country. The award-winning Pioneer Courthouse Square bustles with activity from outdoor art exhibits, concerts, and sidewalk vendors.

Portland is proud of its outdoor public art and fountains, including Portlandia, a 35-foot tall hammered copper sculpture of a kneeling woman, and Ira's Fountain, a cascading water sculpture dotted with islands and terraces across from the Civic Auditorium. Other attractions include The Grotto, a 60-acre shrine; the Japanese Garden, the most authentic example of Japanese gardens outside of Japan; the International Rose Test Garden; and the Classical Chinese Garden in the Old Town/Chinatown district.

Many other attractions can be found just outside of the city. Vineyards in the Willamette Valley are open to the public for tours and wine tastings. Some of the nation's most beautiful natural scenery can be found around nearby Mount Hood and the Columbia Gorge. Portland is 110 miles away from the Pacific Ocean.

Arts and Culture

The Portland Center for the Performing Arts is the center of art activity in the city presenting more than 900 annual events and featuring the Arlene Schnitzer Concert Hall, Newmark Theatre, Dolores Winningstad Theatre, and Keller Auditorium. Portland's performing arts groups include Oregon Symphony, Portland Opera, Oregon Ballet Theatre, Portland Center State, Portland Youth Philharmonic, Portland Gay Men's Chorus, and Chamber Music Northwest.

The Oregon Historical Society's History Center houses exhibits tracing the history of the Pacific Northwest from prehistoric times to the present. The Oregon Maritime Center and Museum features ship models, navigational instruments, hardware, and historical exhibits. The Oregon Museum of Science and Industry (OMSI), one of the nation's largest, offers hands-on displays pertaining to science, including a walk-in replica of a space station, a planetarium, and a computer center.

Displaying exhibits of commercial memorabilia, the American Advertising Museum specializes in the history of American marketing since 1683. The World Forestry Center has recreational and educational exhibits relating to the forestry industry; a special attraction is a 70-foot talking tree.

The Portland Art Museum, one of the 25 largest museums in the country, houses collections of 35 centuries of world art, including European works from the Renaissance to the present, nineteenth- and twentieth-century American art, and Native American, Asian, and West African art. In 2000 the museum unveiled three new centers in its Millennium Project expansion: the Center for Native American Art, Center for Northwest Art, and the outdoor public sculpture gardens. The most recent project in the expansion program began in February 2004 as renovation and restoration started on the museum's ''North Building,'' a former Masonic Temple acquired in 1991.

The Northwest Film and Video Center features traditional, historical, and experimental exhibits in the media of film and video. One of the oldest nonprofit art galleries in the nation, the Contemporary Crafts Gallery displays artworks in clay, fiber, glass, wood, and metal.

Washington Park is home to many children's attractions, including the Portland Children's Museum. It features hands-on exhibits for children through 10 years of age. The Oregon Zoo, which opened in 1887, houses animals from around the world. The zoo's latest project is a Great Northwest exhibit, which features animals and ecosystems of the Pacific Northwest region. Also of interest to children and book-lovers alike is the Beverly Cleary Sculpture Garden in Grant Park, which showcases bronze statues of Ramona Quimby and Henry Huggins and his dog Ribsy—characters made famous in the Portland author's classic children's books.

Festivals and Holidays

The centerpiece of Portland's special events schedule is the annual Portland Rose Festival, which lasts for 25 days each June. The festival features more than 70 events, including the Grand Floral Parade (second largest all-floral parade in the nation), a waterfront carnival, a juried fine arts festival, and an Indycar race.

Spring and summer bring several area jazz festivals, including the Mt. Hood Jazz Festival in August, which brings

Portland's historic steel bridge, completed in 1912, is one of the few dual-life bridges in the world.

renowned jazz musicians from all over the country to the Portland area. In August, ''The Bite: A Taste of Portland'' presents a three-day extravaganza of music while Portland's finest restaurants and cafes demonstrate their specialties. The Portland Arts Festival is held in June, followed by the Oregon Brewers Festival in July. The Christmas holidays are highlighted by the spectacular Holiday Parade of Christmas Ships. A variety of festivals and events throughout the year celebrate the region's microbreweries and wineries.

Sports for the Spectator

Professional sports in Portland are led by the National Basketball Association's Portland Trail Blazers, frequent playoff contenders, who play at the Rose Garden arena. Professional minor league baseball is represented by the Portland Beavers, a Triple-A affiliate of the San Diego Padres. The Portland Timbers are Portland's professional soccer franchise and members of the First Division of United Soccer Leagues. Both the Beavers, and the Timbers play their home games at Portland's PGE Park. Hockey action is brought to fans by the Portland Winter Hawks of the Western Hockey League, which is a major source of talent for the National Hockey League. A wide range of other sports activities can be viewed at several of the area's universities.

Portland Meadows features quarterhorse and thoroughbred racing from October through April, and nearby Multnomah Kennel Club provides greyhound racing in an enclosed facility. Stock and Indycar racing take place at the Portland International Raceway. Portland also hosts the Wrangler Rodeo Classic.

Sports for the Participant

Portland offers a variety of ways to satisfy the sporting urge. The mountains provide opportunities for outdoor sports such as rock climbing and hiking. Timberline Lodge, a National Historic Landmark, serves one of Mt. Hood's five ski areas and offers the only lift-serviced summer skiing in the country. Local rivers feature all water sports; the Portland area is a fishing paradise, offering everything from fly fishing for trout in mountain streams and salmon-fishing in the rivers to all-day deep-sea excursions on charter boats. Hood River, Oregon, is a windsurfing mecca on the Columbia Gorge. The Portland Marathon, held in early October, has been ranked as one of the premier marathon events in the country; its 26.2-mile course is open to walkers as well as runners.

The Portland Parks & Recreation department maintains 10,510 acres which include 102 neighborhood parks; more than 160 urban, regional, community and habitat parks and gardens; 4 golf courses; and 50 recreation facilities. Parks range in size from the 4,700-acre Forest Park to Mill Ends Park, the world's smallest park at 36 inches by 36 inches in diameter. Facilities include two amphitheaters; a skateboard park; tennis courts; sports fields; playgrounds; arts, music, and dance centers; and sports, fitness, and arts programming.

Shopping and Dining

Lloyd Center, Portland's first and largest shopping center, is located in the downtown core in the city's northeast section. Here, more than 200 stores surround an indoor ice rink. Washington Square, Jantzen Beach Super Center, and Clackamas Town Center are all located within a 20-minute drive of downtown. The Galleria includes several floors of unique urban shopping and dining. Pioneer Place in the heart of downtown features four city blocks of dining, shopping, entertainment, and the first-ever Sundance Film Center for Independent Film. Powell's City of Books, the world's largest new and used independent bookstore, is located in downtown Portland and stocks more than a million books.

The Skidmore/Old Town National Historic District at the north end of downtown offers many shopping possibilities. The New Market Theatre also houses shops and restaurants. Saturday Market, the largest open-air crafts market in continuous operation in the country, is open Saturday and Sunday, March through December, and features more than 300 vendors. The Water Tower at John's Landing is the home of a unique blend of shops and restaurants. The Sellwood and Hawthorne Boulevard Districts in southeast Portland and the Multnomah District in southwest Portland are favorites of antique hunters.

Portland features a number of restaurants specializing in fresh, grown-in-Oregon foods, as well as spots to sample famous Pacific seafood. The Chinatown district offers regional Chinese cuisine; a large number of other restaurants specialize in many ethnic foods. More than a dozen nationally ranked restaurants emphasize elegance and formal dining, and there are many informal bistros and other places to mix dining with nightlife.

Visitor Information: Portland Oregon Visitors Association, 1000 SW Broadway, Suite 2300, Portland, OR 97205; telephone (503)275-9750; toll-free (800)962-3700; email info @pova.com

Convention Facilities

The Oregon Convention Center, located in the center of downtown along the Willamette River, contains a total of nearly one million square feet of enclosed space, with 255,000 square feet of exhibit space, 50 meeting rooms, two grand ballrooms, and an 800-space parking garage. In 2003, the Oregon Convention Center completed a major expansion that doubled the center's size. Offering greater flexibility and

more options than ever before, the Oregon Convention Center is the largest meeting facility in the Pacific Northwest.

The Portland Memorial Coliseum Complex, adjacent to the Convention Center, features 108,000 square feet of exhibit space; 15 meeting rooms, the largest of which is a 25,200 square-foot area; and arena-style seating for 13,000 people.

Portland offers several convention complexes that are all within a few minutes of more than 11,000 hotel rooms. Montgomery Park is a unique trade center located five minutes northwest of downtown Portland. It contains 19,000 square feet of exhibition and meeting space complemented by a 135-foot high glass atrium.

The Portland Center for the Performing Arts's Brunish Hall offers space for 200 people for meetings, conferences, or other events. Other meeting and exhibition facilities include Expo Center and the Washington County FairPlex. Most major hotels in the city offer extensive meeting, banquet, and ballroom facilities.

Convention Information: Portland Oregon Visitors Association, 1000 SW Broadway, Suite 2300, Portland, OR 97205; telephone (503)275-9750 or (800)962-3700, fax (503)275-9284.

Transportation

Approaching the City

Portland's airport, Portland International Airport (PDX), is one of the fastest-growing major airports on the West Coast, with more 17 commercial carriers offering daily nonstop flights from Portland to various destinations; the airport served more than 13 million passengers in 2004. The airport is 9 miles east of the central city, a 15-minute car ride. The Portland International Airport is owned and operated by the Port of Portland.

Two major interstate highways intersect in Portland, I-5, running north-south from southern California into Canada, and I-84, running east-west. U.S. highways 26 and 30 are other east-west routes. Portland is bypassed by I-405, on the western edge of the downtown area, and I-205, running through the eastern suburbs.

Amtrak serves the Portland area with daily train service; commercial bus service is also available.

Traveling in the City

Portland is divided into five areas—southwest, southeast, north, northeast and northwest—with the Willamette River bisecting the city. Street addresses match the location of these areas. A total of eleven bridges cross the river. The major streets are Grand Avenue, Martin Luther King Jr. Blvd., Sandy Boulevard, and SE Eighty-second Street. Downtown, streets are mostly one way, with adjacent streets flowing in opposite directions.

TriMet, Portland's mass transit system, is ultra-modern and efficient, highlighted by MAX, a light-rail system that connects the downtown area with three counties. Westside MAX serves commuters in suburbs west of town as far west as Hillsboro. This line boasts the deepest subterranean transit station in North America, and public artwork decorates all 20 Westside MAX stations. A 300-block area in the heart of downtown has been designated as the Fareless Square, where trips beginning and ending within the area do not require the usual fare. TriMet also has 93 bus lines that serve Multnomah, Clackamas, and Washington counties.

Communications

Newspapers and Magazines

Portland's major daily newspaper, *The Oregonian,* has been in publication since the 1850s. The paper's affiliated website provides news and local coverage online as well as archives to past stories. In 2001, *The Oregonian,* received two Pulitzer Prize medals, for public service and feature writing. *Willamette Week* and many smaller neighborhood weeklies, as well as *The Skanner* and *Portland Observer,* both serving the African American community, are among the other Portland area newspapers. *Retirement Life News* serves active senior citizens. *The Portland Business Journal* provides news pertaining to the Portland business community. Local magazines include *Oregon Business Magazine* and a quarterly publication of the Oregon Historical Society.

Television and Radio

Four television stations in the area represent the commercial networks and public television; other channels are available on cable and from neighboring communities. Twenty-three AM and FM radio stations serve the Portland area with a variety of musical and other programming.

Media Information: *The Oregonian,* 1320 SW Broadway, Portland, OR 97201; telephone (503)221-8327

Portland Online

Business in Portland. Available www.businessinportland.org

City of Portland home page. Available www.portlandonline.com

Multnomah County Library. Available www.multcolib.org

Oregon Economic Development Department. Available www.econ.state.or.us

The Oregonian. Available www.oregonlive.com

Portland Art Museum. Available www.portlandartmuseum.org

Portland Business Alliance. Available www.portlandalliance.com

Portland Oregon Visitors Association. Available www.travel portland.com or www.pova.org

Portland Public Schools. Available www.pps.k12.or.us

Selected Bibliography

Hawkins, William John, and William F. Willingham, *Classic Houses of Portland, Oregon: 1850–1950* (Portland, Oregon: Timber Press, 1999)

Will, Robin, *Beauty of Portland* (Portland, OR: LTA Publishing, 1989)

Salem

The City in Brief

Founded: 1848 (incorporated, 1860)

Head Officials: Mayor Janet Taylor (since 2003); City Manager Robert Wells

City Population
1980: 89,091
1990: 107,793
2000: 136,924
2003 estimate: 142,914
Percent change, 1990–2000: 25.8%
U.S. rank in 1980: 195th
U.S. rank in 1990: 178th
U.S. rank in 2000: 162nd

Metropolitan Area Population
1980: 250,000
1990: 278,024
2000: 347,214
Percent change, 1990–2000: 24.9%
U.S. rank in 1980: 126th
U.S. rank in 1990: 122nd
U.S. rank in 2000: 129th

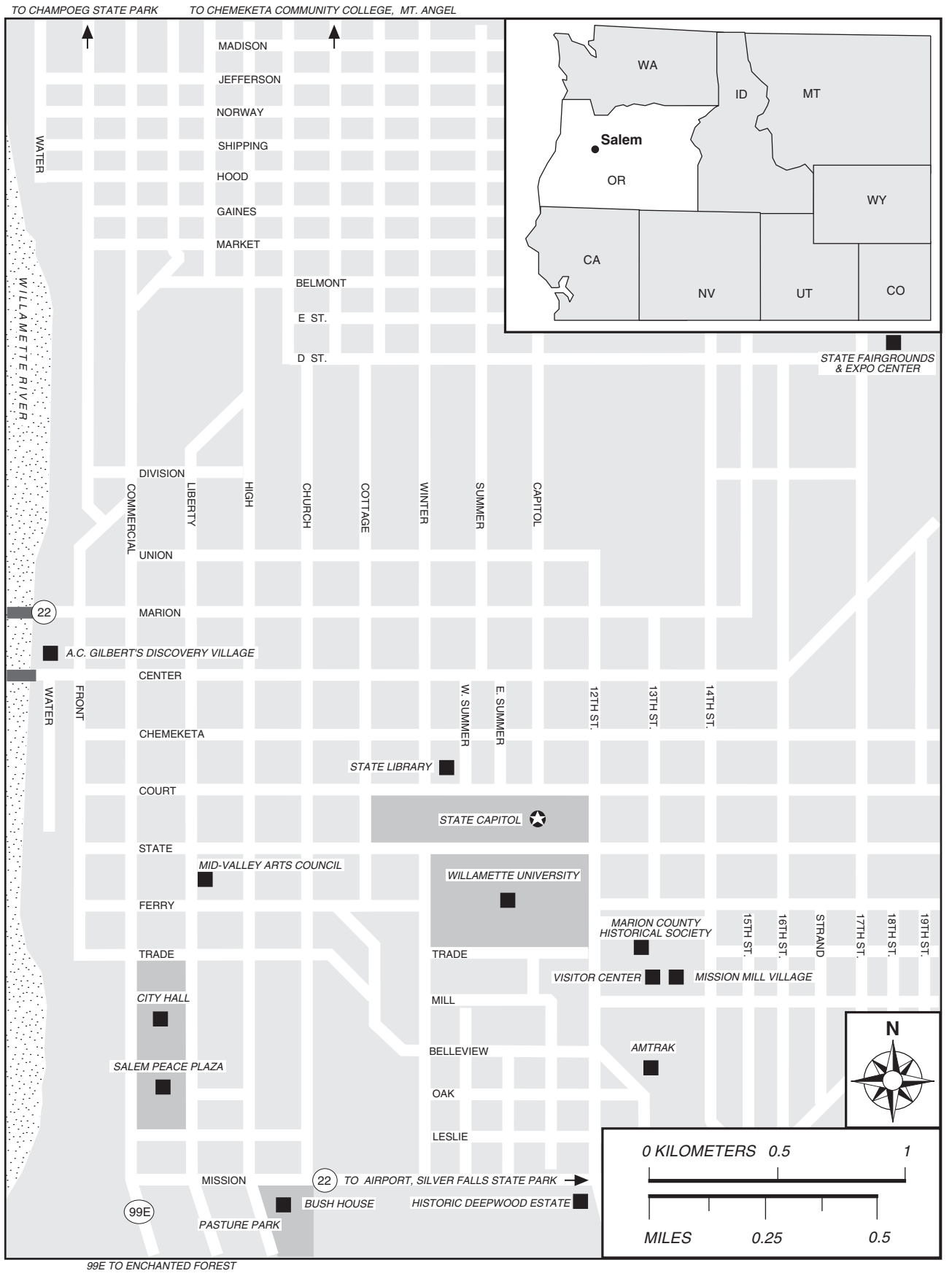
Area: 46.37 square miles (2000)
Elevation: 171 feet above sea level at State Capitol
Average Annual Temperature: 52.6° F
Average Annual Precipitation: 39.2 inches of rain, 6.4 inches of snow

Major Economic Sectors: Agriculture, lumber, government, services, trade, high technology
Unemployment Rate: 7.7% (February 2005)
Per Capita Income: $19,141 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

1999 FBI Crime Index Total: 12,077

Major Colleges and Universities: Willamette University, Chemeketa Community College, Western Baptist Bible College; Tokyo International University (branch)

Daily Newspaper: *Statesman Journal*


TO CHAMPOEG STATE PARK
TO CHEMEKETA COMMUNITY COLLEGE, MT. ANGEL
MADISON
JEFFERSON
NORWAY
SHIPPING
HOOD
GAINES
MARKET
BELMONT
E ST.
D ST.
WATER
WILLAMETTE RIVER
WA
ID
MT
Salem
OR
WY
CA
NV
UT
CO
STATE FAIRGROUNDS & EXPO CENTER
DIVISION
COMMERCIAL
LIBERTY
HIGH
CHURCH
COTTAGE
WINTER
SUMMER
CAPITOL
UNION
22
MARION
A.C. GILBERT'S DISCOVERY VILLAGE
CENTER
WATER
FRONT
W. SUMMER
E. SUMMER
12TH ST.
13TH ST.
14TH ST.
CHEMEKETA
STATE LIBRARY
COURT
STATE CAPITOL
STATE
MID-VALLEY ARTS COUNCIL
WILLAMETTE UNIVERSITY
FERRY
MARION COUNTY HISTORICAL SOCIETY
15TH ST.
16TH ST.
STRAND
17TH ST.
18TH ST.
19TH ST.
TRADE
TRADE
VISITOR CENTER
MISSION MILL VILLAGE
CITY HALL
MILL
N
AMTRAK
BELLEVIEW
SALEM PEACE PLAZA
OAK
LESLIE
0 KILOMETERS 0.5 1
MISSION
22
TO AIRPORT, SILVER FALLS STATE PARK
BUSH HOUSE
HISTORIC DEEPWOOD ESTATE
99E
PASTURE PARK
MILES 0.25 0.5
99E TO ENCHANTED FOREST

Introduction

Salem is the capital of Oregon and the third largest city in the state. Situated in the middle of a large, fertile agricultural region, host to a booming wine industry in the Willamette Valley, and known as the ''Cherry City,'' Salem is the processing and transportation center for the surrounding area. A clean environment, the natural scenic beauty of its location, and the recreational activities afforded by the nearby mountains contribute to the high quality of life for which Salem is noted. In addition, careful planning and intelligent zoning have made the city attractive to new business and industry.

Geography and Climate

Salem is located about 60 miles inland from the Pacific Ocean in the Willamette Valley and about halfway between Portland and Eugene. The Willamette River flows on the western edge of the central city. The city is bounded by the Coast Range of mountains on the west and the Cascade Range on the east. Moist Pacific air is the dominant weather feature, moderating temperatures year round. The city and especially the nearby mountains receive a large amount of rainfall; more than 70 percent occurs between November and March and only about 6 percent during the summer. Severe storms and extreme temperatures are uncommon.

Area: 46.37 square miles (2000)

Elevation: 171 feet above sea level at State Capitol

Average Temperatures: January, 40.3° F; August, 67.0° F; annual average, 52.6° F

Average Annual Precipitation: 39.2 inches of rain, 6.4 inches of snow

History

The site of present-day Salem was called ''Chemeketa'' by the Calapooya tribe. The word means ''meeting'' or ''resting place,'' and the tribe used the region for many years in that capacity. In 1840, Jason Lee, a Methodist-Episcopal missionary, moved his mission to the area and called it ''Chemeketa,'' but most settlers referred to it as ''The Mill,'' because of its proximity to Mill Creek. Two years later, the mission established the Oregon Institute, a training school for the local Native Americans that eventually became Willamette University.

The mission was closed in 1844, but in 1848, a town was laid out on the site and called Salem. Some controversy remains over who actually named the town Salem, but historians agree that it was either David Leslie or W. H. Wilson. A fierce battle over where to locate the capital of the Oregon Territory began when the capital was moved from Oregon City to Salem in 1851. In 1853 the Oregon State Legislature began debate on whether to change the town's name to Thurston, Valena, or Corvallis, but a vote in 1855 retained the town's original name. The capital was moved again in 1855, but it returned to Salem later that same year. A suspicious fire that destroyed the Capitol building in late 1855 added to the controversy. When Oregon became a state in 1859, Salem was named the tentative capital, but it was not until 1864 that the city was officially chosen as the capital by election. Salem was incorporated as a city in 1860, and the present Capitol building was built in 1938, after the previous building was destroyed by fine in 1935.

Beginning as a wool processing center, Salem has grown to be an important center for the processing of agricultural products and lumber, as well as a hothouse for technology and information companies. The city's historic buildings, surrounding natural beauty, and modern amenities make it a draw for new residents and businesses alike.

Historical Information: Marion County Historical Society Museum, 260 Twelfth St., SE, Salem, Oregon 97301-4101; telephone (503)364-2128; Fax (503)391-5356; email mchs @open.org

Population Profile

Metropolitan Area Residents
1980: 250,000
1990: 278,024
2000: 347,214
2003 estimate: 363,000
Percent change, 1990–1998: 24.9%
U.S. rank in 1980: 126th
U.S. rank in 1990: 122nd
U.S. rank in 2000: 129th (CMSA)

City Residents
1980: 89,091
1990: 107,793
2000: 136,924
2003 estimate: 142,914
Percent change, 1990–2000: 25.8%

U.S. rank in 1980: 195th
U.S. rank in 1990: 178th (State rank: 3rd)
U.S. rank in 2000: 162nd (State rank: 3rd)

Density: 2,994.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 132,327
Black or African American: 1,750
American Indian and Alaskan Native: 2,064
Asian: 3,304
Native Hawaiian and other Pacific Islander: 643
Hispanic or Latino (may be of any race): 19,973
Other: 10,820

Percent of residents born in state: 45.0% (2000)

Age characteristics (2000)
Population under 5 years old: 10,190
Population 5 to 9 years old: 9,620
Population 10 to 14 years old: 9,244
Population 15 to 19 years old: 10,159
Population 20 to 24 years old: 11,252
Population 25 to 34 years old: 20,659
Population 35 to 44 years old: 20,539
Population 45 to 54 years old: 18,252
Population 55 to 59 years old: 5,679
Population 60 to 64 years old: 4,291
Population 65 to 74 years old: 7,541
Population 75 to 84 years old: 6,653
Population 85 years and over: 2,845
Median age: 33.6 years

Births, Marion County (2003)
Total number: 5,094

Deaths (2003)
Total number: 2,622 (of which, 4 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,141
Median household income: $38,881
Total households: 50,585

Number of households with income of . . .
less than $10,000: 4,497
$10,000 to $14,999: 3,490
$15,000 to $24,999: 6,903
$25,000 to $34,999: 7,530
$35,000 to $49,999: 9,309
$50,000 to $74,999: 10,231
$75,000 to $99,999: 4,580
$100,000 to $149,999: 2,771
$150,000 to $199,999: 595
$200,000 or more: 679

Percent of families below poverty level: 10.5% (27.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,077

Municipal Government

Salem operates under a council-manager form of government with eight council members elected to four-year terms by wards; the mayor serves for two years and is elected at-large. The council hires the city manager. Salem is the seat of Marion County.

Head Officials: Mayor Janet Taylor (since 2003; current term expires 2007); City Manager Robert Wells

Total Number of City Employees: 1,190 (2000)

City Information: City of Salem, 555 Liberty Street SE, Salem, OR 97301; telephone (503)588-6255; email Manager@open.org

Economy

Major Industries and Commercial Activity

The major industry in Salem, as the state's capital and county seat of Marion County, is government, where state, local, and federal governments employ 28 percent of Salem's workers. Trade, transportation and utilities comprise 16 percent; education and health services make up 13 percent; and professional and business services make up a further 10 percent of jobs in the metropolitan area (in 2003).

Agriculture and livestock, which is highly diversified in the Salem area, was valued in 2002 at more than $556 million in Marion and Polk counties. Vegetables and fruits, nursery and greenhouse crops, grass seed, and dairy products led with more than 50 percent of the total agricultural value. During the peak of food processing time in August and September, some 10,000 workers are employed in the industry. Contributing to this growth is the Willamette Valley wine industry, which is gaining a strong national reputation for its wine varieties.

Manufacturing in the Salem area has become increasingly diverse. Major manufacturing employers include the traditional food processors, fabricated metal products, high-tech equipment such as cell phones, snow boards, and area newspapers. Most employment classified as lumber and wood

products is actually in the manufactured building industry making pre-fabricated structures.

Items and goods produced: high-tech components, vegetable and fruit products, wood and paper products, grass seed, ornamental plants, dairy products, manufactured homes, and metal products

Incentive Programs—New and Existing Companies

In recent years the emphasis in the Willamette Valley has switched from business recruitment to business retention and expansion programs designed to help resident companies ''stay put and stay healthy.'' Most incentive programs are state loan, worker-training, and tax credit packages provided by the Oregon Economic Development Department and arranged through the Mid-Willamette Valley Council of Governments or the Salem Economic Development Corp. (SEDCOR). The Salem area has three enterprise zones for qualified manufacturing and wholesale distribution firms that allow a three- to five-year property tax exemption on improvements.

Job training programs—The state of Oregon has approved an education program, the first in the nation, that establishes a statewide apprenticeship program and has students choose between job training or a college preparatory program after the tenth grade. The program is to be installed in stages in schools through the year 2010. The state's JOBS Plus program allows employers who hire a JOBS Plus-eligible worker to receive benefits that include reimbursements, the opportunity to train and evaluate the worker during the contract period, and the opportunity to treat the employee as a temporary employee. Chemeketa Community College's Training & Economic Development Center in downtown Salem has a variety of programs to help small businesses develop and to assist existing businesses to expand. SEDCOR has partnered with Chemeketa and the Oregon Manufacturers Extension Partnership (OMEP) to run the Oregon Gateway Project to train business and workers in state-of-the-art manufacturing processes at the Advanced Manufacturing and Technology Institute (AMTI) at the college.

Development Projects

In 2001 Courthouse Square Transit Mall was completed. It consists of a bus transfer area, office and retail space, and a parking garage. In 2005 the new Salem Conference Center and attached Phoenix Grand Hotel opened in the heart of downtown Salem, just a few blocks from the state capitol building. The Meridian, a 130,000 square foot mixed-use development of luxury condominiums and medical offices will begin construction in 2005 near Salem Hospital. The largest development project to be started in the mid-2000s is the development of the Mill Creek area labeled as ''Salem Regional Employment Center.'' This 646 acre parcel will be developed as an industrial area with business and industry parks, with 100 acres set aside as open space and wildlife habitat.

Economic Development Information: SEDCOR, 350 Commercial St. N.E., Salem, OR 97301; telephone (503)588-6225; fax (503)588-6240; email sedcor@sedcor.org. Salem Area Chamber of Commerce, 1110 Commerical Street NE, Salem, OR 97301; telephone (503)581-1466; fax (503)581-0972; email info@salemchamber.org. Employment percentages from the Oregon Employment Department at www.qualityinfo.org.

Commercial Shipping

Salem is located on the main lines of the Union Pacific and Burlington Northern Santa Fe railroads. Located in Salem are 28 long haul truck lines with seven terminals. Interstate 5, the primary north-south highway of the West Coast, passes through the east side of Salem, and Interstate 84 connects to states in the east. Nearby Portland has marine terminals and deep water ports, ranking third on the West Coast in cargo shipped. The Salem Municipal Airport at McNary Field is a 750-acre facility with a 5,800-foot ILS, precision runway that has full facilities for corporate and general aviation aircraft.

Labor Force and Employment Outlook

The Salem area labor force is diversified, with skilled and semi-skilled components including metal workers, assemblers, electrical/electronic technicians, machine operators, computer operators, and programmers.

The Salem area economy in the mid-2000s is very healthy. Employment is expected to continue to grow, although at a slightly slower pace than that of the 1990s. The high percentage of government workers has shown to have a stabilizing effect on the area's economy. There are projections that population growth will slow, but as baby boomers retire, more job openings will become available.

The following is a summary of data regarding the Salem metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 141,300

Number of workers employed in . . .
natural resources and mining: 1,400
construction: 7,200
manufacturing: 14,600
trade, transportation and utilities: 23,500
information: 1,600
financial activities: 7,100
professional and business services: 12,200
educational and health services: 18,300

leisure and hospitality: 12,100
other services: 5,100
government: 38,300

Average hourly earnings of production workers employed in manufacturing: $13.90

Unemployment rate: 7.7% (February 2005)

Largest private employers	*Number of employees*
Salem Hospital	3,300
Spirit Mountain Hotel/Casino	1,500
T-Mobile	1,000
Norpac Foods (food processing)	700
Fred Meyer	700
Kaiser Permanente	700
Willamette University	650
SUMCO Oregon	600
Roth's	500
State Farm Insurance	474

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Salem area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 5.0% to 9.0%

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $19.32 per $1,000 assessed valuation

Economic Information: SEDCOR, 745 Commercial St. N.E., Salem, OR 97301; telephone (503)588-6225; fax (503)588-6240. Oregon Employment Department, 875 Union Street, Salem, OR 97311; telephone (800)237-3710

Education and Research

Elementary and Secondary Schools

The Salem-Keizer Public Schools is the second largest school district in the state. It is governed by a seven-member, nonpartisan school board that appoints the superintendent. Like many districts, in the 2004-2005 school year Salem-Keizer faced budget cuts, but pledged to keep the focus of their programs on academic achievement and overall student success.

The following is a summary of data regarding Salem public schools as of the 2004–2005 school year.

Total enrollment: 38,236

Number of facilities
elementary schools: 45
middle schools: 10
senior high schools: 6
other: 4 charter schools

Student/teacher ratio: K-2, 26:1; 3-5, 28:1; 6-8, 29.5:1; 9-12, 30:1

Teacher salaries
minimum: $30,443
maximum: $58,784

Funding per pupil: $6,941 (2002-2003)

Salem is also served by 26 parochial and private schools spanning pre-K to 12th grade.

Public Schools Information: Salem-Keizer Public Schools, 2450 Lancaster Dr. NE, Salem, OR 97305; telephone (503)399-3000

Colleges and Universities

Salem is home to Willamette University, a private school affiliated with the Methodist Church that traces its roots back to 1842. With an enrollment of more than 1,500, the university offers a wide range of undergraduate degrees in many fields and a number of postgraduate programs, including law, teaching, and management. Recent additions to the campus include the F.W. Olin Science Center, the Hallie Ford Museum of Art, and the Mary Stuart Rogers Music Center. Chemeketa Community College serves more than 48,000 students annually, and offers one- and two-year associates degrees. A branch of Tokyo International University opened in Salem in 1989 to meet Japanese corporations' increased demand for a culturally adapted workforce. Other area colleges and universities are Western Baptist College, George Fox University, and Western Oregon State College in Monmouth.

Libraries and Research Centers

The Oregon State Library provides quality information service to Oregon state government, provides reading materials to blind and print-disabled Oregonians, and provides leadership, grants, and other assistance to improve local library service for all Oregonians. Among its more than one million items are in-depth collections in business, history, political and social sciences, federal and state government publica-

tions, genealogy, and a comprehensive collection of materials about Oregon. In addition, its Library for the Blind and Physically Handicapped collection consists of more than 50,000 cassette, large print, Braille, and talking book titles.

The Salem Public Library maintains a main library, one branch, and a bookmobile with a total of more than 300,000 items, including more than 800 periodical titles. The library features a special photographic history collection. At Willamette University the Mark O. Hatfield Library houses more than 300,000 volumes and about 1,400 periodical subscriptions; and the J.W. Long Law Library houses collections of Oregon, national, and international law titles.

Public Library Information: Salem Public Library, 585 Liberty Street SE, Salem, OR 97301 telephone (503)588-6315

Health Care

Salem Hospital, with 454 beds, is the major health-care facility in the city, providing a wide range of services in several locations. Salem Hospital's service area includes Marion, Polk, and portions of Yamhill counties. Salem Hospital is one of the largest of Oregon's 63 acute care hospitals. The hospital's Center for Outpatient Medicine, just east of the hospital, houses outpatient programs, outpatient surgery, imaging, a Sleep Disorders Center, and other programs. In 2003, a $50 million Family Birth Center facility was added; in 2005 plans were underway for a $330 million construction program that will eventually replace the existing hospital. The Salem Hospital Regional Rehabilitation Center, at 2561 Center Street NE, provides comprehensive inpatient and outpatient rehabilitation services as well as home care. Other Salem Hospital facilities include a Psychiatric Medicine Center, an Outpatient Mammography and MRI Center, and an Urgent Care Center

Additional community health care providers are the Mid-Willamette Valley Hospice, Northbank Surgical Center, skilled nursing and adult foster care providers, and a number of physician clinics also furnishing care to Salem residents. Kaiser Permanente runs two medical office buildings in the city.

Health Care Information: Salem Hospital, Community Relations Office, 665 Winter St. SE, Salem, OR 97301-3919; telephone (503)370-5269; toll-free (800)876-1718

Recreation

Sightseeing

The State Capitol building in downtown Salem is constructed of white marble and features a 22-foot bronze and gold leaf statue, ''The Oregon Pioneer.'' Willson Park, next to the Capitol, contains the Waite Fountain, a replica of the Liberty Bell, and a gazebo for open-air concerts. Bush's Pasture Park is a large park near the Willamette River and downtown Salem that features the Bush House, a Victorian mansion; historic Deepwood House and Gardens, a 5.5-acre estate built in the Queen Anne style; Bush Barn Art Center; and Bush Conservatory. The Salem Municipal Rose Garden is also located in the park. Riverfront Park on the Willamette River has an amphitheatre, a playground and picnic areas, is home to Salem's Riverfront Carousel, featuring hand-carved horses. The A.C. Gilbert Discovery Village, a children's museum, is also in Riverfront Park. Salem Saturday Market brings local farmers and artisans to the corner of Marion and Summers Streets May through October. The Reed Opera House, built in 1869, has been renovated and now contains a number of shops and restaurants.

Attractions at Enchanted Forest, a family-run amusement park, include Storybook Lane in a woodland setting, a Western mining town, summer comedy theater, a haunted house, the Ice Mountain roller coaster, and bobsled and log flume rides. The Salem area features more than 20 wineries within an hour's drive.

Arts and Culture

Theatrical performances are held year-round by the Pentacle Theatre, a community theater group. The Elsinore Theatre presents international and national tours of musicians and theatrical performances, hosts a children's play series, and presents films on Wednesdays. The Willamette Playhouse is where theatre majors from the Willamette University perform, along with the university's Distinguished Artists Series that brings speakers, concerts, and plays to the venue. Musical performances by local groups include classical and pops concerts backed by the Oregon Symphony Association of Salem. The Willamette Falls Symphony presents three concerts a year. Salem is also home to concert and jazz bands, a chamber music group, and men's and women's barbershop choirs. The Hallie Ford Museum of Art, the state's largest art museum, opened in 1998. It houses Willamette University's collection of Indian baskets, Northwest paintings, prints, photographs, sculpture, and European, Asian, and American art. The A.C. Gilbert Discovery Village is the largest children's museum in the Northwest and includes the National Toy Hall of Fame. Half of the museum is housed in a Victorian home once occupied by Gilbert's

uncle and the other half is in a Victorian building separated from the first by a charming outdoor activity center.

Mission Mill Museum is a 5-acre site that is home to the Thomas Kay Woolen Mill, the historic buildings of the Jason Lee House, the Parsonage, the John D. Boon House, and Pleasant Grove Church. The modern PGE Waterpower Interpretive Center showcases the importance of waterpower to Salem's textile industry.

Arts and Culture Information: Mid-Valley Arts Council, 189 Liberty Street NE, Ste 208, PO Box 149, Salem OR 97308-0149; telephone (503)364-7474

Festivals and Holidays

The Oregon Wine and Food Festival, billed as ''The first taste of the wine season'' is held at the Oregon State Fairgrounds in February. In April, the Oregon Ag Fest at the State Fairgrounds brings over 20,000 visitors a year to enjoy the Trade, Garden and Craft Show, live entertainment, food, and petting zoo. In June, Riverfront Park hosts the Salem World Beat Festival, with music, dance, crafts, and food from around the world. The Salem Art Fair and Festival occurs annually in the third weekend in July and exhibits the works of artists from throughout the Northwest. Also in July is Salem Hoopla, an all-ages 3-on-3 basketball tournament held right on Court Street, and the Marion County Fair takes place at the State Fairgrounds. The Oregon State Fair is a 12-day celebration each August that features floral and art exhibits, agricultural displays, a midway, and live entertainment. The nearby Bavarian-style community of Mt. Angel holds a popular Oktoberfest each fall. The Festival of Lights Parade in December features floats and marching bands on a route through downtown at night.

Sports for the Participant

More than 1,800 acres, 29 miles of trails, 42 developed parks, and 26 undeveloped parks in Salem offer a variety of outdoor recreational activities. Water sports include fishing, swimming, and boating. Twenty-eight parks maintain ball fields, and there are also 23 public tennis courts and 7 public golf courses; some provide accommodations for the handicapped. Minto Brown Island Park, the largest park at 900 acres, is located along the river about a mile from Salem's center city and contains picnic grounds, jogging and bike paths, and a wildlife refuge. Within 50 miles of Salem are coastal beaches and state and federal recreational areas and parks.

Shopping and Dining

The downtown Salem Center Mall, Lancaster Mall, and Woodburn Company Stores Outlet Mall are the three main shopping areas in Salem. A system of skywalks connects the four major department stores downtown. A number of other specialty stores and smaller shops, such as Mission Mill Village, featuring antiques and crafts in a historic village setting, are scattered throughout the area.

Salem restaurants specialize in fresh, grown-in-Oregon foods and famous Pacific seafood along with cuisine from around the world. The Willamette Valley's vineyards produce a variety of fine wines that area restaurants proudly feature.

Visitor Information: Salem Convention and Visitors Association, 1313 Mill Street SE, Salem, OR 97301; telephone (503)581-4325; toll-free (800)874-7012; fax (503)581-4540

Convention Facilities

There are numerous options when pondering where to meet and stay in Oregon's capital city. The new Salem Convention Center, which opened in 2005, has 29,000 square feet of meeting and exhibition space in 14 rooms, and is attached to the all-suite Phoenix Grand Hotel. The Pavilion at the Oregon State Fair & Exhibition Center offers more than 110,000 square feet of meeting and exhibit space for groups of 30 to 4,000 persons. There are eight other buildings available at the Fairgrounds, including a horse barn, a livestock building, and an amphitheater, all available for events or meetings. The historic Reed Opera House in downtown Salem has two ballrooms with catering facilities for elegant receptions for up to 300 people, and the Elsinore Theatre can be rented for events. From historic settings to great exhibit halls, Salem is an easy choice for convention groups.

Convention Information: Salem Convention and Visitors Association, 1313 Mill Street SE, Salem, OR 97301; telephone (503)581-4325; toll-free (800)874-7012; fax (503)581-4540

Transportation

Approaching the City

Airport shuttles make round trips from Portland International Airport, 61 miles from Salem. Interstate 5, the major West Coast interstate highway, and Interstate 84, for destinations to the east, run through Salem. Passenger rail service is available from Amtrak with two trains daily. The city is also served by Greyhound bus line.

Traveling in the City

The downtown area and much of the rest of Salem is laid out in a grid pattern. Major thoroughfares include State Street, Center Street, Commercial Street, and River Road. Salem-Keizer Transit, also known as Cherriots, operates 25 bus lines with a fleet of more than 50 buses throughout the metropolitan area.

Communications

Newspaper and Magazines

Salem readers support one major daily morning newspaper, the *Statesman Journal,* and a number of weekly papers that provide business, agricultural, government, and general news, including Willamette University's Collegian. Among the magazines published in Salem are *Dialogue*, a magazine for the visually impaired, *The Capital Press*, a farming newspaper for the Pacific Northwest, *Oregon Beef Producer,* and *Oregon Food Journal.*

Television and Radio

Two television stations broadcast from Salem: PAX and WB affiliates. Salem is also served by a number of stations broadcasting from Portland, Oregon, as well as cable television. Five FM and AM radio stations are located in Salem, and along with broadcasters from the surrounding communities, serve the area with an assortment of music, news, and informational programming.

Media Information: *Statesman Journal,* 280 Church St. NE, Salem, OR 97309; telephone (503)399-6611; toll-free (800)874-7012

Salem Online

City of Salem home page. Available www.cityofsalem.net

Oregon Economic Development Department. Available www.econ.state.or.us

Salem Area Chamber of Commerce. Available www.salem chamber.org

Salem Convention & Visitors Association. Available www .travelsalem.com

Salem Economic Development Corporation. Available www.sedcor.org

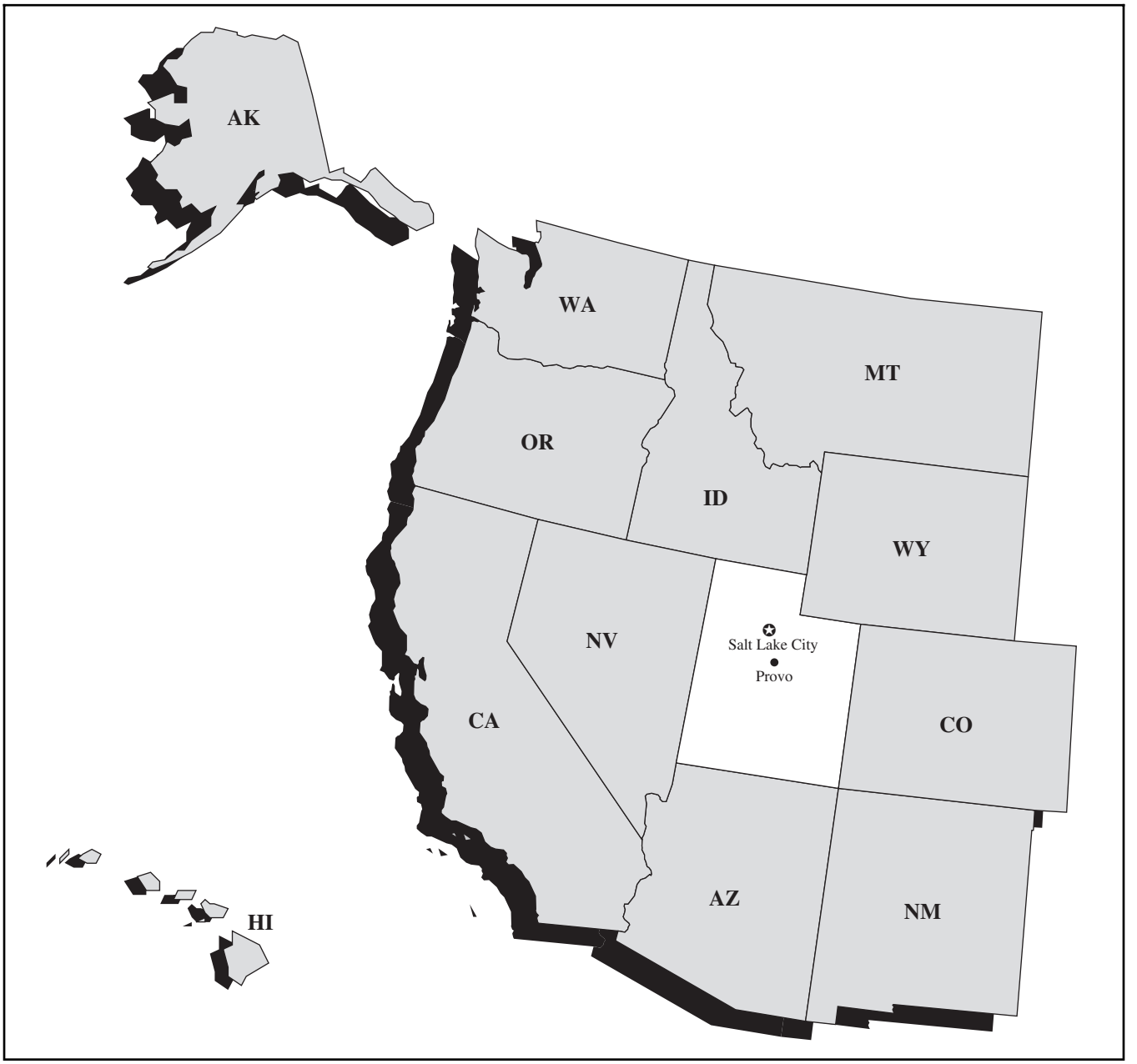
Salem-Keizer Public Schools. Available www.salkeiz.k12 .or.us

Salem Public Library. Available www.salemlibrary.org

Statesman Journal. Available www.statesmanjournal.com

UTAH

Provo 497
Salt Lake City 509



The State in Brief

Nickname: Beehive State
Motto: Industry

Flower: Sego lily
Bird: California gull

Area: 84,898 square miles (2000; U.S. rank: 13th)
Elevation: Ranges from 2,000 feet to 13,528 feet above sea level
Climate: Generally arid with abundant sunshine, higher temperatures in the southwestern desert, cooler weather and lower temperatures in high plateaus and mountains

Admitted to Union: January 4, 1896
Capital: Salt Lake City
Head Official: Governor John Huntsman (R) (until 2009)

Population
- **1980:** 1,461,000
- **1990:** 1,722,850
- **2000:** 2,233,169
- **2004 estimate:** 2,389,039
- **Percent change, 1990–2000:** 29.6%
- **U.S. rank in 2004:** 34th
- **Percent of residents born in state:** 62.9% (2000)
- **Density:** 27.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 103,129

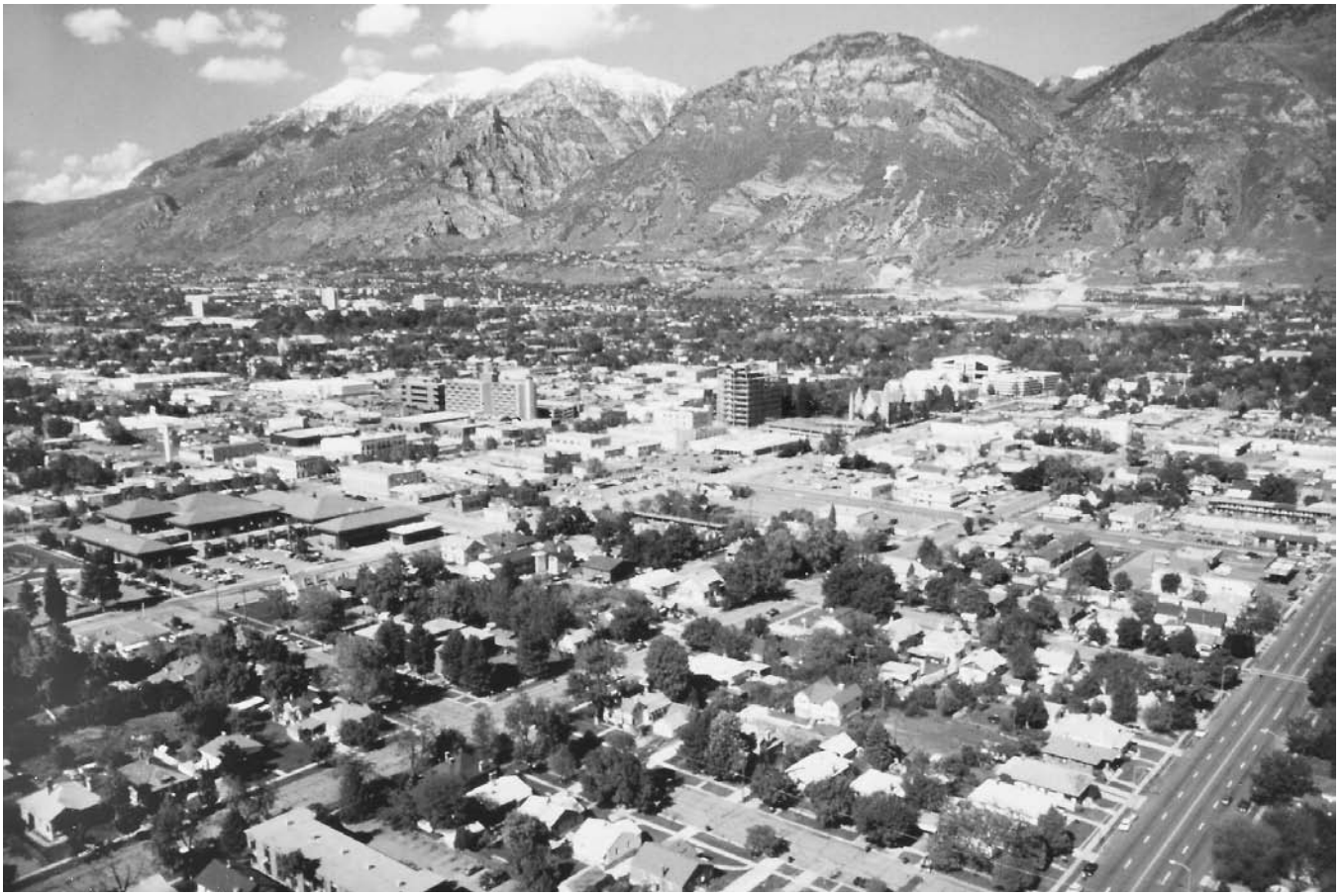
Racial and Ethnic Characteristics (2000)
- **White:** 1,992,975
- **Black or African American:** 17,657
- **American Indian and Alaska Native:** 29,684
- **Asian:** 37,108
- **Native Hawaiian and Pacific Islander:** 15,145
- **Hispanic or Latino (may be of any race):** 201,559
- **Other:** 93,405

Age Characteristics (2000)
- **Population under 5 years old:** 209,378
- **Population 5 to 19 years old:** 601,599
- **Percent of population 65 years and over:** 8.5%
- **Median age:** 27.1 years (2000)

Vital Statistics
- **Total number of births (2003):** 49,949
- **Total number of deaths (2003):** 13,426 (infant deaths, 252)
- **AIDS cases reported through 2003:** 1,098

Economy
- **Major industries:** Manufacturing; trade; government; finance, insurance, and real estate; services; mining; agriculture; tourism
- **Unemployment rate:** 4.8% (February 2005)
- **Per capita income:** $25,230 (2003; U.S. rank: 48th)
- **Median household income:** $49,143 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.4% (1999)
- **Income tax rate:** Ranges from 2.30% to 7.0%
- **Sales tax rate:** 4.75%

Provo



The City in Brief

Founded: 1849 (incorporated, 1851)

Head Official: Mayor Lewis K. Billings (R) (since 1998)

City Population
1980: 74,111
1990: 86,835
2000: 105,166
2003 estimate: 105,410
Percent change, 1990–2000: 20.7%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 239th
U.S. rank in 2000: 244th (State rank: 3rd)

Metropolitan Area Population
1980: 218,000
1990: 263,590
2000: 368,536
Percent change, 1990–2000: 39.8%
U.S. rank in 1980: Not available
U.S. rank in 1990: 129th
U.S. rank in 2000: 111th

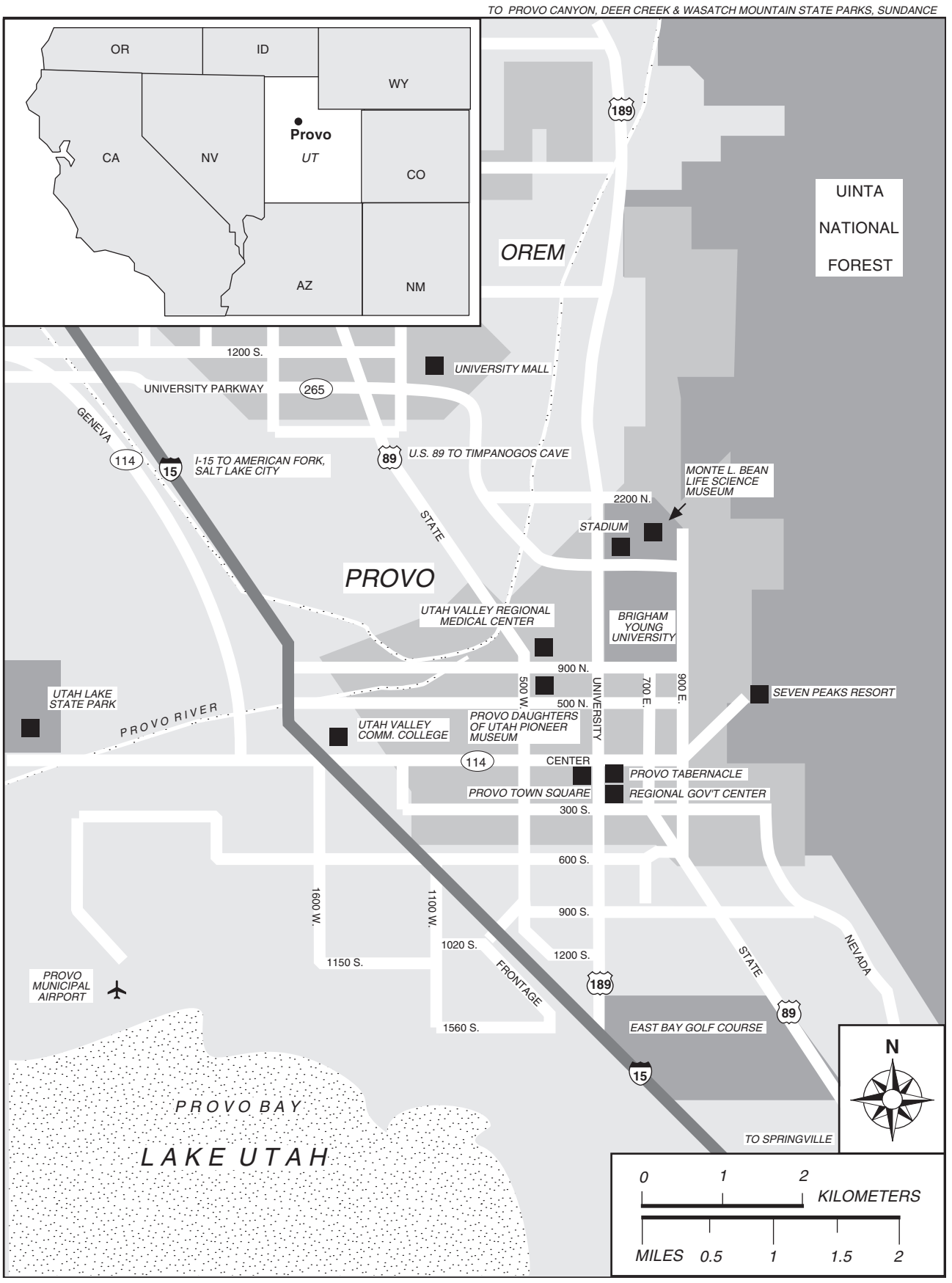
Area: 41.79 square miles (2000)
Elevation: 4,540 feet above sea level
Average Annual Temperature: 53.3° F
Average Annual Precipitation: 20.13 inches of rain; 60.40 inches of snow

Major Economic Sectors: Services, construction, trade
Unemployment Rate: 4.9% (February 2005)
Per Capita Income: $13,207 (1999, Utah County)

2002 FBI Crime Index Total: 3,657

Major Colleges and Universities: Brigham Young University, Utah Valley State College

Daily Newspaper: *The Daily Herald*


TO PROVO CANYON, DEER CREEK & WASATCH MOUNTAIN STATE PARKS, SUNDANCE
OR
ID
WY
CA
NV
Provo
UT
CO
AZ
NM
OREM
UINTA NATIONAL FOREST
189
1200 S.
UNIVERSITY MALL
UNIVERSITY PARKWAY
265
GENEVA
114
15
I-15 TO AMERICAN FORK, SALT LAKE CITY
89
U.S. 89 TO TIMPANOGOS CAVE
MONTE L. BEAN LIFE SCIENCE MUSEUM
2200 N.
STADIUM
STATE
PROVO
UTAH VALLEY REGIONAL MEDICAL CENTER
BRIGHAM YOUNG UNIVERSITY
900 N.
500 W.
500 N.
UNIVERSITY
700 E.
900 E.
SEVEN PEAKS RESORT
UTAH LAKE STATE PARK
PROVO RIVER
UTAH VALLEY COMM. COLLEGE
PROVO DAUGHTERS OF UTAH PIONEER MUSEUM
114
CENTER
PROVO TABERNACLE
PROVO TOWN SQUARE
REGIONAL GOV'T CENTER
300 S.
600 S.
1600 W.
1100 W.
900 S.
1020 S.
1150 S.
1200 S.
FRONTAGE
STATE
NEVADA
189
89
PROVO MUNICIPAL AIRPORT
1560 S.
EAST BAY GOLF COURSE
15
N
PROVO BAY
LAKE UTAH
TO SPRINGVILLE
0 1 2
KILOMETERS
MILES 0.5 1 1.5 2

Introduction

Provo is the commercial center and county seat of Utah County, and one of the fastest growing areas in the nation. A high-technology mecca, the Provo area is home to one of the largest concentrations of computer software companies in the nation after California's Silicon Valley. The city is one of the top iron and steel producers in the West, as well as an agricultural center producing berries and orchard fruit. Many ski areas, campgrounds, state parks, lakes, and rivers are located within Utah County. Fishing, camping, hiking, and hunting facilities are nearby. Brigham Young University is the center for many local activities in the city, which is the headquarters of the Uinta National Forest with its many scenic drives through the Wasatch Mountains and Provo Canyon. The city has a very well-educated population—more than 90 percent of its residents have graduated from high school. Housing is affordable and the crime rate is two to three times lower than in most comparable cities. In 2004 Provo was ranked sixth in the ''Best Places for Business and Careers'' survey by *Forbes* magazine, which considered job and income growth, cost of doing business, and workforce qualification in its rankings.

Geography and Climate

Provo is located in Utah Valley, 38 miles south of Salt Lake City, 263 miles northeast of St. George, and 80 miles south of Ogden. It is situated on the Provo River between Utah Lake to the west and the Wasatch Mountain Range to the east. It sits on a shelf along the famous shoreline of prehistoric Lake Bonneville and is nurtured by the Provo River.

The area experiences four seasons with low humidity that makes the air cool rapidly after sunset, resulting in comfortably cool evenings. The temperature dips below zero on only three days per year on average. Generally 57 days of the year are above 90 degrees and 15 days are below freezing. The wettest month of the year is usually May while June is the driest month.

Area: 41.79 square miles (2000)

Elevation: 4,540 feet above sea level

Mean Temperatures: January, 30.7° F; July, 76.4° F; annual average, 53.3° F

Average Annual Precipitation: 20.13 inches of rain; 60.40 inches of snow

History

Two Franciscan friars, Francisco Dominguez and Silvestre de Escalante, were the first Spaniards to visit the area that makes up present-day Utah County. They arrived in the area from Santa Fe, New Mexico, in search of a direct route to Monterey, California. Arriving in 1776, Father Escalente described the Provo/Orem Valley as having comfortable weather both day and night. ''This place is the most pleasant, beautiful, and fertile land in all New Spain,'' he wrote. The two priests instructed the native Americans in Christian teachings, and though they promised to return, no further record of them remains.

Etienne Provost, a French Canadian trapper, was the next recorded European visitor. He arrived in the area in 1825 with a band of men in search of fur-bearing animals. The trappers were visited by 20 or 30 natives, whose leader told them that they could not smoke peace pipes together because there was iron in the vicinity. Provost and his men moved their knives and guns further away, and subsequently the natives attacked them with hidden knives and tomahawks, killing 17 of the 22 men. Provost and four other men escaped and made their way to the mountains.

The Mormon pioneers, fleeing religious persecution in Illinois, were the next European visitors to the area. Brigham Young led his followers to Salt Lake Valley in 1847, where they immediately began planting crops and constructing houses. In 1849 a permanent settlement in Provo was established by Mormon pioneers.

Provo was founded in 1850 as Fort Utah, named after the Ute tribe that inhabited the region. Later, the name was changed to Fort Provo in honor of Provost, the French trapper.

A war between the settlers and the native tribes took place in 1850, and the Walker War followed in 1853. The Mormons built a fort that they called Fort Utah as a protection against their native enemies. Shortly after, settlers began building houses around the fort. By 1852 hotels and businesses had been established.

By 1861 all of the Utah Valley was being settled. Even though lack of water remained a problem, many of the earlier settlers from nearby valleys began living on the lands that now comprise the city of Orem. When railroad connections were built from Salt Lake City (1873) and Scofield (1878), Provo became a shipping point for the region's mines. Provo is the seat of Brigham Young University (founded in 1875) and Utah Valley State College. Nearby are the Uinta National Forest, with headquarters in Provo; a state fish hatchery; a wild bird refuge; and Provo Peak.

Today, Provo is one of the fastest growing metropolitan areas in the nation, with population gains of nearly 40 percent in the 1990s and into the new millennium. The area boasts a high quality of life due in part to its proximity to an abundance of recreational and leisure options in the nearby Wasatch Mountains and Utah Lake. Provo is also ranked as one of the Country's most ''stress-free'' cities.

Historical Information: Department of History, Brigham Young University, 2130 JFSB, Provo, UT 84602; telephone (801)422-4335

Population Profile

Metropolitan Area Residents
1980: 218,000
1990: 263,590
2000: 368,536
Percent change, 1990–2000: 39.8%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 129th
U.S. rank in 2000: 111th

City Residents
1980: 74,111
1990: 86,835
2000: 105,166
Percent change, 1990–2000: 20.7%
U.S. rank in 1980: Not reported
U.S. rank in 1990: 239th
U.S. rank in 2000: 244th (State rank: 3rd)

Density: 2,653.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 93,094
Black or African American: 486
American Indian and Alaska Native: 846
Asian: 1,924
Native Hawaiian and other Pacific Islander: 882
Hispanic or Latino (may be of any race): 11,013
Other: 5,368

Percent of residents born in state: 46.3% (2000)

Age characteristics (2000)
Population under 5 years old: 9,139
Population 5 to 9 years old: 5,636
Population 10 to 14 years old: 5,092
Population 15 to 19 years old: 15,278
Population 20 to 24 years old: 30,510
Population 25 to 34 years old: 17,345
Population 35 to 44 years old: 7,090
Population 45 to 54 years old: 5,384
Population 55 to 59 years old: 2,061
Population 60 to 64 years old: 1,611
Population 65 to 74 years old: 2,950
Population 75 to 84 years old: 2,248
Population 85 years and older: 822
Median age: 22.9 years

Births (Utah County, 2003)
Total number: 10,972

Deaths (Utah County, 2003)
Total number: 1,736 (of which, 58 were infants under the age of 1 year)

Money income (1999)
Per capita income: $13,207
Median household income: $36,393
Total households: $29,266

Number of households with income of . . .
less than $10,000: 2,424
$10,000 to $14,999: 2,361
$15,000 to $24,999: 5,395
$25,000 to $34,999: 4,726
$35,000 to $49,999: 5,487
$50,000 to $74,999: 4,594
$75,000 to $99,999: 2,141
$100,000 to $149,999: 1,436
$150,000 to $199,999: 330
$200,000 or more: 372

Percent of families below poverty level: 12.5% (42.0% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,657

Municipal Government

Provo has a council-mayor form of government with a mandatory chief administrative officer. Seven members make up the Provo Municipal Council; five representing municipal districts and two city-wide representatives.

Head Official: Mayor Lewis K. Billings (R) (since 1998; current term expires 2006)

Total Number of City Employees: 740 (2004)

City Information: City of Provo, 351 West Center Street PO Box 1849, Provo, UT 84603; telephone (801)852-6100; fax (801)852-6107

Economy

Major Industries and Commercial Activity

The Provo-Orem area has a diverse economy with every employment sector well represented. The area is home to the second largest concentration of software technologies companies in the United States and has the third largest concentration of high-technology companies. There is also a large concentration of biotech companies located in the area.

Some of the world's major software companies are located in the area, including Novell, Inc., Symantec and Corel, creating opportunities for more than 400 small to mid-range high-technology companies. Provo is also home to such giants as Nestle Frozen Foods and Nu Skin Enterprises Inc. High-technology companies in the Provo/Orem area include Micron Technology, Ameritech Library Services, Convergys, Folio Corporation, Viewsoft, and Nimbus Manufacturing, among others.

The notable work ethic of local employees and the appeal of a serene mountain community have made Provo ideal for a wide variety of manufacturers, communications firms, and marketing and retail organizations, including Banta Press, Nature's Sunshine, Sears Telecatalog, PowerQuest Corp., and Powder River Manufacturing. Many industrial parks offer a variety of settings for light to heavy industry with abundant, low-cost utilities.

As other sectors of the economy have prospered in recent years, retailers have seen dramatic increases as well. Provo is a magnet for many of the surrounding counties and the major shopping areas are easily accessible from I-15 and other main routes.

Items and goods produced: iron, steel, software, fruit, electronics, apparel

Incentive Programs—New and Existing Companies

Local programs—Most incentive programs are at the state level. Provo City's Redevelopment Agency provides support for starting a new business by offering assistance in preparing a business plan and demographic information necessary for decision making.

State programs—The Utah Small Business Development Center (USBDC) helps established and start-up companies prepare business plans, set sales goals, identify customers and the competition, analyze the market, find property, and research financing sources. The USBDC is part of a network that operates in all 50 states and is supported by the federal government. It offers a five-week business planning class and other classes including management, risk management, accounting, computerizing one's business, budgeting, cash management, and running a home-based business. The State of Utah makes available a Revolving Loan Fund, which provides up to $100,000 to qualified applicants for working capital, equipment, and lease improvements, etc. The Utah Microenterprise Loan Fund provides financing to owners, particularly those who are socially or economically disadvantaged, of both new and existing companies who don't have access to traditional funding sources. Job tax credits and investment tax credits are available to manufacturing, recycling, information technology, and warehousing businesses that relocate or establish themselves in designated rural areas. Companies can receive tax credits for getting involved in recycling activities in recycling zones, for example. The State of Utah's Office of Technology Development offers assistance in creating and developing technology-oriented businesses through its Centers of Excellence Program. The State helps companies commercialize leading edge technologies which have been developed in selected research programs at universities in Utah.

Job training programs—The Small Business Development Center in Orem/Provo provides free personal consulting services and low-cost skill-based training to owners and managers of small businesses and to prospective entrepreneurs.

Development Projects

One of the largest redevelopment projects Provo City has undertaken has been the Ironton Redevelopment Project. Potential plans for the 338-acre former Ironton Steel mill abandoned since 1962 include a commercial/industrial business park. Environmental clean-up to remove contaminants from the coke and iron-making operations are underway and the city has started construction of South Mountain Vista Parkway at Ironton.

Completed in March 2005, the new Wells Fargo Center is a 100,000 square foot, seven-story mixed use building in Provo. The building is home to Wells Fargo Bank, as well as MultiLing Corp., a translation and language services company, plus other professional offices and residential condominiums on the top three floors.

Construction of a new convention center and hotel for downtown Provo and a new cultural arts facility at the former Provo City Library were in the planning stages in 2005.

Economic Development Information: Provo City Economic Development, 425 West Center St., Provo, UT 84603; telephone (801)852-6160

Commercial Shipping

Provo is served by the Denver & Rio Grand Western and the Union Pacific railroads, which offer second-morning service to 90 percent of the Western markets. The Provo area is

served by 40 major trucking lines. The expanding Provo Municipal Airport can serve and handle most aircraft and is equipped with an instrument-landing system and a weather-reporting capability.

Labor Force and Employment Outlook

The Provo-Orem area boasts low unemployment; favorable taxes; a young, educated, ''internationally skilled'' work force; and a growing population. Utah's labor market is made up of a large percentage of young people. The Provo work force not only has a high education level, among its other qualities are foreign language ability, foreign service experience, and a strong work ethic. The state of Utah ranks among the nation's leaders in job growth, with nonfarm employment continuing to grow in 2004-2005. All sectors posted job growth in 2004, and the largest gains could be seen in the professional and business services sector; the trade, transportation and utilities sector; and the construction sector. Utah Valley remains one of the hottest high-tech areas in the nation, which continues to bring in entrepreneurs, big business, and new and higher-paying jobs.

The following is a summary of data regarding the Provo-Orem metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 162,900

Number of workers employed in . . .
construction and mining: 11,900
manufacturing: 17,500
trade, transportation and utilities: 26,300
information: 7,100
financial activities: 6,100
professional and business services: 19,600
educational and health services: 33,900
leisure and hospitality: 12,800
other services: 4,000
government: 23,700

Average hourly earnings of production workers employed in manufacturing: $13.80 (Provo-Orem MSA)

Unemployment rate: 4.9% (February 2005)

Largest employers (2002)	*Number of employees*
Brigham Young University	14,500
Alpine School District	6,213
IHC Health Care Services	3,650
Utah Valley State College	3,165
Nebo School District	2,371
Convergys	2,000
Provo School District	1,900
Nestle USA Food Group Inc.	1,899
Novell, Inc. (manufacturing)	1,800
Modus Media International	1,200

Cost of Living

Overall cost of living in Provo/Orem ranks close to the national average.

The following is a summary of data regarding key cost of living factors for the Provo area.

2004 (3rd Quarter) ACCRA Average House Price: $239,650 (Salt Lake City metro)

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.3 (Salt Lake City metro) (U.S. average = 100.0)

State income tax rate: Ranges from 2.30% to 7.0%

State sales tax rate: 4.75%

Local income tax rate: None

Local sales tax rate: 6.25%

Property tax assessment rate: .002787 applied to 55% of assessed value for residential property and 100% of assessed value for commercial property (2005)

Economic Information: The Provo Orem Chamber of Commerce, 51 South University Avenue, Suite 215, Provo, UT 84601; telephone (801)851-2555.

Education and Research

Elementary and Secondary Schools

In addition to educating students from kindergarten to grade twelve, the Provo School District assists students in preschool and latch-key programs, as well as through programs for the physically challenged. In addition to the traditional schools, Provo has one school for children with physical and emotional challenges too severe for mainstreaming. For 18 percent of Provo students, English is their second language; Provo students speak 43 different languages. Scores on college entrance exams are above state and national averages. Provo School District was named one of the top 100 school districts in the nation in 2000 by *Offspring* magazine, a *Wall Street Journal* publication. The District has seen declining enrollment between 1996 and 2003 of two percent.

The following is a summary of data regarding the Provo School District as of the 2003–2004 school year.

Total enrollment: 13,227

Number of facilities
elementary schools: 13
middle schools: 3
senior high schools: 2

other: 1 alternative high school, 1 special needs school, 1 adult high school, 1 single-track year-round school

Student/teacher ratio: 19.3:1

Teacher salaries
average: $35,800

Funding per pupil: $5,103 (2001-2002)

Because public education in the Utah Valley is highly regarded, there are few private schools. Among the private schools are Challenger School, a K-12 school based on a structured learning environment; Provo Canyon School, an alternative school; and several Montessori Schools.

Public Schools Information: Provo City School District, 280 West 940 North, Provo, UT 84604-3394; telephone (801)374-4800. Utah State Office of Education, 250 East 500 South, Salt Lake City, UT 84111-4200; telephone (801)538-7500

Colleges and Universities

Brigham Young University (BYU) is located in the city at the base of the Wasatch Mountains. Founded in 1875 by Brigham Young, BYU is the largest private university in the United States. Owned by the Mormon Church, the university has more than 32,000 full-time, part-time and evening students and offers a wide variety of academic programs. Particularly notable are its business administration programs, broadcast journalism program, and law and engineering schools. Utah Valley State College enrolls more than 26,000 students and awards bachelor's degrees in accounting, behavioral science, biology, business management, business/marketing education, chemistry, computer science, early childhood and elementary education, environmental tech, criminal justice, integrated and paralegal studies, fire science, history, hospitality management, mathematics, nursing, information technology, and technology management. Other Provo institutions of higher learning include Provo College and Stevens Henager College of Business, which train students in special and entry-level skills.

Libraries and Research Centers

The Provo City Library at Academy Square, opened in 2001, holds 176,496 volumes, 350 periodicals, and more than 10,000 records and audio tapes, video tapes, and compact discs. Its special collections center on Utah and Utah County history. Other libraries in the city include the Utah State Hospital's Patients Library and Brigham Young University Library, which houses more than two million volumes and features special collections on linguistics, poetry, children's literature, Victorian literature, and oral history.

Provo has many research centers affiliated with Brigham Young University. They encompass such areas as engineering, computers, cancer, sociology, literature, thermodynamics, Western studies, communications, international studies, earth science, agriculture, psychology, religion, life science, anthropology, business, religion, and women's studies. BYU was recognized in 2002 by *The Chronicle of Higher Education* as the country's best university at turning research dollars into inventions and new companies. The U.S. Forest Service has a Shrub Sciences Laboratory maintained in cooperation with Brigham Young University. Utah State University supports 25 research projects. The University houses the Ross A. Smart Veterinary Diagnostic Laboratory engaging in animal disease diagnosis.

Public Library Information: Provo City Library at Academy Square, 550 North University Ave., Provo, UT 84601; telephone (801)852-6650

Health Care

The Provo/Orem area is served by three major hospitals—Utah Valley Regional Medical Center (UVRMC) in Provo, Orem Community Hospital in Orem, and Timpanogos Regional Hospital in Orem. UVRMC is a 330-bed tertiary and acute care facility. Special features at UVRMC include magnetic resonance imaging and computerized tomographic scanning capabilities, laser technology, intensive care and coronary care units, the Newborn ICU and Cancer Services, Emergency and Trauma Services, Critical Care, Women's and Children's Services, and Behavioral Health. The majority of health care facilities in the area are run by Intermountain Health Care (IHC), the regional health care provider which operates UVRMC and Orem community Hospital. MountainStar Health Care operates Timpanagos Regional Hospital. Special services provided by IHC include free seminars, many free or low-cost medical screenings and tests, and information ''hot lines.'' Other IHC facilities in Provo are the Utah Valley Heart Center and the Utah Valley Rehabilitation Center. Surgical facilities in Provo are Healthsouth Provo Surgical Center and Central Utah Surgical Center.

Mental health care services are available at Utah State Hospital, Charter Canyon Hospital and Counseling Center and at Wasatch Mental Health Center.

Recreation

Sightseeing

The Provo/Orem area is one of the most scenic in the country. Visitors can view the breathtaking Bridal Veil Falls

America's Freedom Festival in Provo is held on July 4.

from the Provo Canyon floor. The falls can be seen from Highway 189, which curves alongside the Provo River up the beautiful Provo Canyon Scenic Byway. A turn onto the Alpine Loop Scenic Backway (Highway 92) goes past the Sundance Resort and the Timpanogos Cave National Monument. Located in American Fork Canyon, the cave is actually three highly decorated limestone caverns that can be observed on a 1.5-mile hike.

Built in 1972, Provo Latter Day Saints Temple is located on a hillside above the Brigham Young University campus. It is an architecturally striking building faced with white cast stone and topped with a segmented spire. The Provo Latter Day Saints Tabernacle is a historic structure built in 1898 that is still in active use, hosting many religious and cultural events.

The award-winning McCurdy Historical Doll Museum has more than 4,000 dolls, 47 miniature rooms, toys, and a toy shop. The Monte L. Bean Life Science Museum on the Brigham Young University campus contains a large collection of trophy animals and displays of animal habitats. The Brigham Young University Earth Science Museum features animals large and small from dinosaurs to ancient forms of sea life.

The Sundance Resort, 15 miles northeast of Provo, provides fine dining, a spa, plays, art workshops, and nature experiences throughout the summer in addition to excellent skiing in winter.

The Trafalga Family Fun Center in Orem contains a 400-foot waterslide, indoor and outdoor miniature golf courses, and a game room. Thanksgiving Point in nearby Lehi is a 700-acre oasis featuring restaurants, a visitor center and giftshop, a professional golf course, academy driving range, clubhouse, tennis ranch, animal farm, equestrian center, shopping village, North American Museum of Ancient Life, and acres and acres of awe-inspiring gardens. Recent additions to Thanksgiving Point are a dinner theater seating more than 1,000 and Electric Park for parties, reunions, and fairs, both slated for a 2005 opening.

Arts and Culture

Hundreds of cultural events are sponsored annually in Provo, including concerts, symposiums, plays, lectures, classes, art exhibits, and museum displays. The Museum of Art at Brigham Young University (BYU) is one of the largest of its kind in the intermountain West and houses an impressive permanent collection of fine art. The B. F. Larson Gallery at BYU exhibits works by contemporary artists. Fine art is on display at the Brownstone Gallery. The Springville Museum of Art in nearby Springville houses an extensive collection of the works of Utah artists, highlighted by the month-long National Art Exhibit in April.

The Sundance Institute, an arts community near Provo, fosters creativity in film, and visual and performing arts, and presents arts events throughout the year, including its internationally-recognized Film Festival.

The historic Latter Day Saints Tabernacle hosts a roster of internationally known performers as well as the Utah Valley Symphony, a 90-member community orchestra. Brigham Young University is a major source of music, dance, and drama events at its Harris Fine Arts Center. Utah Regional Ballet is the resident ballet company at Utah Valley State College in Orem. The Center Street Musical Theater presents dinner theater in downtown Provo. The Provo Theatre Company stages five to six musical, comedy, and dramatic productions from September through July.

Festivals and Holidays

Provo kicks off the New Year with its First Night community celebration of the arts in an alcohol-free setting, followed by the annual Sundance Film Festival held near the end of January each year. Utah Pioneer Days in May features the Miss Orem Pageant. America's Freedom Festival in Provo on July 4 is the largest Independence Day celebration in the country. This grand three-week event begins with balloon festivals; gala balls; clogging competitions; 10K, 5K, and one mile runs; and explodes with an enormous parade. More than 700 folkdancers from many countries gather at the Springville World Folkfest in July for the largest event of its kind in the country. From May through September, many cities in Utah County hold individual city festivals. WinterFest in downtown Provo during the month of December celebrates the holiday season with concerts, a parade, living nativity, decorated storefronts and a ''Lights On'' celebration.

Sports for the Spectator

Brigham Young University's (BYU) basketball team plays its games throughout the winter at the 23,000-seat Marriott Center arena. The BYU Cougars hold home football games at their 65,000-seat stadium on campus. The Utah Valley State Wolverines play basketball at the McKay Center in Orem. Some of the other sports presented at BYU and Utah Valley State College are basketball, baseball, track, volleyball, gymnastics, rugby, wrestling, and swimming.

Sports for the Participant

The city of Provo has 28 parks, 2 ice rinks, 4 swimming pools, 10 golf courses, more than 35 tennis courts, 1 soccer field, and 7 baseball and softball diamonds. The city maintains a rifle and pistol shooting range year-round for public use. Within an hour's drive from Provo are 7 downhill ski resorts, including Park City and Snowbird. Robert Redford's Sundance Resort, which offers mountain biking trails as well as skiing, is 20 minutes from the city of Provo Canyon. In and surrounding

Provo/Orem are 10 public golf courses and 2 private country clubs. Nearby Utah Lake State Park and Deer Creek Reservoir in Heber Valley provide water skiing, fishing, boating, camping, canoeing, and other water sports. Fly-fishing in the Provo River is popular, and hunting of elk, deer, moose, and bighorn sheep is also possible. Maps and trail guides to the area can be obtained at the U.S. Forest Service's main office in Provo. Climbers have access to both indoor and outdoor ropes courses at the CLAS Ropes Course facility.

Seven Peaks Resort, located at the foot of Maple Mountain in Provo, is a waterpark with a variety of water amusements including the world's tallest water slides, wave pool, and children's activity areas. The park's acres of lush lawns and pavilions make it a favorite site for picnics and parties. Thanksgiving Point in nearby Lehi is a 700-acre oasis featuring a variety of outdoor activities.

Shopping and Dining

Provo boasts two newer malls: the modern Provo Towne Center and The Shops at Riverwoods. Provo Town Center Mall is anchored by Dillard's, JCPenney, and Sears department stores. The Shops at Riverwoods features modern, upscale shops in a nostalgic Main Street USA setting. Provo Town Square is a specialty theme mall in the heart of the city. All the buildings are restored historic structures housing restaurants, shops, and entertainment facilities. Provo University Parkway has recently developed into a major shopping area with large department stores and small specialty shops. University Mall in the University Parkway corridor in Orem contains 185 stores and restaurants.

The city of Provo has more than 200 eating places. The Provo/Orem area hosts a variety of ethnic restaurants including American, Chinese, Japanese, Indian, Italian, and Mexican. Vegetarian fare, bars/nightclubs, and fast foods of all kinds are also popular. Allie's American Grill at the Provo Marriott, Carvers, Los Hermanos, and Magelby's are local favorites for dining. At Sundance Resort, The Tree Room offers elegant dining by candlelight; the Foundry Grill Room features lighter, bistro-style dining; and the Owl Bar offers spirits, local brews, and a bistro-style menu for the benefit of private club members (temporary memberships are available); all rooms are known for their exceptional fare.

Visitor Information: The Utah County Convention & Visitors Bureau, 111 S. University Ave., Provo, UT 84601; telephone (801)851-2100

Convention Facilities

The cities of Provo and Orem have two major conference facilities and one special events center. The Provo Marriott Hotel and Conference Center has 21 meeting rooms for a total of more than 28,000 square feet, and 330 sleeping rooms, including more than 100 suites. The Brigham Young University Conference Center is a full-service facility featuring 34 conference rooms. It can be scheduled for programs that are consistent with BYU's educational mission and is a smoke- and alcohol-free facility.

Provo hotels with conference facilities are: Best Western CottonTree Inn, Courtyard by Marriott, Hampton Inn, and Holiday Inn. Other nearby hotel conference facilities are located in Orem, American Fork, and Payson.

In addition to the conference centers, the Provo area offers many options for hosting large groups including the Provo City Library at Academy Square, Historic County Courthouse, Springville Museum of Art, Thanksgiving Point, Alpine Art Center, and Scera Theater in Orem, among others.

The David O. McKay Events Center at Utah Valley State College features an 8,500-seat arena, four multipurpose athletic courts of 5,000 square feet each, two 2,500-square-foot meeting spaces, four concession stands, six locker rooms, in-house catering, full equipment rental, and ticketing services. Sundance Resort's facilities include more than 11,000 square feet of meeting space and 102 sleeping units in a rustic, alpine atmosphere. The fairground facilities at Spanish Fork include a 7,000 seat main arena, plus two additional arenas totaling more than 60,000 square feet.

Convention Information: The Utah County Convention & Visitors Bureau, 111 S. University Ave., Provo, UT 84601; telephone (801)851-2100

Transportation

Approaching the City

Provo/Orem is intersected by U.S. Highways 50, 89, 91, and 189, as well as by Interstate 15. Provo is located within an hour's drive of Salt Lake International Airport, which is ranked among the world's busiest. The airport schedules 972 flights daily, serving 85 cities with non-stop flights. Bus service to the city is also available.

Traveling in the City

The Utah Transit Authority provides daily mass transit service to both the Provo/Orem and Salt Lake City metropolitan areas. It offers complete routes serving all of the major business areas in Provo. The metropolitan area is served by one taxi company.

Communications

Newspapers and Magazines

The Daily Herald is Provo's daily newspaper. The *Daily Universe* newspaper is published by the students at Brigham Young University. Magazines published in Provo include *BYU Studies, BYU Magazine, Prelude, Provo/Orem Metroguide, Al-Arabiyya* (a scholarly journal for Arabic language teachers), *The Western North American Naturalist,* and *Scandinavian Studies.*

Television and Radio

Provo has three AM and one FM radio station that encompass religion, music, talk, and public broadcasting, and a television station on the campus of Brigham Young University.

Media Information: *The Daily Herald,* 1555 North Freedom Blvd., PO Box 717, Provo, UT 84603; telephone (801)375-5103; toll-free (800)880-8075.

Provo Online

City of Provo home page. Available www.provo.org

The Daily Herald. Available www.harktheherald.com

Provo City Economic Development. Available www.provo.org/econdev.econdev_main.html

Provo City Library. Available www.provo.lib.ut.us

Provo City School District. Available www.provo.edu/index1.html

Provo Orem Chamber of Commerce. Available www.thechamber.org

Utah County Convention & Visitors Bureau. Available www.utahvalley.org/p_home.asp

Utah State Office of Education. Available www.usoe.k12.ut.us

Salt Lake City

The City in Brief

Founded: 1847 (incorporated, 1851)

Head Official: Mayor Ross C. ''Rocky'' Anderson (NP) (since 2000)

City Population
1980: 163,033
1990: 159,928
2000: 181,743
2003 estimate: 179,894
Percent change, 1990–2000: 13.6%
U.S. rank in 1980: 90th
U.S. rank in 1990: 108th
U.S. rank in 2000: 129th

Metropolitan Area Population
1980: 910,000
1990: 1,072,227
2000: 1,333,914
Percent change, 1990–2000: 24.4%
U.S. rank in 1980: 41st
U.S. rank in 1990: 38th
U.S. rank in 2000: 35th

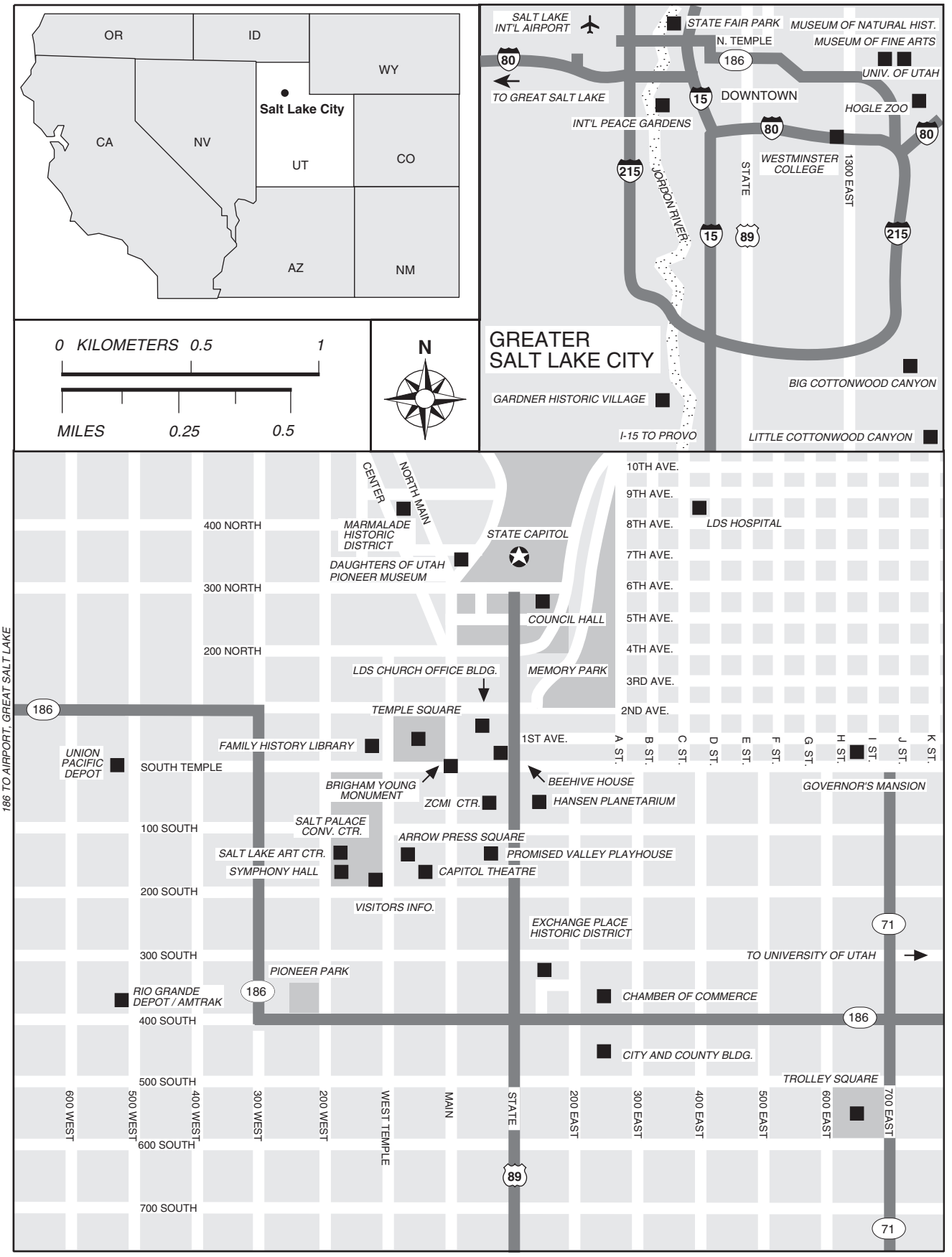
Area: 109 square miles (2000)
Elevation: 4,330 feet above sea level
Average Annual Temperature: 51.8° F
Average Annual Precipitation: 15.7 inches

Major Economic Sectors: Construction, transportation, trade, utilities, finance, information, education and health services
Unemployment Rate: 5.2% (January 2005)
Per Capita Income: $20,752 (1999)

2002 FBI Crime Index Total: 19,059

Major Colleges and Universities: University of Utah, Westminster College, Salt Lake Community College-South City Campus, LDS Business College

Daily Newspapers: *The Salt Lake Tribune; Deseret News*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N
SALT LAKE INT'L AIRPORT
STATE FAIR PARK
MUSEUM OF NATURAL HIST.
MUSEUM OF FINE ARTS
N. TEMPLE
UNIV. OF UTAH
TO GREAT SALT LAKE
DOWNTOWN
HOGLE ZOO
INT'L PEACE GARDENS
WESTMINSTER COLLEGE
1300 EAST
STATE
JORDON RIVER
GREATER SALT LAKE CITY
BIG COTTONWOOD CANYON
GARDNER HISTORIC VILLAGE
I-15 TO PROVO
LITTLE COTTONWOOD CANYON
186 TO AIRPORT, GREAT SALT LAKE
CENTER
NORTH MAIN
MARMALADE HISTORIC DISTRICT
STATE CAPITOL
DAUGHTERS OF UTAH PIONEER MUSEUM
LDS HOSPITAL
COUNCIL HALL
LDS CHURCH OFFICE BLDG.
MEMORY PARK
TEMPLE SQUARE
FAMILY HISTORY LIBRARY
UNION PACIFIC DEPOT
SOUTH TEMPLE
BRIGHAM YOUNG MONUMENT
ZCMI CTR.
BEEHIVE HOUSE
HANSEN PLANETARIUM
GOVERNOR'S MANSION
SALT PALACE CONV. CTR.
ARROW PRESS SQUARE
SALT LAKE ART CTR.
PROMISED VALLEY PLAYHOUSE
SYMPHONY HALL
CAPITOL THEATRE
VISITORS INFO.
EXCHANGE PLACE HISTORIC DISTRICT
TO UNIVERSITY OF UTAH
PIONEER PARK
RIO GRANDE DEPOT / AMTRAK
CHAMBER OF COMMERCE
CITY AND COUNTY BLDG.
TROLLEY SQUARE
10TH AVE.
9TH AVE.
8TH AVE.
7TH AVE.
6TH AVE.
5TH AVE.
4TH AVE.
3RD AVE.
2ND AVE.
1ST AVE.
400 NORTH
300 NORTH
200 NORTH
100 SOUTH
200 SOUTH
300 SOUTH
400 SOUTH
500 SOUTH
600 SOUTH
700 SOUTH
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B ST.
C ST.
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F ST.
G ST.
H ST.
I ST.
J ST.
K ST.
600 WEST
500 WEST
400 WEST
300 WEST
200 WEST
WEST TEMPLE
MAIN
STATE
200 EAST
300 EAST
400 EAST
500 EAST
600 EAST
700 EAST
186
80
15
215
89
71

Introduction

Salt Lake City is the state capital and largest city in Utah. Founded in 1847 by religious leader Brigham Young, the city is the world headquarters of the Church of Jesus Christ of Latter-day Saints (Mormons). From its early days as a mining and railroad town, Salt Lake City has emerged as the commercial and cultural hub for a large area of the western mountain region. The city recently played host to the 2002 Winter Olympics. The nearby mountains, historical and religious landmarks, and the uniqueness of the Great Salt Lake also make the city a prominent tourist attraction.

Geography and Climate

Salt Lake City is bounded on three sides by mountain ranges and on the northwest by the Great Salt Lake. The Jordan River flows just to the west of the downtown district. Mountains shield the city from much of the severe winter weather common to the area, and the lake also serves to moderate the temperatures. Summer days are typically hot and dry, with cool nights and little precipitation. The winters are cold but not severe, with snow remaining on the ground through most of the season. Spring, especially in March, is the season of heavy rain and high winds from Pacific storms.

Area: 109 square miles (2000)

Elevation: 4,330 feet above sea level

Average Temperatures: January, 36.4° F; July, 92.2° F; annual average, 51.8° F.

Annual Average Precipitation: 15.7 inches

History

European Explorers Replace Native Americans

For thousands of years, the inhabitants of the northern Utah region were hunter-gatherers. Artifacts dating as far back as 12,000 years have been found in caves near the Great Salt Lake. About 500 B.C. the Fremont tribe, a less nomadic, agricultural society, settled in the area, building impressive cliff dwellings and drawing elaborate rock paintings, many of which can still be viewed today. Changing environmental conditions eventually made primitive farming impossible, and by the twelfth century, the area was populated mainly by the Ute, Paiute, and Shoshone tribes of nomadic hunters.

The first Europeans to travel through the area were the Spanish, coming from New Mexico in search of a direct route to Monterey, California, in 1776. In the early 1800s, fur trappers and ''mountain men'' explored the region, discovering the Great Salt Lake and mapping the mountain passes. A number of government expeditions explored the area, and a steady stream of settlers bound for California began to pass through.

Mormons Settle, Lay Out Town; Religious Beliefs Questioned

A group of Mormon pioneers led by Brigham Young settled in the Salt Lake Valley in 1847, laying out a town they called Great Salt Lake City. From the beginning the city was well planned, with a grid of ten-acre plots separated by streets 132 feet wide. The industrious settlers began planting crops and developing intricate irrigation systems, eventually forming more than 500 settlements in the Utah area. Disaster was averted in 1848 when, as drought and plagues of insects threatened the crops, flocks of seagulls arrived to consume the insects, thereby saving the harvest.

In 1848 the settlers organized the State of Deseret and applied for statehood with a government headed by the Mormon Church. Congress denied the petition and instead created Utah Territory in 1850. Salt Lake City was incorporated in 1851, and in 1856 it replaced Fillmore as the territorial capital. Misunderstandings about Mormon religious beliefs and political outrage at the Mormon practice of polygamy led to the so-called ''Utah War'' in 1857 between the Mormon settlers and the U.S. Government. Although the dispute was settled peacefully in 1858, relations between the church and the territorial government were strained for many years.

City Becomes State Capital; Regional Mines, Industry Thrive

The two ends of the transcontinental railroad met just 40 miles north of Salt Lake City in 1869, tying Utah with the outside world. Over the next twenty years, hundreds of copper, silver, and lead mines were developed in the region, bringing a large number of non-Mormon settlers. Under continued pressure, the practice of polygamy was officially stopped by the church in 1890. This paved the way for women's suffrage in Utah, which had been a political lever in the national polygamy debate. The majestic Mormon Temple, begun in 1853, was completed in 1892, and Utah entered the Union in 1896 as the third suffrage state with Salt Lake City as the capital.

During the early twentieth century Salt Lake City assumed the look of a modern city. The State Capitol building and a number of other impressive structures were built, electric trolley cars began service on the city's streets, and large residential sections developed around the city. Like most cities, Salt Lake City suffered during the Great Depression, but prosperity returned during World War II amidst a construction boom and increased demand for metals. Industrial expansion continued postwar with downtown development and beautification projects becoming a focus in the 1970s and 1980s.

In 2002 Salt Lake City hosted the ''best attended'' Olympic Winter Games in history, with 1.6 billion tickets sold and another 4 billion television viewers. The city continues to reap the benefits of improved infrastructure and a significant increase in tourism.

In recent years Salt Lake City has been consistently recognized for its prosperity and quality of life. In 2003 *Fortune* magazine ranked the city third-best in America for business. *Yahoo!* magazine listed it among the nation's top 25 ''Wired Cities''; and the sixth edition of *Places Rated Almanac* ranked the Salt Lake City/Ogden area as the best place to live in North America.

Historical Information: Utah State Historical Society Library, 300 South Rio Grande Street, Salt Lake City, UT 84101; telephone (801)533-3500; fax (801)533-3503

Population Profile

Metropolitan Area Residents

1980: 910,000
1990: 1,072,227
2000: 1,333,914
Percent change, 1990–2000: 24.4%
U.S. rank in 1980: 41st
U.S. rank in 1990: 38th
U.S. rank in 2000: 35th

City Residents

1980: 163,033
1990: 159,928
2000: 181,743
2003 estimate: 179,894
Percent change, 1990–2000: 13.6%
U.S. rank in 1980: 90th
U.S. rank in 1990: 108th (State rank: 1st)
U.S. rank in 2000: 129th (State rank: 1st)

Density: 1,666.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 143,933
Black or African American: 3,433
American Indian and Alaska Native: 2,442
Asian: 6,579
Native Hawaiian and Pacific Islander: 3,437
Hispanic or Latino (may be of any race): 34,254
Other: 15,482

Percent of residents born in state: 49.1% (2000)

Age characteristics (2000)
Population under 5 years old: 14,432
Population 5 to 9 years old: 11,507
Population 10 to 14 years old: 10,488
Population 15 to 19 years old: 12,835
Population 20 to 24 years old: 21,381
Population 25 to 34 years old: 35,731
Population 35 to 44 years old: 25,021
Population 45 to 54 years old: 19,630
Population 55 to 59 years old: 6,058
Population 60 to 64 years old: 4,739
Population 65 to 74 years old: 8,852
Population 75 to 84 years old: 7,914
Population 85 years and older: 3,155
Median age: 30.0 years

Births (2003)
Total number: 18,223 (Salt Lake County)

Deaths (2003)
Total number: 5,312 (Salt Lake County)

Money income (1999)
Per capita income: $20,752
Median household income: $36,944
Total households: 71,492

Number of households with income of . . .
less than $10,000: 7,660
$10,000 to $14,999: 5,193
$15,000 to $24,999: 11,087
$25,000 to $34,999: 9,920
$35,000 to $49,999: 11,801
$50,000 to $74,999: 12,733
$75,000 to $99,999: 5,810
$100,000 to $149,999: 4,304
$150,000 to $199,999: 1,326
$200,000 or more: 1,658

Percent of families below poverty level: 10.4% (38.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 19,059

Municipal Government

Salt Lake City has a council-mayor form of government with the mayor elected at large. The mayor and seven council members serve a four-year term. The city is also the seat of Salt Lake County and the capital of Utah.

Head Official: Mayor Ross C. ''Rocky'' Anderson (NP) (since 2000; current term expires 2007)

Total Number of City Employees: 2,687 (2004)

City Information: Salt Lake City Corporation, 451 South State Street, Salt Lake City, UT 84111; telephone (801)535-6333

Economy

Major Industries and Commercial Activity

Salt Lake City was originally a farming community; it also depended on mining until the early 1980s when foreign competition began to erode profits from that industry. Today it has grown into a diverse economic region. As the state capital, county seat of Salt Lake County, and the largest city in the four-county Wasatch Front metropolitan area, the city is a government, commercial, and industrial center for Utah and much of the Intermountain West.

The service sector produces the most jobs in the city, especially computer and health care services. Government employment is considerable, with the State of Utah, University of Utah, and Salt Lake County among the city's top employers. A number of national financial institutions have established branch offices in Salt Lake City, making it the center of banking and finance for the region. Salt Lake City is the largest retail and wholesale market in Utah, and the city supports a thriving tourism industry. The construction industry remains significant. Salt Lake City is the international headquarters of the Church of Jesus Christ of Latter-day Saints.

Items and goods produced: petroleum products, electronics, missiles

Incentive Programs—New and Existing Companies

Local programs—The Salt Lake County Office of Business Economic Development offers incentives to new and existing companies in the form of loans, grants, and on-the-job training. It also provides no-cost monthly workshops. The Salt Lake City Department of Economic Development offers similar incentives as well as assistance with site selection, financial planning, and permit applications.

State programs—Utah's Centers of Excellence Program funds viable research at the college and university level, bridging the gap between technological innovation and marketplace success. Since its creation in 1986 the program has resulted in thousands of new high-tech jobs and significant growth for many of the state's tech companies. The Economic Development Corporation of Utah plays a dual role in the state's commercial success, promoting expansion of local companies as well as relocation for out-of-state firms. EDCUTAH offers a considerable network of public- and private-sector contacts, as well as support with site selection, media relations, and industry research. The Utah Small Business Development Center (USBDC) helps established and start-up companies prepare business plans, set sales goals, identify customers and the competition, analyze the market, and research financing sources. The USBDC operates in partnership with the U.S. Small Business Administration, the Utah Department of Community and Economic Development, and Salt Lake Community College. It offers training and resources in the areas of entrepreneurship, business development, the law, international business, financial management, e-commerce, and computer technology. The Salt Lake Chamber of Commerce represents 1,900 businesses across the state, lobbying the government and providing networking opportunities to benefit its member companies.

Job training programs—Custom Fit is an employee training program offered through the Utah College of Applied Technology, state colleges, and the local business community. It provides training in specific technologies, computer skills, safety certification, leadership, management and team-building. The Utah State Legislature allocates annual funding to Custom Fit, covering a substantial portion of the cost to employers.

State funding is also provided for Short Term Intensive Training programs across Utah. Training is offered at the state college level at a 66 percent discount to potential employers or employees. The program is customized to match full-time job seekers with the needs of specific companies.

Development Projects

Construction in Salt Lake City has declined somewhat since a boom leading up to the 2002 Winter Olympics. The Gateway, a multi-use development on Salt Lake City's west side, was completed in 2001. Covering nearly 30 acres, Gateway offers shopping, dining, and entertainment in an open-air setting, as well as office and residential housing space.

A recently completed $1.59 billion reconstruction of Interstate 15 will address traffic concerns in the Salt Lake area for the next 20 years. A commuter railway from Weber County

to downtown Salt Lake City is expected to open in 2007. A $20 million Intermodal Transportation Center is under construction in the Gateway area, and will accommodate bus, automobile, bicycle, Amtrak, and Greyhound passengers.

Intermountain Health Care is planning a $362 million flagship hospital in the Salt Lake Valley with a projected completion date of 2006. The Salt Palace Convention Center will also complete its latest expansion in 2006.

Other projects in the planning phase or construction include a $45 million renovation of the Utah Theatre, restoration of the historic Frank Moss Courthouse, expansion of the Utah Children's Museum in a new Gateway location, and increased meeting space and accommodations at several major hotels.

Economic Development Information: Economic Development Corporation of Utah, 201 South Main Street, Suite 2010, Salt Lake City, UT 84111; telephone (801)328-8824; fax (801)531-1460

Commercial Shipping

Utah's free port law makes it an ideal location for the import and export of goods. Salt Lake City is a full-service customs port city with a foreign trade zone. The Salt Lake International Airport handles more than 550 million pounds of air cargo and express mail each year.

Southern Pacific and Union Pacific railways offer freight service throughout Utah. The state's railroad lines all converge in the Salt Lake-Ogden area, making it a convenient interline switching route for destinations across the country. About 2,000 interstate and intrastate motor freight carriers operate in Utah.

Labor Force and Employment Outlook

The services sector is Salt Lake City's largest employment division, with approximately 1,100 new jobs added in the last year. Health care and computer technology are two dominant subsections. Construction remains important to the local economy, despite declining employment since the 2002 Olympic Winter Games. Trade employment also remains high. Salt Lake City's unemployment rate is declining, and the Salt Lake Chamber of Commerce expects continued job growth in the years to come.

The following is a summary of data regarding the Salt Lake City metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 565,000

Number of workers employed in . . .
construction and mining: 34,800
manufacturing: 52,100
trade, transportation and utilities: 118,600
information: 17,700
financial activities: 44,700
professional and business services: 84,900
educational and health services: 53,000
leisure and hospitality: 51,600
other services: 18,200
government: 89,300

Average hourly earnings of production workers employed in manufacturing: $15.34

Unemployment rate: 5.2% (January 2005)

Largest employers	*Number of employees*
State of Utah	22,000
Intermountain Health Care	22,000
University of Utah	17,000
Salt Lake County	6,000
Smith's Food & Drug Centers	6,000
U.S. Postal Service	5,500
Delta Air Lines	5,000
Novus Credit Services	5,000
Salt Lake City School District	4,000
Cordant Technologies	3,500
Qwest Communications	3,000
Zions First International Bank	3,000
Salt Lake City Corporation	3,000
PacifiCorp	2,500
Wells Fargo	2,000
Sears Roebuck and Company	2,000
Fred Meyer Stores	2,000

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Salt Lake City area.

2004 (3rd Quarter) ACCRA Average House Price: $239,650

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.3 (U.S. average = 100.0)

State income tax rate: Up to 7.0% on taxable income exceeding $7,500

State sales tax rate: Ranges from 5.75% to 7.0% (depending on municipality)

Local income tax rate: none

Local sales tax rate: 6.6% (Salt Lake City)

Property tax rate: Levied at the state and local level, based on assessed valuation; rate in 2005, .015288%

Economic Information: Economic Development Corporation of Utah, 201 South Main Street, Suite 2010, Salt Lake City, UT 84111; telephone (801)328-8824; fax (801)531-

1460. Governor's Office of Planning and Budget, Demographic and Economic Analysis, 116 State Capitol, Salt Lake City, UT 84114; telephone (801)538-1036;fax (801) 538-1547. Utah Department of Workforce Services, PO Box 45249, Salt Lake City, UT 84145-0249; telephone (801)526-9675; fax (801)526-9211; email dwscontactus @utah.gov. Bureau of Economic and Business Research, University of Utah, David Eccles School of Business, 1645 E Campus Center Dr., Rm 401, Salt Lake City, UT 84112-9302; telephone (801)581-6333; fax (801)581-3354; email bureau@business.utah.edu

Education and Research

Elementary and Secondary Schools

The Salt Lake City School District is sixth-largest in Utah. It's mission is to advocate for all students, provide education of the highest quality, and prepare students for opportunities in the future. Many district schools are currently in the midst of a 10-year reconstruction and renovation program.

The following is a summary of data regarding Salt Lake City public schools as of the 2002–2003 school year.

Total enrollment: 24,850

Number of facilities
elementary schools: 27
intermediate schools: 5
senior high schools: 4

Student/teacher ratio: 20.02:1

Teacher salaries
average: $38,268 (State of Utah)

Funding per pupil: $7,284

Public Schools Information: Salt Lake City School District, 440 East 100 South, Salt Lake City, Utah 84111-1891; telephone (801)578-8599; fax (801)578-8248. Utah State Office of Education, 250 East 500 South, PO Box 144200, Salt Lake City, UT 84114-4200; telephone (801)538-7500

Colleges and Universities

Salt Lake City is home to the University of Utah, the oldest university in the West. Founded in 1850, the university covers more than 1,000 acres and includes the Red Butte Garden and Arboretum. One of the country's top 30 public research universities, the University of Utah is known for its technology transfer program to move research into practical applications in the business world; it also has a medical school.

Salt Lake City is also home to prestigious Westminster College, a private non-denominational institution offering 24 undergraduate majors and a range of post-graduate degree and certificate programs. Other local colleges include the Salt Lake Community College and LDS Business College. Adult education is available through the Salt Lake City campus of the University of Phoenix.

Libraries and Research Centers

The Salt Lake City Public Library System consists of a main library and 5 branch locations, with a total of more than 750,000 volumes and 600 periodical subscriptions, as well as films, audio tapes, maps, and art reproductions. The library also contains special collections of old and rare material from the region's past. A new Main Library was unveiled in 2003, featuring a six-story curving, climbable wall, spiraling fireplaces, a multi-level reading area and a rooftop garden. The 240,000-square-foot space is double the size of the previous library. Several other branches were also remodeled or expanded in 2003.

The Salt Lake County Library System consists of a main library and 18 branches offering a variety of exhibits, events and collections. Salt Lake City is also home to the Utah State Library Program for the Blind and Disabled, which serves visually impaired, physically disabled, and reading disabled patrons across the western states. The library has more than 14,000 Braille books, 53,000 books on cassette, and 14,000 large-print books. The University of Utah maintains a large library system. A number of private, research, and special interest libraries also serve the city.

The Church of Jesus Christ of Latter-Day Saints Library houses a genealogical library, considered to be the largest of its kind in the world. Open to the public free of charge, the collection contains family history, local history, and vital records. The library is visited by approximately 1,900 patrons each day.

Centers in the Salt Lake City area conduct research activities in such fields as the environment, entomology, engineering design, biomedical engineering, toxicology, lasers, radiobiology, occupational and environmental health, astrophysics, astronomy, communications, nuclear engineering, physical electronics, remote sensing and cartography, mineral technology, isotope geology, seismology, mining, business and economics, finance, public affairs, politics, energy law, gerontology, the American West, the Middle East, and archaeology.

Public Library Information: Salt Lake City Public Library, 210 East 400 South, Salt Lake City, UT 84111; telephone (801)524-8200. Salt Lake County Library System, 2197 Fort Union Blvd, Salt Lake City, UT 84121-3139; telephone (801)943-4636; fax (801)942-6323

Health Care

Utah boasts some of the healthiest people in the country. In 2003 the state was ranked third-healthiest in the U.S. by the United Health Foundation. Utah has the lowest smoking rate in the nation, and also records some of the lowest cancer, heart disease, and infant mortality rates.

A major focus for health care in Salt Lake City is the University Health Services Center, the teaching and research hospital for the University of Utah Medical School. The system consists of 850 physicians and health-care professionals, inpatient and outpatient services, same-day surgery, a 90-bed psychiatric hospital, and 24-hour assessment and referral services. Intermountain Health Care is a non-profit organization based in Salt Lake City. It includes 21 hospitals and has a mandate to provide quality care regardless of a patients' abilities to pay. Primary Children's Medical Center was ranked one of the top 10 children's hospitals in the country in 2003. The Intermountain Shriners Hospital for Children provides no-cost care and services for children with disorders of the bones, muscles and joints.

Recreation

Sightseeing

Downtown Salt Lake City boasts a number of popular attractions. The State Capitol with its spectacular copper-clad dome is located on Capitol Hill, which offers a view of the city and surrounding area. At Temple Square, the headquarters of the Mormon Church, the Salt Lake Temple displays six spires, fifteen-foot-thick granite walls, and a golden statue of the Angel Moroni. Also on the square are the famous Mormon Tabernacle, built in 1867 with no interior supports, and the Seagull Monument, honoring the birds that saved the settlers' first crops.

Other sights in the city include Beehive House, the restored residence of Brigham Young, who gave it the name because he wanted his followers to be as industrious as bees. Fort Douglas, a 9,000-acre historical fort, is filled with interesting military architecture dating from 1862. Utah's Hogle Zoo contains a collection of exotic birds and animals in a natural setting, including a new elephant habitat planned for 2005. This Is The Place Heritage Park contains an operational pioneer community as it was in 1847, as well as ''This Is The Place'' Monument, marking the spot where Brigham Young chose the area as a home for the Mormons.

The Great Salt Lake, over 90 miles long and 48 miles wide, is the second most salty body of water in the world. The high salinity makes it a unique swimming experience: it is almost impossible for a person to sink in the water. A different type of aquatic entertainment is found at Raging Waters, a family-oriented theme park with more than 30 different water rides and a picnic area. Clark Planetarium presents daily star shows and images from the Hubble Telescope. Olympic Cauldron Park is a new and stunning addition to the city, featuring the 72-foot Olympic Cauldron, which housed the Olympic Flame; the Hoberman Arch, where athletes stood to receive their medals; a visitor center; and a theatre dedicated to the memory of the 2002 Olympic Winter Games.

Arts and Culture

Salt Lake City is home to a number of acclaimed cultural organizations. The world-famous Mormon Tabernacle Choir, an American institution for many years, is based in Salt Lake City. The Utah Symphony performs 260 concerts nationally and internationally each year; the orchestra performs locally in Maurice Abravanel Hall, a world-class acoustic space. The historic Capitol Theatre is home to the Utah Opera and Ballet West, one of the nation's leading companies. The Rose Wagner Performing Arts Center includes an art gallery and several performance spaces for new and established artists.

Theatrical performances are scheduled at Desert Star Playhouse, featuring live musical comedy melodrama, honky-tonk piano, and audience participation; Hale Center Theater, offering comedies and musicals for the whole family to enjoy; Off Broadway Theatre, staging comedy and improvisation; Promised Valley Playhouse, presenting theater in a restored turn-of-the-century showplace; and Salt Lake Community College Grand Theatre, featuring Broadway musicals.

Several interesting museums are located in Salt Lake City. The Daughters of the Utah Pioneers Museum houses a collection of dolls, textiles, and frontier furniture in a replica of the famous Salt Palace. Located in a restored nineteenth century railroad station, the Utah Historical Society features exhibits on the history of Utah's various ethnic groups. The Fort Douglas Military Museum inside the restored fort displays items relating to the military history of the state. Hill Air Force Base Aerospace Museum maintains a collection of military aircraft, missiles, vehicles and uniforms. The Utah Museum of Natural History contains a large collection of dinosaur skeletons excavated from many local sites, as well as exhibits on animals and minerals of the region.

The Salt Lake Art Center houses traveling art exhibits from around the world as well as a permanent collection and a sculpture garden. On the campus of the University of Utah, the Utah Museum of Fine Arts contains paintings by artists such as Rubens, antique tapestries, and Louis XIV furniture.

The Mormon Temple, the Mormon Tabernacle, and the Seagull Monument can all be found at Temple Square.

The Museum of Church History and Art chronicles the early development of the Church of Jesus Christ of Latter-day Saints. The Chase Home Museum of Utah Folk Arts is dedicated to the work of Utah's ethnic, native, and rural artists.

Festivals and Holidays

The Utah Arts Festival, the nation's first statewide arts festival, takes place in June and provides exciting performance and visual art, crafts, and ethnic foods. June is also the time for the prestigious Gina Bachauer International Piano Foundation Festival and Competition. The Festival of the American West, held on the Utah State University campus in Logan, occurs annually during the last week of July/early August. Pioneer Harvest Days happens every September in Pioneer Trail State Park, featuring authentic examples of historic craftwork, including butter making, weaving, blacksmithing, adobe brick making, and pioneer games. September is a busy month in Salt Lake City, with the Salt Lake City Jazz Festival and the Utah State Fair, which features midway rides, livestock and art exhibits, and special entertainment nightly. The Christmas season begins the day after Thanksgiving when more than 300,000 lights are turned on in Temple Square. The Sundance Film Festival takes place in the Salt Lake area every January. The Madeleine Festival takes place at the Cathedral of the Madeleine each spring, offering free cultural performances to the community. The annual Great Salt Lake Bird Festival takes place in May, as well as Living Traditions, a three-day festival honoring folk artists of the Salt Lake Valley.

Sports for the Spectator

Salt Lake City is home to two professional basketball teams: the NBA's Utah Jazz and the WNBA's Utah Starzz. Both teams play in the $90 million, state-of-the-art Delta Center. Hockey is represented by the American Hockey League's Utah Grizzlies, who also play at Delta Center. The Salt Lake Stingers, a Triple A affiliate of the Anaheim Angels, play baseball at Franklin Covey Field from April through mid-September. The University of Utah fields competitive teams in most major collegiate sports. Salt Lake City is also host to two professional soccer teams, an indoor football team, and a number of rodeo events on the national rodeo circuit. The nearby Bonneville Salt Flats is the site of numerous auto races and frequent attempts to set the land speed record.

Sports for the Participant

The Salt Lake City area offers an abundance of outdoor activities. The nearby mountains provide year-round recreation: hiking, fishing, camping, and winter skiing. Some of the nation's most popular ski resorts such as Snowbird, Park City, Deer Valley, Sundance, Alta, and Solitude are within a 40-minute drive of the city. Non-traditional sports such as ski-jumping and luge are offered at new facilities constructed for the 2002 Olympic Winter Games. The area's rivers offer white-water rafting, canoeing, and innertubing. Many area lakes are ideal spots for all forms of water activity—boating, sailing, water skiing, and swimming.

Gallivan Utah Center Plaza has a skating rink. Salt Lake City operates a number of parks that feature swimming pools, jogging trails, playing fields, tennis courts, and other recreational facilities. Several championship-grade golf courses are located in the city as well.

Shopping and Dining

America's first department store, the Zions Cooperative Mercantile Institution, opened in Salt Lake City in 1868 and continues to operate today in ZCMI Center Mall. A number of major shopping centers are located in the city, including Crossroads Plaza and Trolley Square, a theme mall located in a group of restored trolley barns. The Gateway, Salt Lake's only open-air entertainment, dining, and shopping venue, was completed in 2001. It features 90 shops and restaurants, a restored 1908 Union Pacific Depot and the Olympic Legacy Plaza. Many small shops and boutiques are scattered throughout the metropolitan area.

Because of its diverse ethnic population, Salt Lake City features a variety of international restaurants; many are prominent nationally. Everything from inexpensive fast food to elegant, intimate dining can be found in the more than 300 restaurants located in the valley.

Visitor Information: Salt Lake City Convention & Visitors Bureau, 90 South West Temple, Salt Lake City, Utah 84101; telephone (801)521-2822; fax (801)534-4927

Convention Facilities

The Salt Palace Convention Center, located in the center of the downtown district, is the city's major convention facility. It features 365,000 square feet of exhibit space, a 45,000-square-foot ballroom, and 53 meeting rooms. When the expansion of the center is complete in 2006, the capacity of the Salt Palace will have increased by 40 percent.

There are more than 4,200 hotel rooms and 90 restaurants within walking distance of the Salt Palace Convention Center and another 7,000 hotel rooms in the city. Several of the major hotels also contain extensive meeting, banquet, and ballroom accommodations. The Delta Center offers meeting rooms ranging in size from 400 to 10,000 square feet.

Convention Information: Salt Lake City Convention & Visitors Bureau, 90 South West Temple, Salt Lake City, Utah 84101; telephone (801)521-2822; fax (801)534-4927

Transportation

Approaching the City

The Salt Lake International Airport offers 972 daily flights on 16 airlines, and is located just minutes from downtown Salt Lake City. In 2004 the airport served 18.3 million customers. The Utah Transit Authority provides transportation to and from the airport; taxis are available, and many area hotels provide complimentary shuttle service.

Salt Lake City is at the junction of two major interstate highways, Interstate 15 running north-south and Interstate 80 running east-west. Interstate 215 forms a commuter loop and by-pass around the inner city.

Amtrak provides national passenger rail service from Salt Lake City's Gateway area. The TRAX light rail system serves Salt Lake County.

Traveling in the City

Walking is perhaps the best way to see the city's sights. Salt Lake City was laid out in a grid pattern by the early Mormon pioneers with exceptionally wide streets, which makes automobile travel easy and pleasurable compared to most larger metropolitan areas. Streets are named according to their distance and relationship to Temple Square. Salt Lake City recently implemented an intelligent CommuterLink system to decrease traffic congestion.

The Utah Transit Authority (UTA) operates more than 100 different routes throughout a 1,400-square-mile area. Free fare zones operate downtown. UTA also provides service to ski resorts in winter, and door-to-door transportation for the disabled.

Communications

Newspapers and Magazines

Salt Lake City is served by two major daily newspapers, *The Salt Lake Tribune* and *Deseret News.* The Latter-Day Saints publish three titles: *Church News,* a weekly newspaper; *The Friend,* a magazine for children aged three to eleven; and *New Era,* a magazine for teens. Magazines published in the city include *Salt Lake Magazine* and several scholarly, medical, and industry magazines.

Television and Radio

Salt Lake City's 10 television stations represent the commercial networks and independent and instructional channels. The city is also served by a variety of cable channels. Nearly two dozen AM and FM radio stations broadcast from the Salt Lake City area, providing a wide range of music, news, and informational programming.

Media Information: *The Salt Lake Tribune,* 143 S. Main Street, Salt Lake City, UT 84111; telephone (801) 257-8742. *Deseret News,* 30 E 100 South, PO Box 1257, Salt Lake City, UT 84110; telephone (801)237-2100

Salt Lake City Online

City of Salt Lake City home page. Available www.ci.slc.ut.us

Deseret News. Available www.deseretnews.com/dn

Discover Southern Utah! Available www.infowest.com/Utah

Salt Lake City Public Library. Available www.slcpl.lib.ut.us

Salt Lake City Public Schools. Available www.slc.k12.ut.us

Salt Lake Convention and Visitors Bureau. Available www.saltlake.org

The Salt Lake Tribune. Available www.sltrib.com

Utah State Office of Education. Available www.usoe.k12.ut.us

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WASHINGTON

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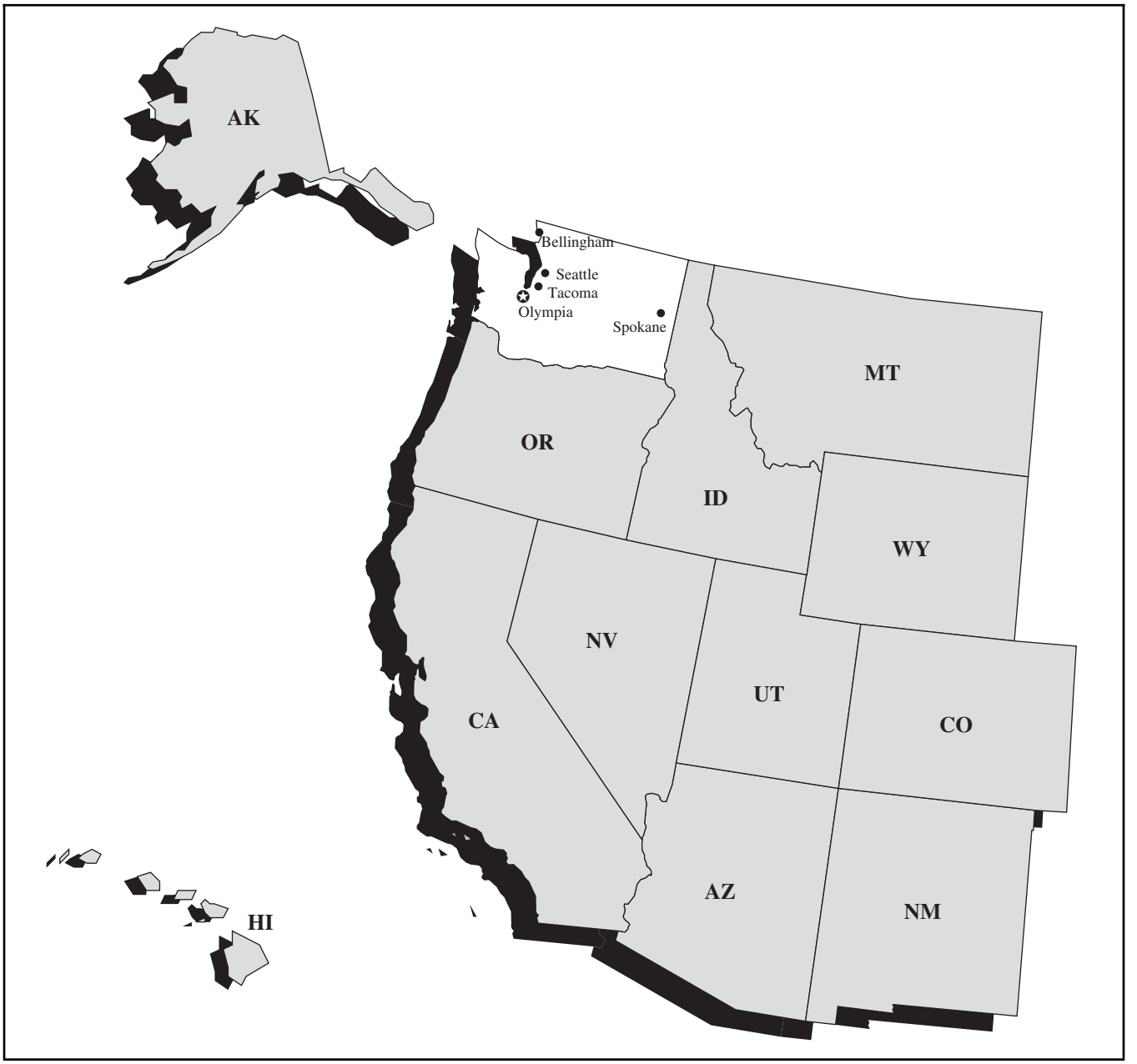
Olympia 535
Seattle 549
Spokane 561
Tacoma 571



The State in Brief

Nickname: Evergreen State
Motto: *Al-Ki* (By and by)

Flower: Coast rhododendron
Bird: Willow goldfinch

Area: 71,299 square miles (2000; U.S. rank: 18th)
Elevation: Ranges from sea level to 14,410 feet above sea level
Climate: Generally mild and humid in the western region dominated by the Pacific Ocean; semi arid in the eastern region; heavy snows in higher elevation

Admitted to Union: November 11, 1889
Capital: Olympia
Head Official: Governor Christine Gregoire (D) (until 2009)

Population
- **1980:** 4,132,000
- **1990:** 4,866,692
- **2000:** 5,894,121
- **2004 estimate:** 6,203,788
- **Percent change, 1990–2000:** 21.1%
- **U.S. rank in 2004:** 15th
- **Percent of residents born in state:** 47.2% (2000)
- **Density:** 88.6 people per square mile (2000)
- **2002 FBI Crime Index Total:** 309,931

Racial and Ethnic Characteristics (2000)
- **White:** 4,821,823
- **Black or African American:** 190,267
- **American Indian and Alaska Native:** 93,301
- **Asian:** 322,335
- **Native Hawaiian and Pacific Islander:** 23,953
- **Hispanic or Latino (may be of any race):** 441,509
- **Other:** 228,923

Age Characteristics (2000)
- **Population under 5 years old:** 394,306
- **Population 5 to 19 years old:** 1,288,713
- **Percent of population 65 years and over:** 11.2%
- **Median age:** 35.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 80,091
- **Total number of deaths (2003):** 44,736 (infant deaths, 416)
- **AIDS cases reported through 2003:** 5,108

Economy
- **Major industries:** Trade; manufacturing; finance, insurance, and real estate; government; services; agriculture
- **Unemployment rate:** 5.5% (February 2005)
- **Per capita income:** $33,264 (2003; U.S. rank: 13th)
- **Median household income:** $45,960 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.6% (1999)
- **Income tax rate:** None
- **Sales tax rate:** 6.5% (food and prescription drugs are exempt)

Bellingham

The City in Brief

Founded: as Whatcom (1852); renamed Bellingham (1903)

Head Official: Mayor Mark Asmundson (NP) (since 1996)

City Population
1980: 45,794
1990: 52,179
2000: 67,171
2003 estimate: 71,289
Percent change, 1990–2000: 28.7%
U.S. rank in 1980: 466th
U.S. rank in 1990: 477th (State rank: 9th)
U.S. rank in 2000: 461st (State rank: 10th)

Metropolitan Area Population
1980: 107,000
1990: 127,780
2000: 166,814
Percent change, 1990–2000: 30.5%
U.S. rank in 1980: Not reported
U.S. rank in 2000: 185th

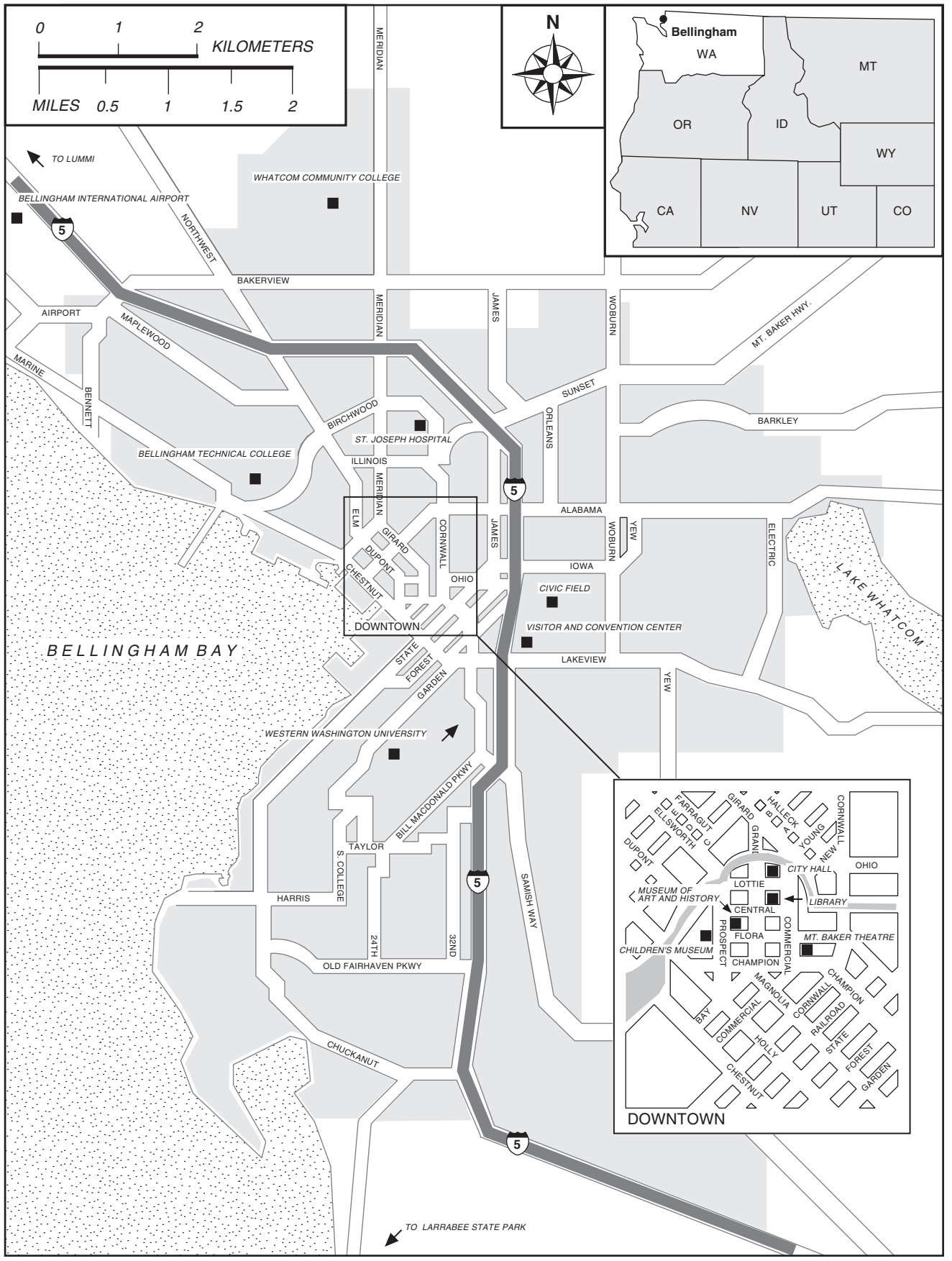
Area: 31.74 square miles (2000)
Elevation: 68 feet above sea level
Average Annual Temperature: 51.5° F
Average Annual Precipitation: 38 inches of rain, 20 inches of snow

Major Economic Sectors: trade, services, government
Unemployment Rate: 6.0% (January 2005)
Per Capita Income: $19,483 (1999)

2002 FBI Crime Index Total: 5,108

Major Colleges and Universities: Western Washington University, Whatcom Community College, Northwest Indian College

Daily Newspaper: *The Bellingham Herald*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WHATCOM COMMUNITY COLLEGE
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MERIDIAN
BAKERVIEW
AIRPORT
MAPLEWOOD
MARINE
BENNETT
JAMES
WOBURN
MT. BAKER HWY.
SUNSET
BIRCHWOOD
ST. JOSEPH HOSPITAL
BELLINGHAM TECHNICAL COLLEGE
ILLINOIS
ORLEANS
BARKLEY
ALABAMA
ELM
GIRARD
DUPONT
CHESTNUT
CORNWALL
OHIO
IOWA
YEW
ELECTRIC
CIVIC FIELD
VISITOR AND CONVENTION CENTER
DOWNTOWN
LAKEVIEW
LAKE WHATCOM
BELLINGHAM BAY
STATE
FOREST
GARDEN
WESTERN WASHINGTON UNIVERSITY
BILL MACDONALD PKWY
TAYLOR
S. COLLEGE
HARRIS
24TH
32ND
OLD FAIRHAVEN PKWY
SAMISH WAY
CHUCKANUT
TO LARRABEE STATE PARK
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FARRAGUT
ELLSWORTH
WOOD
GRAND
HALLECK
YOUNG
NEW
CITY HALL
LOTTIE
MUSEUM OF ART AND HISTORY
LIBRARY
CENTRAL
FLORA
CHAMPION
PROSPECT
COMMERCIAL
MT. BAKER THEATRE
CHILDREN'S MUSEUM
MAGNOLIA
BAY
RAILROAD
HOLLY
DOWNTOWN

Introduction

Bellingham, a coastal city built around the deep water harbor of Bellingham Bay, is set against the backdrop of the Cascade Mountains. Bellingham is the last major city before the coast of Washington state meets the border of Canada. It was named in honor of Sir William Bellingham, who was director of stores for the British Admiralty. The renovated old, historic buildings, views of the water and the mountain, and gorgeous sunsets make for a picture-postcard setting.

Geography and Climate

Bellingham is the seat of Whatcom County, the most northwestern county in the United States. The city is located 90 miles north of Seattle, 50 miles south of Vancouver, British Columbia, and 20 miles from the Canadian border at Baline. Bellingham, situated at the foot of 10,788-foot Mount Baker, is set on several hills overlooking the 172 San Juan Islands.

Bellingham has a mild, maritime climate with temperatures ranging from 45 to 60 degrees in spring and fall, 30 to 50 degrees in winter, and 60 to 80 degrees in summer. Most days have at least partial sunshine and snow; sleet and hail occur only about 15 days per year.

Area: 31.74 square miles (2000)

Elevation: 68 feet above sea level

Average Temperatures: January, 40.5° F; July, 63.5° F; annual average, 51.5° F

Average Annual Precipitation: 38 inches of rain, 20 inches of snow

History

European Contact with Natives Minimal at First

Long before the coming of Europeans, ancestors of local Bellingham tribes—the Lummi, the Nooksack, and the Semiahmoo—established camps along the bay as part of the great migration over the land bridge that once extended from Asia to North America. Salmon from the surrounding waters was their dietary mainstay, supplemented by roots, berries, and shellfish. The tribes engaged in both warfare and trade at various times. Some historians contend that Spanish explorers were the first white men to visit the area; if so, little evidence of them remains. The Lummi and Semiahmoo still live in the area and salmon remains their chief source of sustenance.

British Captain George Vancouver weighed anchor in nearby Birch Bay during his explorations of the Puget Sound in 1792, and Lt. Joseph Widbey charted Vancouver Bay. Widbey and his men may have seen a community of more than 3,000 natives living near the bay. Vancouver is said to have named the site of present-day Bellingham after the British admiralty controller who outfitted his ships.

As a result of reports carried back to Europe about the bounty of the region, traders began to arrive and a fur industry burgeoned in the early 1800s. From 1825 to 1846 the Hudson's Bay Company held domain over the region, but in the latter year the United States and Great Britain established a boundary at the 49th Parallel, and the Hudson's Bay Company relocated to Vancouver.

Industries Emerge; A Rush for Gold

In 1852, assisted by Lummi tribesmen, Henry Roeder built a sawmill on what is now Whatcom Creek. This initiated a period of coal mining and milling that continued for many decades. Whatcom County was established in 1854. Although the area of Bellingham remained untouched during the Indian War of 1855–1856, an infantry group was sent to Bellingham Bay in 1856 to establish Fort Bellingham.

More than 10,000 people were drawn to Bellingham during the Fraser River Gold Rush of 1858. A tent city mushroomed, until would-be prospectors were advised by Canadian officials that before starting digging they had to report to Victoria, British Columbia. Eventually, fire and fatalities brought difficult times to the mining industry, and Roeder's mill site was sold to a company from Kansas City. Soon after, a boom was initiated by the building of a railroad that connected Bellingham to the trans-Canada railroad line. Other major segments of the economy at that time were farming, fishing, and canning. In the late 1880s the town of Fairhaven, now part of Bellingham, was promoted as the ''next Chicago'' by entrepreneur Nelson Bennett, and hundreds of workers were hired to build hotels, homes, and office buildings. People began arriving at the rate of 300 per month, among them gamblers and prostitutes. A vigilante group tried to keep the peace until a police force was finally formed in 1890. In 1902 a brewery was founded in Bellingham that at its height produced more than 100,000 barrels of beer annually. However, the Bellingham Bay Brewery disappeared forever with the beginning of prohibition in 1917.

Bellingham was formed in 1903 with the consolidation of four towns—Whatcom, New Whatcom, Fairhaven, and Bellingham—into one town with the name Bellingham. During the late 1800s tall ships could be seen loading coal, salmon, and timber for transport to cities around the globe. Prosperous businessmen began building impressive homes in the Sehome Hill section of the city, many of which are now used for student housing. The Whatcom Normal School opened in 1899, later to become Western Washington College of Education in 1937, Western Washington Sate College in 1961, and finally Western Washington University within the following decade.

In June 1999 a fuel pipeline exploded along Whatcom Creek, killing three people along with thousands of fish and other wildlife. The tragedy resulted in major changes to federal pipeline laws and the creation of a Washington State Office of Pipeline Safety. After a rocky economical start to the twenty-first century, today's Bellingham is a growing and vibrant community set to the scenic backdrop of majestic Mt. Baker.

Historical Information: Center for Pacific Northwest Studies, Goltz-Murray Archives Building, Western Washington University, Bellingham, WA 98225-9123; telephone (360)650-7747; fax (360)650-3323; email cpnws@wwu.edu

Population Profile

Metropolitan Area Residents

1980: 107,000
1990: 127,780
2000: 166,814
Percent change, 1990–2000: 30.5%
U.S. rank in 1980: Not reported
U.S. rank in 1990: Not reported
U.S. rank in 2000: 185th

City Residents

1980: 45,794
1990: 52,179
2000: 67,171
2003 estimate: 71,289
Percent change, 1990–2000: 28.7%
U.S. rank in 1980: 466th
U.S. rank in 1990: 477th (State rank: 9th)
U.S. rank in 2000: 461st (State rank: 10th)

Density: 2,619.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 59,031
Black or African American: 655
American Indian and Alaska Native: 997
Asian: 2,853
Native Hawaiian and Pacific Islander: 116
Hispanic or Latino (may be of any race): 3,111
Other: 1,450

Percent of residents born in state: 49.4% (2000)

Age characteristics (2000)
Population under 5 years old: 3,502
Population 5 to 9 years old: 3,228
Population 10 to 14 years old: 3,151
Population 15 to 19 years old: 6,373
Population 20 to 24 years old: 11,603
Population 25 to 34 years old: 9,616
Population 35 to 44 years old: 8,186
Population 45 to 54 years old: 8,690
Population 55 to 59 years old: 2,584
Population 60 to 64 years old: 1,881
Population 65 to 74 years old: 3,537
Population 75 to 84 years old: 3,292
Population 85 years and older: 1,528
Median age: 30.4 years

Births (2003)
Total number: 876

Deaths (2003)
Total number: 988 (of which, 2 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,483
Median household income: $32,530
Total households: 28,012

Number of households with income of . . .
less than $10,000: 3,925
$10,000 to $14,999: 2,389
$15,000 to $24,999: 4,476
$25,000 to $34,999: 3,962
$35,000 to $49,999: 4,530
$50,000 to $74,999: 4,654
$75,000 to $99,999: 1,847
$100,000 to $149,999: 1,450
$150,000 to $199,999: 450
$200,000 or more: 329

Percent of families below poverty level: 14.9% (of which, 61.9% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 5,108

Municipal Government

Bellingham has a mayor-council form of government. Six council members serve four-year terms and a seventh council member serves a two-year term as a council person-at-large. The mayor serves a four-year term.

Head Official: Mayor Mark Asmundson (NP) (since 1996; current term expires 2007)

Total Number of City Employees: 892 (2003)

City Information: City of Bellingham, Bellingham City Hall, 210 Lottie St., Bellingham, WA 98225; telephone (360)676-6900; email mayorsoffice@cob.org

Economy

Major Industries and Commercial activity

The year 2001 delivered a number of blows to Bellingham's economy. Georgia-Pacific Corp. closed its pulp and paper mill, resulting in the loss of 420 high-paying jobs and nearly $1 million to the local economy each year. Alcoa's Intalco Works aluminum plant also shut down part of its Bellingham operations, further trimming the local workforce. Heightened border security after the September 11th terrorist strikes significantly reduced the number of visitors from Canada that spent their retail and entertainment dollar in Whatcom County.

Local officials realized that the area's dependence on resource-based industries made it particularly susceptible to such events, and that diversification was necessary to ensure future stability and growth. The downfall of diversification is that tourism- and other service-related jobs tend to pay far less than manufacturing jobs. While hospitality jobs paid an average of $26,000 per year in Whatcom County, the jobs lost at Georgia-Pacific paid about $52,000 a year, according to Jim Vleming, a state economist, in the July 31, 2002, issue of *The Seattle Times.*

Still, jobs in service industries are increasingly important, not just to Bellingham's economy but to that of the nation as a whole. This is due in large part to the emergence of technology-driven sectors in the 1990s. Whatcom County employment in services increased from 18.9 percent in 1981 to 25.6 percent in 2000, while manufacturing employment shrunk from 20.8 percent to 14.3 percent over the same period.

Bellingham's economy has been traditionally based on agriculture, fishing, and timber. Today, these segments are still vital components of the local economy, though of less importance than they once had been. The bulk of Whatcom County's agricultural activity involves berry and dairy farming. Although the number and size of farms has been steadily declining, production has been climbing. In 2001 the county's 201 dairy farms produced milk valued at $185 million, compared to the 480 farms and $130 million in production in 1985. During 2000, workers in Whatcom County's berry farms produced more blueberries and raspberries than any other county in the state, and ranked second in strawberries. Seed potatoes and apples are also important crops.

Commercial fishing, one of the area's oldest industries, has taken a drastic downturn due to overfishing, shortened seasons, and falling prices. Once home to one of the largest commercial fishing fleets, Whatcom County had 740 commercial vessels in 1985; by 2002 the Port of Bellingham reported only 177 such vessels. The forestry industry tends to be more stabile, as loggers in Whatcom County rely more on private lands than on public timberlands, making them more impervious to federal environmental restrictions on public resources.

Despite the losses in paper and aluminum segments, manufacturing remains an important industry in Whatcom County. Manufacturing of wood products and transportation equipment has seen gains in recent years. Boatbuilding is a crucial segment of the transportation equipment sector, as its focus has shifted from fishing vessels to the production of luxury yachts and military boats.

Healthcare is becoming increasingly vital to the local economy. Comprised of such areas as hospitals, nursing and residential care, ambulatory clinics, and social assistance, the healthcare field employed nearly 7,600 residents of Whatcom County in 2003. Across the nation, healthcare is a booming industry, driven by an aging and increasingly obese population. The Bureau of Labor Statistics estimates that certain segments of this industry will experience a growth of up to 4.5 percent in wages between 2002 and 2012.

Items and goods produced: boats, lumber and wood products, tissue paper, refined oil and petroleum products, blueberries, strawberries, raspberries, seed potatoes, apples, processed frozen foods, baked goods

Incentive Programs—New and Existing Companies

Local programs—The Bellingham Whatcom Economic Development Council promotes local businesses, products, and services, and helps firms in interfacing with regional, national, and international markets. It assists businesses by providing information on expansion and investment decisions, and by providing liaison with government officials

and community leaders. It also offers a revolving loan program and a public infrastructure program. Additionally, the Port of Bellingham, a municipal corporation, offers an industrial revenue bond program and a foreign trade zone program to benefit local businesses.

State programs—The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs—Job training programs are offered by the state of Washington, and the Bellingham Whatcom Economic Development Council facilitates the implementation of workforce development programs. Training programs for a variety of industries, including healthcare and manufacturing, are offered by such institutions of higher learning as Bellingham Technical College, Northwest Indian College, Western Washington University, and Whatcom Community College.

Development Projects

Funding for the Depot Market Square was secured in 2004. When completed, this development will serve not only as the permanent home of the Bellingham Farmers Market, but also as a community gathering place for public and private events. Elsewhere in Bellingham, the first phase of construction of the Bellwether on the Bay was completed in the early 2000s, with the second phase underway in 2005. Bellwether on the Bay is a mixed-use complex occupying 15 acres of waterfront property. Phase I developments include two office buildings, the four-star Hotel Bellwether, a fitness center and spa, and a variety of restaurants and shops.

Aside from commercial developments, Bellingham has devoted considerable resources to improve culture, recreation, and the general quality of life. The Taylor Avenue Dock and Boardwalk was completed in 2004; this $2.9 million project restored and improved the historic dock and built a new boardwalk connecting the dock to Boulevard Park. September 2004 hailed the grand opening of the Studio Theatre, a 3,000-square-foot room within the historic Mt. Baker Theatre to host small-scale musical and theatrical productions. Also in 2004, a clean-up and restoration project was initiated at the Holly Street Landfill. Reconstruction of portions of the Civic Field Complex, including its grandstands, football field and track, stadium, and skate park, will be completed in stages from 2005 through 2006 at the cost of over $9.9 million.

Economic Development Information: Bellingham/Whatcom Chamber of Commerce & Industry, 1201 Cornwall Ave., Ste. 100, PO Box 958, Bellingham, WA 98227; telephone (360)734-1330; fax (360)734-1332; email chamber @bellingham.com. Bellingham Whatcom Economic Development Council, 105 E Holly St., PO Box 2803, Bellingham, WA 98227; telephone (360)676-4255; toll-free (800)810-4255; fax (360)647-9413; email info@bwedc.org. Greater Whatcom Partnership for a Sustainable Economy, c/o Port of Bellingham, 1801 Roeder Ave., PO Box 1677, Bellingham, WA 98227; telephone (360)676-2500

Commercial Shipping

Whatcom County has four major locations for U.S.-Canada border crossings: two in Blaine, one in Lynden, and one in Sumas. Freight rail service is offered in Bellingham by the Burlington Northern Santa Fe, Canadian Rail, and Canadian Pacific railroads. Among its motor freight companies are Puget Sound Truck Lines, Roadway Express, and Yellow Transportation. The area is also home to 10 local freight brokers. Bellingham International Airport (BIA) serves as a base for charter airlines and is a port of entry for general aviation aircraft. The airport is home to Foreign Trade Zone #129, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. BIA also offers customs brokerage and air cargo services, and as of 2002 houses a U.S. Customs office.

The Port of Bellingham, a municipal corporation dedicated to fulfilling the essential transportation needs of the region, operates a cargo terminal with three ship berths, backed up by two warehouses. Among its exports are wood pulp and aluminum ingots from local factories; its primary import is cottonseed pulp for cattle feed. The port administers five federally designated foreign trade zones to promote manufacturing, warehousing, and trade in the region.

Labor Force and Employment Outlook

The following is a summary of data regarding the Bellingham metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 76,900

Number of workers employed in . . .
construction and mining: 7,000
manufacturing: 8,200
trade, transportation and utilities: 14,700
financial activities: 3,000
professional and business services: 6,100
leisure and hospitality: 8,800
government: 15,500

Average hourly earnings of production workers employed in manufacturing: $18.27 (2004 annual statewide average)

Unemployment rate: 6.0% (January 2005)

Largest employers	*Number of employees*
Western Washington University	2,235
St. Joseph Hospital	1,757
Bellingham School District	1,651
Whatcom County	930
City of Bellingham	892
Haggen Inc.	843
Sodexho Services	648
Brown & Cole	634
T-Mobile	525
Fred Meyer Inc.	441

Cost of Living

According to the U.S. Bureau of Economic Analysis, the per capita personal income for Whatcom County was $23,133 in 2002. This figure was not only below the national average of $29,469, it trailed behind Washington state overall, at $31,230. Explanations include increased competition from Canada, a decline in high-paying manufacturing jobs combined with an increase in low-paying service jobs, and an increase in the number of part-time employees.

The following is a summary of data regarding several key cost of living factors for the Bellingham metropolitan area.

1999 (4th Quarter) ACCRA Average House Price: $179,000

1999 (4th Quarter) ACCRA Cost of Living Index: 107.8 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.5% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.7%

Property tax rate: $11.40 per $1,000 of assessed value (2005)

Economic Information: Bellingham/Whatcom Chamber of Commerce & Industry, 1201 Cornwall Ave., Ste. 100, PO Box 958, Bellingham, WA 98227; telephone (360)734-1330; fax (360)734-1332; email chamber@bellingham.com

Education and Research

Elementary and Secondary Schools

The Bellingham School District offers special programs for disabled students, those with learning disabilities, and exceptionally capable students. The schools have computers and related technology in every classroom. An early childhood preschool program and Head Start classes are offered. In 2000 the Bellingham School District was one of only 10 districts in the state to be recognized as a ''model of achievement'' and receive a five-year, $4.49 million Bill & Melinda Gates Foundation Grant.

The following is a summary of data regarding the Bellingham School District as of the 2003–2004 school year.

Total enrollment: 10,440

Number of facilities
elementary schools: 13
junior high/middle schools: 4
senior high schools: 3 comprehensive; 1 alternative

Student/teacher ratio: 16:1

Teacher salaries
minimum: $30,023
maximum: $56,557

Funding per pupil: $7,365

Bellingham has one Montessori preschool, seven religious and private schools for pre-kindergarten through eighth grade, one religious school for first through twelfth grade, and one religious high school.

Public Schools Information: Bellingham Public Schools, 1306 Dupont St., Bellingham, WA 98225; telephone (360)676-6400; fax (360)676-2793; email trowe@bham.wednet.edu

Colleges and Universities

Western Washington University, with nearly 12,500 students, overlooks the city on Sehome Hill. Founded in 1893, the school became a regional university in 1977. College programs include business and economics, fine and performing arts, humanities and social sciences, science and technology, the Huxley College of Environmental Studies, the Woodring College of Education, and Fairhaven College, an interdisciplinary liberal arts college. Western Washington University's graduate school offers master's degrees in art, business administration, education, music, science, and teaching.

More than 7,000 students are enrolled in Whatcom Community College, which offers a variety of two-year programs in such areas as accounting, computer information sciences, education, English, graphic design, library and information science, massage, paralegal studies, and visual and performing arts; a program in nursing was added in the fall of 2005. Northwest Indian College, one of the fastest-growing Native American colleges in the country, offers its 942 students associate degrees in Native American Studies, Oksale Native Education, Chemical Dependency Studies, and Life Sciences,

as well as a certificate program in Native American Studies; additional programs in a variety of areas of professional development and vocational training are offered through the Training Institute. Degree and certificate programs in more than 50 fields, from culinary arts to radiologic technology, are offered at Bellingham Technical College. Washington State University, based in Pullman, has a Whatcom County Extension that offers non-credit education and degree programs in the fields of gardening and agriculture, family living, and environment and natural resources.

Libraries and Research Centers

The Bellingham Public Library's main building was built in 1949, and was remodeled and expanded in 1985. Its Fairhaven branch, which celebrated its centennial in December 2004, occupies an original 1912 Carnegie building on the south side of the city. The library system has a collection of more than 400,000 items that range from original manuscripts to the latest CDs, videos, and books on tape. The library offers free Internet access to patrons, quality programs for children, reference service for adults, and an online local newspaper index and catalogue, as well as a complete database of community resources. The library has a special collection on local history and is a U.S. and state documents depository.

Bellingham's colleges and universities maintain a number of libraries, many of which are open to the public. Western Washington University has a number of research institutes and libraries, including those focusing on such areas as Canadian-American studies, Pacific Northwest studies, demographics, watershed studies, economic education and research, environmental toxicology, and vehicle research. Its special collections include the Ford Fly Fishing Collection, Northwest Collection, Rare Books Collection, and the Western Collection. The Whatcom County Law Library houses more than 15,000 books and CDs covering Washington laws and practice guides, federal laws, U.S. Supreme Court reports, case law from 49 states, and legal reference materials. Bellingham Technical College maintains an Information Technology Resource Center.

Public Library Information: Bellingham Public Library, 210 Central Ave., Bellingham, WA 98225; telephone (360)676-6860

Health Care

The people of Bellingham are served by St. Joseph's Hospital, which has 253 beds across two campuses. The hospital has a staff of 270 physicians, a medical surgical intensive care unit, a trauma center, and emergency, obstetrics, and oncology departments. Services offered include open heart surgery, outpatient surgery, psychiatric and addiction care for children and adults, and geriatric services. The city is also home to more than 80 dentists, 14 naturopathic physicians, and 80 chiropractors.

Recreation

Sightseeing

Bellingham's museums are devoted to an array of topics. The Whatcom Museum of History & Art, located in downtown Bellingham, is comprised of four buildings, each with its own theme: the 1892 Old City Hall, Whatcom Children's Museum, Syre Education Center, and Arco Exhibits Building. The American Museum of Radio and Electricity is the only one of its kind in North America. This museum, which completed an expansion in 2001, houses artifacts and interactive exhibits spanning from the onset of the scientific exploration of electricity in the 17th century to the evolution of broadcast radio and its impact on American culture. The Bellingham Railway Museum chronicles the heritage and operation of railroads in Whatcom and Skagit counties. Mindport Exhibits is a collection of interactive and fine arts exhibits designed to encourage exploration, discovery, and thought. Nearby, the Lynden Pioneer Museum focuses on the heritage of Whatcom County prior to World War II with exhibits covering Front Street, agriculture, rural Victorian lifestyles, transportation, natural resources, veterans, and the military.

The International Peace Arch, located about 20 miles north of Bellingham, is one of the world's few landmarks to be listed on the national historic registries of two countries. The 67-foot-tall arch has one foot in Canada and the other in the United States, and represents the longest undefended boundary—3,000 miles—in the world. It commemorates the signing of the Treaty of the Ghent, which ended the war between Britain and the United States. A number of celebrations take place there each year. From May to September is a sculpture exhibition of both Canadian and American artists that includes festivities each weekend. The Peace Arch Celebration, also known as Hands Across the Border, is held in June. September brings the annual Peace Arch Dedication Days, or ''Sam Hill Days,'' that reenact the anniversary of the arch.

Arts and Culture

The Mt. Baker Theatre has been offering theatrical entertainment since 1927. The Moorish-Spanish style former vaudeville movie palace, which is on the National Historic Register, seats 1,500 people. The theater boasts a 100-foot

The Whatcom Museum of History and Art presents both contemporary and local historical exhibits.

Moorish tower, open-beamed lobby, 80-foot interior dome, an original 215-pipe organ, state-of-the-art staging capabilities, and, some speculate, a resident ghost. The theater hosts more than 100 live events annually, including touring Broadway shows. The Studio Theatre, a 2004 addition to the Mt. Baker Theatre, stages performances in an intimate setting. Mt. Baker Theatre is also the site for performances by the Whatcom Symphony Orchestra, Mt. Baker Youth Symphony, and Mt. Baker Organ Society.

The oldest community theater company in the Northwest, the Bellingham Theatre Guild, presents a year-round venue of comedies, dramas, and musicals. Western Washington University offers a wide range of performances including their summer stock season, a theatre arts series of dramas and comedies, and a performing arts series featuring world-renowned musicians and dance companies. Cutting-edge and classic jazz are the focus of the Pacific Northwest Jazz Alliance, which performs at various spots around the city.

Arts and Culture Information: Bellingham/Whatcom County Convention & Visitors Bureau, 904 Potter St., Bellingham, WA 98229; telephone (360)671-3990; fax (360)647-7873; email tourism@bellingham.org

Festivals and Holidays

The highlight of Memorial Day weekend is Bellingham's annual Sea to Ski Race, an athletic contest dating from the 1800s that is accompanied by parades, carnivals, art and garden shows, house tours, and street fairs. The Bellingham Scottish Highland Games take place in early June. Later that month in nearby Fairhaven is the annual Bowler Hat Bocce Ball Tournament, in which teams are encouraged to dress in 1890s period attire. Aerial acrobatics and fireworks turn the eyes toward the skies above the Port of Bellingham in June for AIRFEST. The Fourth of July is celebrated with the Viewing of the Blast Over Bellingham Bay. Later that month brings the Raspberry Festival at the Bellingham Farmers Market, and cowboys turn out for the International Bull-A-Rama. The Mount Baker Blues Festival in July has been voted the Best Blues Event in the state. The Bellingham Festival of Music, held for two weeks each August, features classical, chamber, jazz, and world music. Families flock to downtown's Chalk Art Festival later in the month.

For hundreds if not thousands of years, Native Americans in the Pacific Northwest have held ceremonies in honor of the salmon. This tradition is carried on at the Salmon and Corn Festival/Oktoberfest. Also in autumn is the Eldridge Area Historical Home Tour. Mount Baker is the site for the Mount Baker Country Christmas and the Western Washington University Department of Music's *Messiah* production. In December, the Lights of Love is celebrated at Bellingham Public Library.

Sports for the Spectator

The Bellingham Bells, with a season that runs from June through August, is a part of the West Coast Collegiate Baseball League. The Western Washington University Vikings compete in cross country, football, softball, track and field, volleyball, rowing, golf, soccer and men's and women's basketball. Students of Whatcom Community College participate in men's and women's basketball and soccer, and women's volleyball.

Sports for the Participant

In 2001 *Outside* magazine named Bellingham one of its top 10 ''Dream Towns'' for outdoor recreation. The city has an extensive network of hiking and biking trails, swimming pools and beaches, picnic grounds, fishing sites, softball and soccer fields, and beautiful gardens. At 10,788 feet, Mt. Baker is the highest peak in the North Cascade mountain range. It not only offers some spectacular views, it has the longest ski season in the state, with runs that curve below Mt. Shuksan. Bellingham ranked number seven of the ''Best Golf Cities'' by *Golf Digest* in 2002, and with 14 courses, Whatcom County boasts the largest concentration of public golf courses in the Pacific Northwest. Water sports abound, with sailing, kayaking, rafting, and whale watching among the favorites. Charter trips are available to the San Juan Islands or Victoria, B.C.

More than 110,000 athletes from around the world participate in the annual Sea to Ski Race, an 82.5-mile relay for teams of eight. The race begins with cross-country skiing at Mount Baker, followed by downhill skiing, running, road cycling, canoeing, mountain biking, and kayaking to the finish at Bellingham Bay. The Human Race, held each June, is a 5K/10K walk-run event in which participants raise money for their favorite charities. The course of the Baker's Healthy Start Foundation Triathlon, held each August, begins from the banks of Lake Whatcom and ends at Bloedel Donovan Park. September brings the Bellingham Traverse, a team event involving running, mountain and road biking, and canoeing/kayaking around downtown Bellingham, as well as the Discover Bellingham VolksFest, a three-day event comprised of a variety of walks.

Shopping and Dining

Shopping opportunities in Bellingham encompass both large regional malls and charming boutiques. Downtown Bellingham boasts two million square feet of businesses and shops. The Victorian buildings in the city's Fairhaven District hold a variety of specialty shops and eateries. Bellis Fair, the regional shopping mall, has 150 stores and more than 900,000 square feet of retail space, and is anchored by four major department stores. Outlet centers just a few miles from the town center draw bargain hunters. The Sunset

Square Shopping Center houses more than 40 stores and restaurants, as well as a movie theater.

Beer-lovers enjoy the fare at the Boundary Bay Brewery Company, where hand-crafted ales and lagers are served in a historic warehouse, and at the Orchard Street Brewery, which serves gourmet cuisine with its homemade brew. Local eateries range from casual cafes and burger joints to restaurants offering Italian, Mexican, and Chinese cuisine, to an upscale steak house with scenic views. The Silver Reef Casino, located in Ferndale, offers food and drink, live entertainment, and gaming, as does the Skagit Valley Casino Resort.

Visitor Information: Bellingham/Whatcom County Convention & Visitors Bureau, 904 Potter St., Bellingham, WA 98229; telephone (360)671-3990; fax (360)647-7873; email tourism@bellingham.org

Convention Facilities

Northwest Washington Fairgrounds, located in nearby Lynden, offers more than 70,000 square feet of meeting space in eight rooms, the largest of which can seat 5,000 people. Within the city of Bellingham, the Mt. Baker Theatre offers three meetings rooms that can accommodate 120-1,500 people. The Bellingham unit of the Boys & Girls Clubs of Whatcom County provides more than 13,000 square feet of meeting space, and Western Washington University offers 24 separate rooms that can each seat up to 750 attendees.

A number of area facilities provide both meeting space and lodging. Semiahmoo Resort offers 7,200 square feet in the largest of its 17 meeting rooms. The Best Western Lakeway Inn & Conference Center has 12 meeting rooms that can seat from 504 to 700 people. The Homestead Farms Golf Resort & Convention Center, located 20 miles north of Bellingham in Lynden, has 6 meeting rooms, the largest of which is 2,400 square feet in size.

Convention Information: Bellingham/Whatcom County Convention & Visitors Bureau, 904 Potter St., Bellingham, WA 98229; telephone (360)671-3990; fax (360)647-7873; email tourism@bellingham.org

Transportation

Approaching the City

Bellingham is located along western America's Interstate-5 corridor, nearly equidistant from Seattle and Vancouver, British Columbia. State Routes 11, 539, 542, and 544 form a highway grid that covers most of the interior of western Whatcom County, linking with I-5 near Bellingham. Bellingham International Airport provides service to more than 250,000 passengers annually. Horizon Airlines flies passengers to the Seattle-Tacoma International Airport, Allegiant Air provides direct service four times each week to Las Vegas, NV, and San Juan Airlines runs daily to Friday Harbor and San Juan Island. The Airporter Shuttle delivers passengers to local points. At the Port of Bellingham, the Bellingham Cruise Terminal and Fairhaven Station launch cruises by ferry to Alaska, the San Juan Islands, and Victoria, British Columbia. Amtrak provides passenger rail service to Seattle and Vancouver, B.C., and Canadian Pacific and Canadian Rail travel east through Canada. Regional bus service is offered by Greyhound Bus Lines.

Traveling in the City

Interstate 5 runs north and south through the center of Bellingham. State Highway 11 runs north and south down the coast of Bellingham Bay at the south end of town. The Whatcom Transportation Authority provides local bus service around Bellingham and to Blaine, Ferndale, and Lynden.

Communications

Newspapers and Magazines

Bellingham's daily paper is *The Bellingham Herald,* which appears every morning. *The Western Front* is published twice-weekly from fall to spring by students of Western Washington University. The *Bellingham Business Journal* and the *Northwest Business Monthly* focus on local business news and features each month.

Television and Radio

One independent television station broadcasts out of Bellingham, which has two cable TV stations. Bellingham has two AM and four FM radio stations, covering classical music, jazz, rock, news, talk, and public radio.

Media Information: *The Bellingham Herald,* 1155 N. State St., Bellingham, WA 98225; telephone (360)676-2600

Bellingham Online

The Bellingham Herald. Available www.bellinghamherald.com

Bellingham Public Library. Available www.bellingham publiclibrary.org

Bellingham Public Schools. Available www.bham.wednet .edu

Bellingham/Whatcom Chamber of Commerce and Industry. Available www.bellingham.com

Bellingham/Whatcom County Convention & Visitors Bureau. Available www.bellingham.org

Bellingham Whatcom Economic Development Council. Available www.www.bwedc.org

City of Bellingham home page. Available www.cob.org

Greater Whatcom Partnership for a Sustainable Economy. Available www.whatcompartnership.org

Selected Bibliography

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Gilliland, Miki, *Entering Bellingham* (Bellingham: Bayside Press, 1989)

Manning, Harvey, *Walking the Beach to Bellingham* (Corvallis, OR: Oregon State University Press, Reprint Edition, 2002)

Roth, Lottie Roeder, *The History of Whatcom County* (Seattle: Pioneer Historical Publishing Co., 1926)

Olympia

The City in Brief

Founded: 1846 (incorporated, 1859)
Head Officials: Mayor Mark Foutch (NP) (since 2004); City Manager Steve Hall (since 2003)

City Population
1980: 27,447
1990: 33,729
2000: 42,514
2003 estimate: 43,963
Percent change, 1990–2000: 26.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported (State rank: 17th)

Metropolitan Statistical Area Population
1980: 124,264
1990: 161,238
2000: 207,355
Percent change, 1990–2000: 28.6%
U.S. rank in 1990: 12th (CMSA)
U.S. rank in 2000: 13th (CMSA)

Area: 18.52 square miles (2000)
Elevation: 221 feet above sea level
Average Annual Temperature: 49.9° F
Average Annual Precipitation: 50.59 inches

Major Economic Sectors: Government, services, trade
Unemployment Rate: 5.7% (January 2005)
Per Capita Income: $22,590 (1999)

2002 FBI Crime Index Total: 2,791

Major Colleges and Universities: The Evergreen State College, South Puget Sound Community College, Saint Martin's University

Daily Newspaper: *The Olympian*

N
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MILES 0.25 0.5
Olympia
WA
ID
MT
OR
WY
CA
NV
UT
CO
Percival Landing
Thurston
Olympia
State
4th
5th
Capitol Lake Park
Washington Center
Legion Way
7th
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27th
Olympia City Hall
Yashiro Japanese Garden
Union
Henry
Maple Park
State Capitol
Executive Mansion
State Capitol Museum
Capitol Lake
14th Av Ramp
Wheeler
Henderson Blvd
Capitol Blvd
O Farrell
East Bay
Moxlie Creek
Columbia
Capitol Way
Washington
Franklin
Adams
Jefferson
Water
Sylvester
Simmons
Amanda Smith
Talcott
Cherry
Chestnut
Plum
Pear
Quince
Eastside
Boundary
Central
Lybarger
McCormick
Fir
Angle
Orange
Sanford
Old Oregon Trl
Hillside
Rowen
Otis
Buker
Galloway
5

Introduction

Olympia, Washington's capital, is a city rich in history and natural beauty. Known for its spectacular view of the Olympic Mountains, the city serves as the gateway to Olympic National Park and headquarters for the Olympic National Forest. Local residents enjoy quiet neighborhoods with lovely tree-lined streets, an abundance of parks, good schools, and a high overall quality of life.

Geography and Climate

Olympia sits on a low flat at the southern end of Puget Sound on the shores of Budd Inlet's two bays, between Seattle and the Olympic Mountains to the north, Mt. Rainier to the northeast, and Mt. Saint Helens to the south. The city is further divided by Capitol Lake.

The city and the surrounding area experience fair-weather summers and the grey, wet overcast winters of the Pacific Northwest. Tempered by the Japanese trade current, the mild northwest climate favors lushly forested landscapes replete with ferns and mosses. Rainfall tends to be spread out over a large number of days. With about 52 clear days out of every 365, Thurston County residents live under some form of cloud cover 86 percent of the year, with more than a trace of rain falling on almost half of the days of the year.

Area: 18.52 square miles (2000)

Elevation: 221 feet above sea level

Average Temperatures: January, 37.9° F; July, 63.2° F; annual average, 49.9° F

Average Annual Precipitation: 50.59 inches

History

Territorial Days

Before British Captain George Vancouver sailed into Puget Sound Bay in 1791 and made the first known European contact with the native tribes, the Nisqually, Duwamish, Suquamish, and Puyallup Indians hunted, gathered, and fished in the region where Olympia now stands. The United States and Great Britain jointly controlled the region until the boundary between U.S. territory and Canada was established in 1846. The Pacific Northwest Region was then called Oregon Territory.

White settlement of what later became Olympia began in 1846 with a joint claim filed under a homestead law by partners Edmund Sylvester, a Maine fisherman, and Levi Lathrop Smith, an easterner who wanted to be a minister but was prevented by epilepsy from pursuing that career. Smith called his portion of the claim Smithfield. For two years, Smith and Sylvester were the only white residents in Smithfield (then Oregon Territory); the area was covered with virgin forest. When Smith drowned in Puget Sound in 1848, Sylvester took over his partner's claim. By the end of 1848, a trail had been cleared between Smithfield and New Market to the south (now Tumwater), and four families, about fifteen single men, and Father Pascal Ricard and his small band of Oblate missionaries had settled in Smithfield. In 1850 a city was laid out and Smithfield was renamed Olympia after the Olympic Mountains that can be seen in the distance. In 1853 Washington Territory became separate from Oregon Territory. Olympia (population 150), the largest settlement in Washington Territory, was named its capital and Isaac Stevens arrived to serve as Washington's first territorial governor.

Governor Stevens predicted a golden future for Washington Territory. He moved quickly to open up the area to white settlement, promising to survey a route for a transcontinental railway and to convince the natives to cede their land and move to reservations. By 1854 most of the tribes had done so, but intermittent outbreaks of hostility throughout the 1850s deterred extensive settlement. Delays in constructing a transcontinental railroad and the 1849 discovery of gold in California drew prospective settlers from the Northwest. The outbreak of the Civil War in 1861 nearly halted the westward migration of settlers.

City's Desire for Prominence Thwarted

Blessed with abundant natural resources, Olympia remained small but prospered. The year 1852 marked many firsts for the town. Coal was discovered, saw mills were built, a fledgling trade industry was started with California, road and school districts were established, and Washington's first newspaper, the weekly *Columbian,* published its first issue. In 1853 a Methodist minister took up residence and began to build a church, classes began at the Olympia Public School, and the city's first theatrical performance was held. Olympia's population grew from fewer than 1,000 people in 1860 to 1,203 residents in 1870. By 1872 Olympia seemed on its way to becoming Washington's great city; that year, however, a severe earthquake shook Olympia, as did the decision by the Northern Pacific railroad not to end the line at Olympia. Instead, the railway went to Tacoma, taking with it much of Olympia's trade and industry.

Meanwhile, people began moving to Seattle instead of Olympia. Still, with its strategic location near virgin forest land and the waterfalls at Tumwater, Olympia flourished as a saw mill town. Furniture, shingles, timber, pilings, and coal were loaded aboard ships bound from Olympia Harbor to California. Olympia served as a social center for isolated settlers throughout Washington, who traveled by steamboat to attend picnics and fairs there. By 1890 Olympia's population stood at 4,698 inhabitants. A year earlier, in 1889, Washington had become a state; Olympia fought bids by several other cities for the right to remain state capital and won in a statewide vote. At the time, state government was housed in a single frame building.

The decade of the 1890s was marked by progress and disappointments. The Olympia Brewing Company, which would become one of Olympia's greatest claims to fame, was founded in 1896 in Tumwater. Telephone lines and electric light poles were erected, dredging began for a modern port, a street railway system was built, and the elegant Olympia Hotel was completed (but destroyed by fire in 1904); however, an economic depression left citizens complaining that their diet consisted of nothing but clams, and Olympia's population fell to 3,863 residents by 1900. By this time, Seattle and Tacoma had surpassed Olympia as the big cities of the Puget Sound area.

Twentieth-Century Advances

In 1901 the state bought Olympia's Thurston County Court House to serve as the Capitol building, but Olympians could not rest easy with their title of state capital until the present Capitol complex was finally completed in 1935 after delays due to the 1890 and 1930 depressions.

Olympia had escaped the worst of the Indian wars of the 1850s, and in the twentieth century managed to escape the labor troubles and various upheavals that beset other Washington cities. The city benefited when World War I brought a huge demand for Olympic peninsula spruce to make airplanes. Waterborne trade lost by 1920 to other Puget Sound ports picked up after a 1925 revitalization of the Port of Olympia, and ships once again began loading lumber bound for the Orient.

Olympia suffered a severe earthquake in 1949. A year later the city celebrated its centennial, 100 years from the date Olympia was laid out. By then Olympia ranked twelfth among Washington's cities in population and boasted one high school, one radio station, a ''video'' station, and two newspapers. With a population in 1953 of 16,800 people, Olympia was a typical small town where the sidewalks were ''rolled up'' each evening. One by one, state government offices were moving from Olympia to Seattle, and the city feared it would lose its capital status. Finally, four local businessmen filed a lawsuit against the state to stop the exodus; the eighteen state agencies were ordered back to Olympia in a decision that opined: ''it was not the intention of the framers of the constitution that the state capital should be composed of empty buildings to collect cobwebs and stand in disuse.''

Then began a flurry of construction of government buildings on what had once been residential streets. Despite decades of effort, Olympia was less successful in luring industry, thus managing to escape the attendant smog and pollution. In the 1960s and 1970s Olympia lost many of its downtown retail businesses to shopping malls in the then-rural towns of Lacey and Tumwater.

Efforts to preserve the downtown emphasized people-friendly projects while discouraging skyscrapers. Olympia served as a west coast port of entry and exit from which agricultural products and oysters were shipped. However, government had become the leading source of local employment and has a strong influence on most aspects of life in the city.

Challenges in the New Century

The turn of the century brought several challenges to Olympia. Some, like a national recession and the terrorist attacks of 2001, affected the entire United States and beyond. Others were more specific to the region. On February 28, 2001, the 6.8-magnitude Nisqually Earthquake occurred, with an epicenter only 10 miles from Olympia. A gradual yet significant loss of manufacturing jobs spurred the goal of diversification, particularly into technology—a segment in which Olympia was lagging behind the state's other regions. The question of the new resident of Olympia's Executive Mansion hung in the balance for two months. The gubernatorial race between Democrat Christine O. Gregoire and Republican Dino Rossi was finally settled, after several recounts, in Gregoire's favor in January 2005.

Historical Information: Washington State Capital Museum, 211 W. 21st Ave., Olympia, WA 98501; telephone (360)753-2580

Population Profile

Metropolitan Area Residents (PMSA)

1980: 124,264
1990: 161,238
2000: 207,355
Percent change, 1990–2000: 28.6%
U.S. rank in 1990: 12th (CMSA)
U.S. rank in 2000: 13th (CMSA)

City Residents

1980: 27,447
1990: 33,729
2000: 42,514
2003 estimate: 43,963
Percent change, 1990–2000: 26.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported (State rank: 17th)

Density: 2,544.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 36,246
Black or African American: 805
American Indian and Alaska Native: 553
Asian: 2,473
Native Hawaiian and Pacific Islander: 125
Hispanic or Latino (may be of any race): 1,863
Other: 713

Percent of residents born in state: 45.3% (2000)

Age characteristics (2000)
Population under 5 years old: 2,307
Population 5 to 9 years old: 2,449
Population 10 to 14 years old: 2,664
Population 15 to 19 years old: 2,859
Population 20 to 24 years old: 3,914
Population 25 to 34 years old: 6,471
Population 35 to 44 years old: 6,436
Population 45 to 54 years old: 6,434
Population 55 to 59 years old: 2,029
Population 60 to 64 years old: 1,279
Population 65 to 74 years old: 2,449
Population 75 to 84 years old: 2,261
Population 85 years and older: 962
Median age: 36 years

Births (2003)
Total number: 959

Deaths (2003)
Total number: 1,281 (of which, 6 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,590
Median household income: $40,846
Total households: 18,673

Number of households with income of . . .
less than $10,000: 1,923
$10,000 to $14,999: 1,340
$15,000 to $24,999: 2,511
$25,000 to $34,999: 2,519
$35,000 to $49,999: 2,931
$50,000 to $74,999: 3,826
$75,000 to $99,999: 1,835
$100,000 to $149,999: 1,370
$150,000 to $199,999: 226
$200,000 or more: 192

Percent of families below poverty level: 6.9% (of which, 39.4% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,791

Municipal Government

Olympia has a council-manager form of government. Power lies with the council, which sets policy and makes budgetary decisions. Seven elected, non-partisan council members representing the community at-large, not individual districts, serve staggered four-year terms, with Position 1 designated as the Mayor's position. A city manager is hired by the council to advise and administer all city affairs.

Head Officials: Mayor Mark Foutch (NP) (since 2004; current term expires 2008); City Manager Steve Hall (since 2003)

Total Number of City Employees: 530 (2005)

City Information: City of Olympia, 900 Plum St. SE, PO Box 1967, Olympia, WA 98507-1967; telephone (360)753-8447; email cityhall@ci.olympia.wa.us

Economy

Major Industries and Commercial Activity

The city's early development was based on its port facilities and lumber-based industries, and later oyster farming and dairying. Following World War II, Olympia served as a major service center for lumber communities west of Thurston County, while the Port of Olympia remained a major transportation center for shipping logs and finished lumber. But during the mid- twentieth century, the decline of the local timber industry resulted in the loss of many of the local associated milling and secondary operations.

During the 1970s, Olympia expanded as a center of offices and homes for state employees, military personnel, and their respective families. This further diminished Thurston County's already modest farm sector as housing development pushed into the remaining fertile prairies. Dairy and truck (mostly berry) farming continued in the south county, interspersed with small hobby farms.

In the late 1960s and early 1970s, the state legislature approved and financed construction of the Evergreen State College. The four-year public institution became an economic and cultural fixture in Thurston County with faculty, staff, and students contributing to the local housing and retail sectors. On a smaller scale, South Puget Sound Community College and Saint Martin's University in nearby Lacey also drove the housing demand. In the late 1980s the Olympia waterfront and downtown were revitalized, and an effort began to draw new businesses to the area.

Manufacturing continued to be a major economic segment in the early 2000s, though a set-back was experienced with the closure of the Miller Brewing plant in June 2003. Wood and food processing segments were stagnating, while plastics, industrial supplies, and machinery were experiencing growth. Area companies in these growth segments include Dart Containers Inc., Albany International Corp., Big Toys Inc., and Amtech Corp. Overall, though, the number of manufacturing jobs is projected to decrease slightly until the late 2000s, when it is expected to regain the employment level it had in 1990.

Agriculture, another industry traditional to Olympia, also waned, although production is still higher than in nearby counties. In 2002 Thurston County produced crops valued at $49 million, and its livestock, poultry, and related products were valued at $65 million. Although the size of farms continues to decrease, the number of farms actually increased, with 1,155 farms operating in 2002. As with agriculture, the timber industry is dominated by smaller, family-owned operations.

As the capital of the state of Washington, Olympia relies on the state government to be a stabilizing factor for the local economy. According to the Thurston Regional Planning Council, state government was the county's second-largest industry behind services in 2000, employing 22,750 people. In addition to the jobs it supports directly, state government also supports the economy by attracting tourists, as does the region's gambling industry. *The Olympian* reported in 2005 that tourism spending in the area jumped from $153.4 million in 1998 to $209.7 million in 2003. The annual sessions of the state legislature in the winter and spring mark the first tourist season of the year, with summertime recreation and attractions, including tours of state buildings, following.

Compared to other regions in the state, Olympia and Thurston County are home to a relatively small number of technology companies. To attract them, economic development officials promoted the area's telecommunication infrastructure, low property price, and educated workforce. In 2004 Univera Inc., a biotechnology firm, relocated to Thurston County from Colorado. Other recent additions to the area are Reach One, an Internet service provider, and Fast Transact, a processor of credit card transactions.

Items and goods produced: wood products, processed foods, metal and paper containers

Incentive Programs—New and Existing Companies

Local programs—Olympia has no corporate or personal income tax, and no inventory tax. Thurston County offers exemptions on sales and use tax for manufacturing equipment, repair and replacement parts, and labor; for manufacturing machinery and equipment used for research and development; and for warehouse/distribution facilities and equipment. A tax credit of up to $2 million is available for research and development in the high technology industry. Tax exempt revenue bonds for manufacturing, ranging from $1 million to $10 million, are also available.

State programs—The state of Washington offers a number of incentive programs to attract new and expanding businesses to the state. Among them are B & O tax credits; sales/use tax deferrals for technology and manufacturing companies as well as for firms relocating or expanding in distressed areas; and loan programs that apply to rural areas and the redevelopment of brownfields.

Job training programs—South Puget Sound Community College provides specialized job training for public and private employees, contracts with businesses to provide specialized job training, and operates a comprehensive Cooperative Work Experience program. The Washington state Job Skills Training Program offers employers a 50 percent match for training costs. The federal Workforce Investment Act (WIA), formerly Job Training Partnership Act (JTPA), may match up to 50 percent of wages for on-the-job training of dislocated workers.

Development Projects

Faced with a higher cost of living, residents of such large cities as Seattle were migrating to Thurston County by the beginning of the twenty-first century. According to the Thurston Regional Planning Council, 77 percent of the county's increase in population between 1990 and 2000 was attributed to in-migration. This influx, combined with relatively low interest rates, drove development projects. In 2004 the Red Wind Casino completed a $31 million expansion, and the area's other tribal casinos completed similar upgrades. The Westfield Shoppingtown Capital mall expanded and renovated, and was pursuing the construction of a 16-screen movie complex in 2005. Elsewhere in Thurston County, construction of new office buildings for the state government were in progress, including the 160,000-square-foot, $35-million Cherry Street Plaza in Tumwater.

Economic Development Information: Economic Development Council of Thurston County, 665 Woodland Square Loop SE, Ste. 201, Lacey, WA 98503; telephone (360)754-

6320; fax (360)407-3980; email busdev@thurstonedc.com. Thurston Regional Planning Council, 2404 Heritage Ct. SW, Ste. B, Olympia, WA 98502; telephone (360)786-5480; fax (360)754-4413; email info@trpc.org

Commercial Shipping

After years of struggling with an identity as a failing bastion of log exporting, the Port of Olympia reported its first profitable year in nearly a decade with a surplus of $400,000 in 2004. The turnaround was primarily due to diversification into such bulk commodities as metals and limestone, and the controversial move into military shipments to support the war in Iraq. The 60-acre, deepwater port offers three berths, a U.S. Customs bonded warehouse, and a cargo yard for breakbulk, bulk, rolling stock, and containerized cargoes. The Port of Olympia is also the site of Foreign Trade Zone #216, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty.

The Port of Olympia owns and operates Olympia Regional Airport, a general aviation-transport facility for corporate, commercial, and recreational users. The airport is 20 minutes by air to the Seattle-Tacoma International Airport and 50 minutes away from Vancouver, B.C. Nearly 90 miles of active rail lines lie in Thurston County. Burlington Northern Santa Fe, Union Pacific, and the Puget Sound & Pacific Railroad serve the area, with the Tri-City & Olympia Railroad also serving the Port of Olympia.

Labor Force and Employment Outlook

Olympia's workforce surpasses much of the nation in educational attainment. Of adults aged 25 years or older in 2000, 91.6 percent of Olympians had obtained a high school diploma, compared to the national average of 80.4 percent. That discrepancy is even greater in terms of college education, with 40.3 percent of Olympia's residents earning a bachelor's degree or higher, while only 24.4 percent did so across the United States as a whole.

The following is a summary of data regarding the Olympia metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 93,000

Number of workers employed in . . .
construction and mining: 5,100
manufacturing: 3,300
trade, transportation and utilities: 14,600
financial activities: 3,800
professional and business services: 7,100
leisure and hospitality: 7,400
government: 35,600

Average hourly earnings of production workers employed in manufacturing: $18.27 (2004 annual statewide average)

Unemployment rate: 5.7% (January 2005)

Largest Thurston County employers (2004)	*Number of employees*
State of Washington	20,000-25,000
Local Government	10,000-15,000
Providence St. Peter Hospital	1,000-5,000
Tribal Government	1,000-5,000
Federal Government	500-1,000
Group Health Cooperative	500-1,000
Columbia Capital Medical Center	100-500
Wal-Mart Stores Inc.	100-500
St. Martin's University	100-500
Costco Wholesale Corp.	100-500

Cost of Living

Thurston County set a new record for housing prices in January 2005, when the average price for a home was $224,104, up from the previous record of $223,884 that was set in November. These figures demonstrate a rapid increase in housing costs, driven by people migrating from more crowded and costly counties to the north, as well as those taking advantage of low interest rates to purchase larger homes.

The following is a summary of data regarding several key cost of living factors for the Olympia area.

2004 (3rd Quarter) ACCRA Cost of Living Index: 102.2

2004 (3rd Quarter) ACCRA Average House Price: $244,960

State income tax rate: None

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 1.9%

Property tax rate: 13.119 per $1,000 of assessed value (2005)

Economic Information: Thurston County Chamber, 1600 E. 4th Ave., Olympia, WA 98507; telephone (360)357-3362, fax (360)357-3376, email info@thurstonchamber.com

Education and Research

Elementary and Secondary Schools

One of the oldest districts in the state of Washington, the Olympia School District was founded in 1852, nearly 40 years before Washington statehood. The district offers five alternative programs for students in elementary, middle, or high school grades. It also offers an Early Childhood Pro-

gram for children under five years with developmental disabilities and the Program for Academically Talented Students serving students in grades two through five.

Olympia High School, one of the oldest public secondary schools in Washington, was built in 1906. The building was completely renovated in the late 1990s, and rededicated in October 2000. Taxpayers in February 2004 approved additional funds to renovate and update the district's other facilities.

Beginning with the graduating class of 2008, all students enrolled in the Olympia School District must meet new graduation requirements that include 22 credits, completion of the ''High School and Beyond'' plan, a Certificate of Academic Achievement, and a culminating project.

The following is a summary of data regarding the Olympia school district as of the 2003–2004 school year.

Total enrollment: 9,234

Number of facilities
elementary schools: 11
junior high/middle schools: 4
senior high schools: 2
other: 1

Student/teacher ratio: 16:1

Teacher salaries
minimum: Not available
maximum: Not available

Funding per pupil: $7,213 (2002–2003)

Olympia is home to seven private and religious schools.

Public Schools Information: Olympia School District, 1113 Legion Way SE, Olympia, WA 98501; telephone (360)596-6100; fax (360)596-6111

Colleges and Universities

The Evergreen State College, a public liberal arts and sciences institution founded in 1969, enrolled more than 4,400 students in 2004. The Olympia campus accounted for 93 percent of enrollment, with Grays Harbor, Tacoma, and Tribal Reservations sharing the remainder. Emphasizing interdisciplinary studies rather than traditional majors, Evergreen offers a Bachelor's of Arts and a Bachelor's of Science in Liberal Arts, with the opportunity to concentrate in biology, communications, computer science, energy systems, environmental studies, health and human services, humanities, language, management and business, marine studies, mathematics, Native American studies, performing arts, physical science, politics and economics, pre-law, pre-medicine, and visual arts. Master's degree programs are offered in environmental studies, public administration, and teaching.

South Puget Sound Community College is a two-year, public institution that serves all adults regardless of their previous education. Approximately 6,000 students each semester pursue associates degrees in arts, general studies, technical arts, and nursing. The college also offers non-credit community education classes, adult literacy, and high school completion programs.

U.S. News & World Report ranked Saint Martin's University 44th among the best Western universities for Master's programs in its ''America's Best Colleges 2005.'' St. Martin's, located in nearby Lacey, is a four-year, co-educational college with a strong liberal arts foundation that also encompasses business, education, and engineering. Known as Saint Martin's College until changing its name in August 2005, the school offers 22 undergraduate programs, six graduate programs, and numerous pre-professional and certification programs. St. Martin's, one of 18 U.S. Benedictine Catholic colleges, has more than 1,700 full- and part-time students enrolled at its main campus in Olympia and its extension campuses at the Fort Lewis Army Post, McChord Air Force Base, and Olympic College at Bremerton.

Libraries and Research Centers

The Timberland Regional Library system has 27 community libraries, including the Olympia branch, and four cooperative library centers across the counties of Grays Harbor, Lewis, Mason, Pacific, and Thurston. The system encompassed 1.49 million items in 2003, including more than one million books, 152 electronic books, more than 220,000 magazines, 36 online reference databases, and numerous videos, CDs/records/cassettes, audio books, pamphlets, CD-ROMs, and DVDs. The Olympia Timberland Library was founded in 1909 with a collection of 900 books. The McCleary Timberland Library, located in Grays Harbor County, opened in June 2003. That same year the Timberland Regional Library system became the state's first public library system to join with the Library of Congress as a partner in the national Veterans History Project.

Other local libraries include the college libraries at the Evergreen State College, whose special collections include a Rare Books room and the Chicano/Latino Archive, South Puget Sound Community College, Providence St. Peter Hospital, and the Washington State Capital Museum.

The Washington State Library has more than half a million volumes and periodicals, with special collections on Washington newspapers, Washington authors, and Washington state documents. It is a U.S. government and Washington State depository library.

State of Washington governmental libraries include those of the Attorney General's Office, the Department of Information Services, the Department of Natural Resources, the

Office of the Secretary of State, the State Superintendent of Public Instruction, and the Washington State Law Library.

Local research institutes include the Cascadia Research Collective, the Evergreen Freedom Foundation, The Evergreen State College Labor Education and Research Center, the Washington State Institute for Public Policy, and the Washington Department of Fish and Wildlife Fish Program.

Public Library Information: Olympia Timberland Library, 313 8th Ave. SE, Olympia, WA 98501; telephone (360)352-0595. Washington State Library, PO Box 42460, Olympia, WA; telephone (360)753-5590

Health Care

Olympia has two hospitals and functions as the regional medical center for five surrounding counties. The Providence Health System operates the 390-bed Providence St. Peter Hospital and the 191-bed Providence Centralia Hospital, each of which have served the community's health care needs for a century. Providence St. Peter is the largest hospital in the region, offering a full spectrum of acute care, specialty and outpatient services, including cardiac surgery, obstetrics, medical rehabilitation, emergency care, and outpatient surgery. In 2003 Providence St. Peter Hospital opened a $27.5 million emergency center and clinical laboratory.

Capital Medical Center, established in 1985, has 119 beds and 238 physicians. The full-service hospital includes emergency care, private birthing suites, a same-day private-room surgery center, pain management services, a lymphedema program, senior programs, and a sleep disorder center.

Health Care Information: Providence St. Peter Hospital, 413 Lilly Rd NE, Olympia, WA 98506; telephone (360)491-9480; toll-free (800)956-2574. Capital Medical Center, 3900 Capital Mall Dr. SW, Olympia, WA 98502; telephone (360)754-5858; fax (360)956-2574

Recreation

Sightseeing

Located on the Olympic Peninsula, nearby Olympic National Park encompasses the Olympic Mountains and Pacific Ocean beaches. Beautiful Olympic National Forest, which surrounds the park, is the site of three rain forests.

Capitol Lake Park provides a spectacular view of the state capitol buildings, the lake, and surrounding wooded bluffs. The Capitol grounds feature the Executive Mansion, the campus gardens, war memorials, and a conservatory. The Capitol group of buildings, completed in 1935, consists of six white sandstone structures located on a hill in the city's southern section. The marble interior Legislative Building at the center of the cluster has a 287-foot high dome, similar to that of the U.S. Capitol, and one of the highest of its kind in the world.

Heritage Fountain invites children and adults to don a swimsuit and splash among its 47 water spouts. The fountain is part of the Heritage Park, a scenic pedestrian district stretching from the Capitol Grounds to Percival Landing. Percival Landing, on the city's waterfront, has a 1.5 mile boardwalk featuring works of art and interpretive displays outlining the history of the harbor. A walk along the Port Plaza provides mountain views from the working waterfront and a visit to the nationally recognized Batdorf and Bronson Coffee roasters shop.

Yashiro Japanese Garden, a traditional Asian garden designed in the ancient hill and pond style, honors Olympia's sister city of Yashiro, Japan. The walled garden features classic gates built without nails. The City of Yashiro presented two cutstone lanterns and a 13-tier pagoda as gifts to the garden.

Chief William Shelton's Story Pole, located on the Washington State Capital Campus, was dedicated in 1940 to commemorate the relationship between Northwest Native tribal governments and the State of Washington. The American Revolution is remembered in downtown Sylvester Park with a monument to the End of the Oregon Trail, a leg of a pioneer trail that ran to the shores of Puget Sound.

The Nisqually Wildlife Refuge has 3,000 acres of land and waters to provide refuge and nesting places for migratory waterfowl, songbirds, raptors, and wading birds. The Woodard Bay Natural Resource Conservation Area is a wildlife sanctuary for bald eagles, seals, otters, and bats, and is one of the most important heron rookeries in Washington.

Four tribal casinos operate in Thurston County. Located in Olympia, the Red Wind Casino is open daily from 9 a.m. to 5 a.m., and features slot machines, table games, dining, and live entertainment. The area's other casinos are Hawk's Prairie, Little Creek, and Lucky Eagle.

Arts and Culture

Olympia residents enjoy a variety of arts and cultural facilities and events. Each year, the Capitol Campus draws more than half a million visitors who tour the Legislature as well as the stately buildings, grounds, gardens, and artwork. The State Capital Museum, adjacent to the Capitol Campus, houses exhibits that document the story and political and cultural life of the city and state. Built in the 1850s, the

Washington State War Memorial.

Bigelow House Museum, one of the oldest homes in the Pacific Northwest, offers tours of the house's original furnishings. The exhibits at the Hands-On Children's Museum, across from the Capitol Campus, allow children to enjoy a first-hand experience of science and art. At the east side of the Olympia Airport, the Olympic Flight Museum features historic aircraft from around the world.

The Washington Center for the Performing Arts presents a full season of performances by resident and touring groups, offering music, dance, theater, and family entertainment. Groups in residence at the center include Ballet Northwest, Youth Symphonies, the Olympia Symphony Orchestra, and the Washington Shakespeare Festival. The Masterworks Choral Ensemble is a southwest Washington chorus based in Olympia. The Capital Playhouse, a semi-professional theater company, presents five musical performances in its season. The State Theater is the venue for Harlequin Productions, whose eclectic performances include both new works and innovative treatments of classics. The Olympia Film Society shows independent, international, and classic film year-round at the Capital Theater, offers special live performances, and annually produces a nationally recognized film festival.

The city's popular Music in the Park program takes place at noon each Friday from mid-July through August; its sister program, Music in the Dark, offers evening concerts on Wednesdays. The largest Art Walk in the state occurs in Olympia each April and October, with businesses featuring visual arts, performances, and poetry of local artists.

Olympia's downtown art galleries include the Childhood's End Gallery, Cornerstone Pottery, and State of the Arts Gallery. The Evergreen Galleries on that college's campus feature changing exhibits.

Olympia is known as a center for independent rock and punk music produced and performed locally. Cover charges are generally low or non-existent, venues are often no-frills, and shows are frequently all-ages events. Folk, jazz, and bluegrass are traditionally strong draws as well. The Capitol Theater Backstage offers all-ages shows and the Piper's Lady club offers weekly jam sessions; bluegrass, Irish, and open-mike nights are also offered.

Festivals and Holidays

Olympia's first celebration of the year is April's Procession of the Species, a celebration of arts and the natural world that culminates in a procession of residents in masks and costumes. Percival Landing is the site of May's annual Wooden Boat Fair, which features wooden boats, international foods, and craft booths. Also in May is the annual Swantown Boatswap & Chowder Challenge, a day dedicated to boats, marine equipment, and clam chowder. Nearby that same month are the annual Harbor Shorebird Festival at the Grays Harbor National Wildlife Refuge, and the Lacey Grand Prix Electric Car Race & Alternative Fuel Fair.

Summer begins with Duck Dash & Bite of Olympia, a June event featuring entertainment, children's activities, and a rubber duck race. Evergreen State College sponsors Super Saturday, a free festival for all ages, that same month. Also in June is the annual Olympic Air Show, held at the Olympic Flight Museum. July brings the Dixieland Jazz Festival, a four-day event, and Capital Lakefair, one of the largest community festivals in the state. The Thurston County Fair is held over the first weekend of August. For more than 60 years, the Pet Parade has invited the children of the city to parade the downtown streets with their favorite pets or toys, costumes, or creations of their own. Sand in the City, Washington's largest sand sculpting competition, takes place at the Olympia Waterfront Port Plaza each August.

Olympia Harbor Days is held over Labor Day weekend, and features the Tugboat Races & Festival. In September the Percival Play Day features activities and attractions for families. Octoberfest at the Farmers Market highlights the month, which also includes the ArtsWalk and the Children's Halloween Party at Olympia Center. In December, the spotlight is on the Parade of Lighted Boats at the city's waterfront.

Sports for the Spectator

The Geoducks, the sports teams of Evergreen State College, compete in cross country, track and field, volleyball, and men's and women's basketball and soccer. St. Martin's University teams, nicknamed the Saints, participate in baseball and softball, cross country, track and field, volleyball, and men's and women's basketball and golf. Nearby Tacoma is home to the Tacoma Rainiers baseball team, a Triple-A affiliate of the Seattle Mariners.

Sports for the Participant

Olympia's location on the Puget Sound and nearby mountains make outdoor recreation very popular, especially hiking, kayaking, skiing, and sailboating. Thurston County boasts 11 golf courses, including Vicwood, one of Washington's newest championship-rated courses. An abundance of parks and forests nearby and in the city include the very popular Tolmie State Park and Millersylvania State Park. Burfoot Park, which covers 50 acres of property with 1,100 feet of saltwater beach frontage on Budd Inlet, offers nature trails and beach access that feature beautiful views of the State Capitol and the Olympic Mountains.

The Capital City Marathon winds through various parts of town each May. Nearby Rochester is the site for June's Swede Day 5K Fun Run/Walk. The following month the Washington State Senior Games take place throughout Thurston County, with a series of athletic competitions in 20 sports for men and women aged 50 and higher.

Shopping and Dining

The Westfield Shoppingtown Capital mall encompasses more than 100 stores and restaurants, and is anchored by JCPenney, Macy's, and Mervyn's. Olympia's Farmers Market, the second largest in the state, offers the finest in handicrafts, baked goods, and fresh produce. It is located on Budd Inlet, the southernmost reach of the Puget Sound.

Naturally, the star of Olympia's cuisine is the wonderful fish and seafood that have made the area famous. In addition to Northwest fare, diners may choose from ethnic cuisine, oven fired pizza, or family dining spots. The Olympia Brewery, one of the area's most recognizable landmarks, has been producing brew for more than a century. At its site in nearby Tumwater, visitors can enjoy a tour and the hospitality tasting room.

Visitor Information: State Capital Visitor Center, 14th & Capitol Way, Olympia, WA 98504; telephone (360)586-33460; fax (360)586-4636. Olympia-Thurston County Visitor & Convention Bureau, PO Box 7338, Olympia, WA 98507; telephone (360)704-7544; toll-free (877)704-7500; fax (360)704-7533; email info@visitolympia.com

Convention Facilities

Thurston County offers more than 1,650 hotel rooms and over 100,000 square feet of meeting space. The Thurston County Fairgrounds, located in Olympia, features three buildings including the Thurston Expo Center, which was completed in July 2002. The Olympia Center and the Washington Center for the Performing Arts each offer facilities for a variety of meeting and exhibition events. The Washington State Capital Museum houses several venues for conferences, among them the Coach House and the Conference Room. The Norman Worthington Conference Center on the St. Martin's University campus in nearby Lacey has 4,752 square feet of open area that can be partitioned into four smaller rooms of approximately 1,100 square feet each.

Convention Information: Olympia-Thurston County Visitor & Convention Bureau, PO Box 7338, Olympia, WA 98507; telephone (360)704-7544; toll-free (877)704-7500; fax (360)704-7533; email info@visitolympia.com

Transportation

Approaching the City

Olympia can be approached from the east by Interstate 5. In the center of the city, Interstate 5 turns southward. State highway 12 runs westward beginning at the center of the city. State highway 101 runs northward from the west side of Olympia.

Olympia is served by Seattle-Tacoma International Airport. Located 45 miles northwest of downtown Olympia, ''Sea-Tac Airport'' handled nearly 29 million passengers in 2004. The Olympia Regional Airport, situated in Tumwater, is home to aircraft service operations, hangars, corporate offices, and a modern public terminal. The airport provides tower-controlled and full-instrument approach access for a variety of recreational, commercial, and corporate users.

Traveling in the City

Olympia's downtown streets are arranged in a grid to the east of Budd Inlet. Local bus transportation is available on the free Capitol Shuttle. The Intercity Transit has routes to nearby cities. Amtrak provides rail transportation, and bus service is provided by Greyhound.

Communications

Newspapers and Magazines

The Olympian is the city's daily newspaper. Three monthly newspapers published locally are *The Thurston-Mason Senior News, Washington State Grange News,* an agricultural paper, and *Works in Progress,* a community newspaper.

Television and Radio

Olympia has one cable television station, as well as two FM and one AM radio station with nostalgia, country music, classical, soft rock, and eclectic programming.

Media Information: *The Olympian,* 111 Bethel St. NE, PO Box 407, Olympia, WA; 98507; telephone (360)754-5400; fax (360)754-5408; email service@theolympian.com

Olympia Online

City of Olympia. Available www.ci.olympia.wa.us

Economic Development Council of Thurston County. Available www.thurstonedc.com

Olympia School District. Available kids.osd.wednet.edu

Olympia-Thurston County Visitor & Convention Bureau. Available www.visitolympia.com

The Olympian. Available www.theolympian.com

Thurston County Chamber. Available www.thurstonchamber.com

Thurston Regional Planning Council. Available www.trpc.org

Timberland Regional Library. Available www.timberland.lib.wa.us

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Christie, Rebecca A., *Workingman's Hill: A History of an Olympia Neighborhood* (Olympia, WA: Bigelow House Preservation Association, 2001)

Newell, Gordon, *So Fair a Dwelling Place: A History of Olympia and Thurston County, Washington* (Olympia, WA: Gordon Newell and F. George Warren, 1984)

Seattle

The City in Brief

Founded: 1851 (incorporated, 1869)

Head Official: Mayor Greg Nickels (D) (since 2001)

City Population
1980: 493,846
1990: 516,259
2000: 563,374
2003 estimate: 569,101
Percent change, 1990–2000: 9.1%
U.S. rank in 1980: 23rd
U.S. rank in 1990: 21st
U.S. rank in 2000: 30th

Metropolitan Area Population (PMSA)
1980: 1,607,000
1990: 2,033,128
2000: 2,414,616
Percent change, 1990–2000: 23%
U.S. rank in 1980: 18th (CMSA)
U.S. rank in 1990: 14th (CMSA)
U.S. rank in 2000: 13th (CMSA)

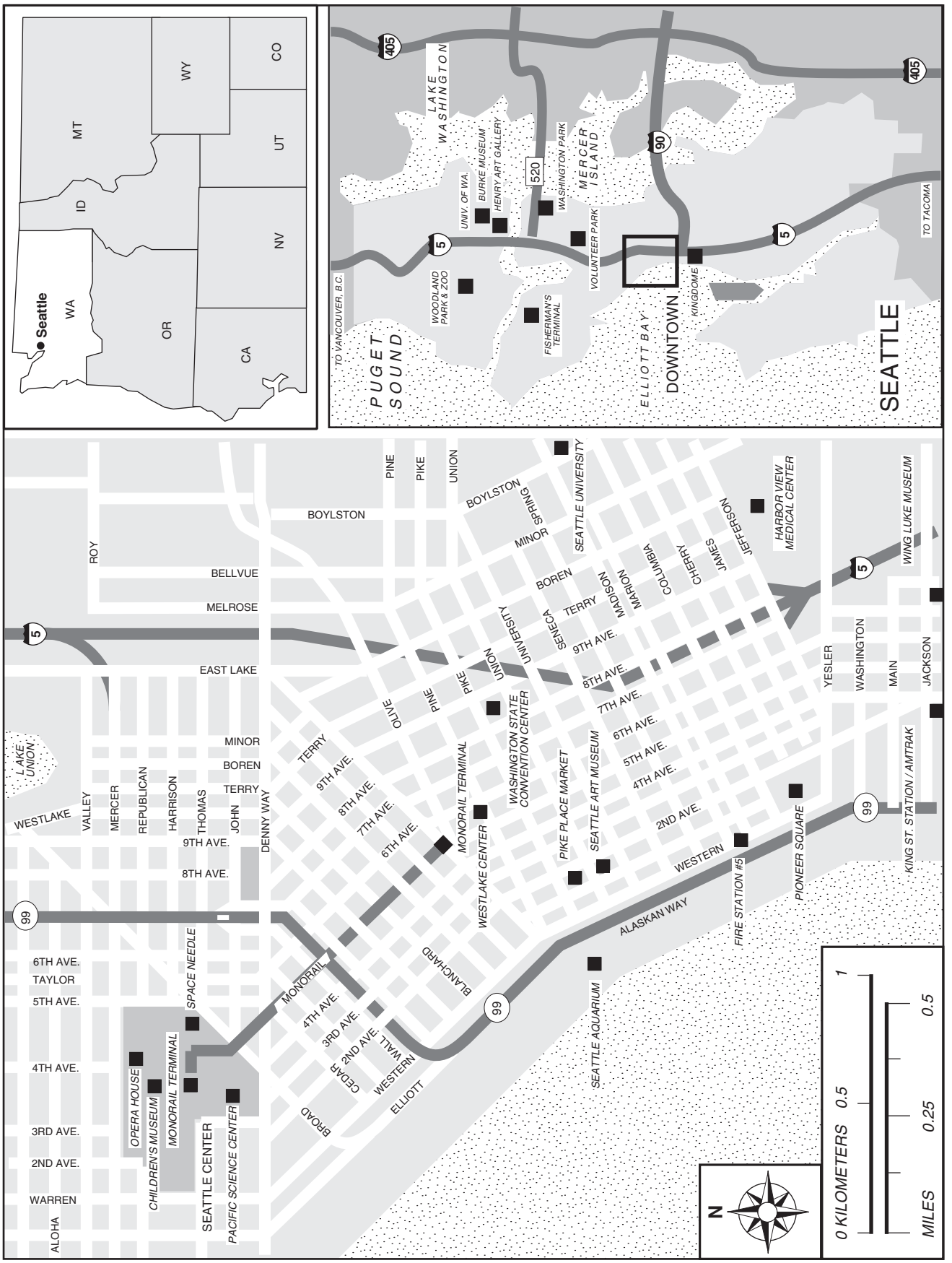
Area: 83.9 square miles (2000)
Elevation: Ranges from sea level to 450 feet above sea level
Average Annual Temperature: 52.4° F
Average Annual Precipitation: 36.6 inches

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 4.7% (January 2005)
Per Capita Income: $30,306 (1999)

2002 FBI Crime Index Total: 46,432

Major Colleges and Universities: University of Washington, Seattle Pacific University, Seattle University

Daily Newspapers: *The Seattle Times; Seattle Post-Intelligencer*


Seattle
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SEATTLE
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ELLIOTT BAY
PUGET SOUND
LAKE WASHINGTON
MERCER ISLAND
TO VANCOUVER, B.C.
TO TACOMA
UNIV. OF WA
BURKE MUSEUM
HENRY ART GALLERY
WASHINGTON PARK
VOLUNTEER PARK
WOODLAND PARK & ZOO
FISHERMAN'S TERMINAL
KINGDOME
SEATTLE UNIVERSITY
HARBOR VIEW MEDICAL CENTER
WING LUKE MUSEUM
KING ST. STATION / AMTRAK
PIONEER SQUARE
FIRE STATION #5
SEATTLE AQUARIUM
SEATTLE ART MUSEUM
PIKE PLACE MARKET
WASHINGTON STATE CONVENTION CENTER
WESTLAKE CENTER
MONORAIL TERMINAL
SEATTLE CENTER
SPACE NEEDLE
OPERA HOUSE
CHILDREN'S MUSEUM
PACIFIC SCIENCE CENTER
LAKE UNION
ALASKAN WAY
MONORAIL
BLANCHARD
ELLIOTT
WESTERN
BROAD
CEDAR
WALL
BOYLSTON
PINE
PIKE
UNION
SPRING
MINOR
BOREN
TERRY
SENECA
UNIVERSITY
MADISON
MARION
COLUMBIA
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Introduction

Little more than a century ago, Seattle—nicknamed ''The Emerald City''—was a pioneer outpost and a quiet lumbering town. Transformed by the Yukon gold rush into a thriving metropolis, Seattle has become the transportation, manufacturing, commercial, and services hub for the Pacific Northwest as well as the largest urban area north of San Francisco, California. The city's arts community has gained an international reputation, annually drawing audiences from throughout the United States and abroad. Nestled between two magnificent mountain ranges, with a breathtaking view of a lake and bay, Seattle enjoys a climate one observer has likened to ''an airborne ocean bath.''

Geography and Climate

Seattle is situated on a series of hills in a lowland area on Puget Sound's eastern shore between the Olympic Mountains to the west and the Cascade Mountains to the east. Westerly air currents from the ocean and the shielding effects of the Cascade range produce a mild and moderately moist climate, with warm winters and cool summers. Extremes in temperature are rare and of short duration, and the daily fluctuation is slight. While Seattle is known for its pronounced rainy season and frequent cloudy weather, the average annual rainfall is actually less than that of many other cities in the United States, including New York and Atlanta.

Area: 83.9 square miles (2000)

Elevation: Sea level to 450 feet above sea level

Average Temperatures: January, 40.8° F; August, 66.1° F; annual average, 52.4° F

Average Annual Precipitation: 36.6 inches

History

Illinois Farmers Build Sawmills in Seattle

The original inhabitants of the region surrounding the site of present-day Seattle were the Suquamish tribe. Their chief, Sealth, befriended a group of Illinois farmers who settled in the area in 1851. These settlers, the first people of European descent to arrive north of the Columbia River, had established a town at Alki Point on Elliott Bay then moved to the location of present-day Pioneer Square. They named their new town Seattle in gratitude to Chief Sealth.

Finding an abundant lumber resource in the rich forests, the settlers set up sawmills for the preparation of logs for export to San Francisco, where the 1849 gold rush had generated a building boom. By 1853 the lumber industry was thriving in the area, and for several years it provided the sole economic base of Seattle, which was incorporated in 1869.

City Rebuilds After Fire; Becomes Commercial Center

In 1889 a great fire, ignited by a flaming glue pot in a print shop, destroyed the entire business district, consuming sixty blocks. Damaged wood-frame buildings were replaced by masonry structures on a higher elevation than the original storefronts, resulting in the creation of an underground city that is a popular tourist attraction in modern Seattle. The city recovered fairly quickly from the setback caused by the fire.

During the last decade of the nineteenth century Seattle became a rail and maritime commercial center when the Great Northern Railroad reached town and the city was selected by a major shipping line as the port of entry for trade with the Orient. The Alaska gold rush brought further growth and development, and Seattle, dubbed the ''gateway to the Klondike,'' increased in population from 56,842 people in 1897 to 80,600 people in 1900. Prosperity continued and within the next decade the population grew to 240,000 residents.

Rise of Aerospace Industry; World's Fair Brings Tourists

Seattle's aerospace industry began when a small local firm that became the Boeing Company—now the world's foremost manufacturer of jet aircraft and spacecraft—started making two-seater biplanes in 1916. The shipping and aircraft industries continued to play an important role in the city's economy during both world wars and into the 1960s.

The Seattle World's Fair in 1962 brought new economic dimensions to the region, establishing Seattle as a tourist and entertainment center. As a result of the reduction of federal support for aerospace projects in the 1970s, the city's reliance on the aircraft industry shifted to development of its position as a transportation hub in the international market. Since 1975 Seattle has undergone renewed economic expansion to become the financial, industrial, and trade center for the Pacific Northwest.

Seattle made international headlines in 1999 when the city played host to the World Trade Organization meeting. Forty thousand demonstrators gathered to protest globalization; city leaders had hoped that the summit would showcase Seattle as a world-class friend to free trade. The event high-

lighted the tension between those who liked the new high-tech, high-wealth Seattle and those who believed that Seattle is losing its small-town charm.

Today, Seattle is a hotbed of activity in the Pacific Northwest. Located just two hours south of Vancouver, Canada, the city of Seattle is an international port that boasts several professional sports teams, hundreds of restaurants, a myriad of cultural venues, and a lifestyle that is unique to the Pacific Northwest.

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,607,000
1990: 2,033,108
2000: 2,414,616
Percent change, 1990–2000: 23%
U.S. rank in 1980: 18th (CMSA)
U.S. rank in 1990: 14th (CMSA)
U.S. rank in 1998: 13th (CMSA)

City Residents
1980: 493,846
1990: 516,259
2000: 563,374
2003 estimate: 569,101
Percent change, 1990–2000: 9.1%
U.S. rank in 1980: 23rd
U.S. rank in 1990: 21st (State rank: 1st)
U.S. rank in 2000: 30th

Density: 6,717.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 394,889
Black or African American: 47,541
American Indian and Alaskan Native: 5,659
Asian: 73,910
Native Hawaiian and Other Pacific Islander: 2,804
Hispanic or Latino (may be of any race): 29,719
Other: 13,423

Percent of residents born in state: 38.8% (2000)

Age characteristics (2000)
Population under 5 years old: 26,215
Population 5 to 9 years old: 24,459
Population 10 to 14 years old: 23,425
Population 15 to 19 years old: 29,648
Population 20 to 24 years old: 51,014
Population 25 to 34 years old: 122,282
Population 35 to 44 years old: 95,077
Population 45 to 54 years old: 81,453
Population 55 to 59 years old: 24,839
Population 60 to 64 years old: 17,164
Population 65 to 74 years old: 29,463
Population 75 to 84 years old: 27,273
Population 85 years and over: 11,071
Median age: 35.4 years

Births (2003)
Total number: 7,245

Deaths (2003)
Total number: 4,592

Money income (1999)
Per capita income: $30,306
Median household income: $45,736
Total households: 258,635

Number of households with income of . . .
less than $10,000: 5,192
$10,000 to $14,999: 3,524
$15,000 to $24,999: 8,594
$25,000 to $34,999: 10,558
$35,000 to $49,999: 16,344
$50,000 to $74,999: 25,631
$75,000 to $99,999: 17,952
$100,000 to $149,999: 15,790
$150,000 to $199,999: 5,444
$200,000 or more: 6,469

Percent of families below poverty level: 6.9% (37.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 46,432

Municipal Government

Seattle operates under a mayor-council form of government. The mayor is elected to a four-year term; the nine council members, elected at large, serve staggered four-year terms. Seattle is the seat of King County.

Head Official: Mayor Greg Nickels (D) (since 2001; current term expires December 31, 2005)

Total Number of City Employees: 3,220 (2003)

City Information: City Hall, 600 4th Avenue Floor 1, PO Box 94726, Seattle, WA 98124; telephone (206)684-2489

Economy

Major Industries and Commercial Activity

While Seattle has in the past been largely dependent on the aerospace industry (it is the headquarters of the Boeing Company, the world's largest aerospace firm), the city's diverse economy is also based on the manufacture of transportation equipment and forest products as well as food processing and advanced technology in computer software, biotechnology, electronics, medical equipment, and environmental engineering. In 2003 Corbis, one of the world's leading providers of digital images, moved its headquarters to downtown Seattle. Nonmanufacturing activities, however, comprise more than 85 percent of the Seattle economy; international trade, for instance, is a leading industry, accounting for a large portion of jobs statewide.

The Port of Seattle, the second largest handler of container cargo in the country, provides a direct connection to the Orient and serves as a major link in trade with markets in Alaska, on the Gulf of Mexico, and on the Atlantic Coast. With its multifaceted transportation network of freeways, railroads, an airport, a ferry system, and port facilities, Seattle is the principal trade, distribution, financial, and services center for the Northwest. Tourism continues to be a vital part of the city's economy.

Items and goods produced: food products, textiles, aluminum, iron and steel products, lumber, flour, clothing, airplanes, canned fish and fruit

Incentive Programs—New and Existing Companies

Among the incentives available to businesses in Seattle/King County are customized employee training, low interest loans, and tax deferrals. In addition to federal government assistance, state and local governments in the area have offered a package of incentives to meet the unique needs of business and industry.

Development Projects

With Seattle mired in a recession in the aftermath of the September 11, 2001, terrorist attacks on the United States, Mayor Greg Nickels created the Economic Opportunity Task Force to revitalize distressed neighborhood business districts and work on policies that benefit the University of Washington. Also at the top of the mayor's economic development agenda were transportation issues, including replacement of the Alaskan Way Viaduct, the expansion of the Seattle monorail, and the improvement of Sound Transit's light rail line.

Perhaps one of the area's most ambitious projects, the replacement of the Alaskan Way Viaduct with a tunnel, has been announced. Because the adjacent seawall is deteriorating and the viaduct itself was severely damaged in the 2001 Nisqually earthquake, both structures need to be rebuilt in order to remove a threat to public safety and the economy. The viaduct is one of the state's most important transportation corridors, carrying 110,000 vehicles a day. Since 2001, millions of dollars have been spent to secure it. The next steps for the project will be to complete a Final Environmental Impact Statement in 2006 and pursue funding for the project. Construction to replace the viaduct and seawall will begin in 2009, pending available funding.

Numerous apartment, condominium, hotels, retail, and other spaces are under construction or renovation in the downtown area. The new 362,987-square-foot Downtown Central Library opened in May 2004. The first phase of construction to transform eight acres of waterfront property adjoining Myrtle Edwards Park into an open space began in June 2004. The park will have a two-story pavilion, parking for 54 vehicles, and pedestrian walkways as well as a pedestrian overpass.

In addition to a massive, $300 million expansion of Terminal 18, the Port of Seattle has been carrying out other projects as a part of the Seattle Seaport Terminal Project. The plan consists of numerous smaller projects that are expected to improve the port's terminals for businesses, tourists, and passengers. In past decades, the Port has invested $2.1 billion in facilities improvements and plans to invest an additional $2.9 billion over the next decade. Dredging the east waterway of the Duwamish River is expected to cost $7.5 million and will help make several more of the Port's container berths deep enough to accommodate the next generation of container ships. This will also create jobs both on the waterfront and throughout the region. The first phase of a $12.7 million cruise terminal began in 2000; Norwegian Cruise Line and Royal Caribbean International will use the port for new cruise services.

Economic Development Information: City of Seattle Office of Economic Development, telephone (206)684-8090; fax (206)684-0379. State of Washington, Department of Community, Trade and Economic Development, telephone (206)464-6282. Trade Development Alliance of Greater Seattle, telephone (206)389-7301

Commercial Shipping

Seattle's economy benefits from Seattle-Tacoma International Airport, which is served by 16 cargo carriers. The city's most important commercial asset is Elliott Bay, one of the finest deep-water ports in the world. The Port of Seattle is the fifth largest container port in the United States and the twentieth largest in the world. It can accommodate ships up to 1,400 feet in length and provides generous warehouse space. Two transcontinental railroads and more than 170 motor freight carriers transport goods to and from Seattle.

Labor Force and Employment Outlook

Seattle offers an educated, skilled, productive, and stable work force, who are attracted to the area by the quality of life. Although experts proclaim that the post-September 11, 2001, recession has ended, it will not be until beyond 2005 that the area will surpass employment levels seen at the peak of the economic boom in December 2000.

In spite of recent setbacks, local analysts expect continued growth in the Seattle area, especially in manufacturing industries (mainly aircraft and biotechnology) and services.

The following is a summary of data regarding the Seattle-Bellevue-Everett metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 1,335,500

Number of workers employed in . . .
natural resources and mining: 1,300
construction: 76,400
manufacturing: 145,300
trade, transportation, and utilities: 260,100
information: 72,200
financial activities: 89,700
professional and business services: 181,800
educational and health services: 138,700
leisure and hospitality: 122,600
other services: 49,100
government: 198,400

Average hourly earnings of production workers employed in manufacturing: $18.27 (2004 annual statewide average)

Unemployment rate: 4.7% (January 2005)

Largest county employers	*Number of employees*
The Boeing Company	64,000
Port of Seattle	11,225
Alaska Air Group Inc.	11,150
Microsoft Corporation	11,000
University of Washington	10,000

Cost of Living

The cost of living in Seattle is not inexpensive, given the relatively high price of housing. The average monthly rental cost for a two-bedroom, two-bathroom, unfurnished apartment is $913. The estimated purchase price for a new home (three bedrooms and two full baths) with approximately 1,800 square feet of living space in the Seattle area is $313,983.

The following is a summary of data regarding several key cost of living factors for the Seattle area.

2004 (3rd Quarter) ACCRA Average House Price: $354,843

2004 (3rd Quarter) ACCRA Cost of Living Index: 122.7 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.5% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: $10.21-12.18 per $1,000 assessed value (2004)

Economic Information: *The Greater Seattle Datasheet,* City of Seattle, Office of Intergovernmental Relations, telephone (206)684-8055; fax (206)684-8267

Education and Research

Elementary and Secondary Schools

Seattle Public Schools is the largest district in the state. The system is administered by a nonpartisan, seven-member school board that appoints a superintendent.

The following is a summary of data regarding Seattle's public schools as of the 2003–2004 school year.

Total enrollment: 46,730

Number of facilities
elementary schools: 61
middle schools: 12
senior high schools: 10
other: 16 alternative schools

Student/teacher ratio: 24.3:1

Teacher salaries
minimum: $30,826
maximum: $56,217

Funding per pupil: $6,229

More than 300 private and parochial schools, preschools, and special schools also operate in the Seattle metropolitan area.

Public Schools Information: Seattle Public Schools, 815 Fourth Avenue North, PO Box 19116, Seattle, WA 98109; telephone (206)298-7000

Colleges and Universities

The University of Washington (which enrolls nearly 40,000 students), Seattle Pacific University (which enrolls 3,800),

and Seattle University (which enrolls 3,900) are the major four-year accredited institutions of higher learning in Seattle. They offer baccalaureate degrees in a wide range of disciplines and graduate degrees in such fields as education, law, software engineering, and medicine. A number of community colleges, vocational schools, and adult-education centers serve Seattle residents.

Libraries and Research Centers

In addition to its main branch downtown, the Seattle Public Library system operates 23 branches throughout the city. Its collection consists of more than 2.5 million items. Special collections focus on aeronautics, African Americans, and Northwest history. In 1998 Seattle voters approved a $196.4 million bond measure to upgrade the Seattle Public Library system with new facilities, technology, and books. The new, 362,987-square-foot facility, which opened May 2004, includes a 275-seat auditorium and parking for 143 vehicles.

The University of Washington's library, said to be the largest and most comprehensive in the Northwest, holds more than 6 million volumes. Special libraries there are affiliated with universities, government agencies, hospitals, and local corporations, which concentrate on such fields as medicine, business, banking, law, and science.

The University of Washington is the heart of research study in Seattle, including the areas of microcomputer architecture, digital systems theory, speech and image processing, artificial intelligence, and metallurgical and ceramic engineering. Other major research facilities are the Fred Hutchinson Cancer Research Center and the Battelle Memorial Institute.

Public Library Information: Seattle Public Library, 1000 Fourth Avenue, Seattle, WA 98104-1193; telephone (206)386-4636

Health Care

With a national reputation for its diagnostic and treatment facilities, which include more free clinics than in any other West Coast city, Seattle-King County is the health care center for the Pacific Northwest. The metropolitan area offers 26 general acute-care and five special purpose centers providing thousands of beds and physicians. University of Washington Hospital is the teaching hospital for the University of Washington. Among its other leading health care institutions are Children's Hospital and Regional Medical Center, the Fred Hutchinson Cancer Research Center, Virginia Mason Medical Center, and Swedish Medical Center. Bailey-Boushay House, a residence where people with HIV can be treated less expensively than at traditional centers, has provided over a decade of life-changing care. The Seattle Cancer Treatment and Wellness Center is the only cancer center in the Pacific Northwest where medical oncologists work side by side with practitioners of alternative medicine.

Recreation

Sightseeing

Seattle is consistently ranked among the top U.S. tourist destinations. Many attractions are located in the pedestrian-scale downtown area or within easy access by bus and monorail. Tourists can choose from several diversions, including historical sites, internationally acclaimed cultural events, and outdoor activities in the spectacular mountains, forests, and waters surrounding the city.

A popular Seattle landmark is the Space Needle, focal point of the Seattle Center, the 74-acre park and building complex constructed for the 1962 World's Fair. The 605-foot Space Needle features an observation deck for viewing the city, Puget Sound, and adjacent Cascade and Olympic mountains. At its base is the $100 million Experience Music Project, a nonprofit interactive museum tracing the history of American music, which was funded entirely by Microsoft cofounder Paul Allen. The Seattle Center, linked to the central business district by free bus service and the high-speed Monorail, contains an amusement park and sponsors outdoor concerts as well as other events.

Pioneer Square, near the waterfront downtown, is the city's historic district. This area offers a trip back to late-1800s Seattle via cobblestone streets, the original Skid Road (an expression that later evolved into Skid Row), and restored brick and sandstone buildings, many of them housing shops and restaurants. A unique point of interest beneath Pioneer Square is the ''underground city,'' five blocks of sidewalks and storefronts that were left standing after the 1889 fire, when the street levels were raised.

Seattle offers an abundance of attractions related to the maritime industry. Harbor traffic on Elliott Bay can be observed from Waterfront Park, located in the pier area just off Alaskan Way. South of the park at Pier 53, the Seattle Fire Department boats, *Alki* and *Chief Seattle,* are berthed; a favorite local event is practice day, when the fireboats shoot high water arcs into the bay. At Fishermen's Terminal, a working commercial fishing port, residents and visitors enjoy watching fishermen mend nets and tend their boats. Hiram M. Chittenden Locks, among the busiest locks in the world, furnish diversion for navigation enthusiasts as scores of large and small vessels are transferred daily between salt

The Seattle Art Museum, designed by architect Robert Venturi, opened in 1991.

and fresh water. The Seattle Aquarium on the downtown waterfront links the waterfront to First Avenue, which lies just above. For those wanting to go out onto the water, ferries provide rides along the coast and across the sound; tour boats offer longer cruises and excursions to points of interest in the area.

Seattle is known for the Woodland Park Zoo, which contains about 1,000 animals in their natural habitats with minimal fencing and barriers; special features are 50 endangered species and the world's largest group of liontail macaques. Washington Park on the University of Washington campus is the setting for the Arboretum, 200 acres of public gardens, including a Japanese tea garden, with especially striking displays of blossoms and foliage during spring and fall.

Arts and Culture

Seattle is the cultural and entertainment hub of the Pacific Northwest as well as one of the nation's leading cities for theater and opera. Rivaled only by New York in the number of equity theaters based in the area and considered one of the leading U.S. cities for opera performances, Seattle is the only place in the Western Hemisphere where Richard Wagner's *Ring* cycle is performed annually. Attaining wide recognition has in fact become a Seattle tradition, yet cultural events also emphasize regional artists and performers.

The arts scene includes the Seattle Symphony, located in the world-class Benaroya Hall; Seattle Opera; the Pacific Northwest Ballet; numerous art galleries; the Seattle Art Museum; the Seattle Asian Art Museum; and the Experience Music Project rock and roll museum. The 2003–2004 season marked the Seattle Symphony's Centennial Season.

The city is rich in theater arts with 80 companies, 13 of which are professional. The Seattle Opera, recognized internationally for its compelling and accomplished performances, moved into its new state-of-the-art home, Marion Oliver McCaw Hall, in August 2003. The Seattle Repertory Theatre Company, the city's principal and nationally-acclaimed professional theater company, stages its annual productions at the Bagley Wright Theater at Seattle Center. Downtown's Paramount Theatre houses both the Fifth Avenue Theatre and visiting Broadway shows. Live theater is presented by area companies, including a Contemporary Theater (ACT), now housed at the renovated Eagle's Auditorium; Empty Space; and Intiman. Several small theaters are also active in the Seattle metropolitan area. Dramatic and musical performances are regularly scheduled at the University of Washington. Seattle hosts large-scale musical concerts and has gained international attention as the place of origin of many trend-setting rock and pop groups.

Seattle supports a number of museums and galleries specializing in a wide range of areas. The Seattle Art Museum displays a large collection of Oriental, Asian, African, and modern art; of special interest is a collection of paintings by the Northwest Mystics school. The Charles and Emma Frye Art Museum downtown features exhibits of eighteenth- and nineteenth-century and contemporary paintings. The Bellevue Art Museum in Bellevue Square specializes in works by regional artists. The Henry Art Gallery at the University of Washington is one of the oldest art museums in the state. Commercial galleries, most of them clustered around Pioneer Square, regularly schedule shows.

The Museum of Flight traces the history of flight from Leonardo da Vinci to the present with such exhibits as ''Apollo,'' which chronicles manned space exploration, and more than forty aircraft. The Suquamish Museum is devoted to the preservation of Puget Sound native culture; artifacts, photographs, and oral histories are featured. Daybreak Star Arts and Cultural Center in Discovery Park pays homage to Northwest Coast tribes through indoor and outdoor displays of paintings and carvings. The Burke Museum displays artifacts and geological materials relating to Northwest Coast native and Pacific Rim cultures; dinosaur exhibits are a highlight. The Museum of History and Industry concentrates on the heritage of Seattle, King County, and the Pacific Northwest. The Pacific Science Center, located at Seattle Center, presents exhibits pertaining to science; laser shows and films are shown at the Eames/IMAX Theater; the Science Center also is home to the Boeing 3D IMAX Theatre. The Seattle Children's Museum, also at Seattle Center, offers such hands-on activities as a child-size neighborhood for both adults and children.

Festivals and Holidays

Seattle and its environs, a major attraction for the television and film industry, support an annual, world-famous international film festival. Other festival celebrations include the International Children's Theater Festival and the Bite of Seattle food festival. The Northwest Folklife Festival is held at Seattle Center on Memorial Day weekend in May; this annual event features traditional folk music, folk dances, and the culture of the people of the Pacific Northwest. Held annually for 23 days in mid-July to early August, the Seattle SEAFAIR includes boat races and exhibitions, parades, a queen coronation and pageant, fishing derbies, food, and entertainment. Also in July and August is the famous Pacific Northwest Wagner Festival, presenting performances of the composer's complete *Ring* cycle, staged at Seattle Center Opera House. Seattle Center is the site on Labor Day weekend of the Seattle Arts Festival, popularly known as ''Bumbershoot;'' rated as one of the five top festivals in the nation, it is a celebration of the city's arts community with more than 400 performances ranging from grunge bands to Russian tightrope walkers. The year closes with the Harvest Festival in November and the Christmas Cruise in December.

Sports for the Spectator

Seattle is the only city in the Northwest to support professional teams in all three major sports. The Seattle Seahawks of the American Football Conference play at Qwest Field, a 72,000-seat, open-air stadium built in 2002. The Seattle Mariners play American League baseball at Safeco Field, which has a retractable roof. The SuperSonics, a National Basketball Association team, hold their games in the Key Arena in the Seattle Center, which is also the scene of hockey action from the Seattle Thunderbirds of the Western Hockey League. Soccer fans enjoy matches featuring the Seattle Sounders at Qwest Field. WNBA women's basketball is played by the Seattle Storm. Area colleges and universities field teams in all primary sports. There is also horse racing at Emerald Downs, minor league baseball with the Everett Aquasox and Tacoma Rainiers, PRCA Rodeo, and numerous other spectator and participatory sports.

Sports for the Participant

Considered one of the best recreational cities in the United States, Seattle offers a variety of outdoor activities. Especially popular are water sports such as fresh- and salt-water fishing, boating, swimming, scuba diving, and whitewater rafting on lakes and waterways within an hour of downtown. Hiking and horseback riding can be enjoyed on miles of forest trails maintained in area parks and mountains; skiing and mountain climbing, including guided climbs to the top of Mount Rainier, can be pursued at several locations in the mountains surrounding Seattle. Five golf courses, 151 tennis courts, 12 beaches, 10 swimming pools, and 33 play fields can be found in the area's 397 parks and open spaces.

Shopping and Dining

Shopping can be a unique experience in Seattle, where high-fashion merchandise and recreational gear coexist on shop counters. Major department stores and designer boutiques are located downtown within walking distance of hotels and in suburban shopping centers throughout the area. Seattle is the nation's primary manufacturing and retail center for recreational and outdoor equipment. Northwest Native American handicrafts and art items are available at local artisan centers, specialty shops, and galleries and museums; goods imported from the Orient are featured at shops in Seattle's International District, where Chinatown is located. Historic Pike Place Market near Pioneer Square is one of the few remaining authentic farmer's markets in the nation. A terraced walkway leads from the market to Alaskan Way, a colorful waterfront streetcar route lined with piers, marine equipment shops, and seafood restaurants.

Seafood is a Seattle specialty, and seafood stands and restaurants featuring dishes prepared from daily catches abound. The city has also gained a national reputation as the center for ''Northwest cuisine:'' Olympia oysters, geoduck clams, wild mushrooms, fresh produce, whole-grain breads, and local cheeses and wines. Many restaurants feature scenic locations that enhance dining pleasure, and opportunities for alfresco dining are plentiful. Asian food is found on many local menus, and citizens have gone wild for coffee—coffee shops and espresso carts can be found in the usual locations and even in gas stations and hardware stores.

Visitor Information: Seattle/King County Convention & Visitors Bureau, 701 Pike Street, Suite 800, Seattle, WA 98101; telephone (206)461-5800; fax (206)461-5855; email visinfo@seeseattle.org.

Convention Facilities

The Washington State Convention and Trade Center is the city's major meeting and conference facility. The facility currently offers 54 meeting rooms and ballrooms totaling approximately 105,000 square feet of space, and exhibit space totaling 205,700 square feet. The Convention Center expansion, which was completed in July 2001, includes a magnificent new arch spanning Pike Street, along with an office tower at the northeast corner of 7th and Pike. The center sits on top of Interstate 5, within walking distance of more than 9,000 hotel rooms. Just north of downtown, the 831,000-square-foot Seattle Center also hosts conventions and meetings. Lynnwood Convention Center, Meydenbaur Center, and Bell Harbor International Conference Center are among other locations used for trade shows and meetings. Hotels and motels throughout the metropolitan area provide a total of nearly 25,000 rooms as well as additional convention and meeting accommodations.

Convention Information: Seattle/King County Convention & Visitors Bureau, 701 Pike Street, Suite 800, Seattle, WA 98101; telephone (206)461-5800; fax (206)461-5855; email conventions@seeseattle.org

Transportation

Approaching the City

Air travelers to Seattle are served by the Seattle-Tacoma International Airport (Sea-Tac), the sixteenth busiest commercial airport in the United States. The airport is currently being upgraded with a new runway that will enable aircraft to land in any weather conditions. A new South Terminal and new Central Terminal and Pacific Marketplace were

completed in 2004. Plans are also underway for a multi-year capital improvement project slated for completion by 2010 that will add needed capacity.

Two interstate highways serve Seattle: I-5 (north-south) and I-90 (east-west). Passenger rail service is available from Amtrak's four daily trains. Seattle is the southern terminus of the Alaska Marine Highway System; ferries transporting passengers and motor vehicles operate year round from points in southeast Alaska. Passenger rail service to major U.S. destinations is provided by Amtrak, and buses connect Seattle with U.S. and Canadian cities and with Tijuana, Mexico.

Traveling in the City

Avenues in Seattle run north and south and streets run east and west. The city center is perhaps best explored on foot. Seattle's bus- and trolley-based mass transit system, Metro Transit, operates routes throughout the Seattle-King County area, with service in downtown Seattle provided free of charge from 6 a.m. to 7 p.m. A five-year plan to upgrade facilities, equipment, systems, and services is scheduled for completion in 2007.

Communications

Newspapers and Magazines

Seattle's major daily newspapers are the evening *The Seattle Times* and the morning *Seattle Post-Intelligencer.* Seattle is also the headquarters for several weekly, biweekly, or monthly publications appealing to ethnic groups, such as *Northwest Asian Weekly,* and *Korea Central Daily. Slate,* an online publication developed by Microsoft, is based in Seattle.

Television and Radio

All major television networks have affiliates in Seattle, and cable service is available. More than 30 AM and FM radio stations are based in Seattle, providing music, news, and features; other stations broadcast from neighboring communities.

Media Information: *The Seattle Times,* 1120 John St., Seattle, WA 98109; telephone (206)264-2111; *Seattle Post-Intelligencer,* 101 Elliott Ave. W., Seattle WA 98119; telephone (206)464-2111

Seattle Online

City of Seattle home page. Available www.pan.ci.seattle.wa.us

enterpriseSeattle. Available www.edc-sea.org

Greater Seattle Chamber of Commerce. Available www.seattlechamber.com

Seattle Daily Journal of Commerce. Available www.djc.com

Seattle-King County Convention & Visitors Bureau. Available www.seeseattle.org

Seattle Post-Intelligencer. Available seattlep-i.com

Seattle Public Library. Available www.spl.org

Seattle Public Schools. Available www.seattleschools.org

Seattle Times. Available seattletimes.nwsource.com

Washington State Tourism home page. Available www.tourism.wa.gov

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Ochsner, Jeffrey Karl, *Shaping Seattle Architecture: A Historical Guide to the Architects* (Seattle: University of Washington Press, 1994)

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Spokane

The City in Brief

Founded: 1878 (incorporated, 1881)

Head Official: Mayor James West (since 2003)

City Population
1980: 171,300
1990: 177,165
2000: 195,629
2003 estimate: 196,624
Percent change, 1990–2000: 9.8%
U.S. rank in 1990: 94th
U.S. rank in 2000: 110th

Metropolitan Area Population
1980: 341,835
1990: 361,333
2000: 417,939
Percent change, 1990–2000: 15.7%
U.S. rank in 1990: 101st
U.S. rank in 2000: 98th

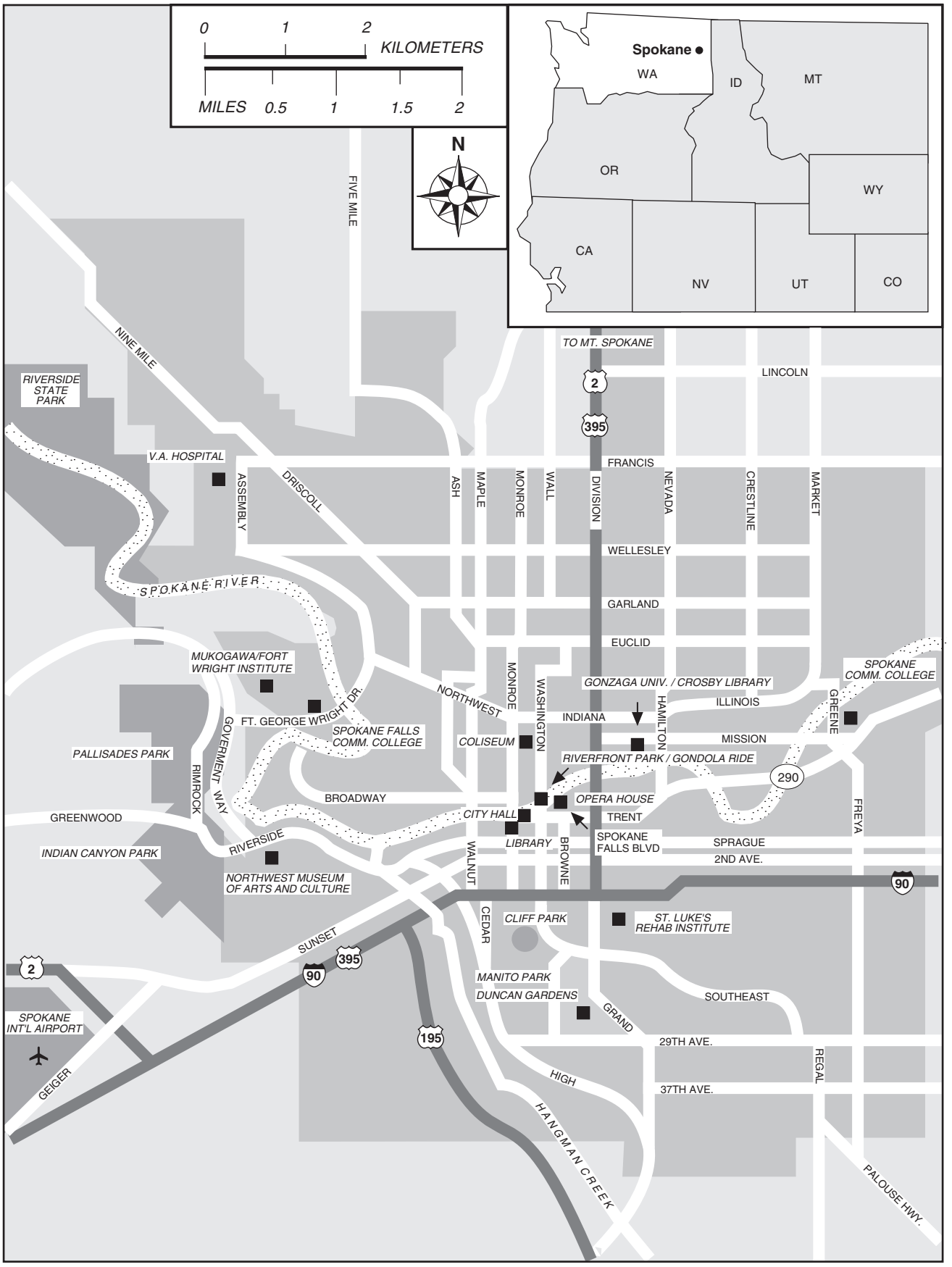
Area: 58 square miles (2000)
Elevation: Ranges from 1,898 to 2,356 feet above sea level
Average Annual Temperature: 47.3° F
Average Annual Precipitation: 16.5 inches

Major Economic Sectors: Services, manufacturing, health care, retail trade
Unemployment Rate: 7.1% (February 2005)
Per Capita Income: $21,587 (1999)

2002 FBI Crime Index Total: 15,895

Major Colleges and Universities: Eastern Washington University, Gonzaga University, Whitworth College, Washington State University-Spokane, Spokane Community Colleges, City University

Daily Newspapers: *The Spokesman-Review*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N
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OR
WY
CA
NV
UT
CO
FIVE MILE
NINE MILE
TO MT. SPOKANE
RIVERSIDE STATE PARK
V.A. HOSPITAL
LINCOLN
FRANCIS
ASSEMBLY
DRISCOLL
ASH
MAPLE
MONROE
WALL
DIVISION
NEVADA
CRESTLINE
MARKET
WELLESLEY
SPOKANE RIVER
GARLAND
EUCLID
MUKOGAWA/FORT WRIGHT INSTITUTE
FT. GEORGE WRIGHT DR.
NORTHWEST
GONZAGA UNIV. / CROSBY LIBRARY
SPOKANE COMM. COLLEGE
ILLINOIS
INDIANA
HAMILTON
GREENE
MISSION
SPOKANE FALLS COMM. COLLEGE
COLISEUM
WASHINGTON
PALLISADES PARK
GOVERMENT WAY
RIMROCK
RIVERFRONT PARK / GONDOLA RIDE
290
BROADWAY
OPERA HOUSE
FREYA
GREENWOOD
CITY HALL
TRENT
INDIAN CANYON PARK
RIVERSIDE
LIBRARY
SPOKANE FALLS BLVD
SPRAGUE
2ND AVE.
WALNUT
BROWNE
NORTHWEST MUSEUM OF ARTS AND CULTURE
CEDAR
CLIFF PARK
ST. LUKE'S REHAB INSTITUTE
SUNSET
MANITO PARK
DUNCAN GARDENS
SOUTHEAST
GRAND
SPOKANE INT'L AIRPORT
29TH AVE.
REGAL
HIGH
37TH AVE.
GEIGER
HANGMAN CREEK
PALOUSE HWY.
2
395
90
195

Introduction

Spokane is the commercial and cultural hub of a large area known as the ''Inland Empire'' or the ''Inland Northwest,'' a rich agricultural region. The picturesque beauty of its surroundings makes the city an attractive vacation spot, and population and economic growth have brought many metropolitan amenities to the once quiet, out-of-the-way town. Although the city suffered some decline during the late 1980s and early 1990s, Spokane has undergone an impressive $1 billion urban renaissance and, through its many development projects, has ensured its status as a hub of economic, recreation, and culture in the Pacific Northwest.

Geography and Climate

Spokane is located near the eastern border of Washington, about 20 miles from Idaho and 110 miles south of the Canadian border. The city lies on the eastern edge of the Columbia Basin, a wide sloping plain that rises sharply to the east towards the Rocky Mountains. The Spokane River and its waterfalls bisect the city. Summers are typically dry and mild, and winters can bring periods of cold, wet weather. Snowfall rarely accumulates to depths greater than one foot.

Area: 58 square miles (2000)

Elevation: Ranges from 1,898 to 2,356 feet above sea level

Average Temperatures: January, 27.1° F; July, 68.8° F; annual average, 47.3° F

Average Annual Precipitation: 16.5 inches

History

Spokane Area Popular with Traders

For years before the coming of European explorers, the land around the present-day city was settled by the Spokane tribe. Explorers and trappers passed through the area, but no settlements were built until 1810, when Finan McDonald and Joco Finlay built a trading post called Spokane House at the junction of the Spokane and Little Spokane rivers. In 1812, John Clarke of the Pacific Fur Company built Fort Spokane not far from the trading post. The house and fort soon became a popular meeting place for traders, trappers, and Native Americans, and the buildings were sold to the North West Company in 1813.

The Hudson's Bay Company bought the North West Company in 1821 and dismantled Spokane House. The area was once again left to local tribes. Chief Garry, the leader of the Middle and Upper Spokane tribes, had been educated at the Red River Mission school and converted to Presbyterianism. He built a school for his people and taught them English and religion, as well as modern agricultural methods. At about the same time, the first missionaries arrived in the area, establishing a mission on Walker's Prairie, 25 miles north of Spokane Falls.

The great westward expansion of the 1840s attracted a number of settlers to the area, but a clash with local tribes, culminating in the Whitman Massacre, led to the closing of eastern Oregon (the Spokane area was then part of the Oregon Territory) to settlement in the 1850s. In 1871 J. J. Downing and his family located a claim on the banks of the Spokane River. Within a year, the small settlement included a sawmill, a post office, and a general store. In 1873, James N. Glover, who is called the ''father of Spokane,'' rode through the area on horseback. He was, he wrote, ''enchanted . . . overwhelmed . . . with the beauty and grandeur of everything.'' Glover bought the rights to Downing's land and sawmill and opened a store and stable. His early trade was with the Spokane and Coeur d'Alene Indians who lived in the region. The town was registered as Spokane Falls in 1878. By 1880, the town had a population of 75 people, a weekly newspaper, and several baseball teams. In 1881 it was incorporated.

Rapid Population Growth Builds Sophisticated City

Spokane Falls grew steadily throughout the ensuing decades, changing from a rough frontier community into a solid city, complete with all the trappings of Eastern culture: a college, a library, and a number of theaters. The transcontinental railroad reached Spokane Falls in 1883, ensuring the town's success. Fire destroyed much of the town in 1889, but residents quickly rebuilt. By 1890, the city had a population of 30,000 people and changed its name to Spokane when Oregon entered the Union. By 1910, the population had jumped to over 100,000 people.

In 1974 the city was host to the World's Fair, Expo '74, which focused the world's attention on Spokane. Development of Expo '74 buildings and other improvements at the fair site in downtown Spokane created a modern city center with an extensive system of enclosed skywalks. Expansion and development continued through the 1990s and into the new century. Faced with the possibility of losing important downtown retailers, Spokane embarked upon an ambitious and large-scale effort at renewing the city center. These efforts have been enormously successful, as Spokane has

continued to attract new retailers and businesses as well as residents who are fleeing high prices in California and in Seattle.

Historical Information: Eastern Washington State Historical Society, Research Library and Archives, 2316 W. First Avenue, Spokane, WA 99204; telephone (509)456-3931; fax (509)456-2770

Population Profile

Metropolitan Area Residents
1980: 341,835
1990: 361,333
2000: 417,939
Percent change, 1990–2000: 15.7%
U.S. rank in 1980: 96th
U.S. rank in 1990: 101st
U.S. rank in 2000: 98th

City Residents
1980: 171,300
1990: 177,196
2000: 195,629
Percent change, 1990–2000: 9.8%
U.S. rank in 1990: 94th
U.S. rank in 2000: 110th (State rank: 2nd)

Density: 3,343.36 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 175,081
Black or African American: 4,052
American Indian and Alaska Native: 3,444
Asian: 4,399
Native Hawaiian and Other Pacific Islander: 372
Hispanic or Latino (may be of any race): 5,857
Other: 1,727

Percent of residents born in state: 52.7% (2000)

Age characteristics (2000)
Population under 5 years old: 13,676
Population 5 to 9 years old: 13,571
Population 10 to 14 years old: 13,196
Population 15 to 19 years old: 14,315
Population 20 to 24 years old: 15,574
Population 25 to 34 years old: 28,401
Population 35 to 44 years old: 29,472
Population 45 to 54 years old: 25,631
Population 55 to 59 years old: 8,163
Population 60 to 64 years old: 6,329
Population 65 to 74 years old: 12,073
Population 74 to 84 years old: 10,737
Population 85 years and over: 4,491
Median age: 34.7 years

Births (2003)
Total number: 6,333

Deaths (2003)
Total number: 2,394 (of which, 33 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,587
Median household income: $32,273
Total households: 81,762

Number of households with income of . . .
less than $10,000: 10,395
$10,000 to $14,999: 7,071
$15,000 to $24,999: 13,359
$25,000 to $34,999: 12,988
$35,000 to $49,999: 13,594
$50,000 to $74,999: 13,661
$75,000 to $99,999: 5,415
$100,000 to $149,999: 3,546
$150,000 to $199,999: 761
$200,000 or more: 972

Percent of families below poverty level: 11.1% (52.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,895

Municipal Government

Spokane's mayor-council form of government formerly elected a mayor and six other council members to four-year terms; the council employed a city manager for the day-to-day operation of the city. In 1999 Spokane voters adopted a strong-mayor form of government, eliminating the city manager position. The city council still has seven members; a council president now presides over meetings instead of the mayor, so there are eight elected city officials instead of seven.

Head Official: Mayor James West (since 2003; current term expires December 2007)

Total Number of City Employees: 2,082 (2005)

City Information: City Hall, West 808 Spokane Falls Boulevard, Spokane, WA 99201; telephone (509)625-6250; e-mail jwest@spokanecity.org

Economy

Major Industries and Commercial Activity

Natural resources have traditionally provided much of the economic activity for the Spokane area, a major center for the timber, agriculture, and mining industries in the region. A number of manufacturing companies have located in Spokane, drawn by the easy access to raw materials. Finished wood products, metal refinery and fabrication, and food processing are among the leaders in manufacturing. The outlying areas are part of an abundant agricultural system, providing a large amount of the nation's apples, peas, hops, pears, asparagus, lentils, soft wheat, and sweet cherries. A number of wineries and breweries also operate in the area. These industries continue to be important elements in the local economy, but in recent years the economy has diversified to encompass high-technology and service companies. Health-related industries employ more people than any other industry in Spokane. The city provides specialized care to many patients from the surrounding areas, as far north as the Canadian border. The city is also the wholesale and retail trade and service center of the 80,000-square-mile Inland Northwest region. In addition, the educational services industry employed the most workers in 2002 with more than 17,000 jobs.

All branches of the U.S. armed forces are represented in Spokane County. The largest military facility is Fairchild Air Force Base, which employs 3,359 military and 863 civilian personnel. The military units and their personnel combine to have an economic impact on the regional economy of $411 million annually. Tourism is the fourth largest industry in the state, and Spokane is a center for tourist activity. Health care accounts for approximately 13.5 percent of the local employment base. Spokane has also seen the recent development of economic activity in the lucrative high-tech and biotech sectors. The city is the site of a 100-block wireless network- the largest of its kind in the country- which is seen as symbolic of its dedication to the development of technological opportunities and resources.

In 2002 Kaiser Aluminum, a major employer with a 60-year presence in the region, filed for bankruptcy. Despite the loss of jobs and revenue, Spokane has rebounded by working to make the city attractive to retail and small businesses.

Items and goods produced: silver, lead, zinc, timber, poultry, dairy, vegetable, fruit, and meat products, aluminum, magnesium, clay and cement products, machinery and metal products, flour, feed, cereal, petroleum products, paper, electrical fixtures

Incentive Programs—New and Existing Businesses

Local programs—The Spokane Area Economic Development Council works with businesses to locate and utilize local and state business incentives. The Spokane Neighborhood Economic Development Alliance offers two revolving loans to businesses and nonprofits expanding or creating new jobs in Spokane.

State programs—A wide variety of tax incentives exist at the state level for businesses operating, expanding, or relocating to Spokane. Industry- and area-specific tax incentives are available, as well as loans, bonds, credits, and grants.

Job training programs—Spokane businesses are assisted largely by working with the higher education community, including such organizations as Applied Technology Center, part of the Community Colleges of Spokane; ITT Technical Institute, which focuses on preparing graduates for careers in technology, and the Spokane Intercollegiate Research and Technology Institute, which uses the collective resources of local colleges to accelerate the development of technology companies. The Spokane Area Workforce Development Council administers employment and training programs for local economically disadvantaged youths and adults through the Spokane City-County Employment and Training Consortium. The Council also supports local economic growth by working to improve the workforce development system.

Development Projects

In 2000, the Spokane Symphony purchased the 1931 Art Deco Fox Theater and is conducting a $28.4 renovation and restoration of the building. Development is also ongoing in the Davenport Arts District, a 10-block area adjacent to the Davenport Hotel (which was reopened in 2002 after renovations), which is filled with new and proposed galleries, restaurants, performance venues, and a jazz club. Spokane's River Park Square, a downtown redevelopment project that is considered one of the city's most ambitious in decades, has continued to expand. The 400,000-square-foot property includes two full-service restaurants; each fills 8,000 square feet and has its own entrance. The $110 million River Park Square mall is anchored by a 137,000-square-foot Nordstrom store and a 90,000-square-foot AMC Theatres multiscreen cinema.

In 2003, ground was broken for the new CenterPlace facility at the 77-acre, multi-use development Mirabeau Point in the Spokane Valley. Mirabeau Point already includes a 45,000-square-foot YMCA complex, a 37,000-square-foot cultural/senior center, a central plaza, hiking trails, an ice skating pond, and multiple park areas. Also begun in 2003 and slated for completion in 2007 is a major expansion of the Spokane Convention Center. Budgeted at $80 million total and working in phases, the renovation and construction consists of new amenities in the existing areas, and a new 100,000 square foot exhibition hall. Developers are committed to employing environmentally-friendly building techniques throughout the project, including non-toxic ma-

terials and utilizing energy efficiency, natural light, and water conservation.

Expected to begin in June 2005 the city of Spokane has set aside $117 million for street improvements over a 10-year period. The project will repair about 110 miles of residential streets and arterials throughout Spokane.

Economic Development Information: Economic Development Council, 801 West Riverside, Suite 302, Spokane, WA 99201; telephone (800)SPOKANE; email edc@EDC.Spokane.net.

Commercial Shipping

More than 30 air freight companies operate facilities at Spokane International Airport, and the Burlington Northern and Union Pacific railroads also serve the city. Many motor freight concerns operate regularly scheduled trucks in and out of Spokane.

Labor Force and Employment Outlook

A large, experienced work force is available in Spokane; about 80 percent of workers are native Washingtonians. The health and service industries enjoy strong employment outlooks, as does manufacturing. Seasonal employment at harvest time is always available.

The following is a summary of data regarding the Spokane metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 199,700

Number of workers employed in . . .
mining and construction: 11,600
manufacturing: 17,200
transportation, trade, and public utilities: 41,000
information: 3,000
financial activities: 12,600
professional and business services: 20,800
education and health services: 33,000
leisure and hospitality: 18,200
other services: 8,900
government: 33,600

Average hourly earnings of production workers employed in manufacturing: $18.27 (2004 annual statewide average)

Unemployment rate: 7.1% (February 2005)

Largest employers	*Number of employees*
Fairchild Air Force Base	5,616
Sacred Heart Medical Center	3,232
U.S. Federal Government	3,174
Spokane School District 81	3,126
State of Washington	2,878

Cost of Living

The following is a summary of data regarding key cost of living factors for the Spokane area.

2004 (3rd Quarter) ACCRA Average House Price: $255,323

2004 (3rd Quarter) ACCRA Cost of Living Index: 102.8 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.5% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 2%

Property tax rate: Averages $14.94 in city, $14.21 in county, per $1,000 of assessed value (2005)

Economic Information: Economic Development Council, 801 West Riverside, Suite 302, Spokane, WA 99201; telephone (800)SPOKANE; email edc@EDC.Spokane.net. Department of Revenue, Taxpayer Information and Education Section, PO Box 47478, Olympia, WA 98504-7478; telephone (800)829-1040; email Communications@dor.wa.gov. Spokane Area Chamber of Commerce, 801 West Riverside Avenue, Spokane, WA 99201; telephone (509)624-1393; fax (509)747-0077; email info@chamber.spokane.net

Education and Research

Elementary and Secondary Schools

Spokane School District Number 81, representing all city schools, is the second largest in the state. Students' test scores are consistently above the national average, and over 70 percent of teachers hold master's degrees. In 2003 a facility and technology improvement bond was passed in the district which is allowing for various school updates as well as construction of new schools.

The following is a summary of data regarding Spokane public schools as of the 2002–2003 school year.

Total enrollment: 31,362

Number of facilities
elementary schools: 35
middle schools: 6
senior high schools: 6
other: 3

Student/teacher ratio: average 18:1

Teacher salaries
average: $46,110

Funding per pupil: $8,069

A variety of state-approved private elementary and secondary schools augment the public school system, including parochial schools, special schools such as the Lilac Blind Foundation, Montessori programs, and the Spokane Guild's School and Neuromuscular Center. The Spokane Art School offers classes, workshops, and master classes.

Public Schools Information: Spokane Public Schools, Community Relations Division, 200 North Bernard, Spokane, WA 99201; telephone (509)354-7297

Colleges and Universities

Eastern Washington University (EWU), a state-operated school located about 15 miles from Spokane in Cheney, Washington, offers four-year undergraduate degrees in more than 100 academic majors, 10 masters degrees, and 55 graduate programs of study. The university operates a branch in downtown Spokane and enrolls about 9,700 students.

Gonzaga University and Law School, founded by the Jesuits in 1887, offers 50 undergraduate degree programs, 27 masters' degree programs, a doctoral program in educational leadership, and a J.D. (law degree). Washington State University at Spokane, a multi-campus research university, enrolls more than 16,000 students throughout the university system, 739 of whom study at the Spokane campus. These three institutions, together with Whitworth College and the Spokane Community Colleges, operate as a collaborative project the Spokane Intercollegiate Research and Technology Institute, which uses the collective resources of the institutions to improve the economic vitality of the region. Community Colleges of Spokane serve more than 23,000 students in a six-county region, awarding more than 4,400 two-year degrees each year in 120 professional and technical programs.

Libraries and Research Centers

Founded in 1904, the Spokane Public Library system comprises a Downtown Library overlooking Spokane Falls and five branch libraries. Total holdings include nearly 600,000 volumes; more than 35,000 video, music, and audiotapes and CDs; and a periodicals collection numbering more than 700 titles. Special collections include Northwest history, history of the book, genealogy, oral history, African American, and U.S., Washington state, and Spokane County government documents. The library system also sponsors community programs for residents of all ages.

Special libraries in Spokane include the Crosby Library at Gonzaga University, which contains a collection of Bing Crosby records and other memorabilia. Research at the new Spokane Intercollegiate Research and Technology Institute at Riverpoint focuses on technology transfer for commercial uses. The Health Research and Education Center at Washington State University Spokane develops clinical and applied research in biomedical and social health areas. The Washington Institute for Mental Illness Research and Training recruits and retrains qualified professionals at state hospital to use modern treatments.

Public Library Information: Spokane Public Library, 906 West Main Avenue, Spokane, WA 99201; telephone (509)444-5300

Health Care

Six major hospitals are located in Spokane, four of which are full service facilities. The city is the center of specialized care for the entire Inland Northwest area, offering an expert team of cardiac surgeons and more than 18,500 health care professionals, including more than 900 physicians. Sacred Heart Medical Center, a 623-bed facility, is a leader in heart, lung, and kidney transplant services. In 2003, the hospital opened the region's first full-service children's hospital; a Women's Health Center was added in 2004. The Shriners Hospital for Crippled Children is also based in Spokane. The Community Mental Health Center, which provides mental health services to children, adults, and the elderly, is nationally recognized and the largest and most comprehensive community mental health center in Washington.

Recreation

Sightseeing

Riverfront Park, the site of Expo '74, is a 100-acre urban park that has been developed into a collection of cultural and recreational attractions including a theater, art gallery, a skating rink, an antique carousel composed of 54 hand-carved horses, a train, and an exciting gondola ride over Spokane Falls. The park also features a historic 1909 carousel. Historic Fort George Wright, a 1,500-acre complex, was established in 1894 on a plateau overlooking the river. Other points of interest in the city include Manito Park, with its beautiful Rose Hill and Japanese garden, and Cliff Park, site of Review Rock, a large formation with steps cut into the sides that offers a beautiful view of the city.

The area around Spokane offers a number of attractions, including several ghost towns, the Spokane Plains Battlefield,

and the Turnbull National Wildlife Refuge. A variety of historic homes, churches, and architecture are available for touring in the Spokane area. Spokane's local wineries have won prestigious awards and offer tours, tastings, and sales.

Arts and Culture

Spokane's 12,500-seat Veteran's Memorial Arena is a focal point for special events. In addition, the newly expanded 2,700-seat Opera House and the more intimate The Met Performing Arts Center host national and international touring companies and entertainers. Music is provided by the Spokane Symphony Orchestra, housed in the Opera House, which presents a full season of classical music, including special children's performances and Super Pops! by the Spokane Jazz Orchestra, which presents up to a dozen concerts a year; and by Allegro-Baroque and Beyond, Connoisseur Concerts, the Spokane Chamber Music Association, and Uptown Opera. Theater is represented by the region's only resident professional company, Interplayer's Ensemble, whose seven-play season runs from September to June; by Spokane Civic Theatre; and by several amateur community theaters and smaller groups. The Big Easy Concert House, home to a concert hall and dance club, has opened in a renovated office block adjacent to the arts district. Area colleges and universities also contribute to the cultural scene.

The new Northwest Museum of Arts and Culture (formerly the Cheney Cowles Museum) reopened after a major $26 million expansion. The museum houses permanent collections of regional history and American Indian artifacts, as well as five art galleries and educational facilities. The historic Campbell House, a museum since 1925, is now a part of the Northwest Museum complex, with tours of the home available by reservation. A proposed science center is likely to be the next development at the growing museum. Additionally, the Jundt Art Museum on the campus of Gonzaga University includes two large gallery spaces and an exhibition lounge.

Festivals and Holidays

The Northwest Bach Festival celebrates the music of J.S. Bach in venues throughout the city for one week at the end of January or early February. The annual Spokane Music and Arts Festival in April draws artists and musicians from all over the Pacific Northwest. Bloomsday, the country's largest timed road race, is held on the first Sunday in May. Later that month, the Spokane Lilac Festival runs for 10 days and features such activities as a flower show, parades, concerts, games, entertainment. Begun in 1938, the festival also showcases local foods and crowns a lilac queen. In June, Spokane plays host to Hoopfest, the world's largest three-on-three basketball tournament. The Spokane County Fair, a tradition since the late 1800s, happens in September.

Sports for the Spectator

The newly-remodeled Spokane Arena hosts the Spokane Chiefs of the Western Hockey Association. The Spokane Indians, a minor league farm team of professional baseball's Texas Rangers, play at Avista Stadium. The Spokane Shadow, a USL Premier League, plays soccer at Joe A. Albi Stadium. The Gonzaga Bulldogs athletic teams, members of the National Collegiate Athletic Association (NCAA) Division I, engage in intercollegiate competition at Gonzaga University. Spokane Raceway Park offers stock car and drag racing, while Playfair offers thoroughbred horse races during the summer and fall.

Sports for the Participant

Seventy-six lakes and four major rivers within a 50-mile radius of Spokane offer a wide variety of water activity. For hikers and nature lovers, a 70-mile pathway called Centennial Trail begins near the old Spokane House fur trading post and winds through Riverside State Park, Riverfront Park in downtown Spokane, and eastward past Coeur d'Alene, Idaho. The Trail was recently expanded to include 37 paved miles on the Spokane River. The city and county maintain more than 75 parks, many of which feature athletic fields, tennis courts, swimming pools, skating rinks, recreational programming, and other facilities. More than 30 public and private golf courses exist in the county. The nearby mountains offer year-round recreation: skiing in the winter and fishing, hunting, camping, canoeing, hiking, and other outdoor activities in the warmer months. In the summer months, floating excursions are available on the Spokane River, while several nearby rivers provide whitewater rafting opportunities. Rock climbing is available just outside of Spokane, and seven ski areas are within a two hour drive.

Shopping and Dining

Spokane shoppers are served by seven major shopping centers in the city and a number of smaller plazas and specialty shopping districts. Retail establishments in downtown Spokane are connected by a 16-block system of enclosed skywalks. The shopping opportunities at River Park Square and in the retail district are unmatched in the Inland Northwest. Spokane's restaurants offer fine international and traditional American dishes. Specialties include fresh salmon and locally-produced wines. More than 500 dining establishments can be found in the Spokane area.

Visitor Information: Spokane Area Visitor Information Center, 201 W. Main, Spokane, WA 99201; telephone (509)747-3230; toll-free (888)SPOKANE. Travel Development Division, Department of Commerce and Economic Development, General Administration Building, Olympia, WA 98504; telephone (360)586-2088; toll-free (800)544-1800

Convention Facilities

The Spokane Convention Center is located on the banks of the Spokane River in the downtown district. The facility consists of 58,000 square feet of convention and banquet space along with 20,000 square feet of storage space. Renovation of the Convention Center is ongoing, with a projected completion date of 2007. At that time, the Center will have grown to over 100,000 square feet and will have expanded convention facilities, as well as new exhibition and display space. The adjoining 28,000-square-foot Washington State International Agricultural Trade Center, with a 300-seat theater expands the capacity, offering space to more than 8,000 people. The 2,700-seat Spokane Opera House is located within the Convention Center. The Spokane Veterans Memorial Arena provides 173,100 square feet of exhibit space and festival seating for 12,500 people. The Joe A. Albi Stadium is a large outdoor arena that seats 28,500 people.

More than 2,000 hotel rooms are available within walking distance of the major convention sites in Spokane; about 6,800 hotel rooms total exist in the surrounding area. Most of the larger hotels maintain ample facilities for conventions such as banquet space, conference rooms, and ballrooms.

Convention Information: Spokane Convention and Visitors Bureau, 801 W. Riverside, Spokane, WA 99201; telephone (509)624-1341

Transportation

Approaching the City

The Spokane International Airport is a multimillion-dollar complex located a few minutes from the downtown area and served by ten major airlines and three air cargo carriers. The city is also served by three commercial bus lines and by Amtrak.

Interstate 90 passes through Spokane, connecting the city with Seattle to the west and with points east. U.S. Highway 2 also runs east and west through the city. U.S. 395 continues north out of Spokane into Canada, and U.S. 195 leads south from the city.

Traveling in the City

Generally in Spokane, the east-west roads are designated as avenues, and the north-south roads are referred to as streets. Major east-west thoroughfares in the city include Francis, Wellesley, Mission, Sprague, and 29th avenues. North-south arteries include Maple, Monroe, Division, Hamilton, Greene-Market, Argonne, and Sullivan streets.

Communications

Newspaper and Magazines

Spokane readers are served by one daily newspaper, *The Spokesman-Review,* which presents a special entertainment section on Friday. *Journal of Business* is among the biweekly business journals published in the city. *The Pacific Northwest Inlander,* a weekly newspaper, has an extensive arts and entertainment section. Other newspapers focus on senior living, the outdoors, and collegiate interests.

Television and Radio

Spokane has six television stations representing the major commercial networks and public television. The area is also served by a cable system that provides a wide variety of viewing options. Twenty-eight AM and FM radio stations broadcast in Spokane, which also receives programming from neighboring communities.

Media Information: *The Spokesman-Review,* West 999 Riverside Avenue, PO Box 2160, Spokane, WA 99210; telephone 509(459-5068); toll-free (800)338-880; email danc@spokesman.com

Spokane Online

City of Spokane home page. Available www.spokanecity.org

Spokane Area Chamber of Commerce. Available www.spokanechamber.org

Spokane Area Convention & Visitors Bureau. Available www.visitspokane.com

Spokane Public Library. Available splnet.spokpl.lib.wa.us

Spokane Public Schools. Available www.sd81.k12.wa.us.

Spokane Veterans Memorial Arena events. Available www.spokanearena.com

The Spokesman-Review. Available www.spokane.net

Selected Bibliography

Alexie, Sherman, *Reservation Blues* (Warner, 1995)

Tacoma

The City in Brief

Founded: 1852 (incorporated, 1884)

Head Official: City Manager James L. Walton (since 2003)

City Population
1980: 158,501
1990: 176,664
2000: 193,556
2003 estimate: 196,790
Percent change, 1990–2000: 9.1%
U.S. rank in 1980: 97th
U.S. rank in 1990: 95th
U.S. rank in 2000: 114th

Metropolitan Area Population (PMSA)
1980: 486,000
1990: 586,203
2000: 700,820
Percent change, 1990–2000: 19.5%
U.S. rank in 1980: 18th (CMSA; includes Seattle)
U.S. rank in 1990: 14th (CMSA; includes Seattle)
U.S. rank in 2000: 13th (CMSA; includes Seattle)

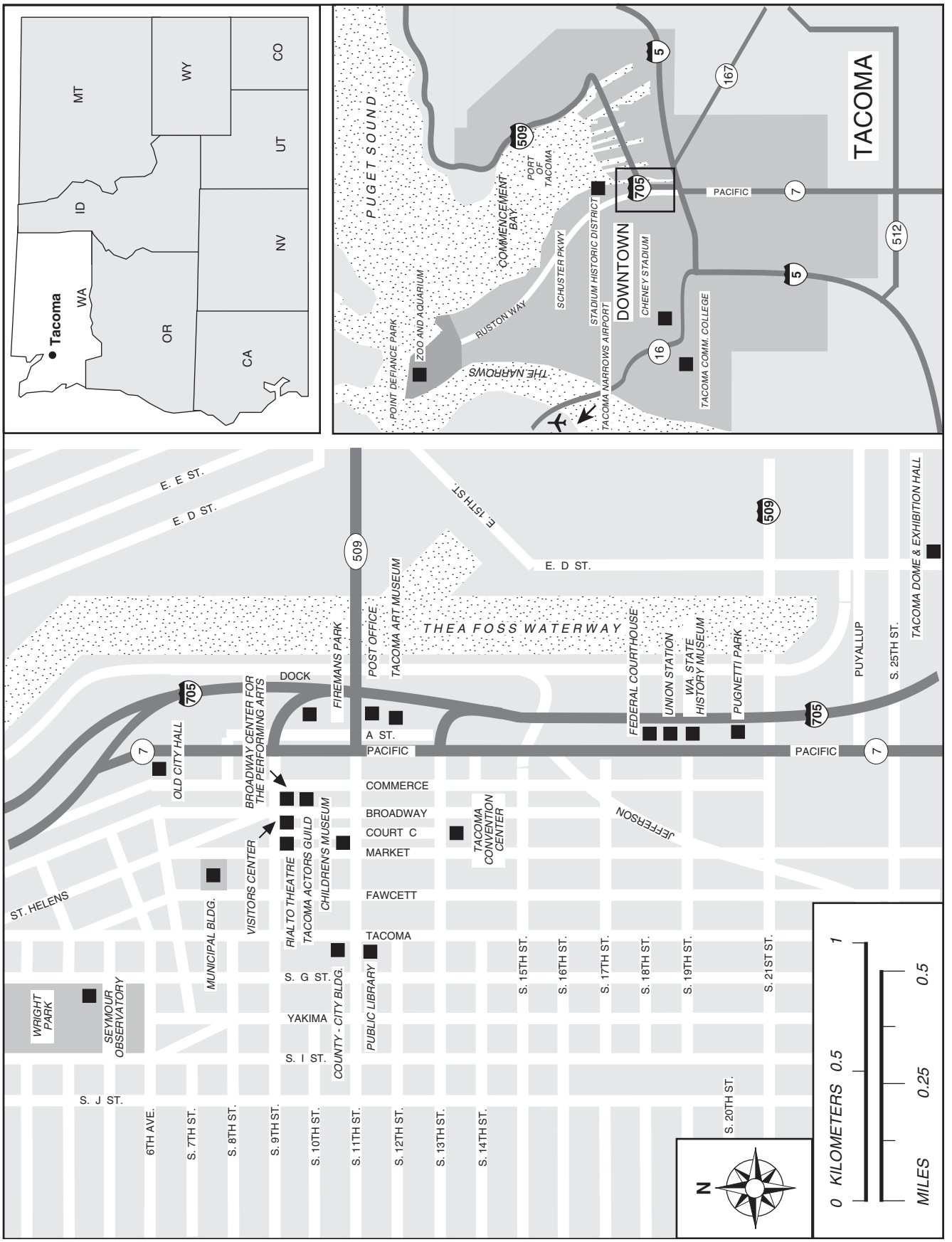
Area: 50 square miles (2000)
Elevation: 380 feet above sea level
Average Annual Temperature: 53.1° F
Average Annual Precipitation: 39.2 inches

Major Economic Sectors: Services, international trade, government, military, high technology
Unemployment Rate: 6.6% (January 2005)
Per Capita Income: $19,130 (2000)

2002 FBI Crime Index Total: 20,182

Major Colleges and Universities: Pacific Lutheran University, University of Puget Sound, University of Washington in Tacoma

Daily Newspaper: *The News Tribune*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WY
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Tacoma
PUGET SOUND
COMMENCEMENT BAY
PORT OF TACOMA
SCHUSTER PKWY
STADIUM HISTORIC DISTRICT
DOWNTOWN
CHENEY STADIUM
TACOMA COMM. COLLEGE
TACOMA NARROWS AIRPORT
THE NARROWS
RUSTON WAY
ZOO AND AQUARIUM
POINT DEFIANCE PARK
TACOMA
PACIFIC
5
167
509
705
7
512
16
E. E ST.
E. D ST.
E 15TH ST
THEA FOSS WATERWAY
TACOMA ART MUSEUM
POST OFFICE
FIREMANS PARK
DOCK
FEDERAL COURTHOUSE
UNION STATION
WA. STATE HISTORY MUSEUM
PUGNETTI PARK
PUYALLUP
S. 25TH ST.
TACOMA DOME & EXHIBITION HALL
OLD CITY HALL
BROADWAY CENTER FOR THE PERFORMING ARTS
A ST.
COMMERCE
BROADWAY
COURT C
MARKET
FAWCETT
TACOMA
TACOMA CONVENTION CENTER
JEFFERSON
VISITORS CENTER
RIALTO THEATRE
TACOMA ACTORS GUILD
CHILDREN'S MUSEUM
ST. HELENS
MUNICIPAL BLDG.
WRIGHT PARK
SEYMOUR OBSERVATORY
S. G ST.
YAKIMA
S. I ST.
S. J ST.
COUNTY - CITY BLDG.
PUBLIC LIBRARY
6TH AVE.
S. 7TH ST.
S. 8TH ST.
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Introduction

Tacoma's name is derived from the Native American word ''Tahoma,'' meaning ''Mother of the Waters,'' referring to the shadow of Mt. Rainier that looms over the city. Tacoma's beautiful natural setting affords views of the nearby Cascade Range and the more distant Olympic Mountains. Tacoma is home to a deep-water harbor, among the busiest in the United States, that has played an important role in the city's economic development. Nationally recognized for careful municipal planning, Tacoma has been nicknamed the ''City of Destiny.'' In 2004 Partners for Livable Communities named the Tacoma and Pierce County area one of ''America's Most Livable Communities.''

Geography and Climate

Situated on Commencement Bay, an inlet of Puget Sound, Tacoma lies at the foot of Mt. Rainier in the Puyallup River valley, bordered by mountains. It is about 36 miles south of Seattle. The climate is quite mild throughout the year. Although the area has the reputation of being rainy, Tacoma actually receives less rain than New York City. Most of the precipitation falls in the winter, when snow blankets the mountains.

Area: 50 square miles (2000)

Elevation: 380 feet above sea level

Average Temperatures: January, 40.8° F; July, 65.4° F; annual average: 53.1°

Average Annual Precipitation: 39.2 inches

History

Slow Rise of Lumber Industry; Arrival of Settlers

The first people to live in the Puyallup Valley on the shore of Commencement Bay were the Nisqually and Puyallup Native American tribes. Captain George Vancouver was the first person of European descent to explore the area when, in 1792, he sailed his ship up Puget Sound and named Mt. Rainier for Peter Rainier, an officer in the British Navy. Commencement Bay was charted and named in 1841 by a member of the Charles Wilkes Expedition. Permanent European settlement was achieved in the region in 1852 when a Swedish immigrant, Nicholas De Lin, built a sawmill at the junction of two creeks and soon conducted a thriving lumber business.

Settlers fled the area in 1855 after hearing rumors of native hostilities; they returned when the Commencement Bay tribe was relocated to a nearby reservation, leaving the area free for other settlers. General Morton Matthew McCarver, who named the settlement Tacoma, was responsible for promoting extensive development by buying tracts of land and bringing in other settlers.

When the Hanson & Ackerman Mill was built in 1869 by a group of San Francisco investors, Tacoma became established in the lumber industry. The mill started a boom, as laborers, artisans, and shopkeepers arrived with their families to settle in Tacoma; with a population of two hundred people, the town soon boasted mail service, electric lights, and a telegraph. In 1873 Tacoma was selected as the terminus for the Northern Pacific Railroad; construction was stopped 20 miles short of Tacoma, however, when an economic crash forced the railroad's investors to pull out of the project. The government recalled the workers, who insisted upon being paid thousands of dollars in back wages before they completed the line.

Railroad Assists Industrial Development

The railroad increased Tacoma's industrial development. Coal mines were opened and Tacoma became the major coaling station on the Pacific Coast. The lumber industry expanded while new industries included a flour mill, a salmon cannery, and machine shops. The town continued to grow, and with a population of 4,400 residents, Tacoma was incorporated in 1884. During the following year a group of residents, who blamed Chinese workers for an employment recession that came with the completion of the railroad, formed the Law and Order League and forcibly deported the Chinese. The insurgents were tried in court but were later acquitted.

Transcontinental rail service to Tacoma was completed in 1887, bringing further development; the completion of the Stamford Pass Tunnel and the establishment of the Northern Pacific Railroad general offices in Tacoma gave an even greater boost to the lumber and coal industries. Record numbers of settlers arrived and the town flourished. Since Tacoma's economy was closely tied to the railroad industry, however, more than half of the city's banks closed when the Reading Railroad went bankrupt. The economy recovered to some degree with the creation of the Weyerhaeuser Timber Company in 1900. During World War I the shipping industry boomed, and the city profited from its proximity to Camp Lewis (later renamed Fort Lewis). Commencement Bay was declared an official U.S. Port of Entry in 1918.

Although the Great Depression of the 1930s brought hard times to Tacoma, World War II stimulated industrial growth

and prosperity because of the city's location near Fort Lewis and McChord U.S. Air Force Base. Since then Tacoma has maintained its economic stability. During the 1950s Tacoma underwent extensive city planning. Voters adopted a progressive council-manager form of government, and massive renovation of the city's infrastructure was implemented. As the new century gets underway and the city's population increases, Tacoma continues to attract new industries while balancing environmental and quality-of-life concerns.

Historical Information: Washington State History Museum, 1911 Pacific Avenue, Tacoma, WA 98402; telephone (253)272-3500; email web@wshs.wa.gov

Population Profile

Metropolitan Area Residents (PMSA)
1980: 486,000
1990: 586,203
2000: 700,820
Percent change, 1990–2000: 19.5%
U.S. rank in 1980: 18th (CMSA; includes Seattle)
U.S. rank in 1990: 14th (CMSA; includes Seattle)
U.S. rank in 2000: 13th (CMSA; includes Seattle)

City Residents
1980: 158,501
1990: 176,664
2000: 193,556
2003 estimate: 196,790
Percent change, 1990–2000: 9.1%
U.S. rank in 1980: 97th
U.S. rank in 1990: 95th
U.S. rank in 2000: 114th

Density: 3,864.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 133,704
Black or African American: 21,757
American Indian or Alaskan Native: 3,794
Asian: 14,656
Native Hawaiian and Other Pacific Islander: 1,798
Hispanic origin (may be of any race): 13,262
Other: 5,695

Percent of residents born in state: 48.6% (2000)

Age characteristics (2000)
Population under 5 years old: 13,593
Population 5 to 9 years old: 14,026
Population 10 to 14 years old: 14,160
Population 15 to 19 years old: 14,075
Population 20 to 24 years old: 14,212
Population 25 to 34 years old: 29,891
Population 35 to 44 years old: 31,261
Population 45 to 54 years old: 24,971
Population 55 to 59 years old: 8,214
Population 60 to 64 years old: 6,159
Population 65 to 74 years old: 10,428
Population 75 to 84 years old: 8,800
Population 85 years and over: 3,766
Median age: 33.9 years

Births (2002, Pierce County)
Total number: 10,001

Deaths (2002, Pierce County)
Total number: 5,430 (of which, 63 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,130
Median household income: $37,879
Total households: 76,127

Number of households with income of . . .
less than $10,000: 8,354
$10,000 to $14,999: 5,488
$15,000 to $24,999: 10,167
$25,000 to $34,999: 10,901
$35,000 to $49,999: 13,937
$50,000 to $74,999: 14,766
$75,000 to $99,999: 6,804
$100,000 to $149,999: 4,047
$150,000 to 199,999: 829
$200,000 or more: 834

Percent of families below poverty level: 11.4% (49.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 20,182

Municipal Government

Tacoma's council-manager form of government provides for the election of nine city council members—a mayor, five members serving districts, and three at-large members. All serve four-year terms. The council hires a city manager.

Head Official: City Manager James L. Walton (since 2003)

Total Number of City Employees: 3505 (2005)

City Information: City Hall, 747 Market Street, Tacoma, WA 98402; telephone (253)591-5000

Economy

Major Industries and Commercial Activity

Named one of ''America's Most Livable Communities'' in 2004 by national nonprofit organization Partners for Livable Communities, Tacoma has attracted companies of all sizes. In recent years, more than a hundred high-technology businesses have relocated, opened, or expanded in the area. It is home to the seventh busiest container handling port in the United States; these containers handle imports ranging from sporting goods to VCRs, and exports ranging from lumber to apples. Other major cargoes handled by the port include forest products, grain, and automobiles. A major gateway port for international trade, the Port of Tacoma covers more than 2,400 acres of land. Port activities generate more than 28,000 jobs and $477 million in wages in Pierce County.

The rapidly growing high-technology sector adds to a diverse economy strong in agricultural and forest products, manufacturing, health care, financial and professional services, and the military, with McChord U.S. Air Force Base and Fort Lewis Army Post located in Pierce County. Significant work in satellite imaging, automated fingerprint and radio frequency identification systems, and Internet and computer services continues because of multiple broadband telecommunications systems, including the city's fiber-optic Click! Network, launched in November 1998. Over the past several years, the City of Tacoma, along with investors from the private sector, have spent $300 million on the city's telecommunications infrastructure through Click! Network, which continues expansion with new construction and additional services for customers.

Tacoma is an important center for agricultural and forest products. The first business established in Tacoma was a saw mill; Tacoma's economy is still heavily involved with timber. Regional enterprises produce more flower bulbs than the Netherlands, as well as crops, such as berries and rhubarb, which require heavy seasonal employment. Tourism is also important to Tacoma's economy. Visitors are attracted to the waters of Commencement Bay and the state and national parks surrounding Tacoma.

Items and goods produced: lumber products, pulp, paper, clothing, chemicals, furniture, flour, furnaces, railroad car wheels, candy, food products, meat and fish

Incentive Programs—New and Existing Companies

Local programs—The City of Tacoma offers a variety of business loan programs, tax credits for new job creation, industrial revenue bonds, sales and use tax exemption on machinery and equipment, a variety of housing-related programs, financial incentives for historic properties, and others.

State programs—Part of Tacoma is a designated state Empowerment Zone; employers locating within this area and who meet certain hiring requirements are eligible for tax credits, special financing, and contracting programs. Other state programs available to businesses in Tacoma include tax deferral programs and business and occupation tax credits to businesses operating in distressed areas, high technology businesses, international services businesses, and manufacturers meeting program requirements.

Job training programs—In addition to job training programs at the area educational institutions, several other training programs exist, including the City of Tacoma Local Apprenticeship and Training Programs (LEAP), which offers apprenticeship programs, training, and opportunities to work on city public works projects. Pierce County WorkSource offers training programs and workshops for residents seeking jobs.

Development Projects

As the 21st century gets underway, new and renewal projects abound in Tacoma. A new pedestrian bridge connects the new $63 million Museum of Glass to the esteemed Washington State Historical Museum. Next door is the new Tacoma Art Museum, which opened in 2003 in a space twice the size as it previously inhabited. Its old location was bought and renovated by the Asia Pacific Cultural Center. Across the Thea Foss Waterway, a $15 million Pioneer Museum of Motorcycles recently opened. The $89.7 million convention center, anchored in the heart of downtown Tacoma opened in 2004. Also in 2004 ground was broken on a much-needed new police headquarters. Newly operational light rail lines now stretch all the way to Seattle. Plans are currently underway for the new Harold E. LeMay Classic Car Museum, to be located on 9 acres next to the Tacoma Dome and slated for opening in 2008.

In 2002 the state legislature approved funding for the construction of a second bridge span across the Tacoma Narrows. The new bridge, which will be built parallel to the existing bridge, is expected to be completed in March 2007. Team Tacoma, a local development group, is planning a $25 million project along the waterway that includes condominiums, parking areas, and a mix of commercial and retail spaces. The Tacoma campus of the University of Washington recently dedicated two new buildings, while students at the University of Puget Sound are getting a new, 184-resident dormitory.

Economic Development Information: Tacoma Pierce County, 1001 Pacific Avenue, Suite 400, Tacoma, WA 98402; telephone (253)627-2836; fax (253)627-8783. Tacoma Economic Development Department, 747 Market Street, 9th Floor, Tacoma, WA 98402; telephone (253)591-5364; fax (253)591-5232; email director ryan.petty@ci.tacoma.wa.us

Commercial Shipping

The Port of Tacoma is the sixth largest container port in North America, and one of the country's primary gateways for trade with Japan, China, Taiwan, and Thailand. Tacoma is also strongly tied to Alaska's economy, with the port handling more than 75 percent of all waterborne commerce going from the Lower 48 to Alaska. A new 171-acre mega-container terminal opened in January 2005, part of a $34.1 million plan to meet the needs of the Port's existing customers and to attract additional customers.

The city is also an important rail shipping hub and is served by two major transcontinental railroads: Burlington Northern–Santa Fe and Union Pacific. These two railroads link Tacoma to major markets in the Midwest and East Coast. Rail is also used to move a variety of export commodities through Tacoma—everything from Midwest corn to John Deere tractors. More than 200 trucking companies work to move goods through the city, and major air freight carriers serve Seattle-Tacoma International Airport, located about 30 minutes from Tacoma.

Labor Force and Employment Outlook

Tacoma draws from a stable work force of skilled and unskilled workers that has steadily attracted new business and industry. Local firms can rely on more than one million workers who live within an hour's commute of the city. Tacoma-Pierce County has experienced an extensive history of mature labor relations. Employment opportunities are said by local analysts to be on the increase. Civic and business leaders continue to predict a prosperous future for the city, based on its economic diversity and availability of abundant natural resources.

The following is a summary of data regarding the Tacoma labor force, 2004 annual averages.

Size of nonagricultural labor force: 254,500

Number of workers employed in . . .
mining: 400
construction: 8,500
manufacturing: 19,500
trade, transportation, and utilities: 49,100
information: 3,100
financial activities: 13,800
professional and business services: 22,100
education and health services: 37,700
leisure and hospitality: 24,900
other services: 1,700
government: 53,400

Average hourly earnings of production workers employed in manufacturing: $18.27 (2004 annual statewide average)

Unemployment rate: 6.6% (January 2005)

Largest employers	*Number of employees*
Fort Lewis Army Post	31,450
McChord Air Force Base	8,368
Washington State	7,857
Multicare Health System	3,748
Tacoma Public Schools	3,590
Franciscan Health System	3,521
Pierce County Government	3,173

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Tacoma area.

2004 (3rd Quarter) ACCRA Average House Price: $255,772

2004 (3rd Quarter) ACCRA Cost of Living Index: 106.2 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 6.5% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 8.4 to 8.8%

Property tax rate: $3.23 per $1,000 assessed value (2004; assessed yearly)

Economic Information: Tacoma-Pierce County Chamber of Commerce, 950 Pacific Avenue, Suite 300, PO Box 1933, Tacoma, WA 98401; telephone (253)627-2175; fax (206)597-7305

Education and Research

Elementary and Secondary Schools

Tacoma School District #10, the third largest system in the state, is administered by a five-member, nonpartisan school board that selects the superintendent.

The following is a summary of data regarding the Tacoma public schools as of the 2003–2004 school year.

Total enrollment: 32,258

Number of facilities
elementary schools: 36
middle schools: 11
senior high schools: 7

Student/teacher ratio: 22.7:1

Teacher salaries
minimum: $32,154
maximum: $64,258

Many private and parochial schools in Tacoma offer alternative and religious curricula.

Public Schools Information: Tacoma Public Schools, Central Administration, 601 S. 8th St., PO Box 1357, Tacoma, WA 98401-1357; telephone (253)571-1000

Colleges and Universities

Tacoma is home to numerous universities and colleges. Pacific Lutheran University and the University of Puget Sound, both private, grant baccalaureate and advanced degrees in such fields as business, music, and law. University of Puget Sound is considered integral to the area's economy. Tacoma Community College and Pierce College provide occupational training and college preparatory curricula. Also located in the area is the University of Washington-Tacoma, where enrollment is expected to reach 6,000 students by 2007. Private technical institutes include Clover Park, Bates, and Business Computer Training Institute.

Libraries and Research Centers

Tacoma is served by two public library systems. The Tacoma Public Library, with a downtown facility housed in a renovated 1903 Carnegie Library building plus nine branches, maintains holdings of more than 1.18 million items including books, 2,210 periodical subscriptions, plus records, slides, tapes, films, maps, and art reproductions. Special collections include city archives and World War I books and posters; the library is a depository for federal and state government documents. The Pierce County Library System operates 17 branches in addition to its downtown location; holdings consist of more than 1.1 million volumes. Several specialized libraries in the city are affiliated with government agencies, universities, corporations, churches, and a local newspaper.

Research activities in such fields as invertebrate zoology, herpetology, and ornithology are conducted at the University of Puget Sound's James R. Slater Museum of Natural History in Tacoma.

Public Library Information: Tacoma Public Library, 1102 Tacoma Avenue South, Tacoma, WA 98402-2098; telephone (253)591-5666. Pierce County Library System, 3005 112th Street East, Tacoma, WA 98446; telephone (253)536-6500

Health Care

Tacoma's health care community has been nationally recognized in specialized areas, including cancer treatment, kidney dialysis, and burn care, as well as in cardiac care and pediatrics. The 320-bed St. Joseph Medical Center and 106-bed St. Clare Hospital are ranked among the nation's top hospitals. Among the ten hospitals located in Tacoma are two facilities for children, the Mary Bridge Children's Health Center and the Child Study and Treatment Center. Governmental agencies provide a number of programs that assist in substance abuse care, mental health, preventive medicine, and family planning.

Recreation

Sightseeing

Tacoma offers the sightseer a variety of diversions. The city is bordered by miles of waterfront parks and beaches. One of several parks located in the city is the 702-acre Point Defiance Park, which includes miles of walking trails through the wilderness and along the waterfront. In 2005 the park celebrates its 100-year anniversary, highlighted by special events throughout the year. Its zoo includes animals native to the Puget Sound area; it is also known for its excellent aquarium. Other attractions within Point Defiance Park include Fort Nisqually, a restored trading post; Camp Six, a re-creation of a logging camp; and Never Never Land, a forested area that once was populated with fairy tale scenes but since 2004 has been refurbished for parties and other gatherings. The city's first off-leash dog park is located at Rogers Park. The Narrows Bridge, spanning the Sound between Tacoma and the Gig Harbor Peninsula, is the fifth longest suspension bridge in the United States.

Wright Park downtown offers lawn bowling and horseshoe pitching; it is also the site of the Seymour Botanical Conservatory. In 2004 park officials decided to enhance park facilities, including expansion of the Conservatory. Other points of interest are Union Station and the Old City Hall, built in the style of the Italian Renaissance; both are National Historic Landmarks.

A little more than an hour from Tacoma is Mt. Rainier National Park, which provides a closer view of the mountain that dominates the city's landscape. More than 300 miles of trails in the park provide plenty of opportunity for hiking and exploring. Climbing courses and skiing instruction are available. Plans are currently underway at the park to prepare an Intelligent Transportation System to enhance visitors' experience there, including web cameras showing traffic conditions, interactive websites, and toll-free numbers to obtain road, weather, and traffic conditions. Kopachuck State Park and Penrose Point State Park are also in the vicinity.

Arts and Culture

Tacoma has a vibrant arts community with excellent museums and professional theater and opera companies. Downtown Tacoma, which in recent years has been attempting to re-establish the theater district as the ''heart of the city,'' has revitalized its Broadway Center for the Performing Arts. The Broadway Center, which includes the historic Pantages and Rialto theaters, as well as the Theatre on the Square, is home to many performances year-round. In addition, the University of Puget Sound and Pacific Lutheran University offer ongoing performances from September through June.

In 2002 Tacoma became home to the new International Museum of Glass, featuring works of glass artists from throughout the world. Recognized glass artist Dale Chihuly is a Tacoma native. His work can be viewed in the historic Union Station on Pacific Avenue. The Tacoma Art Museum has a rich collection of American, European, and Asian art and offers stimulating rotating exhibits on an ongoing schedule. Its new facility opened in May 2003 and is twice the size of its previous location. The Antoine Predock–designed building features a unique flexible exhibition area that wraps around an indoor, open-air stone garden.

The Washington State History Museum has the largest collection of Northwest artifacts in the state. Its interactive exhibits chronicle the natural, social, and industrial history of the Pacific Northwest. The Washington State Capitol Museum features exhibits that reflect regional Native American history.

Tacoma's anchor arts groups include the Northwest Sinfonietta, Tacoma Philharmonic, Tacoma Symphony Orchestra, Tacoma Actors Guild, Tacoma Art Museum, Tacoma Little Theatre, Children's Museum of Tacoma, and Tacoma Youth Symphony. The Broadway Center offers touring productions September through June for families and general audiences. Often programs at the Broadway Center feature companion education activities for school children. Visitors to Tacoma can also enjoy a variety of public art. Highlights not to be missed include displayed public art projects on the Ruston Way waterfront and the literary, visual, and sound art forms at the walkway at Point Defiance. The University of Washington Tacoma campus is located in the middle of downtown Tacoma. A stroll through the campus takes the visitor past a variety of contemporary art created by some of Washington state's finest artists, including Buster Simpson, Dan Senn, and Dale Chihuly.

Festivals and Holidays

Tacoma's special events calendar is filled throughout the year. The Home and Garden Show, the Palmer/Wirfs Antique Show, and the Northwest Bridal Expo are held in January. The Wintergrass Bluegrass Festival takes place in February, followed by the Northwest Antique Show in March. The Annual Daffodil Festival and the Annual Spring Barrel Wine Tasting Tour are fun April events. The Sound to Narrows Race draws crowds annually in June. July in Tacoma is especially festive, with the Fourth of July Celebration in Old Town, the Tacoma Freedom Fair and Fireworks Display, and the Taste of Tacoma. Summer festivals continue with the Pierce County Fair, Downtown Farmers Market, and the Tall Ships Festival, which includes world-class sailing ships at the waterfront.

Fall brings the Western Washington Fair, Oktoberfest, the Puyallup Canine Fest, and the Holiday Food and Gift Festival. The year closes with the Victorian Country Christmas in December, followed by the Downtown Tacoma Tree Lighting Ceremony, and First Night Celebrations on New Year's Eve.

Sports for the Spectator

The Tacoma Rainiers, the Triple A farm team for professional baseball's American League Seattle Mariners, play baseball at Cheney Stadium. Both Pacific Lutheran University and the University of Puget Sound field teams in major sports.

Sports for the Participant

In addition to the recreational opportunities provided by the Cascade Mountains and the 361 freshwater lakes in Pierce County, Tacoma operates four public golf courses and tennis courts are located in the public parks. The city also maintains a number of public beaches and piers for swimming and fishing.

Shopping and Dining

Boutiques and antique shops can be found at Tacoma's Old Town Historic District, the city's original business district. The downtown business district has shops, boutiques, and galleries. Freighthouse Square is a public market with restaurants, specialty shops, and special events. The Tacoma Mall, one of the largest in the Northwest, is considered ''Pierce County's Premier Mall.''

Tacoma is salmon country and the city is home to numerous seafood restaurants. Ruston Way, along the western side of the peninsula, is dotted with restaurants and is referred to as ''Restaurant Row.''

Visitor Information: Tacoma Economic Development Department, 747 Market Street, 9th Floor, Tacoma, WA 98402; telephone (253)591-5364; fax (253)591-5232. Tacoma Regional Convention and Visitor Bureau, 1119 Pacific Avenue, 5th Floor, Tacoma, WA 98402; telephone (253)627-2836; toll-free (800)272-2662; fax (253)627-8783; email info@traveltacoma.com

Convention Facilities

November 2004 marked the completion of a new downtown convention center. The 200,000-square-foot facility is adjacent to the 319-room Sheraton and the new 162-room Marriott Courtyard, which is scheduled for completion in 2005. The facility connects the Broadway Theater District with the rapidly developing cultural area anchored by the Washington State History Museum and the University of Washington Tacoma campus.

Meeting facilities are available at the 6.1-acre Tacoma Dome Entertainment Complex. The Dome, located near Commencement Bay in downtown Tacoma, contains a 30,000-square-foot Convention Hall with a seating capacity for 2,000 participants. The hall can be divided into six soundproof rooms, providing seminar space. The dome's arena can provide additional seating space for 3,000 persons. The Shanaman Sports Museum, which aims to preserve the area's sports heritage, is also located inside the Dome. Along with the arena, the Convention Hall offers 150,000 square feet of space. Banquet and meeting space are available at Saint Helens Convention Center, a historic landmark. Several other hotels and motels providing additional meeting space are located in the Tacoma area.

Convention Information: Tacoma Regional Convention and Visitor Bureau, 1119 Pacific Avenue, 5th Floor, Tacoma, WA 98402; telephone (253)627-2836; toll-free (800)272-2662; fax (253) 627-8783; email info@travel tacoma.com

Transportation

Approaching the City

Seattle-Tacoma International Airport (Sea-Tac) is a modern facility with an underground monorail. The airport is located 18 miles north of the city. The airport is currently being upgraded with a new runway that will enable aircraft to land in any weather condition.

The primary north-south motor route to Tacoma is Interstate 5, which runs between Canada and Mexico. East-west access is provided by S.R. 16.

Amtrak furnishes rail service into Tacoma with several trains each day. An extensive ferry system serves Puget Sound.

Traveling in the City

Tacoma occupies an irregular peninsula with its street pattern conforming roughly to a grid within those constraints. The principle north-south arteries are Pacific Avenue, North Pearl, and Ruston Way, which runs along the eastern coast of the peninsula. The major east-west thoroughfares are Sixth Avenue and S.R. 16, which enters Tacoma across the Narrows Bridge. Interstate 5 bisects the city on a southwest to northeast axis.

Sound Transit offers its 37,000 daily riders several ways of getting around. ST Express buses run from Tacoma, Gig Harbor, and Lakewood to downtown Seattle and back. ST Express buses also run from Lakewood and Tacoma to Seattle-Tacoma International Airport. Sounder commuter trains run some 80 miles on weekdays, connecting from Everett and Tacoma into Seattle and back. The Tacoma Link light rail trains began operating in August 2003 and have become a primary factor in the renaissance of downtown Tacoma. Construction is currently underway on a 14-mile Central Link light rail line, to begin carrying passengers in 2009. Future Sound Transit plans include adding more bus transit facilities and increasing the hours of operation for all services.

Communications

Newspaper and Magazines

The major daily newspaper in Tacoma is *The News Tribune.* Other publications serving Tacoma include *Tacoma Reporter* and *The Northwest Dispatch*, serving the African American community, and *The Ranger,* for military personnel. Among other periodicals originating in Tacoma are *Senior Scene, Northwest Guardian,* and *Pierce County Business Examiner.*

Television and Radio

Four television stations are based in Tacoma; because of the city's proximity to Seattle, broadcasts from Seattle television stations are also received in the metropolitan area. More than 30 AM and FM radio stations serve Tacoma with music, news, and special interest programming.

Media Information: *The News Tribune,* 1950 South State Street, Tacoma, WA 98411; telephone (253)597-8742

Tacoma Online

City of Tacoma home page. Available www.cityoftacoma .org

The News Tribune. Available www.thenewstribune.com

Pierce County Library System. Available www.pcl.lib.wa.us

Tacoma-Pierce County Chamber of Commerce. Available www.tacomachamber.org

Tacoma-Pierce County Visitors and Convention Bureau. Available www.traveltacoma.org

Tacoma Public Library. Available www.tpl.lib.wa.us

Tacoma School District #10. Available www.tacoma.k12.wa.us

Selected Bibliography

Alexie, Sherman, *Reservation Blues* (New York: Warner Books, 1995)

WYOMING

Casper 585
Cheyenne 597

The State in Brief

Nickname: Equality State, Cowboy State
Motto: Equal rights

Flower: Indian paintbrush
Bird: Meadowlark

Area: 97,813 square miles (2000; U.S. rank: 10th)
Elevation: Ranges from 3,100 feet to 13,084 feet above sea level
Climate: Continental; semi arid and cool, with mild summers and severe winters; temperature varies with elevation

Admitted to Union: July 10, 1890
Capital: Cheyenne
Head Official: Governor Dave Freudenthal (D) (until 2007)

Population
- **1980:** 470,000
- **1990:** 453,588
- **2000:** 493,782
- **2004 estimate:** 506,529
- **Percent change, 1990–2000:** 8.9%
- **U.S. rank in 2004:** 51st
- **Percent of residents born in state:** 42.5% (2000)
- **Density:** 5.1 people per square mile (2000)
- **2002 FBI Crime Index Total:** 17,858

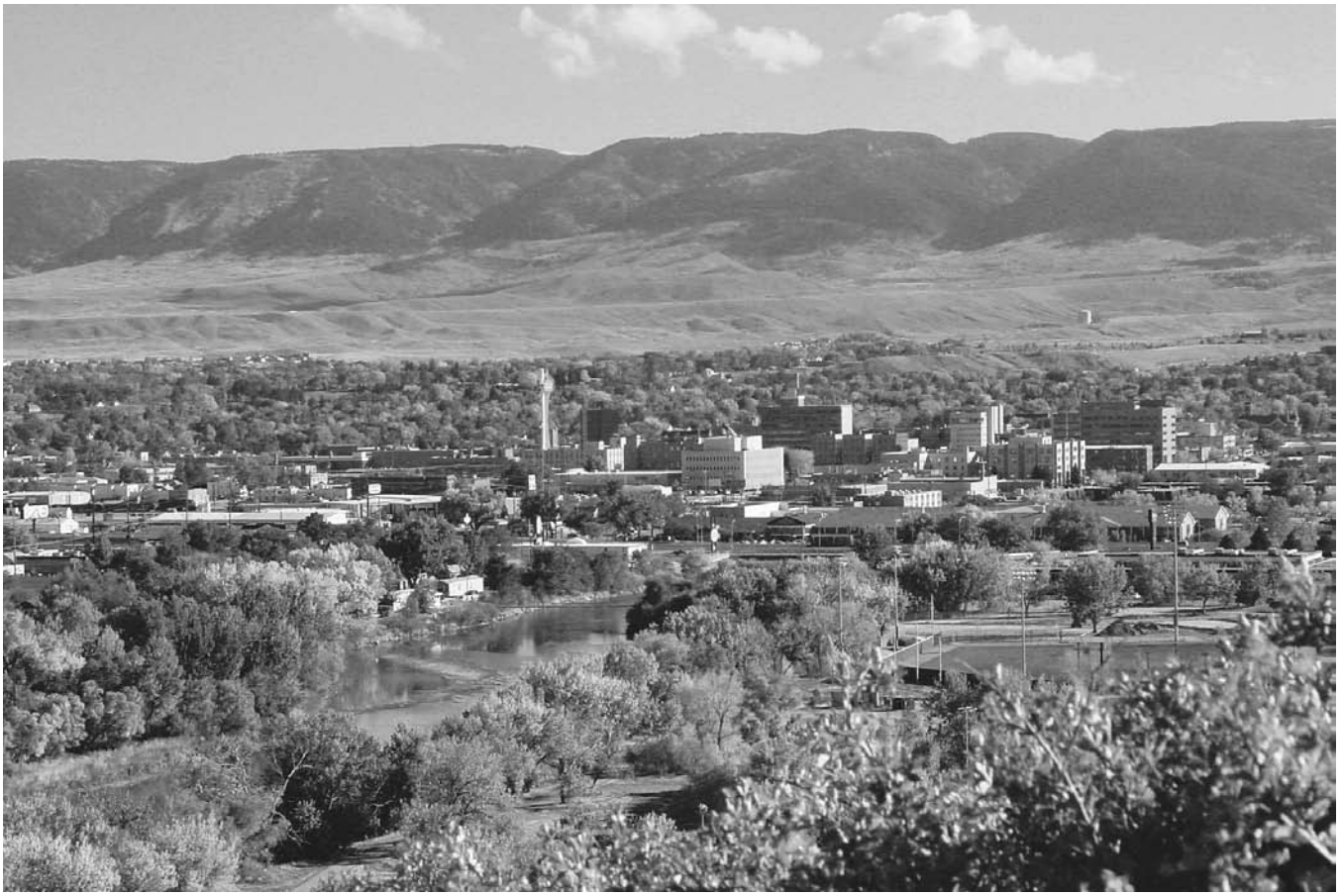
Racial and Ethnic Characteristics (2000)
- **White:** 454,670
- **Black or African American:** 3,722
- **American Indian and Alaska Native:** 11,133
- **Asian:** 2,771
- **Native Hawaiian and Pacific Islander:** 302
- **Hispanic or Latino (may be of any race):** 31,669
- **Other:** 12,301

Age Characteristics (2000)
- **Population under 5 years old:** 30,940
- **Population 5 to 19 years old:** 114,406
- **Percent of population 65 years and over:** 11.7%
- **Median age:** 36.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 6,615
- **Total number of deaths (2003):** 4,173 (infant deaths, 46)
- **AIDS cases reported through 2003:** 96

Economy
- **Major industries:** Mining; finance, insurance, and real estate; government; construction
- **Unemployment rate:** 2.9% (February 2005)
- **Per capita income:** $32,235 (2003; U.S. rank: 16th)
- **Median household income:** $41,501 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 11.4% (1999)
- **Income tax rate:** None
- **Sales tax rate:** 4.0%

Casper



The City in Brief

Founded: 1888 (incorporated in 1889)

Head Official: Guy V. Padgett, III (since 2005)

City Population
1980: 51,016
1990: 46,742
2000: 49,644
2003 estimate: 50,632
Percent change, 1990-2000: 6.2%
U.S. rank in 1990: 559th (2nd in state)
U.S. rank in 2000: Not reported (2nd in state)

Metropolitan Area Population (PMSA)
1980: 71,856
1990: 61,226
2000: 66,533
Percent change, 1990-2000: 8.6%
U.S. rank in 2000: 275th

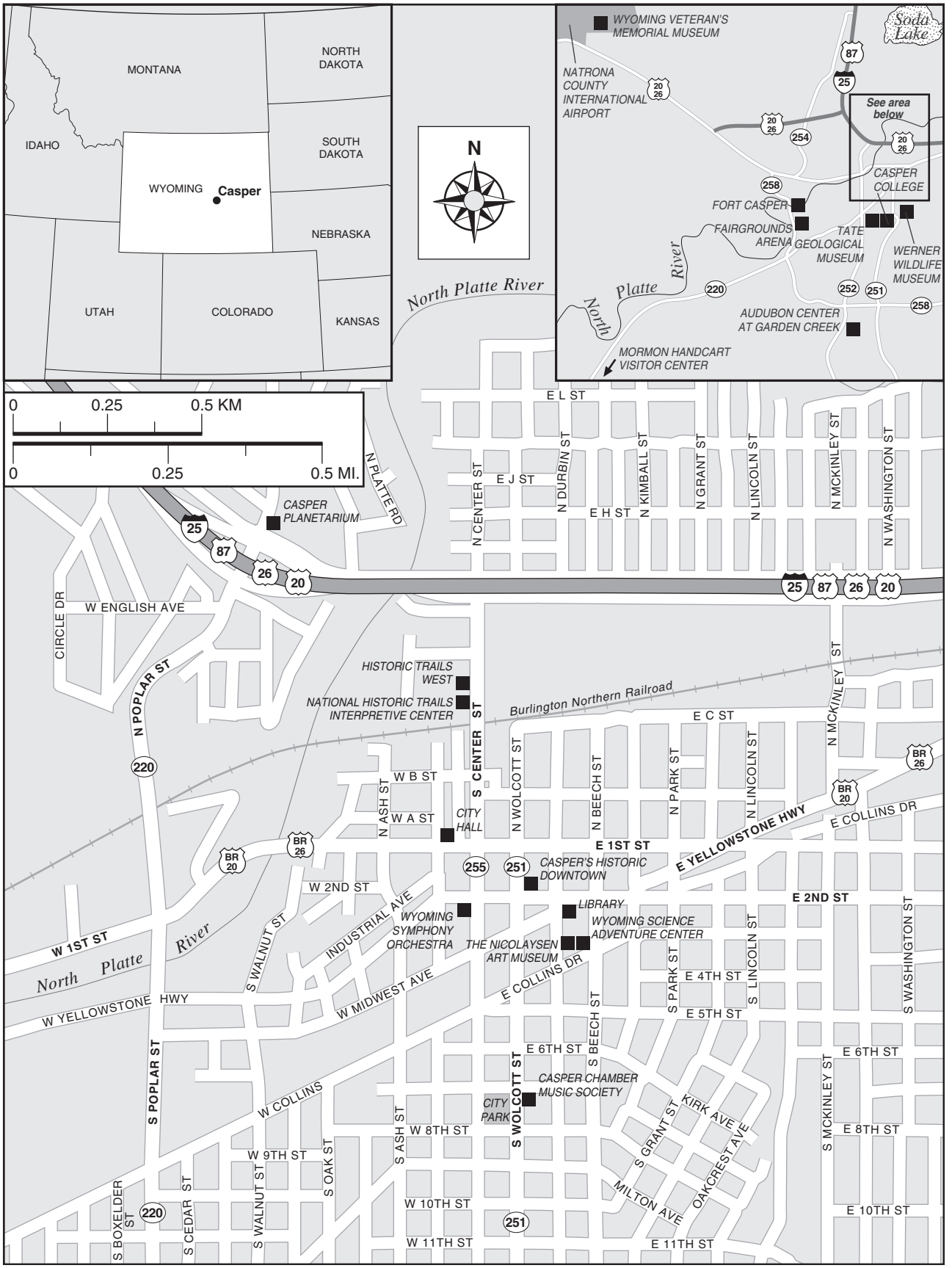
Area: 23.9 square miles (2000)
Elevation: 5,140 feet above sea level
Average Annual Temperature: 45.2° F
Average Annual Precipitation: 14.75 inches rainfall; 77 inches snowfall

Major Economic Sectors: mining, education, health services, social services, retail trade, tourism
Unemployment Rate: 4.2% (January 2005)
Per Capita Income: $19,409 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 2,725

Major Colleges and Universities: Casper College, University of Wyoming outreach program

Daily Newspaper: *Casper Star Tribune*


MONTANA
NORTH DAKOTA
SOUTH DAKOTA
IDAHO
WYOMING
Casper
NEBRASKA
UTAH
COLORADO
KANSAS
N
North Platte River
0 0.25 0.5 KM
0 0.25 0.5 MI.
WYOMING VETERAN'S MEMORIAL MUSEUM
Soda Lake
NATRONA COUNTY INTERNATIONAL AIRPORT
See area below
CASPER COLLEGE
FORT CASPER
FAIRGROUNDS ARENA
TATE GEOLOGICAL MUSEUM
WERNER WILDLIFE MUSEUM
AUDUBON CENTER AT GARDEN CREEK
MORMON HANDCART VISITOR CENTER
CASPER PLANETARIUM
N PLATTE RD
E L ST
E J ST
E H ST
N CENTER ST
N DURBIN ST
N KIMBALL ST
N GRANT ST
N LINCOLN ST
N MCKINLEY ST
N WASHINGTON ST
CIRCLE DR
W ENGLISH AVE
N POPLAR ST
HISTORIC TRAILS WEST
NATIONAL HISTORIC TRAILS INTERPRETIVE CENTER
Burlington Northern Railroad
S CENTER ST
E C ST
W B ST
W A ST
N ASH ST
CITY HALL
N WOLCOTT ST
N BEECH ST
N PARK ST
E 1ST ST
E YELLOWSTONE HWY
E COLLINS DR
CASPER'S HISTORIC DOWNTOWN
W 2ND ST
E 2ND ST
W 1ST ST
North Platte River
S WALNUT ST
INDUSTRIAL AVE
WYOMING SYMPHONY ORCHESTRA
LIBRARY
WYOMING SCIENCE ADVENTURE CENTER
THE NICOLAYSEN ART MUSEUM
W YELLOWSTONE HWY
W MIDWEST AVE
E COLLINS DR
S PARK ST
S LINCOLN ST
S WASHINGTON ST
E 4TH ST
E 5TH ST
S POPLAR ST
S BEECH ST
E 6TH ST
S WOLCOTT ST
CASPER CHAMBER MUSIC SOCIETY
CITY PARK
W COLLINS
S ASH ST
W 8TH ST
S GRANT ST
KIRK AVE
OAKCREST AVE
S MCKINLEY ST
E 8TH ST
W 9TH ST
S OAK ST
MILTON AVE
E 10TH ST
S BOXELDER ST
S CEDAR ST
S WALNUT ST
W 10TH ST
W 11TH ST
E 11TH ST

Introduction

In the days of the Wild West and Manifest Destiny, all roads led to Casper—the city was sited at the nexus of a number of important trails of the time, including the Oregon Trail, the Pony Express route, the Mormon Trail, the Bozeman Trail, the California Trail, and the Bridger Trail. Today the nexus is more that of the past as represented by traditional agriculture coupled with the future of energy and conservation. Casper is the geographic heart of Wyoming and keeps the economy pulsing with oil and gas exploration, thriving livestock ranches, and a burgeoning tourist industry.

Geography and Climate

At almost a mile above sea level, Casper rests at the foot of Casper Mountain and follows the contours of the North Platte River. With the Laramie Mountain Range of the Rocky Mountains to the west and the Wyoming plains to the east, Casper has been uniquely situated between natural resources for energy and outdoor adventure exploration on the one hand and agricultural endeavors on the other.

Casper sits within the area characterized by the National Weather Service as the ''comfort zone,'' with year-round low humidity moderating the cold of winter and the heat of summer. Casper averages 275 days of sunshine every year and experiences an average wind speed of 12.9 miles per hour. The city's location and climate make it a jumping-off point for outdoor adventures.

Area: 23.9 square miles (2000)

Elevation: 5,140 feet above sea level

Average Temperatures: January, 22.4° F; July, 70.8° F; annual average, 45.2° F

Average Annual Precipitation: 14.75 inches rainfall; 77 inches snowfall

History

Back to the Source

Before there were people, there was the river—the North Platte River begins its meandering journey in the mountains near Casper, running east across the Great Plains to merge with its sister river, the South Platte, to become simply the Platte River. Water, mountains, and plains were a lure from the beginning; evidence of human occupation dates back more than 12,000 years with the Clovis peoples, followed by the Folsom and the Eden Valley peoples. A mix of hunting and gathering tribes occupied the area until approximately 500 A.D., eventually morphing into Native American tribes more familiar in today's world.

The original residents of Wyoming were nomadic Plains Indians, including tribes as disparate as the Arapaho, Sioux, Cheyenne, Crow, Lakota, Blackfeet, Kiowa, Nez Perce, and Shoshone. The tribes relied on the land and the roaming buffalo herds for sustenance; when European explorers and hunters began a wholesale slaughter of the buffalo, coinciding with an interest in herding native peoples to a containment area in Oklahoma, armed conflicts escalated in the clash of cultures and interests. In 1812, fur trappers had followed beaver and buffalo populations to the northern Rockies. The Oregon Trail had been scouted out in 1823, and its ever-deepening ruts reflected the entrenched U.S. belief in its manifest destiny to expand westward.

The Western Civil War

By 1847, a network of travel routes converged at a spot just west of present-day Casper; here the Emigrant Trail crossed from the south side to the north side of the North Platte River. When the first Mormon wagon train passed through this area on its way to what would become Utah, Brigham Young arranged for a ferry to be set up for the use of future travelers. The Mormon Ferry soon faced competition as more emigrants passed that way and decided to cash in on a good idea. One entrepreneurial French-Canadian trader named John Baptiste Richard decided to build a bridge across the North Platte and charge a toll for crossing it. The area was now not just a way-station but an encampment.

Local residents established a trading post along the Emigrant Trail in 1859, taking advantage of the growing stream of wagon trains. As the local population grew along with the number of emigrants, friction developed with local tribes of Lakota, Arapaho, and Cheyenne Indians. As a result, the trading post was transformed into a fort by the military, and two pitched battles between the army and the native tribes took place in 1865. In the first conflict, Lieutenant Caspar Collins was killed while attempting to rescue another soldier. Lt. Collins' father already had a fort named after him in Colorado, so the military named the Wyoming fort ''Casper'' in his honor, inadvertently using a misspelling that had been transmitted by telegraph. The seeds of present-day Casper had been planted.

Black Gold, Texas Tea

Casper in 1888 was a true Wild West town; a railroad had been built through the town in an effort to ease travel to

riches of gold in California and fertile land in Oregon. Isolation and lawlessness attracted a rough crowd of renegades and outlaws, and the original township developed a main street lined with saloons on one side. By necessity, the first public building in Casper was a jail. Lynchings were not an uncommon occurrence.

Oil was struck in nearby Salt Creek Field in 1889, an event that has come to define Casper as the ''oil capital of the Rockies.'' The city was flooded with an influx of claim jumpers looking to capitalize on the promised wealth. In 1895, the first oil refinery was constructed. Oil workers known as ''roughnecks'' followed, along with gamblers, prostitutes and corrupt businessmen. Cattlemen went to war against the sheepmen. The local law struggled to keep up with the shenanigans of the populace, passing laws to prevent women from walking on the saloon side of Main Street and to make illegal the discharge of firearms within city limits.

Local municipal leaders were set on Casper becoming the state capital and a centerpiece of the West. As the economy continued to thrive, construction was begun on some of the tallest buildings in Wyoming during the early 20th century. But, a city that lives on oil can die on oil.

Nearly a Ghost Town

Few communities escaped the repercussions of the Great Depression, and Casper was not an exception. In 1929, the city's population diminished by 50 percent; the struggle continued until World War II spurred renewed demand for oil and gas supplies.

The city has experienced cycles of boom and bust beginning in the 1960s, riding the wave of oil and gas prices. Today, Casper is profiting from U.S. conflicts with oil-producing nations and has additionally seen the growth of more consistent industries in the areas of health care, social services and tourism. Figurative fisticuffs have taken the place of literal gunfights as the oil industry negotiates its place in a city that is increasingly conscious of its finite and infinitely beautiful natural resources.

Historical Information: Wyoming State Historical Society, 1829 North Piney Creek Road, Casper, WY 82604-1721

Population Profile

Metropolitan Area Residents (CMSA)
1980: 71,856
1990: 61,226
2000: 66,533
Percent change, 1990–2000: 8.6%
U.S. rank in 2000: 275th

City Residents
1980: 51,016
1990: 46,742
2000: 49,644
2003 estimate: 50,632
Percent change, 1990–2000: 6.2%
U.S. rank in 1990: 559th (2nd in state)
U.S. rank in 2000: Not reported (2nd in state)

Density: 2,073.2 people per square mile

Racial and ethnic characteristics (2000)
White: 46,680
Black or African American: 428
American Indian and Alaskan Native: 495
Asian: 425
Native Hawaiian and Pacific Islander: 10
Hispanic or Latino (may be of any race): 2,656
Other: 1,011

Percent of residents born in state: 46.4% (2000)

Age characteristics (2000)
Population under 5 years old: 3,264
Population 5 to 9 years old: 3,458
Population 10 to 14 years old: 3,758
Population 15 to 19 years old: 4,122
Population 20 to 24 years old: 3,455
Population 25 to 34 years old: 6,125
Population 35 to 44 years old: 7,649
Population 45 to 54 years old: 7,016
Population 55 to 59 years old: 2,211
Population 60 to 64 years old: 1,852
Population 65 to 74 years old: 3,606
Population 75 to 84 years old: 2,402
Population 85 years and over: 746
Median age: 36.1

Births
Total number: 897 (2002; Natrona County)

Deaths
Total number: 616 (2002; Natrona County)

Money income (1999)
Per capita income: $19,409
Median household income: $36,567
Total households: 20,343

Number of households with income of . . .
less than $10,000: 1,761
$10,000 to $14,999: 1,689
$15,000 to $24,999: 3,101
$25,000 to $34,999: 3,185
$35,000 to $49,999: 3,680

$50,000 to $74,999: 3,948
$75,000 to $99,999: 1,772
$100,000 to $149,999: 866
$150,000 to $199,999: 196
$200,000 or more: 238

Percent of families below poverty level: 8.5% (53.5% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 2,725

Municipal Government

The City of Casper operates under a Council-Manager form of government; in staggered elections, the city's three wards each elect three representatives from the citizenry residing in that ward. All legislative authority resides within the nine-member council. The council in turn appoints a mayor and a vice president from among its own ranks; each of these officials serves for one year. A manager is hired by the city to coordinate municipal business and respond to citizen concerns.

Head Official: Guy V. Padgett, III (since 2005; current term expires December 2006)

Total Number of City Employees: 505 (2005)

City Information: City of Casper, 200 N. David, Casper, WY 82601; telephone (307)235-8400

Economy

Major Industries and Commercial Activity

In 2004, *Forbes* magazine named Casper one of the nation's ''Top 25 Best Small Places for Business'' based on the comparatively low costs of operating in the Casper area. The city's central location and proximity to a wealth of natural resources has attracted mining and petroleum exploration industries to the area.

Casper also grew up as a cattle and sheep ranching town, and remains as such today. Businesses related to the care and feeding of livestock have maintained a hold on the economy in Casper and the surrounding Natrona County area.

The medical industry is healthy, as Casper serves as the site for a Department of Veterans Affairs Clinic in addition to the Wyoming Medical Center. The tourism trade is growing as well, grounded in local Wild West history, rodeos, and proximity to natural wonders such as Grand Teton National Park and Yellowstone.

Items and goods produced: oil, natural gas, coal, gravel, fire equipment, agricultural products

Incentive Programs—New and Existing Companies

Local programs—The lack of a local income tax and a low municipal sales tax rate are the main business incentives employed by the City of Casper. The Foreign Trade Zone at Natrona County International Airport provides further encouragement for importers to frequent Casper, as international goods can be warehoused at the airport without undergoing full U.S. Customs scrutiny.

State programs—Wyoming's primary business incentive is a non-existent corporate income tax rate, coupled with relatively minimal sales tax rates. The state also does not tax intangibles or inventory and has kept property taxes low.

Job training programs—The Casper Workforce Center is part of a statewide network of workforce development resources, including services for businesses, job seekers and employment data researchers. Expanding businesses can tap into the Business Training Grant program for new positions, which subsidizes tuition, registration, travel, continuing education and wages associated with newly-created positions in growing companies. Large and small business owners can take advantage of the Wyoming Job Network to search online for prospective employees; the Workforce Center additionally operates an Alien Labor Certification program, which allows employers to utilize immigrant labor for positions that are difficult to fill with U.S. citizens. On the other side of immigrant labor issues, the Workforce Center offers a Migrant and Seasonal Farmworker program, with bilingual staffers encouraging economic self-sufficiency among migrant workers through job training and employment matching services.

Job seekers can avail themselves of several programs organized under the Workforce Investment Act passed in 1998. The intent of the act was to create a seamless continuum of employment, education, and training programs to support business with a skilled workforce. Programs supported by the act include Title II Adult Basic Education, Title IV Vocational Rehabilitation programs, dislocated worker programs, youth tutoring, alternative secondary school services, youth summer employment programs, youth internships, and job shadowing. The Workforce Center offers specialized programs for older workers and workers who identify themselves as having disabilities.

Development Projects

The proposed McMurry Business Park planned along the extension of 2nd Street in Casper is likely to be a $25 million

investment property zoned for commercial use. Covering 500 acres, the project will involve access road improvements and major utility installations.

Not to be outdone, the Natrona County International Airport Business Park has undergone a sizable expansion during the last few years, including up to 18,000 square feet of available office space, approximately 135 buildings that can accommodate businesses that range from manufacturing to retail to aviation, and an adjacent acreage that has been designated for future development.

The Downtown Casper Reconstruction and Improvement Project is designed to revitalize an aged and deteriorating area in an effort to make it more inviting to tourists and businesses. A one-cent sales tax is providing the funding, with construction beginning in spring 2005 and expected to end in fall 2006.

Commercial Shipping

The largest airport in Wyoming, the Natrona County International Airport, is located in Casper and encompasses Foreign Trade Zone #157, which allows imported goods to remain onsite without undergoing full U.S. Customs processing. Four regional carriers offer business class travel; both Sky West and Northwest Airlines also offer cargo transportation services. The airport is additionally home to the air cargo facilities of UPS, FedEx and DHL package delivery services.

Burlington Northern Santa Fe (BNSF) Railway passes through Casper, with routes to the West Coast, the Southwest, the Midwest, and other points west of the Mississippi River. Freight services offered include agricultural, mineral, industrial, and consumer goods. Freight forwarding and direct connections with dock spurs are available to shippers.

Casper's central location makes it a highway hub, with Interstate 25, U.S. Highways 20 and 87, and state highways 220, 254 and 20 all meeting within its city limits. Casper is served by approximately 48 over-the-road trucking companies and has access to package delivery services such as UPS, FedEx and DH.

Labor Force and Employment Outlook

While it's expected that Wyoming will remain identified with production of natural gas and coal, a slight decline in total mining jobs is anticipated. Most employment growth is expected to occur in non-goods producing sectors, including service and retail trade. The State of Wyoming predicts that the aging of the baby boomer generation will result in possible labor shortages as that group retires. An aging population will also increase demand for health care and social services, creating a potential spike in those professions.

The following is a summary of data regarding the Casper metropolitan statistical area labor force, 2004 annual averages.

Size of nonagricultural labor force: 35,800

Number of workers employed in . . .
natural resources and mining: 3,000
construction: 2,400
manufacturing: 1,500
trade, transportation and utilities: 8,200
information: 500
financial activities: 1,800
professional and business services: 2,800
educational and health services: 4,500
leisure and hospitality: 3,400
other services: 1,700
government: 5,500

Average hourly earnings of production workers employed in manufacturing: $16.88

Unemployment rate: 4.2 (January 2005)

Largest employers	*Number of employees (2004)*
Natrona County School District #1	1,427
Wyoming Medical Center	921
The Industrial Company	600
Key Energy	558
City of Casper	505
Casper College	343
OfficeMax	339
Wyoming Machinery Company	315
Natrona County Government	278
McMurry Ready Mix	225
True Companies	201

Cost of Living

The following is a summary of data regarding key cost of living factors for the Casper area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: None

State sales tax rate: 4%

Local income tax rate: None

Local sales tax rate: 1%

Property tax rate: assessed at 9.5% of market value

Economic Information: Casper Area Economic Development Alliance, 300 South Wolcott Suite 300, Casper, WY 82601; telephone (307)577-7011; toll-free (800)634-5012

Education and Research

Elementary and Secondary Schools

The Natrona County School District serves students not just in Casper but also the communities of Midwest, Edgerton, Mills, Evansville, Bar Nunn, Alcova, Mountain View, and Powder River. The school district emphasizes site-based decision making in schools of choice, a system that allows parents to enroll students in any school without regard to location. Ideally, this encourages a cooperative approach between school administration, parents, and students in targeting an educational environment that best fits the needs of the individual.

The district operates a K-12 substance abuse program that has been recognized at the national level, along with specialized services for English language learners. Since 2001, the school district has offered an after-school program and community learning center at two elementary schools, with stated goals of retention, improved academic performance, life-long learning, and a safe drug-free environment. Outreach is also conducted for students who are homebound and those who are homeless.

The Natrona County School District created a planetarium in 1966, which over the years has brought the stars and planets to more than 500,000 students. The Casper Planetarium also presents programs for the public throughout the year, including the This Month's Sky series.

The following is a summary of data regarding Natrona County School District as of the 2004–2005 school year.

Total enrollment: 11,532

Number of facilities
elementary schools: 27
junior high schools: 7
high schools: 4
rural schools: 4

Student teacher ratio: junior high, 16.3:1; high school, 17.6:1

Teacher salaries
average: $42,286

Funding per pupil: $6,911

Public Schools Information: Natrona County School District, 970 N. Glenn Rd., Casper, WY 82601; telephone (307)577-0200

Colleges and Universities

Perched in the foothills of Casper Mountain, higher education takes on a literal meaning at Casper College. One of the largest community colleges, Casper College offers students a choice of 50 academic majors and more than 30 technical and career programs. The college enrolls a total of 3,800 students in small, personal classes in Business, Health Sciences, Trades and Technology, and Life Sciences programs, among others. The college also provides free Adult Basic Education and General Educational Development (GED) assistance in the Werner Technical Center.

The University of Wyoming in nearby Laramie maintains an outreach school in conjunction with the Casper College; the University of Wyoming/Casper College Center offers 14 baccalaureate degrees, 13 master's programs and a variety of certification programs. Coursework is completed onsite, via teleconferencing or through web-based instruction, with internships and educational travel experiences offered in various degree programs.

At the Natrona County International Airport, the Aircraft Rescue Firefighting training program offers classroom and hands-on experience with firefighting techniques unique to aeronautical equipment. Small classes ensure individual attention as students learn to deal with hazardous materials, ventilation issues, fire behavior, and search and rescue procedures.

Libraries and Research Centers

The Natrona County Library's main branch is located in the heart of Casper with branch libraries maintained in the communities of Edgerton and Mills. The library offers access to 204,922 books, 4,312 audio materials and 4,264 video materials, supplemented by 352 serial subscriptions and online research resources. Children's programs include a Reader's Advisory program that recommends books tailored to particular ages and interests; outreach programs to schools and community groups; educational games and reference programs; Storytime; a summer reading program; and Dial-a-Story with a new story available by phone every week.

The Goodstein Foundation Library at Casper College contains a collection of 118,000 volumes catering to the needs of faculty and students at the college. The library subscribes to more than 500 periodicals, with access to more than 20,000 full-text periodicals available online. The library is also home to a Western history collection, with materials focused on Casper and Natrona County.

Public Library Information: Natrona County Public Library (Main Branch), 307 East Second Street, Casper, WY 82601; telephone (307)237-4935

Health Care

The Wyoming Medical Center in Casper serves the Natrona County area and also draws patients from rural communities of greater distances. The state's largest medical facility is li-

censed for 206 beds after undergoing a significant expansion in 2001, which added a new emergency department and trauma center. The facility houses two Centers of Excellence, the Heart Center of Wyoming and the Wyoming Neuroscience and Spine Center. In addition to those specialties, the Wyoming Medical Center provides a range of services such as urology, magnetic resonance imaging, inpatient rehabilitation, Flight for Life, urology, cancer treatment, and pediatrics.

The main campus of the Wyoming Behavioral Institute is located in Casper, with substance abuse and mental health services for adults, adolescents, and children. The facility offers initial assessment, intensive inpatient treatment, detoxification programs, and outpatient therapy.

The Department of Veterans Affairs Casper Clinic serves as an outreach center connecting military veterans to health care and counseling services, including making arrangements for bus travel to V.A. hospitals in Cheyenne or Sheridan. A number of other specialty clinics operate in Casper, addressing medical concerns around dermatology, allergies, and women's health care.

Recreation

Sightseeing

A sightseeing tour of Casper would start where the town started—at the convergence of the multiple travel routes to the West. The National Historic Trails Interpretive Center accurately portrays the experiences of emigrants who traversed the Oregon, California, Mormon, Bridger, Bozeman, and Pony Express Trails. The museum has incorporated the history of Wyoming's native peoples in displays that include a simulated crossing of the North Platte River in a replica Conestoga wagon. An award-winning audiovisual feature recreates the days of early Casper in a way that brings pioneer existence alive for modern visitors.

The natural segue is to next visit the Fort Caspar Museum and Historical Site, located along the historical trail system. The buildings of the original fort have been reconstructed, with structures including the 1859 Guinard bridge and the 1847 Mormon ferry utilized in crossings of the North Platte. Exhibits range from prehistoric natural history items to recent regional development in central Wyoming.

While in the vicinity, visitors can enjoy a leisurely ramble along the Platte River Parkway, an 11-mile paved path that connects residential neighborhoods to natural areas. The Platte River Commons in downtown Casper continues along the riverbank; within the downtown area, the Art for the Streets program has sprinkled the historic area with 31 sculptures. ''Painted Past'' Living History Tours through the downtown area highlight myths, legends and true stories of Casper's checkered past.

The Mormon Handcart Visitors' Center commemorates the hardships and survival of members of the Church of Jesus Christ of Latter-Day Saints traveling as part of the Martin and Willie Handcart Companies in 1856. As the group traveled westward, it encountered a raging blizzard that forced the company to hole up in a local cove for four days. During the ensuing wait for rescuers, many members of the group died from starvation or exposure. Visitors to the site today can pull a handcart to the cove or can participate in guided camping treks.

Arts and Culture

The Nicolaysen Art Museum and Discovery Center contains one large and six small galleries exhibiting art from or about the Rocky Mountain Region. Exhibitors at ''the Nic'' often include contemporary living artists from the area. The Discovery Center allows visitors to create their own art in a self-guided studio containing interactive exhibits, and the Wyoming Science Adventure Center generates interest in sciences through fun, interactive displays. Workshops and educational programs are offered throughout the year as well, with a special emphasis on quilting.

The West Wind Gallery is operated by the Casper Artists' Guild, the members of which show and sell their works under the gallery's roof. The gallery occasionally hosts artists from out of state and also offers classes.

The Tate Geological Museum is located on the grounds of Casper College and is home to a collection of more than 3,000 fossil and mineral specimens. The museum offers a Saturday Club experience for local youth in which they study local geology and animal fossils. Adults can take part in paleontology and geology fieldwork expeditions coordinated through the museum, with visits to Wind River Reservation, and the Morrison and Lance Formation sites. Casper College also houses the Werner Wildlife Museum featuring more than 285 birds and 100 other various species.

The formative history of Casper is further represented at the Salt Creek Museum in the city of Midwest, where books, memorabilia and reminiscences reflect on more than 100 years of oil field action in the area. The Wyoming Veteran's Memorial Museum at the airport is located in the building where bombing crews trained during World War II.

The Wyoming Symphony Orchestra performs ''The Nutcracker'' seasonally in conjunction with the Western Ballet Theater, which involves local dancers for that event. Five more performances per season round out the orchestra's schedule at the John F. Welsh Auditorium.

Young musicians from 4th graders to 21 year olds participate in The Troopers Drum and Bugle Corps, regardless of musical experience. The Troopers travel around the U.S. throughout the summer, performing and competing in drum and bugle corps contests. Further musical offerings are provided through the Casper Chamber Music Society, the Casper Children's Chorale, Casper Civic Chorale, Casper Fiddle Club, Casper Municipal Band, Choral Arts Ensemble, Metropolitan Brass Quintet, Oil City Slickers, and ARTCORE.

Productions ranging from the classical to the contemporary are performed by the players of Stage III, an all-volunteer community theater located in historic downtown Casper. The theater department at Casper College presents similarly varied fare to audiences in the Gertrude Krampert Theatre. A musical and three plays are presented each academic year, while the summer season offerings are often musicals or comedies.

Arts and Culture Information: Casper Area Convention & Visitors Bureau, 330 South Center Street, Suite 420, Casper, WY 82601; telephone (307)234-5362; toll free (800)852-1889; email visitors@casperwyoming.info

Festivals and Holidays

The year kicks off in January with the Windy City Quilt Festival. Casper residents fire up for the Cowboy State Games in February, an Olympic-style event composed of a mix of indoor and outdoor competitive sports. The Games run for five weekends during the month. Casper sees a local version of March Madness with the 1A and 2A State Basketball Tournament being held at the Casper Events Center early in the month. March is also time for the Super Flea Market at the Fairgrounds. The spring winds of April support the Central Wyoming Kite Flyers Fun Fly at the Soccer Complex, and Casper College hosts its rodeo. Temperate May weather ushers in a flock of activities such as the high school rodeo, the Kid's Fishing Derby, a dog show, and a car exhibition. The festivities continue in June with the Casper Antique Show early in the month and the Governor's Cup Sailboat Regatta at Alcova Lake a few weeks later.

The Fourth of July blasts off with a Fireworks Festival and a Cavalry baseball game, followed by the Rocky Mountain Regional Dance Festival, the Whitewater kayak rodeo, and the Beartrap Music Festival at the end of July. The Kiwanis Club hosts a golf tournament at the end of August, and cooler fall temperatures in September are perfect for the Platte River Fall Festival and Great Duck Derby. In mid-October, Casper hosts the local Special Olympics events. The holiday months of November and December respectively see the advent of the Meals on Wheels Craft Fair and the Tate Museum Holiday Open House.

Sports for the Spectator

Casper grew up around the livestock industry, so it's no surprise that rodeo is the major spectator sport. Casper hosts two large rodeo events: the College National Finals Rodeo and the Central Wyoming Fair and Rodeo. The College National Finals Rodeo takes place in mid-June each year and features the top rodeo event qualifiers from colleges and universities from across the U.S. Events include barrel racing, calf roping, and bull riding to just name a few. The Central Wyoming Fair and Rodeo is held in mid-July, with Pro Rodeo Cowboys Association competitions in roping, bareback riding, saddle bronc and bull riding events among others.

During the summer months, baseball fans can see tomorrow's stars playing for the Casper Rockies, the minor league affiliate of the Colorado Rockies. The team plays at Mike Lansing Field. In the spring, sports are still staying indoors with the Wyoming Cavalry football team, a member of the National Indoor Football League. Formed in 2001, the Cavalry finished the inaugural season second in the nation and have a rowdy, faithful following. The Wyoming Golden Eagles round out the spectating season with All American Professional Basketball League competition.

Sports for the Participant

Afficionados of the Wild West will relish the opportunity to participate in historic wagon train trips arranged through local companies. A similar desire to experience pioneer Casper could spur a visit to a working cattle and guest ranch located about 65 miles southwest of the city.

For folks who prefer to provide their own locomotion, the Casper Marathon takes place in early June, with marathon, half-marathon, and marathon relay options. The course is described as flat with few hills, and runners are invited to ''come run with the herd.''

A slightly less strenuous workout can be found at the Casper Municipal Golf Course, an 18-hole course with a practice range, putting and chipping greens, and a 19th Hole Restaurant and Lounge. The course is open from April 1st to November 1st each year.

The North Platte River offers ample outdoor recreation opportunities, such as kayaking through the Parkway Whitewater Park. This man-made whitewater facility runs for half a mile over structures that create turbulent water for kayak maneuvers. Canoes and rafts can also navigate through the Whitewater Park or pursue a more relaxed pace on other stretches of the North Platte. Fly fishing along the river can yield large brown and rainbow trout.

Birding excursions at the Audubon Center, Edness Kimball Wilkins State Park, and Jackson Canyon may produce sightings of bald and golden eagles, hummingbirds, bluebirds,

hawks, sandpipers, wild turkeys, and grosbeaks. Birding field trips are offered almost every weekend of the year through the Murie Audubon Society.

Casper Mountain is the scene of outdoor adventure year-round, with alpine skiing, Nordic skiing and snowshoeing in the winter and hiking during the spring, summer and fall seasons. Casper is within an easy day's drive of Yellowstone National Park, Grand Teton National Park, and Devil's Tower Monument, all of which offer a range of trails in addition to campsites. Serious rock climbers can head east a few hours to Vedauwoo in southeast Wyoming; this startling and impressive collection of rock formations has something for everyone, from the scrambler to the multi-pitch climber.

Shopping and Dining

Casper's historic downtown area contains a mix of antique shops and other retailers, including the largest western merchandise store in Wyoming. The Eastridge Mall is the site of a number of national franchise stores combined with shops owned locally. Fast food outlets, grocery stores, and home supply stores are located nearby. Based near the foothills of Casper Mountain, the Sunrise Shopping Center is anchored by a restaurant and a bowling alley at one end and a gym at the other. The Hilltop Shopping Center focuses on local businesses, while the Beverly Plaza Shopping Center is home to national franchises. Other shopping areas include Plaza East, Millview Center, and CY Avenue/Highway 220 Shopping Strip.

Traditional American cuisine rules in Casper, with at least 36 restaurants offering downhome and family-style cooking. Approximately eight Mexican eateries meet the needs of spice-craving palates, while another eight establishments serve up varieties of Asian fare. As might be expected in cattle country, steakhouses are popular as well. A handful of fine dining, Italian, seafood, and barbecue restaurants flesh out the dining options in Casper. Basic and gourmet coffees are available at the six java houses in town.

Visitor Information: Casper Area Convention & Visitors Bureau, 992 N. Poplar St., Casper, WY 82601; telephone (307)234-5362; toll-free (800)852-1889; fax (307)261-9928; email visitors@casperwyoming.info

Convention Facilities

The Casper Events Center was constructed on a hill at the north end of the city and its massive maroon roof is visible from practically all points in Casper. The arena is shaped like a horseshoe, with a 28,200 square foot main floor that can hold up to 154 exhibition booths. Concourse exhibit space encompasses 7,900 square feet, while meeting rooms add another 6,204 square feet of usable space. Sound and lighting systems can be configured for sporting events, concerts, trade shows and banquets.

The Central Wyoming Fairgrounds can accommodate trade shows, conferences, receptions, rodeos, and RV parking. A multi-purpose sports facility opened in 2000 and covers 76,875 square feet, while the Grandstand and Arena have seating capacity for 5,200.

Several local hotels offer meeting, convention, and conference space, including the Holiday Inn on the River, the Parkway Plaza Hotel & Convention Centre, and the Ramkota Hotel Casper.

Convention Information: Casper Area Convention & Visitors Bureau, 992 N. Poplar St., Casper, WY 82601; telephone (307)234-5362; toll-free (800)852-1889; fax (307)261-9928; email visitors@casperwyoming.info

Transportation

Approaching the City

Natrona County International Airport (NCIA) is Wyoming's largest airport and is located at the geographic center of the state. Four regional carriers provide service through NCIA, including Delta, Sky West, United, and Northwest Airlines.

Casper's central location makes it a highway hub, with Interstate 25, U.S. Highways 20 and 87, and state highways 220, 254, and 20 all meeting within its city limits. Casper is served by the Greyhound bus company, which maintains a station in the Parkway Plaza Hotel.

Traveling in the City

While Casper is fitted to the meandering contours of the North Platte River, the streets are laid out on a straightforward north-south, east-west grid pattern. Numbered streets run east and west, while name streets run north and south for the most part, making navigation simpler.

In April of 2005, Casper inaugurated its new fixed route transit system, known as '' The Bus.'' With 4 routes and 65 stops, The Bus will offer reduced fares to elderly and disabled patrons.

The 11-mile Platte River Parkway provides a safe and fast route for bike commuters to ride into downtown Casper.

Communications

Newspapers and Magazines

Casper's daily paper is the *Casper Star Tribune,* delivered mornings and providing comprehensive coverage of international, national, regional, and local news stories. A special insert on Saturdays conveys community events and special features. Billed as ''Casper's community newspaper,'' the *Casper Journal* is focused on local news, sports, and community events. The *Wyoming Business Report* is an affiliate of two similar periodicals published along the Front Range in Colorado. The bi-monthly paper is circulated to 10,000 readers, providing coverage of banking, technology, energy, investing, and agribusiness issues.

Television and Radio

Two network television affiliates are located in Casper—CBS and ABC—but the community has relays for transmissions of public television and other network stations. Casper's FM radio selection runs the gamut from classic rock to country to top 40 formats. Talk radio, news, oldies and Christian music are available on AM radio.

Casper Online

Casper Area Chamber of Commerce. Available www.casperwyoming.org/index.html

Casper Star Tribune. Available www.casperstartribune.net

Casper Wyoming Convention & Visitors Bureau. Available www.casperwyoming.info

City of Casper. Available www.casperwy.gov

Natrona County Government. Available www.newedc.net/natrona/index.htm

Natrona County School District. Available www.ncsdweb.ncsd.k12.wy.us/index.html

Wyoming State Historical Society. Available wyshs.org

Selected Bibliography

Casper Chronicles Casper, WY: Casper Zonta Club (1964)

Cheyenne

The City in Brief

Founded: 1867 (incorporated, 1867)

Head Official: Mayor Jack R. Spiker (since 2001)

City Population
1980: 47,283
1990: 50,008
2000: 53,011
2003 estimate: 54,374
Percent change, 1990–2000: 6%
U.S. rank in 1980: 451st
U.S. rank in 1990: 504th
U.S. rank in 2000: 520th

Metropolitan Area Population (Laramie County)
1980: 68,600
1990: 73,142
2000: 81,607
Percent change, 1990–2000: 11.6%
U.S. rank in 2000: 637th

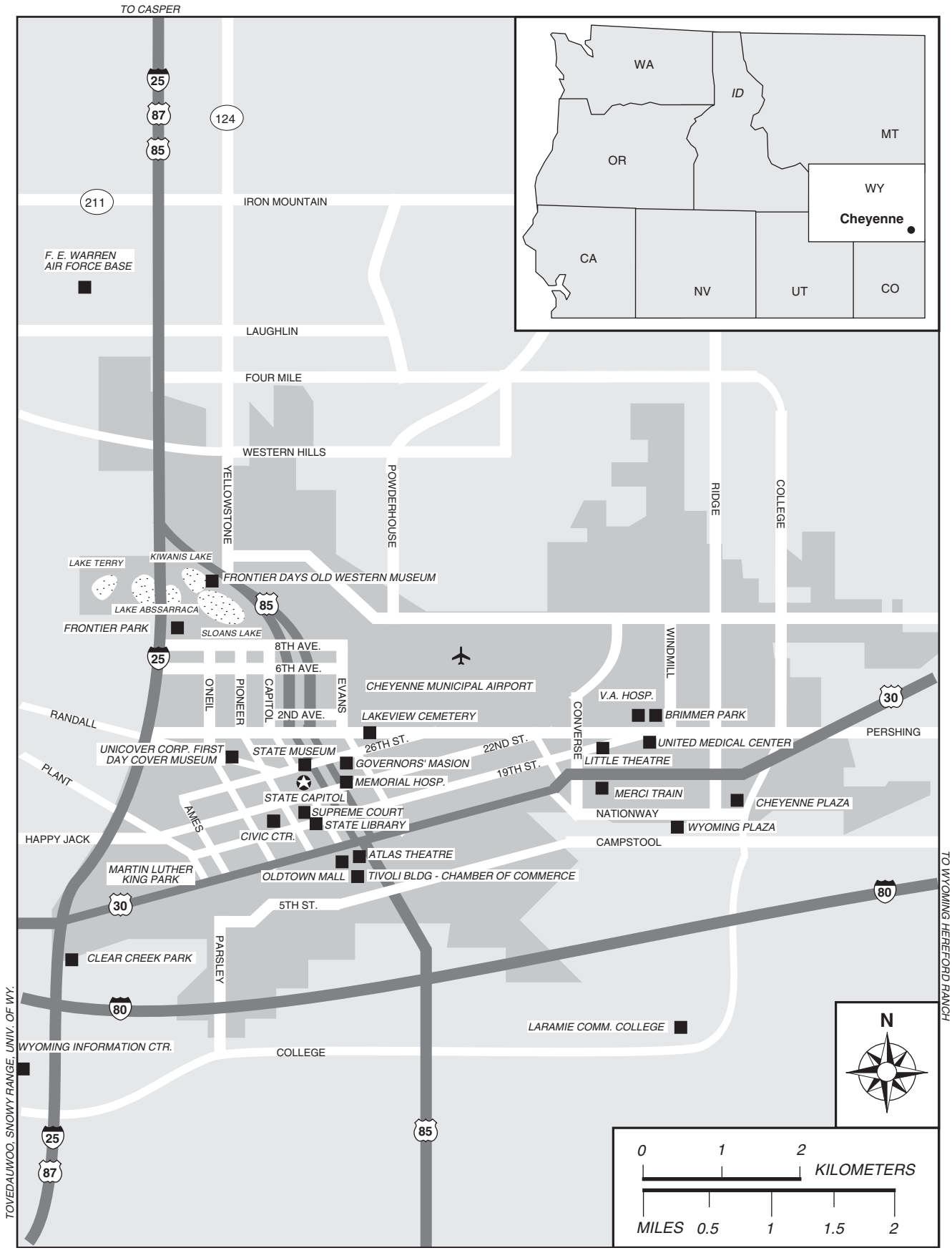
Area: 21.19 square miles (2000)
Elevation: 6,062 feet above sea level
Average Annual Temperature: 45.6° F
Average Annual Precipitation: 14.1 inches of rain; 51.3 inches of snow

Major Economic Sectors: Public administration, wholesale and retail trade, services
Unemployment Rate: 4.3% (February 2005)
Per Capita Income: $19,809 (1999)

2002 FBI Crime Index Total: 2,476

Major Colleges and Universities: Laramie County Community College, University of Wyoming-Laramie

Daily Newspaper: *The Wyoming Tribune Eagle*


TO CASPER
25
87
85
124
211
IRON MOUNTAIN
F. E. WARREN AIR FORCE BASE
LAUGHLIN
FOUR MILE
WESTERN HILLS
YELLOWSTONE
POWDERHOUSE
RIDGE
COLLEGE
KIWANIS LAKE
LAKE TERRY
FRONTIER DAYS OLD WESTERN MUSEUM
LAKE ABSSARRACA
FRONTIER PARK
SLOANS LAKE
8TH AVE.
6TH AVE.
2ND AVE.
O'NEIL
PIONEER
CAPITOL
EVANS
CHEYENNE MUNICIPAL AIRPORT
WINDMILL
V.A. HOSP.
CONVERSE
BRIMMER PARK
LAKEVIEW CEMETERY
RANDALL
UNICOVER CORP. FIRST DAY COVER MUSEUM
STATE MUSEUM
26TH ST.
22ND ST.
19TH ST.
GOVERNORS' MASION
MEMORIAL HOSP.
UNITED MEDICAL CENTER
LITTLE THEATRE
PERSHING
30
PLANT
STATE CAPITOL
SUPREME COURT
STATE LIBRARY
AMES
CIVIC CTR.
MERCI TRAIN
CHEYENNE PLAZA
NATIONWAY
WYOMING PLAZA
HAPPY JACK
CAMPSTOOL
ATLAS THEATRE
MARTIN LUTHER KING PARK
OLDTOWN MALL
TIVOLI BLDG - CHAMBER OF COMMERCE
5TH ST.
80
TO WYOMING HEREFORD RANCH
CLEAR CREEK PARK
PARSLEY
LARAMIE COMM. COLLEGE
WYOMING INFORMATION CTR.
COLLEGE
TOVEDAUWOO, SNOWY RANGE, UNIV. OF WY.
WA
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MT
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Cheyenne
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KILOMETERS
MILES 0.5 1 1.5 2

Introduction

Cheyenne, the capital of Wyoming, began as a railroad town and, during the height of the colorful cattle days, became the wealthiest city in the world. Cheyenne has retained its Western frontier traditions while keeping pace with the twenty-first century. The seat of Laramie County, Cheyenne continues to be a railroad and livestock center; the city is also a primary industrial area in the state as well as the site of a major military base. Cheyenne is known for its quality of life and for high clean air ratings.

Geography and Climate

Surrounded by rolling prairie, Cheyenne is located between the North and South Platte rivers. The Laramie Mountains 30 miles west of the city form a ridge that is part of the Rocky Mountain range and that significantly influences local temperature and weather. Winds passing over the ridge from the northwest through the west to southwest produce a Chinook effect, particularly during the winter. (Chinooks are warm, moist winds from the sea.) Because of the terrain and wind patterns, Cheyenne experiences wide daily temperature fluctuations of 30 degrees in the summer and about 23 degrees in the winter. Snow falls during late winter and early spring, with yearly snowfall averaging 51.3 inches.

Area: 21.19 square miles (2000)

Elevation: 6,062 feet above sea level

Average Temperatures: January, 26.1° F; August, 66.8° F; annual average, 45.6° F.

Average Annual Precipitation: 14.1 inches of rain; 51.3 inches of snow

History

Rough-and-Tumble Beginnings of Railroad Terminus

The region where present-day Cheyenne stands was originally occupied by a Native American Plains tribe in the Algonquian linguistic family. The townsite was initially a campsite for the U.S. Army's Major General Grenville M. Dodge and his troops, who were charged in 1865 with finding a railroad route over the Laramie Mountains. In 1867, when Dodge became chief engineer for the Union Pacific Railroad, he established a terminal town there; he named it Cheyenne for the local tribe. Dodge received some criticism in the local press for his mispronunciation of the word, which was actually ''shai-en-na;'' but his two-syllable version was accepted through usage.

Fort D. A. Russell was built in 1867 to protect railroad construction crews. Soon real estate speculators, merchants, gamblers, and tradesmen converged on Cheyenne in hopes of profiting from the construction project. Violent disputes arose over ownership of the land, since the railroad had already claimed it and citizens questioned the company's right to do so. Eventually troops from Fort Russell were called in; land jumpers were run out of town and could not return until they promised to acknowledge the railroad's claim.

A town charter was accepted by the Dakota Territorial Legislature in 1867 and Cheyenne was thereupon incorporated. By the end of that year the population had risen to 4,000 people, and lots were selling for $2,500. Makeshift buildings gave the town a raffish appearance, but even before railroad construction began, Cheyenne enjoyed the elements of a stable community; churches had been built and the first school, with 114 pupils, was opened in 1867. Within a year Cheyenne was thriving. More than 300 businesses were in operation, and the diverse citizenry included engineers, lawyers, artists, Native Americans, trappers, hunters, laborers, gamblers, and gunslingers. The town, however, was soon overrun by lawlessness.

The early Cheyenne closely resembled the Wild West towns depicted in novels and films. Dodge named it the gambling center of the world and some dubbed it ''Hell on Wheels.'' Mayhem and violence were a way of life, with the saloon and the cemetery being the most important places in town. In an attempt to impose order, the churches backed an ordinance that closed saloons for four hours on Sundays; another ruling required visitors to check their guns. But laws were virtually unenforceable, so the vigilante ''committee'' became a substitute for the courts. Although the city government had been given powers by the Dakota Legislature upon incorporation, civic leaders found the vigilante approach to be more effective. When the jail became full, for instance, prisoners were driven from town with a whip or a six-shooter; frequently the committee executed perpetrators of severe crimes.

Riches Flow from Cattle, Sheep, Gold

A degree of peacefulness returned when railroad construction moved on toward Sherman Pass and transients followed. But then the first Sioux War broke out north of the Platte River, and Fort Russell became the supply depot for the Rocky Mountain region. In 1868 Cheyenne was made the seat of Laramie County; the following year it was named the capital of the new Wyoming territory. By the 1870s Cheyenne was the center of a prosperous ranching area where cattle were bred for a European beef market. Visiting Englishmen, who spent summers in Cheyenne and winters in Europe, joined

wealthy cattle owners to found the Cheyenne Club, where they dined in luxury and struck deals that affected the cattle industry throughout the West. Furnished in the English style and serving the finest liquors in the world, the club employed a foreign chef whose cuisine was known nationwide.

With the opening of the Black Hills gold fields in 1875, the town profited from a new industry as Cheyenne merchants supplied miners and prospectors with provisions and equipment. The Cheyenne and Black Hills Stage Company was formed to transport passengers and cargo between the railroad and the mines. When electric lights were installed in 1882, Cheyenne was the wealthiest city per capita in the world. Cheyenne was named the capital of the new state of Wyoming in 1890, and the Capitol building was erected in the city. By 1890 the population had reached 10,000 people.

Before the turn of the century many ranchers had begun raising sheep, which adapted well to the climate and the native grasses; sheep raising continues to be an important industry in the area. During the twentieth century Cheyenne became an industrial and manufacturing center, and the Francis E. Warren U.S. Air Force Base was established at Fort Russell. In spite of extensive development as one of the state's largest cities (one out of five Wyoming residents lives in Cheyenne) and as a commercial, industrial, and transportation hub, Cheyenne has maintained a high quality of life and a pollution-free environment.

Historical Information: Wyoming State Archives, Barrett Building, 2301 Central Avenue, Cheyenne, WY 82002; telephone (307)777-7826; fax (307)777-7044; email wyarchive@state.wy.us

Population Profile

Metropolitan Area Residents (Laramie County)
1980: 68,600
1990: 73,142
2000: 81,607
2003 estimate: 84,083
Percent change, 1990–2000: 3%
U.S. rank in 2000: 637th

City Residents
1980: 47,283
1990: 50,008
2000: 53,011
2003 estimate: 54,374
Percent change, 1990–2000: 5.6%
U.S. rank in 1980: 451st
U.S. rank in 1990: 504th (State rank: 1st)
U.S. rank in 2000: 520th (State rank: 1st)

Density: 2,511.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 46,707
Black or African American: 1,472
American Indian and Alaskan Native: 430
Asian: 561
Native Hawaiian and Pacific Islander: 59
Hispanic or Latino (may be of any race): 6,646
Other: 2,356

Percent of residents born in state: 36.9% (2000)

Age characteristics (2000)
Population under 5 years old: 3,422
Population 5 to 9 years old: 3,677
Population 10 to 14 years old: 3,755
Population 15 to 19 years old: 3,683
Population 20 to 24 years old: 3,337
Population 25 to 34 years old: 7,362
Population 35 to 44 years old: 8,387
Population 45 to 54 years old: 7,423
Population 55 to 59 years old: 2,562
Population 60 to 64 years old: 2,090
Population 65 to 74 years old: 3,723
Population 75 to 84 years old: 2,638
Population 85 years and older: 952
Median age: 36.6 years

Births (2001, Laramie County)
Total number: 1,116

Deaths (2001, Laramie County)
Total number: 681

Money income (1999)
Per capita income: $19,809
Median household income: $38,856
Total households: 22,346

Number of households with income of . . .
less than $10,000: 1,744
$10,000 to $14,999: 1,587
$15,000 to $24,999: 3,245
$25,000 to $34,999: 3,435
$35,000 to $49,999: 4,502
$50,000 to $74,999: 4,456
$75,000 to $99,999: 2,076
$100,000 to $149,999: 935
$150,000 to $199,999: 154
$200,000 or more: 933

Percent of families below poverty level: 6.3 (37.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,476

Municipal Government

Cheyenne operates under a mayor-council form of government; the nine council members and the mayor serve four-year terms. The nine council members represent three city wards and serve staggered four-year terms. A council president and vice-president elected from among the council members each serve one-year terms. The mayor and council members serve as Cheyenne's legislative body, which is responsible for regulating city growth and development, enacting ordinances, appropriating city funds, and establishing city rules and regulations.

Head Official: Mayor Jack R. Spiker (since 2001; current term expires 2005)

Total Number of City Employees: 564 (2005)

City Information: City of Cheyenne, 2101 O'Neil Avenue, Cheyenne, WY 82001; telephone (307)637-6300

Economy

Major Industries and Commercial Activity

Cheyenne's economy is based mainly on light manufacturing, agriculture, the military and government, tourism, services, and transportation. Cattle- and sheep-raising continue to be important in the region, yet the economy of Cheyenne has become diversified with the development of industries such as fertilizer processing plants. Other manufacturing includes electronic products and precision instruments as well as restaurant equipment. F. E. Warren U.S. Air Force Base, site of a major installation of the Strategic Air Command, is the city's largest employer; federal, state, and county government offices are located in Cheyenne. Major private sector employers include United Medical Center, Union Pacific Railroad, Lowe's Companies, Inc., Sierra Trading Post, Echo Star Communications, Frontier Refining, WalMart, Little America, Hitching Post Inn, and Life Care Cheyenne. With access to two railroads, to interstate freeways, and to commercial air service, the city is a vital transportation center for the state of Wyoming.

Items and goods produced: ski wear, oil, fertilizer, flight instruments and testing equipment

Incentive Programs—New and Existing Companies

Local programs—At the local level, Cheyenne LEADS, a private, not-for-profit economic development organization, assists non-retail businesses through such services as site location, employee training, and demographic and financial assistance. The Wyoming Business Council's regional office in Cheyenne offers expansion assistance for current businesses, and relocation assistance for businesses looking to expand into the area.

State programs—Wyoming's history of minimal involvement in its citizens' lives is reflected in its low taxes on businesses and individuals. There is no corporate or personal state income tax and no sales and use tax on fuel, power, or raw materials used in the manufacturing process. Goods in transit or manufactured or assembled and sold outside the state are exempt from tax, and the tax on gasoline and diesel fuel is among the lowest in the country. The state offers a variety of loan, grant, and bond programs available to new, expanding, and relocating businesses.

Job training programs—Laramie County School District provides education programs at the secondary level in areas such as agricultural science, industrial technology, business and marketing education, health occupations, and core employability skills. Cheyenne colleges work with both businesses and the community to develop training programs for businesses and potential employees. Our Families Our Future in Cheyenne provides assistance to populations living below poverty through training programs and job search help. Our Families Our Future works with Wyoming agencies, community colleges, and employers; the organization began the CLIMB program in 2004 to train eligible single mothers in the field of medical transcription.

Development Projects

In 2001, city leaders, the chamber of commerce, and other individuals and organizations got together to finalize the Greater Cheyenne Vision 2020 plan. The plan calls for a variety of projects to revitalize the city's downtown, as well as create economic development, quality jobs, new entertainment and recreation opportunities, and transportation options.

Recently, United Medical Center of Cheyenne completed a $31 million renovation of one of Wyoming's largest hospitals. The 198-bed hospital, a public facility owned by Laramie County, spent $15 million to build a new patient tower and reconstruct its front entrance. Completed in 2002, the project received the Wyoming Engineering Society Presidential Project Award. In 2002, home-improvement retailer Lowe's Companies, Inc. opened a 1,000,000-square-foot regional distribution center. In 2004 Cheyenne LEADS purchased 612 acres on which the West I-80 Business Park will be built. This second of two business parks owned by LEADS will have its own interchange onto I-80.

Economic Development Information: Cheyenne LEADS, 1720 Carey, Suite 401, PO Box 1045, Cheyenne, WY 82003; telephone (307)638-6000; toll-free (800)255-0742; email info@cheyenneleads.org

Commercial Shipping

A major transportation center in the state, Cheyenne routes air cargo service through Cheyenne Regional Airport. Two railroads provide daily freight transportation, and a variety of motor freight carriers move goods through facilities in Cheyenne and onto interstates 80 and 25.

Labor Force and Employment Outlook

Cheyenne's labor force is described as available, educated, and productive. Although the local unemployment rate is low, a 2001 study conducted by PathFinders Resources found there are about 12,300 underemployed workers in Laramie and Goshen counties in Wyoming and portions of nearby Larimer and Weld counties in Colorado.

In July 2004 *Kiplinger's Personal Finance* ranked Cheyenne the top tax-friendly city in the country. Wyoming residents gain from the state's lenient tax structure, including no personal income tax, capital gains tax, and corporate income taxes. The state does not levy estate tax beyond the federal pick-up level, nor does it levy an electric utilities tax. Low health insurance rates are also in effect.

The following is a summary of data regarding the Cheyenne labor force, 2004 annual averages.

Size of non-agricultural labor force: 40,700

Number of workers employed in . . .
construction and mining: 2,600
manufacturing: 1,500
trade, transportation and utilities: 8,600
information: 1,000
financial activities: 2,000
professional and business services: 3,200
educational and health services: 3,100
leisure and hospitality: 4,400
other services: 1,600
government: 12,400

Average hourly earnings of production workers employed in manufacturing (State of Wyoming): $16.74

Unemployment rate: 4.3% (February 2005)

Largest employers	*Number of employees*
F.E. Warren U.S. Air Force Base	4,190
State of Wyoming	3,574
U.S. Government	1,811
Laramie County School District #1	1,794
United Medical Center	992
Union Pacific Railroad	700

Cost of Living

The following is a summary of data regarding key cost of living factors for the Cheyenne area.

2004 (3rd Quarter) ACCRA Average House Price: $340,193

2004 (3rd Quarter) ACCRA Cost of Living Index: 111.0 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.0%

Property tax rate: 77.31 mills on 9.5% of residential market value (2004)

Economic Information: Greater Cheyenne Chamber of Commerce, 301 West 16 Street, PO Box 1147, Cheyenne, WY 82003-1147; telephone (307)638-3388; fax (307)778-1450. Laramie County Community College, Center for Economic and Business Data, 1400 E. College Drive, Cheyenne, WY 82007; telephone (307)778-1325; fax (307)778-4309

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Cheyenne are part of Laramie County School District #1 (LCSD1). The district, the largest in the state, is administered by a seven-member Board of Trustees and a superintendent. The Cheyenne Schools Foundation works ''to engage community interest and support for enhanced academic, personal, and vocational opportunities for LCSD1 students beyond the capacity of the local school district budget.'' The Foundation also provides grants to benefit district and school-wide projects as well as teachers for classroom projects that address student needs.

Among the special programs offered by the school district is a magnet school for high-potential elementary students. Eighty percent of elementary and secondary students are involved in one or more extracurricular activities, which include music, sports, clubs, and after-school projects. The Community Based Occupational Education (CBOE) High School is an alternative education program that helps students meet the academic standards for the State of Wyoming and LCSD1 as well as gain employable business skills for the future.

The following is a summary of data regarding Laramie County School District #1 as of the 2003–2004 school year.

Total enrollment: 13,065

Number of facilities
elementary schools: 26
junior high schools: 3
senior high schools: 4

Student/teacher ratio: 15:1

Teacher salaries
minimum: $26,450
average: $40,455

Funding per pupil: $8,179

Four private elementary and middle schools and one private senior high school are located in Cheyenne.

Public Schools Information: Laramie County School District #1, 2810 House Avenue, Cheyenne, WY 82001; telephone (307)771-2100

Colleges and Universities

Laramie County Community College, which provides a two-year curriculum, is based in Cheyenne. Also located in the county are Embry-Riddle Aeronautical University, Preston University, Kennedy-Western University, and Park College. The University of Wyoming-Laramie, the state's only public university, is less than 45 miles west of Cheyenne. Popular majors there are elementary and secondary education and social work.

Libraries and Research Centers

The Laramie County Library System, established in 1886, is the oldest continually operating county library system in the country. In addition to its main library in Cheyenne, the Laramie County Library System operates two branches and a bookmobile serving the rural eastern portion of the county. Its holdings include about 258,000 volumes as well as periodical titles, microfiche, maps, CDs, videos, DVDs, and music CDs; the library also offers Internet connectivity, books-on-tape, video games, and art reproductions. Special collections are the Carpenter Collection of Western Americana and material on the elk of North America. The library's genealogy collection includes extensive materials from the Wyoming State Library and the Family History Library of the Church of Jesus Christ of Latter Day Saints.

The Wyoming State Library is also located in Cheyenne. It contains more than 130,000 volumes and is a federal, state, and regional document depository. The Wyoming Center for the Book, established in 1995, operates as a program within the Wyoming State Library. A state affiliate of the Library of Congress Center for the Book, it ''promotes the values of a literate and learned society through a variety of programs including a database of Wyoming writers and literary guide.'' The Laramie County Community College Instructional Resources Center is also located in Cheyenne. Other specialized libraries in the city are affiliated with hospitals, fraternal organizations, colleges, and government agencies.

The University of Wyoming-Laramie conducts research activities in dozens of disciplines, such as education; biological, physical, and social sciences; business and economics; mathematics; and politics and government in Wyoming. At the university's Archaeological Dig Site in Pine Bluffs, researchers extract relics and prehistoric artifacts dating back 8,000 years.

Public Library Information: Laramie County Library System, 2800 Central Avenue, Cheyenne, WY 82001; telephone (307)634-3561

Health Care

Cheyenne is a regional healthcare center. Major facilities are United Medical Center (UMC) East and West, with a combined total of 198 beds. Specialized services offered include cancer treatment, cardiovascular care and surgery, acute care and chemical-dependency services. The hospital recently opened a new tower that includes five floors of private patient rooms and connects to the existing building. UMC is designated as a regional trauma center by the Wyoming Department of Health Office of Emergency Medical Services. The Cheyenne Veteran's Administration Hospital provides medical care to military personnel and their families and to veterans. Facilities at the F.E. Warren U.S. Air Force Base provide medical and dental care for military personnel and their families.

Recreation

Sightseeing

Cheyenne features several sites that recall the city's past. The Tivoli Building, which houses the Chamber of Commerce, was completed in 1892. It is among the best examples of Victorian architecture in the Rocky Mountain region. The former Union Pacific Depot is an equally fine example of Romanesque architecture. Located on Capitol Avenue, the Wyoming State Capitol building contains historic photographs and a display of native wildlife; near the Capitol is a

Hereford Ranch, one of the oldest existing western cattle operations, was established in 1883.

statue of Esther Hobart Morris, a pioneer in the women's suffrage movement. A guided walking tour of historic Cheyenne is available.

The French Merci Train was sent to the American people by French citizens in 1946 as a ''thank-you'' for the Friendship Train that carried food from America to France during World War II. The Big Boy steam engine—''Old Number 4004''—is the world's largest steam locomotive and was retired from the Union Pacific Railroad in 1956. F. E. Warren U.S. Air Force Base houses intercontinental ballistic missiles; free tours are conducted.

Recalling the days of cattle barons, the Wyoming Hereford Ranch east of Cheyenne was established in 1883; still in operation and producing Hereford cattle, it is the oldest continuous registered livestock operation in the county. The ranch hosts visitors and community events. Terry Bison Ranch is a working guest ranch that offers chuckwagon dinners, trout fishing, and horse-drawn wagon tours into a bison herd.

The Cheyenne Botanic Gardens in Lions Park, open 365 days a year, is a public botanical garden as well as a municipal nursery and community garden. Their conservatory is entirely solar heated; 50 percent of the garden's electricity is also solar-generated. Displays include rose, cacti, and herbs, and plants native to the area.

Other points of interest are historic Lakeview Cemetery, and the Wyoming Game & Fish Visitors Center, featuring wildlife exhibits ranging from grizzly bears to big horn sheep.

Arts and Culture

Cheyenne supports an active cultural community. The Civic Center is the site of performances by Broadway touring companies, major symphony orchestras, and popular entertainers. Residents also enjoy concerts by the Cheyenne Symphony Orchestra from September through May and occasionally in the summer. The Cheyenne Little Theatre stages plays with local directors and actors at its own playhouse; in the summer it stages melodramas at the historic Atlas Theatre.

Several museums are located in Cheyenne. The Wyoming State Museum displays western memorabilia and chronicles the history of Wyoming. The Wyoming Arts Council Gallery displays the works of Wyoming artists. The Nelson Museum of the West houses cowboy and Indian collectibles and wildlife trophies from around the world. The Governors' Mansion, a state historic site and an example of colonial-revival architecture, was home to the state's governors from 1905 to 1976; guided tours are available. At the Cheyenne Frontier Days Old West Museum, highlights include Oglala Sioux artifacts, a Union Pacific railroad exhibit, and a collection of horse-drawn vehicles.

Festivals and Holidays

The foremost event in the Cheyenne area is Cheyenne Frontier Days. Taking place during the last full week in July, it is billed as the world's largest outdoor rodeo. Frontier Days features daily rodeos, concerts, parades, pancake breakfasts, Native American dances, shootouts, and a carnival. The festivities attract hundreds of thousands of people. Running concurrently is the annual Western Art Show at the Old West Museum in Frontier Park. In June and July Cheyenne Gunslinger Gunfights are enacted. In August Cheyenne hosts the Laramie County Fair. Oktoberfest is held in the fall. Highlights of the Christmas season are the Christmas parade, craft show, and concert, held at the end of November.

Sports for the Spectator

There are no major league professional sports teams in Wyoming. Cheyenne is home of the oldest rodeo event in the world; other rodeos are presented in the city throughout the year. The Wyoming State Open Golf Tournament is held at the Airport Golf Club, and Holiday Park in Cheyenne is host to the Wyoming Governor's Cup Tennis Tournament. The city is also the site of state youth baseball and softball tournaments.

Sports for the Participant

Cheyenne maintains 24 city parks which cover more than 600 acres, plus 15 miles of the Cheyenne Greenway Trail. The city has 14 baseball fields, nine softball fields, 12 tennis courts, 5 golf courses, and 2 public swimming pools. Curt Gowdy State Park is located 25 miles outside of the city, while the Vedauwoo and Happy Jack recreational areas are approximately 30 miles away. Facilities for such sports as hunting, fishing, boating, camping, trap-shooting, snowmobiling, polo, tennis, and waterskiing are available.

Shopping and Dining

Shopping in downtown Cheyenne is enhanced by a sense of tradition; among the wide selection of stores, shops, and boutiques are several that have been in the city for many years. Nine shopping areas are located throughout the city. Frontier Mall features national retailers such as JCPenney, Bath and Body Works, American Eagle, and Dillard's. Cheyenne Farmer's Market, open half-days from August to October, sells fresh fruits, vegetables, and more.

Cheyenne offers a range of dining experience from traditional Southwestern specialties to Continental and ethnic cuisine such as Mexican, Italian, Greek, and Japanese. Numerous fast-food restaurants are also located in Cheyenne.

Visitor Information: Cheyenne Area Convention and Visitors Bureau, One Depot Square, 121 W. 15th Street, Suite 202, Cheyenne WY 82001; telephone (307)778-3133; toll-

free (800)426-5009; fax (307)778-3190; email info @cheyenne.org. Wyoming Travel Information Center, I-25 and College Drive, Cheyenne, WY 82002; telephone (307)777-7777

Convention Facilities

Cheyenne offers four convention facilities accommodating a combined total of 3,110 persons. More than 2,000 hotel and motel rooms are located in the Cheyenne area. Several hotels and motels also provide meeting accommodations.

Convention Information: Cheyenne Area Convention and Visitors Bureau, One Depot Square, 121 W. 15th Street, Suite 202, Cheyenne WY 82001; telephone (307)778-3133; toll-free (800)426-5009; fax (307)778-3190; email info @cheyenne.org

Transportation

Approaching the City

The major routes into Cheyenne are Interstate 25, which runs north and south contiguous with U.S. 85 and 87; east-west I-80; and U.S. 30, which bisects the city southwest to east. Highway 85 provides access from the north- and southeast.

Great Lakes Airlines, operated out of Cheyenne Regional Airport, operates daily shuttle flights to Denver International Airport. From there travelers may connect to flights around the world. Shuttle service from the Denver Airport is available. Casino Express operates monthly gambling excursion flights to Elko, Nevada. Rail transportation is provided by Amtrak, and commercial bus service is available from points throughout Wyoming.

Traveling in the City

The Cheyenne Transit Program is Cheyenne's city-operated bus system. It serves Cheyenne and surrounding areas. The Cheyenne Street Railway takes visitors through the downtown and historic districts and to the air force base from mid-May through mid-September. Occasionally the governor will greet riders as they pass his residence.

Communications

Newspapers and Magazines

Cheyenne's daily newspaper is the *Wyoming Tribune Eagle*; in addition to the print edition, an online edition of the paper can be accessed via the Internet. *Warren Sentinel* is a weekly paper published by Wyoming Newspapers for F.E. Warren Air Force Base. Also published in Cheyenne are *Wyoming Wildlife,* a Wyoming Fish and Game Department magazine on hunting, fishing, and environmental issues, and *Wyoming Stockman-Farmer.*

Television and Radio

One television station affiliated with a major network broadcasts from Cheyenne. The city also receives four stations from Denver and Casper; cable is available. The area is served by seven AM and FM radio stations that feature news and information, music, and special programming.

Media Information: Wyoming Newspaper Group, 702 West Lincolnway, Cheyenne, WY 82001; telephone (307)634-3361

Cheyenne Online

Cheyenne Area Convention and Visitors Bureau. Available www.cheyenne.org

Greater Cheyenne Chamber of Commerce. Available www.cheyennechamber.org

Laramie County School District. Available www.laramie1.k12.wy.us

Wyoming Tribune-Eagle. Available www.wyomingnews.com

ILLINOIS

Aurora 5
Chicago 15
Peoria 31
Springfield 41

The State in Brief

Nickname: Prairie State
Motto: State sovereignty—national union

Flower: Native violet
Bird: Cardinal

Area: 57,914 square miles (2000; U.S. rank: 25th)
Elevation: Ranges from 279 feet to 1,235 feet above sea level
Climate: Temperate, with hot summers and cold, snowy winters

Admitted to Union: December 3, 1818
Capital: Springfield
Head Official: Governor Rod R. Blagojevich (D) (until 2007)

Population
- **1980:** 11,427,000
- **1990:** 11,543,000
- **2000:** 12,419,647
- **2004 estimate:** 12,713,634
- **Percent change, 1990–2000:** 8.6%
- **U.S. rank in 2004:** 5th
- **Percent of residents born in state:** 67.1% (2000)
- **Density:** 223 people per square mile (2000)
- **2002 FBI Crime Index Total:** 506,086

Racial and Ethnic Characteristics (2000)
- **White:** 9,125,471
- **Black or African American:** 1,876,875
- **American Indian and Alaska Native:** 31,006
- **Asian:** 423,603
- **Native Hawaiian and Pacific Islander:** 4,610
- **Hispanic or Latino (may be of any race):** 1,530,262
- **Other:** 722,712

Age Characteristics (2000)
- **Population under 5 years old:** 876,549
- **Population 5 to 19 years old:** 2,728,957
- **Percent of population 65 years and over:** 12.1%
- **Median age:** 34.7 years (2000)

Vital Statistics
- **Total number of births (2003):** 181,753
- **Total number of deaths (2003):** 105,575 (infant deaths, 1,361)
- **AIDS cases reported through 2003:** 14,321

Economy
- **Major industries:** Manufacturing; mining; agriculture; oil; trade; finance, insurance, and real estate; services
- **Unemployment rate:** 5.6% (March 2005)
- **Per capita income:** $33,205 (2003; U.S. rank: 15th)
- **Median household income:** $45,607 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 11.8% (3-year average, 2001-2003)
- **Income tax rate:** 3.0%
- **Sales tax rate:** 6.25%

Aurora

The City in Brief

Founded: 1834 (incorporated 1845)

Head Official: Mayor Tom Wesiner (D) (since 2005)

City Population
1980: 81,293
1990: 100,279
2000: 142,990
2003 estimate: 162,184
Percent change, 1990–2000: 42.6%
U.S. rank in 1990: 201st (State rank: 3rd)
U.S. rank in 2000: 147th (State rank: 3rd)

Metropolitan Area Population
1980: 7,937,000
1990: 8,066,000
2000: 9,157,540
Percent change, 1990–2000: 11.1%
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

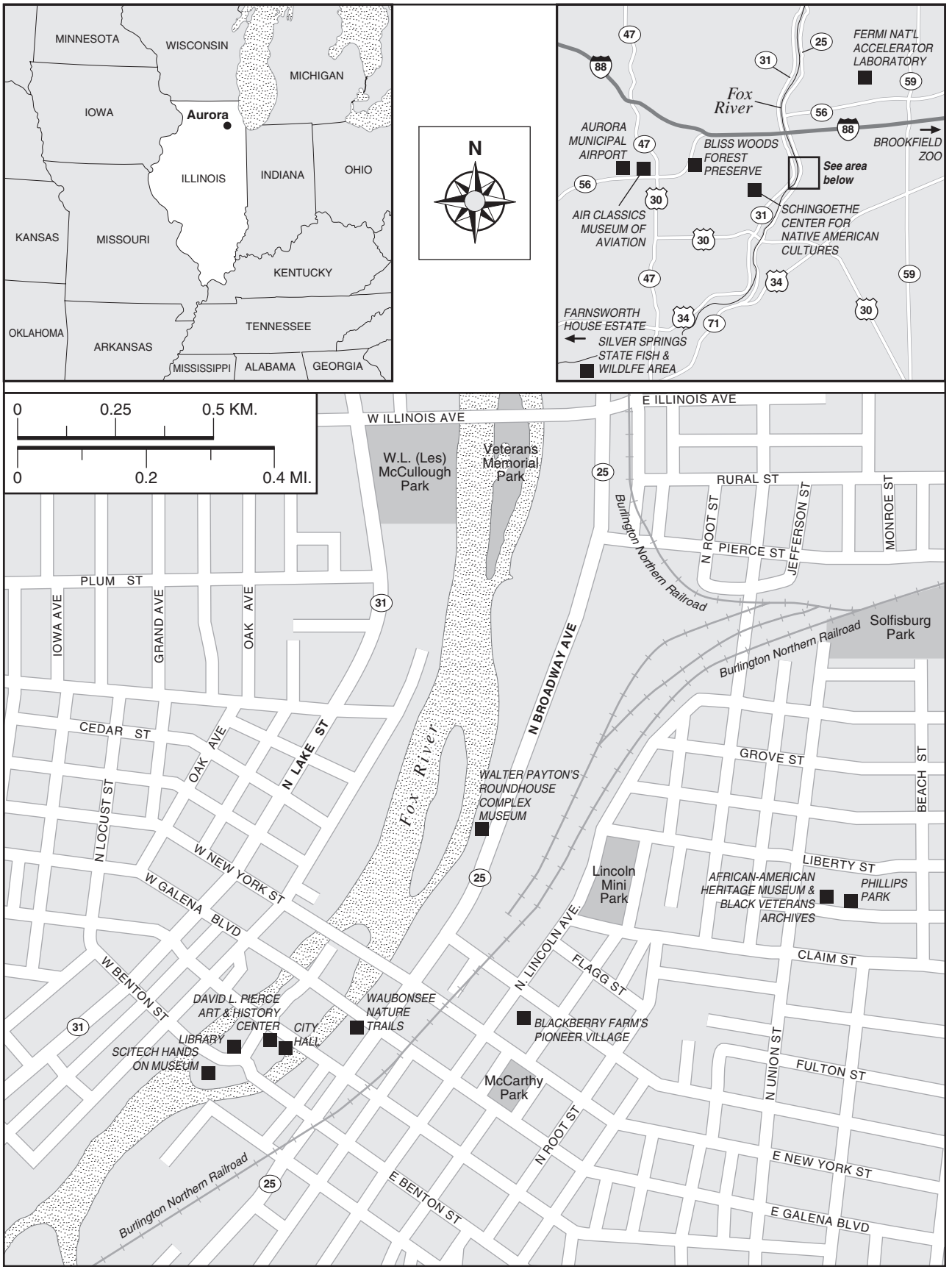
Area: 38.5 square miles (2000)
Elevation: Average 676 feet above sea level
Average Annual Temperature: 47.9° F
Average Annual Precipitation: 38.4 inches

Major Economic Sectors: manufacturing, retail, entertainment
Unemployment Rate: 6.3% (February 2005)
Per Capita Income: $22,131 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Aurora University, Waubonsee Community College

Daily Newspaper: *The Beacon News*


MINNESOTA
WISCONSIN
MICHIGAN
IOWA
Aurora
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
OKLAHOMA
ARKANSAS
TENNESSEE
MISSISSIPPI
ALABAMA
GEORGIA
N
Fox River
FERMI NAT'L ACCELERATOR LABORATORY
AURORA MUNICIPAL AIRPORT
BLISS WOODS FOREST PRESERVE
See area below
BROOKFIELD ZOO
AIR CLASSICS MUSEUM OF AVIATION
SCHINGOETHE CENTER FOR NATIVE AMERICAN CULTURES
FARNSWORTH HOUSE ESTATE
SILVER SPRINGS STATE FISH & WILDLFE AREA
0 0.25 0.5 KM.
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E ILLINOIS AVE
W.L. (Les) McCullough Park
Veterans Memorial Park
RURAL ST
N ROOT ST
PIERCE ST
JEFFERSON ST
MONROE ST
Burlington Northern Railroad
PLUM ST
IOWA AVE
GRAND AVE
OAK AVE
N BROADWAY AVE
Solfisburg Park
CEDAR ST
N LAKE ST
Fox River
WALTER PAYTON'S ROUNDHOUSE COMPLEX MUSEUM
GROVE ST
BEACH ST
N LOCUST ST
W NEW YORK ST
W GALENA BLVD
Lincoln Mini Park
LIBERTY ST
AFRICAN-AMERICAN HERITAGE MUSEUM & BLACK VETERANS ARCHIVES
PHILLIPS PARK
W BENTON ST
N LINCOLN AVE
FLAGG ST
CLAIM ST
DAVID L. PIERCE ART & HISTORY CENTER
LIBRARY
CITY HALL
WAUBONSEE NATURE TRAILS
SCITECH HANDS ON MUSEUM
BLACKBERRY FARM'S PIONEER VILLAGE
N UNION ST
FULTON ST
McCarthy Park
N ROOT ST
E NEW YORK ST
E BENTON ST
E GALENA BLVD
Burlington Northern Railroad

Introduction

Thirty-five miles west of Chicago, Aurora is the largest city in the Fox River Valley. Aurora developed as an independent city and still sees itself as such, but suburban sprawl has reached westwards from Chicago, and Aurora is now considered part of the broader ''Chicagoland'' area. While residents escape the rush and the housing prices of nearby Chicago, they're also finding Aurora has much to offer in terms of economical advantages, education, recreation, and overall quality of life—all the while still being close enough to a major city for a day trip or workday commute.

Geography and Climate

Aurora is located in northeastern Illinois, straddling both the east and west sides of the Fox River. The Fox River Valley runs fairly north-south around the river. The area is part of the Great Lakes Plains, which is mainly flat except for some small hills in the west near the start of the Till Plains, the flat fertile area covering most of the state. Aurora is situated far enough away from Lake Michigan to not receive any lake effect snow, but still averages about 38 inches of snow a year, with January being the snowiest month. Temperatures in the summer months average in the low 80s, with about 4 inches of rainfall per month.

Area: 38.5 square miles (2000)

Elevation: Averages 676 feet above sea level

Average Temperatures: January, 20.0° F; July, 72.4° F; annual average, 47.9° F

Average Annual Precipitation: 38.4 inches

History

Originally, Aurora was home to a village of 500 Potawatomi Native Americans, who traded peacefully with white settlers in the area. In 1834, Joseph and Samuel McCarty came west from New York to look for a site to build a sawmill, and they found the Fox River. An island at a bend in the river provided a great location to establish mills and factories where water power could be harnessed. At first, there were two separate settlements on either side of the river, but they merged in 1857 to form the town of Aurora. Aurora quickly developed into a manufacturing town, first known for textiles and later for heavy machinery, foundries, and machine shops. The Chicago, Burlington & Quincy Railroad extended its line to Aurora in 1849. Soon after, the railroad became the area's largest employer, locating its repair and railcar construction shops there. The repair shop necessitated the building of a roundhouse, the largest stone roundhouse constructed in the country. The railroad was the largest employer until the 1960s.

Socially, the town was very progressive from the start. The first free public school district in Illinois was started in Aurora in 1851. The town experienced an influx of European immigrants in the latter half of the nineteenth century, drawn by its industrial jobs. Abolitionist organizations appeared in Aurora before the start of the Civil War, and out of 20 congregations in 1887, two African American churches thrived. By 1870, the city had more than 10,000 residents, and by 1890 there were approximately 20,000 residents—a testament to the city's industrial development.

In 1881, Aurora was the first town in Illinois to light its streets with electric lights, which gave the city its nickname, ''The City of Lights.'' On May 26, 1909, one of the strongest earthquakes to hit Illinois knocked over chimneys in Aurora and was felt over 500,000 square miles. In the 1910s, Aurora was home for a time to six different automobile companies, all of which were eventually unsuccessful.

Aurora continued to be a manufacturing powerhouse through both World Wars and the Great Depression. The railroad shops, which once employed 2,500 and covered 70 acres, closed in 1974, and all but three of the buildings were demolished. In the 1980s, many factories started to close, and unemployment jumped to more than 15 percent. Aurora responded to this by welcoming a riverboat casino to its downtown, developing the area around the casino, developing nearby residential communities and, most importantly, creating multiple business parks on the outer edges of the city.

Today, Aurora is enjoying a population resurgence, having increased more than 40 percent between 1990 and 2000. Businesses continue to move and expand into the area. As real estate prices go up in Chicagoland, the Fox Valley is being seen as a market waiting to be tapped.

Historical Information: Aurora Historical Society, PO Box 905, Aurora, IL 60507; telephone (630)906-0650. Aurora Preservation Commission, 1 South Broadway, Aurora, IL 60507; telephone (630)844-3648; fax (630)906-7430

Population Profile

Metropolitan Area Residents
1980: 7,937,000
1990: 8,066,000

2000: 9,157,540
Percent change, 1990–2000: 11.1%
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

City Residents
1980: 81,293
1990: 100,279
2000: 142,990
2003 estimate: 162,184
Percent change, 1990–2000: 42.6%
U.S. rank in 1990: 201st (State rank: 3rd)
U.S. rank in 2000: 147th (State rank: 3rd)

Density: 3,711.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 97,340
Black or African American: 15,817
American Indian and Alaska Native: 511
Asian: 4,370
Native Hawaiian and Pacific Islander: 47
Hispanic or Latino (may be of any race): 46,557
Other: 20,762

Percent of residents born in state: 56.0% (2000)

Age characteristics (2000)
Population under 5 years old: 15,095
Population 5 to 9 years old: 13,256
Population 10 to 14 years old: 10,873
Population 15 to 19 years old: 10,042
Population 20 to 24 years old: 10,625
Population 25 to 34 years old: 27,746
Population 35 to 44 years old: 23,635
Population 45 to 54 years old: 15,111
Population 55 to 59 years old: 4,498
Population 60 to 64 years old: 3,179
Population 65 to 74 years old: 4,488
Population 75 to 84 years old: 3,133
Population 85 years and older: 1,319
Median age: 29.3 years

Births (2002, Kane County)
Total number: 8,299

Deaths (2002, Kane County)
Total number: 2,571 (of which, 45 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,131
Median household income: $54,861
Total households: 46,649

Number of households with income of . . .
less than $10,000: 2,336
$10,000 to $14,999: 1,651
$15,000 to $24,999: 4,209
$25,000 to $34,999: 4,779
$35,000 to $49,999: 7,925
$50,000 to $74,999: 10,738
$75,000 to $99,999: 6,838
$100,000 to $149,999: 5,585
$150,000 to $199,999: 1,397
$200,000 or more: 1,191

Percent of families below poverty level: 6.2% (24.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Aurora has a mayor-council form of government. The mayor is elected at large every four years and is a full-time position. Of the 12 aldermen composing the council, 10 are elected from each of the 10 wards, with 2 elected city-wide as aldermen-at-large. Aldermen are elected for four-year terms, with half the council running for office on odd-numbered years. The position of alderman is part-time. The council has four standing committees: planning and development; finance; government operations; and buildings, grounds, and infrastructure.

Head Official: Mayor Tom Wesiner (D) (since 2005; current term expires 2009)

Total Number of City Employees: 2,000 (2005)

City Information: City Hall, 44 East Downer Place, Aurora, IL 60507; telephone (630)892-8811

Economy

Major Industries and Commercial Activity

Heavy industry helped build Aurora, with the Fox River being used for power to run saw and textile mills. As the Industrial Revolution progressed and the railroad came to town, Aurora became a manufacturer of railroad cars, including some of the first dining cars built in the United States. Some heavy industry remains in Aurora today with the Caterpillar plant, which produces construction machinery; in total, the Fox Valley Industrial Association lists more than 150 manufacturers in the area.

Warehouse and distribution centers are another major part of the economy; with the surge of office and industrial park construction during the 1980s and 1990s, Aurora has become a major distribution channel for auto parts, dry goods, construction equipment, and industrial gases.

Items and goods produced: construction machinery, steel products, tools, office and retail shelving, protective coatings, electronics

Incentive Programs—New and Existing Companies

The Aurora Economic Development Commission (AEDC) was created in 1981 to attract and keep companies in Aurora and the Fox River Valley. It offers a number of services to businesses such as training and education, permit reviews, planning, financing, utilities and infrastructure. Aurora Downtown is an organization created to facilitate projects in the Special Service Tax Area in order to improve and develop the historic downtown area. Tax Increment Financing Zones are also a feature.

Local programs—The City of Aurora, through Aurora Downtown, provides grants for exterior restoration to renew original architectural features, and interior rehabilitation for HVAC, plumbing, structural and electrical work in the historic downtown area. The AEDC, with Waubonsee Community College, has a Small Business Center to help companies with business financing and preparation of business plans. AEDC helps businesses secure financing with tax exempt Industrial Revenue Bonds for qualified applicants.

State programs—The Illinois Development Finance Authority's mission is to issue taxable and tax-exempt bonds and make loans for businesses and non-profit groups in Illinois. They have bond and loan programs for industry and small businesses, as well as for agriculture, health care, education and local governments. The Illinois State Treasurer's Office has many economic programs for businesses, such as below-rate business loans under the Economic Recovery program, low cost financing for development of tourist and historic building restoration through the Experience Illinois Program, and the State Treasurer's Economic Program (STEP). STEP and STEP Small Business provide loans to bring in or expand businesses, and create and retain jobs.

Job training programs—The Aurora Economic Development Commission brings together prospective employers and job training providers through Waubonsee Community College and the College of Du Page. Grants are available for assistance with employee training through AEDC. Waubonsee has many programs in manufacturing and technical skills, computer skills, management training, and health and safety issues. The college also works with the Department of Labor's Bureau of Apprenticeship Training (BAT) to create apprenticeship programs with companies and organizations around the area. The Illinois Department of Employment Security and the Bureau of Workforce Development combine federal and state money to help with job seekers' training, job search and placement services, and development of core job skills.

Development Projects

With Aurora's population expanding, it's no wonder that business, retail and residential projects have been growing at a steady pace. In 2002, Aurora saw: a 127-room Hampton Inn & Suites and a 148-suite Staybridge Suites open in response to growing business and tourism in the Fox River Valley; Keson Industries, a manufacturer of marking and measuring devices, moved to Aurora and opened a 78,000 square foot facility at the Meridian Business Campus; Luse Companies, an insulation and asbestos and lead abatement contractor, opened a 50,000 square foot headquarters; and more than 1,000 new housing starts were recorded. In 2003 Kraft Foods opened an 850,000 square foot dry foods distribution center at the Prime Aurora Business Park, and Nissan North America expanded by 57,000 square feet at its distribution warehouse at the Meridian Business Park.

More than 3.2 million square feet of commercial and industrial space was developed, and $290 million spent in new investment in 2004. In that year, Chicago Premium Outlets opened, a shopping center with 120 outlet stores that added approximately 1,000 jobs to the community. Aurora University began a 5-year, $50 million plan of new construction and renovation on its campus. Hyundai Motor America expanded its operations in Aurora by opening a $17 million office and parts distribution center. A multiple-year project during the mid-2000s is a plan to upgrade Aurora Airport by building 120 new hangars, spending $7.2 million on refurbishing its runway, and building a new $3.2 million taxiway for the secondary runway.

Economic Development Information: Aurora Economic Development Council, 40 West Downer Place Aurora, IL 60507; phone (630)897-5500; fax (630)897-0469; email aedc@aurora-il.org. Aurora Downtown, Karen Christensen, 1 South Broadway Aurora, IL 60507; telephone (630)844-3670; fax (630)906-7430; email kchristensen@aurora-il.org. Illinois State Treasury Office, 100 West Randolph, Suite 15-600, Chicago, IL 60601; telephone (312)814-1700; fax (312)814-5930

Commercial Shipping

Created as a railroad town, the Burlington Northern, Santa Fe, and the Elgin, Joliet & Eastern railroads still run through town and connect to the nation's largest train gateway, Chicago. For air freight, Chicago's O'Hare and Midway airports are major cargo hubs, with national and international routes. There is one motor freight terminal in Aurora, and seven

carriers provide daily service, with one specializing in heavy machinery transport. I-88 runs close by, and other easily accessible Interstates are I-55, 40, I-80, I-90, I-94, and I-355.

Labor Force and Employment Outlook

As Chicagoland expands its influence westward, the commuter rail link makes Aurora a viable destination for workers in Chicago to afford new and vintage homes and condominiums. As the population of the Fox Valley increases, Aurora's long history of development and fairly stable economy serves as an anchor for this growth, along with Naperville to the east. As Aurora's population is now one-third Hispanic and is likely to continue to increase, Aurora Downtown predicts that ''Aurora is poised to be the major Hispanic retail center for the Chicagoland area.''

The following is a summary of data regarding the Chicago-Naperville-Joliet Metropolitan Division labor force, 2004 annual averages.

Size of nonagricultural labor force: 3,748,500

Number of workers employed in . . .
natural resources and mining: 1,600
construction: 173,700
manufacturing: 402,300
trade, transportation and utilities: 763,400
information: 87,000
financial activities: 292,400
professional and business services: 601,100
educational and health services: 466,600
leisure and hospitality: 319,600
other services: 171,200
government: 469,600

Average hourly earnings of production workers employed in manufacturing: $15.44

Unemployment rate: 6.3% (February 2005)

Largest city employers	*Number of employees*
Aurora School District #204	3,000
Caterpillar Inc.	3,000
Aurora School District #129	1,300
Aurora School District #131	1,300
Fox Valley Park District	1,300
Waubonsee Community college	1,300
City of Aurora	1,280
Rush-Copley Medical Center	1,265
LTD Commodities	1,200
Provena Mercy Center	1,200
Hollywood Casino Aurora	1,000

Cost of Living

Aurora's cost of living, as well as its housing prices, are slightly below the national average.

The following is a summary of data regarding several key cost of living factors for the Aurora area.

2004 (3rd Quarter) ACCRA Average House Price: $427,451 (Chicago metro)

2004 (3rd Quarter) ACCRA Cost of Living Index: 130.4 (Chicago metro) (U.S. Average = 100.0)

State income tax rate: 3% of federal adjusted gross income with modification

State sales tax rate: 6.25%

Local income tax rate: none

Local sales tax rate: 0.75%

Property tax rate: $7.94 per $100 assessed valuation (2002)

Economic Information: Illinois Department of Commerce and Economic Opportunity, 620 East Adams, Springfield, IL 62701; toll-free (800)252-2923

Education and Research

Elementary and Secondary Schools

Three school districts operate in the city of Aurora: West Aurora District #129, East Aurora District #131, and Indian Prairie District #204. Aurora is also home to the Illinois Mathematics and Science Academy, a public residential high school for grades 10-12. It is internationally known as a school whose students reach the highest levels of achievement in the sciences, technology, and mathematics, by partnering with scientists at state research facilities.

The following is a summary of data regarding the three Aurora public school districts as of the 2002–2003 school year.

Total enrollment: 48,477

Number of facilities
elementary schools: 55
junior high/middle schools: 14
senior high schools: 5
other: 6

Student/teacher ratio: 17.8:1 (2003)

Teacher salaries (2004-2005)
minimum: $32,528
maximum: $79,193

Funding per pupil: $7,174

There are also 20 religious and Montessori private schools in the city.

Colleges and Universities

Two centers of higher learning are found in Aurora. Aurora University, with 4,300 students, has many undergraduate and graduate programs, including business, fine arts, education, nursing, and social work. Its Spartan athletics is a Division III program, with men's and women's teams in basketball, soccer, tennis, track and field, and men's baseball and football. The University has an additional campus in Williams Bay, Wisconsin. Waubonsee Community College has two-year degree programs in areas such as communications, humanities, fine arts, health and life sciences, science and technology, social sciences, and business, intended for easy transfer to four-year schools. The college has certificate programs, continuing professional education classes, distance learning, and online courses available.

Libraries and Research Centers

The Aurora Public Library has been in existence since 1881 and moved into its current residence in 1904. It was refurbished and expanded in 1969 and again in 1980. Besides the main branch, there is the Eola Road Branch on the east side of the city, and the West Branch, both built in the 1990s. A bookmobile also serves the city. In 2002 a computer training facility was installed at the library.

The Charles B. Phillips Library at Aurora University has more than 99,000 books, 518 periodical subscriptions, a multitude of research materials (including full-text online journals) and access to dozens of databases. Aurora University is home to the Schingoethe Center for Native American Cultures, a museum and research center for studies into Native American cultural artifacts. Waubonsee Community College has the Todd Library to help with its students' research needs.

There are two major national research centers in the area. The Argonne National Laboratory is run by the University of Chicago for the U.S. Department of Energy. Their focus is on energy resources, high energy physics, materials sciences and nanotechnology, environmental management, and national security. The Fermi National Accelerator Laboratory is home to the country's largest particle accelerator, and conducts research on the very basics of energy and matter.

Public Library Information: Aurora Public Library, Main Library, 1 E. Benton Street, Aurora, IL 60505 (630)264-4100

Health Care

Aurora is home to two hospitals: Provena Mercy Medical Center and Rush-Copley Medical Center. Provena, a 356-bed facility, has a family birthing center, an emergency medicine center, behavioral treatment, and orthopedic services. The Sister Rita Heart Center has a clinic, surgical suites, rehabilitation services, and a pediatric cardiology unit. Rush-Copley offers 150 private rooms on a 98-acre campus. Among Rush-Copley's special services are centers for cancer care, women's health, and neuroscience. Emergency services are provided in a Level II trauma center, with a special designation for pediatric emergency care. The hospital's Vision 2010 plan for expansion is underway with a new emergency department that doubles the current department's size, scheduled for completion in 2005. Dreyer Medical Clinics, owned by Advocate Health Care, provide doctors to communities throughout the Fox River Valley, including three stand-alone clinics in Aurora.

Recreation

Sightseeing

Aurora is home to many historic buildings and residences. A self-guided walking tour of the architecture of the downtown area is available, with historic facts sent to your cell phone, at the Aurora Area Visitor and Convention Bureau. The Stolp Island National Register Historic District in the middle of the Fox River has buildings dating from the 1850s, and has many fine examples of architectural terra cotta. The William Tanner House, an Italianate mansion, is open for tours May through December and is part of the Aurora History Center. The Sri Venkateswara Swami Temple of Greater Chicago is a beautiful Hindu Temple blending ancient design and modern architectural technology. The oldest limestone railroad roundhouse in the country has been restored and converted into Walter Payton's Roundhouse, a brew pub, museum, and live entertainment venue.

The Red Oak Nature Center, on the banks of the Fox River, is in North Aurora. It has many trails to explore, a cave (a rarity in Illinois), and a natural history museum, with an observation deck and picnic areas. The Phillips Park Zoo is free of charge and features animals from the Americas. The African American Heritage Museum and Black Veterans Archives is an amazing display of sculpture created by a self-taught artist, Dr. Charles Smith. Memorials and hundreds of figures from African American history are displayed outdoors in the yard of Dr. Smith's former home.

The riverboat Hollywood Casino Aurora has a 53,000 square foot casino with more than a thousand slot machines and table games, three restaurants, and a theater with live entertainment.

Arts and Culture

The Art Deco Paramount Theater originally opened in 1931 and was the first air-conditioned theater outside of Chicago.

Magnificently restored in 1978, it now presents touring musicians, theatrical performances, improvisation, comedians, and a free film series in the summer. The Riverfront Playhouse has been producing plays since 1978, and also provides a theater series for children. The Borealis Theater Company is the professional theater in residence at Aurora University.

Music venues include Fermilab, which plays host to an eclectic range of concerts, and Walter Payton's Roundhouse, host to music and comedy performers. The Fox Valley Concert Band performs free in Aurora and surrounding communities year round. Aurora University has its Music by the Lake concert series in the summer months at the Allyn Pavilion for the Performing Arts.

The David L. Pierce Art and History Center has rotating art exhibits, as well as displays of military memorabilia from the Grand Army of the Republic. At Aurora University, the Downstairs Dunham Gallery features shows by students and local artists. Gallery 44 is a gallery for local artists showcasing many different media.

The museums and attractions of the Aurora area show great diversity in subject matter, ranging from cutting-edge science to appreciation for its prairie and frontier roots. Blackberry Farms Pioneer Village, run by the Fox Valley Park District, is a living history museum featuring the Farm Museum and its collection of nineteenth century farm implements, a Streets Museum with 11 turn-of-the-century stores, a Discovery Barn, a carousel, pony rides, and a miniature train. Pioneer craft demonstrations, a one-room schoolhouse, and buildings from the 1840s delight school groups and families May through October. The Aurora Historical Society has a collection of artifacts from Aurora's past, including three mastodon skulls unearthed in the 1930s. The Aurora Regional Fire Museum has fire fighting vehicles dating back to 1850, along with thousands of photos and artifacts. The Schingoethe Center for Native American Cultures at Aurora University contains archaeological exhibits, examples of historical and contemporary Native American art, and a research library.

Sci-Tech Hands-On Museum has dozens of exhibits exploring electricity, magnetism, chemistry, life sciences, light, and physics, which make scientific concepts understandable and fun for visitors. Traveling exhibits and an outdoor science park make the museum a destination for families, schools, and scouting groups. In nearby Batavia is the Fermi National Accelerator Laboratory (Fermilab), a high energy physics lab conducting research into the mysteries of matter and energy. Visitors are welcome for tours of the facility and to enjoy the recreational and nature activities on its restored prairie land, including visiting the lab's own herd of bison. The Air Classics Museum of Aviation located at Aurora Municipal Airport has a collection of military jets, prop aircraft, and helicopters from World War II through the 1990s. Visitors are able to sit in some of the aircraft's cockpits, and view aviation uniforms and memorabilia.

Festivals and Holidays

Aurora celebrates the cold winters every February during the Phillips Park Winterfest, with dog sled rides, ice carving, skating, sledding, snowshoeing, nature hikes, and a snowman building contest. Spring brings not only flowers, but myriad events to the Fox River Valley. The Fox River Valley Park District holds an Easter Egg Hunt in April at the Prisco Community Center. In May comes the Taste of Downtown Aurora, featuring booths from area restaurants; the North Aurora Pet Parade; the Memorial Day Parade, and the Aurora Pow-Wow, with dancing, crafts and food from many different Native American tribes. In summer time, Downtown Alive! events include themed dance parties and lunchtime concerts. Blues on the Fox in June is a festival that brings national blues acts to Aurora's downtown. Fourth of July celebrations include a parade, a concert, and fireworks. Also in July is Chase the Moon, a midnight bike ride looping from Aurora to Batavia, the Puerto Rican Cultural Festival, and the Kane County Fair. In August, Soul Fest, featuring home cooked food, games, music, and the Black Business Expo, comes to May Street Park. The Midwest Literary Festival is in September, as is the Fall Harvest Festival at Blackberry Farm's Pioneer Village, and the Downtown Arts Festival. A Veterans Day parade and ceremony runs through downtown Aurora in November. Holiday Magic at the end of November welcomes Santa and Mrs. Claus with the Parade of Lights, fireworks, and a tree lighting ceremony. Through December, the paths at Phillips Park Zoo are lit with holiday lights for strolling at night.

Sports for the Spectator

Since 1991, The Kane County Cougars baseball team plays in Philip B. Elfstrom Field in nearby Geneva, Illinois. Currently a single A affiliate of the Oakland Athletics, the Cougars are part of the Midwest League. Extremely popular in the area, they routinely have more than 500,000 attendees each season. Aurora's sports fans also root for teams in Chicago, like baseball's Cubs and White Sox, football's Bears, basketball's Bulls, hockey's Blackhawks and Wolves, and soccer's Fire.

Sports for the Participant

Aurora's parks are run by the Fox Valley Park District, which has 110 parks in all the communities it serves. The Eola Community Center and Fitness Club has gymnasiums, a track, dance studios, an indoor playground, baseball fields and two sand volleyball courts. The Prisco Community Center is in Aurora's McCullough Park, and was renovated in 2003. The Vaughn Athletic Center features a huge field house for team sports, a 10,000 square foot fitness center, nine

tennis courts and two swimming pools. For bicyclists and runners, there are more than 30 miles on four paved trails, two of which run through Aurora. The Aurora Tennis Club is an indoor facility with year-round court times and lessons for kids and adults. The district runs two 18-hole golf courses, Fox Bend and Orchard Valley, which was rated four-stars by Golf Digest magazine. The Aurora City Golf Course, the Aurora Country Club, and six other courses are in the immediate vicinity. The Fox Valley Trail runs along the Fox River from Aurora north to Crystal Lake. The district runs Splash Country Water Park, containing a zero-depth pool, water slides, a kid's water play area, and a 1,100 foot long lazy river. The Phillips Park Aquatic Center also offers several water slides, a zero-depth pool, and kid-friendly areas.

The Sport Zone Park is a multi-sport center for the whole family. Outdoors, it features mini-golf, batting cages, and a go-cart track. The main feature is its 72,000 square foot dome, which is a driving range during the day and is converted to soccer, baseball, or softball fields in the evening. The Aurora Archery Range hosts the annual National Field Archery Association Tournament.

Shopping and Dining

Three large shopping centers are big draws to Aurora. The recently completed Chicago Premium Outlet center has 120 stores, including Ann Taylor, Brooks Brothers, Giorgio Armani, and Kate Spade, and offers discount shopping every day. Westfield Shoppingtown Fox Valley is anchored by four large department stores and has 180 other shops. Northgate Shopping Center has several big-box retailers and other smaller stores. The Route 59 Corridor and the Randall/Orchard Road corridor are main shopping districts for Aurora, North Aurora, and Batavia. The Aurora Farmer's Market is held on Saturday mornings June through October, and is one of several in surrounding communities.

Aurora has a wide variety of family, ethnic and fine dining choices. Steak houses, Italian, Mexican, and Chinese restaurants abound. Notable is Savannah's, at the Fox Valley Mall, featuring Southern Cuisine and afternoon teas.

Visitor Information: Aurora Area Convention and Visitors Bureau, 44 W. Downer Place, Aurora, IL 60506; telephone (630)897-5581; toll-free (800)477-4369; fax (630)897-5589. City of Aurora, 44 East Downer Place, Aurora, IL 60507; telephone (630)264-4636; fax (630)892-0741

Convention Facilities

In nearby St. Charles, Illinois, the Pheasant Run Resort & Spa is the area's largest conference facility. With a 320-seat auditorium, 100,000 square feet of meeting space, four ballrooms, and a 38,000 square foot Exposition Center, it can handle most types of functions. Accommodations and amenities include 473 rooms, an 18-hole golf course, a day spa, and live entertainment. The DuPage County Expo Center, also in St. Charles, has 25,000 square feet of column-free trade show space. The Hilton Garden Inn in St. Charles has 120 rooms and 26,000 square feet of meeting and conference space. The Kane County Fairgrounds are rentable for concerts, exhibitions, auctions, and trade shows.

Aurora has 10 hotels and motels for visitors staying in the city. The Comfort Suites City Center has 82 suites and 3 meeting rooms, and the adjacent Walter Payton's Roundhouse has banquet and catering facilities for up to 600. The Hampton Inn and Suites has a 5,000 square-foot conference and meeting center, and has a 6,000 square foot indoor water park. The Fox Valley Park District also rents out their facilities and community centers.

Convention Information: Aurora Area Convention and Visitors Bureau, 44 W. Downer Place, Aurora, IL 60506; telephone (630)897-5581; toll-free (800)477-4369; fax (630)897-5589

Transportation

Approaching the City

Aurora Municipal Airport is for private and corporate aircraft, with 6,500 and 5,500 feet runways. Helicopter services are also supported. Chicago's Midway and O'Hare International Airports are the major commercial airports of the area. Two interstate highways bring motorists into the Aurora area: I-88 runs east-west, and I-55 runs south and east. METRA, a commuter rail system, connects Aurora with Chicago and its suburbs. Greyhound provides long-distance bus service from a stop at the Aurora Transportation Center.

Traveling in the City

Aurora straddles the Fox River in a mainly north-south direction, with several bridges crossing it at intervals. Public transportation is handled by the PACE bus system, which has 15 routes in Aurora alone, and many others in surrounding communities.

Communications

Newspapers and Magazines

The Beacon News is Aurora's daily newspaper, with a daily circulation of over 27,000. It is published by the Suburban

Chicago Newspaper group of papers, owned by *The Chicago Sun-Times.*

Television and Radio

Aurora is home to Telefuture, a Spanish language UHF television station. Broadcasts from all major commercial networks and several independent and PBS stations in the Chicagoland area are received in Aurora. Four radio stations broadcast talk, rock and Spanish language programming from the city, and are supplemented by broadcasts from Chicago and closer Kane and DuPage county stations.

Media Information: *The Beacon News,* 101 South River Street, Aurora, Illinois 60506; telephone (630)844-5844

Aurora Online

Aurora Area Convention and Visitors Bureau. Available www.enjoyaurora.com

Aurora Downtown. Available www.auroradowntown.org

Aurora Economic Development Commission. Available www.aurora-il.org/aedc

Aurora Hispanic Chamber of Commerce. Available www.ahcc-il.com

Aurora Historical Preservation Commission. Available www.aurora-il.org/HistoricPreservation/index.html

Aurora Public Library. Available www.aurora.lib.il.us

Aurora University. Available www.aurora.edu

The Beacon News. Available www.suburbanchicagonews.com/beaconnews

City of Aurora Home Page. Available www.aurora-il.org

East Aurora School District. Available www.d131.kane.k12.il.us

Fox Valley Park District. Available www.foxvalleyparkdistrict.org

Greater Aurora Chamber of Commerce. Available www.aurorachamber.com

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Chicago

The City in Brief

Founded: 1830 (incorporated 1837)

Head Official: Mayor Richard M. Daley (D) (since 1989)

City Population
1980: 3,005,000
1990: 2,783,726
2000: 2,896,016
2003 estimate: 2,869,121
Percent change, 1990–2000: 4%
U.S. rank in 1980: 2nd
U.S. rank in 1990: 3rd (State rank: 1st)
U.S. rank in 2000: 3rd (State rank: 1st)

Metropolitan Area Population (PMSA)
1980: 7,937,290
1990: 7,410,858
2000: 9,157,450
Percent change, 1990–2000: 23.6%
U.S. rank in 1980: 3rd
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

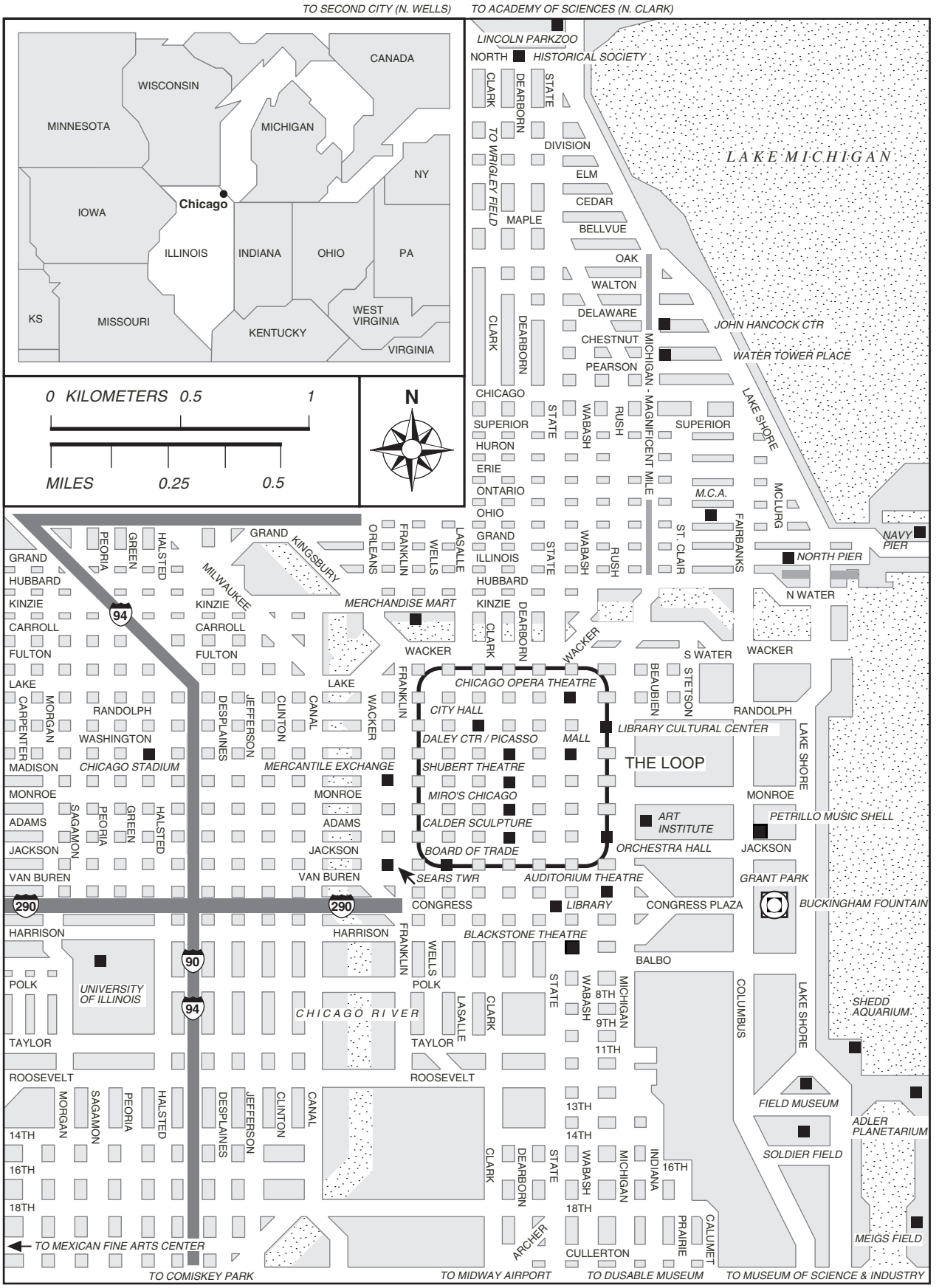
Area: 228.4 square miles (2000)
Elevation: 578.5 feet above sea level
Average Annual Temperature: 49.8° F
Average Annual Precipitation: 35.82 inches

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government
Unemployment Rate: 6.4% (February 2005)
Per Capita Income: $20,175 (1999)

2002 FBI Crime Index Total: Not Reported

Major Colleges and Universities: University of Chicago; University of Illinois at Chicago; DePaul University; Loyola University of Chicago

Daily Newspapers: *Chicago Tribune; Chicago Sun-Times*


TO SECOND CITY (N. WELLS)
TO ACADEMY OF SCIENCES (N. CLARK)
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
Chicago
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
0 KILOMETERS 0.5 1
MILES 0.25 0.5
N
LINCOLN PARK
ZOO
NORTH
HISTORICAL SOCIETY
LAKE MICHIGAN
CLARK
DEARBORN
STATE
TO WRIGLEY FIELD
DIVISION
ELM
CEDAR
MAPLE
BELLVUE
OAK
WALTON
DELAWARE
CHESTNUT
PEARSON
JOHN HANCOCK CTR
WATER TOWER PLACE
MICHIGAN - MAGNIFICENT MILE
LAKE SHORE
CHICAGO
SUPERIOR
HURON
ERIE
ONTARIO
OHIO
WABASH
RUSH
M.C.A.
MCLURG
FAIRBANKS
ST. CLAIR
NAVY PIER
NORTH PIER
N WATER
GRAND
HUBBARD
KINZIE
CARROLL
FULTON
LAKE
ILLINOIS
KINGSBURY
MILWAUKEE
ORLEANS
FRANKLIN
WELLS
LASALLE
MERCHANDISE MART
WACKER
S WATER
BEAUBIEN
STETSON
CHICAGO OPERA THEATRE
CITY HALL
DALEY CTR / PICASSO
MALL
LIBRARY CULTURAL CENTER
THE LOOP
RANDOLPH
MONROE
ADAMS
JACKSON
VAN BUREN
HARRISON
POLK
TAYLOR
ROOSEVELT
PEORIA
GREEN
HALSTED
DESPLAINES
JEFFERSON
CLINTON
CANAL
CARPENTER
MORGAN
SAGAMON
WASHINGTON
MADISON
CHICAGO STADIUM
MERCANTILE EXCHANGE
SHUBERT THEATRE
MIRO'S CHICAGO
CALDER SCULPTURE
BOARD OF TRADE
SEARS TWR
ART INSTITUTE
ORCHESTRA HALL
PETRILLO MUSIC SHELL
AUDITORIUM THEATRE
GRANT PARK
BUCKINGHAM FOUNTAIN
CONGRESS
LIBRARY
CONGRESS PLAZA
BLACKSTONE THEATRE
BALBO
UNIVERSITY OF ILLINOIS
CHICAGO RIVER
COLUMBUS
SHEDD AQUARIUM
FIELD MUSEUM
ADLER PLANETARIUM
SOLDIER FIELD
MEIGS FIELD
8TH
9TH
11TH
13TH
14TH
16TH
18TH
INDIANA
PRAIRIE
CALUMET
ARCHER
CULLERTON
290
90
94
TO MEXICAN FINE ARTS CENTER
TO COMISKEY PARK
TO MIDWAY AIRPORT
TO DUSABLE MUSEUM
TO MUSEUM OF SCIENCE & INDUSTRY

Introduction

Chicago, the seat of Illinois's Cook County and the third largest city in the country, is the focus of a consolidated metropolitan statistical area that covers the primary metropolitan statistical areas of Gary, Indiana; Kankakee, Illinois; and Kenosha, Wisconsin. ''Brawling'' was the word Carl Sandburg applied to Chicago in his poem about the city. No longer the ''Hog Butcher for the World,'' at the dawn of the twenty-first century, Chicago is still an enthusiastically combative city with a lively political life. A railroad hub in the latter half of the nineteenth century, when its population had already reached 300,000 people, Chicago became a major force in the nation's development. Today, it is a national transportation, industrial, telecommunications, and financial leader as well as a city of great architectural significance, ethnic diversity, and cultural wealth. The only inland urban area to rank with major East and West Coast metropolises, Chicago has achieved international status through the quality of its cultural institutions and its position as a world financial center.

Geography and Climate

Chicago extends westward on a plain along the southwest shore of Lake Michigan. The climate is continental, with frequently changing weather bringing temperatures that range from relatively warm in the summer to relatively cold in the winter. Temperatures of 96 degrees or higher occur during summers; winters can register a minimum low of minus 15 degrees. Snowfall near the lakeshore is usually heavy because of cold air movement off Lake Michigan. Summer thunderstorms are frequently heavy but variable, as parts of the city may receive substantial rainfall while other sectors will have none. Strong wind gusts in the central business district are caused by the channeling of winds between tall buildings; the nickname ''windy city,'' often applied to Chicago, does not, however, refer to the average wind speed, which is no greater than in many other parts of the country. Chicagoans instead attribute the nickname to their reputed penchant for talking proudly about their city.

Area: 228.4 square miles (2000)

Elevation: 578.5 feet above sea level

Average Temperatures: January, 21.3° F; July, 73.4° F; annual average, 49.8° F

Average Annual Precipitation: 35.82 inches

History

Lakeshore Site Begins With Trading Post, Fort

The earliest known inhabitants of the area they called ''Chicaugou'' were Native Americans of the Illinois tribe. The meaning of the word ''Chicaugou'' is variously interpreted to mean great, powerful, or strong, depending on the dialect. In the Chippewa dialect the word ''shegahg'' meant ''wild onion''; it is said that an abundance of wild onions grew in the region.

The first people of European descent to reach Chicago were the explorers Father Jacques Marquette and Louis Joliet, who encamped on the Lake Michigan shore at the mouth of the Chicago River in 1673. A century later, in 1783, Jean-Baptiste Du Sable, the son of a French merchant from Quebec and a Haitian slave, left New Orleans and established a fur-trading post in the same area. The site was advantageous for transportation, because it afforded a short portage between the Chicago River, part of the Great Lakes waterway, and the Des Plaines River, connected to the Mississippi waterway via the Illinois River. Sable mysteriously vanished in 1800, and John Kinzie, the region's first English civilian settler, took over the trading post. Soon a United States garrison, Fort Dearborn, was built to defend the post. In 1812 angry Potawatomi killed most of the traders, except for the Kinzie family, and destroyed Fort Dearborn, which was rebuilt in 1816.

A survey and plat of the growing settlement were filed in 1830, at which time the area numbered 350 inhabitants. Chicago was chartered as a town in 1833 and rechartered as a city in 1837. The completion of the Illinois-Michigan Canal in 1848 turned the city into a marketing center for grain and food products. The first railroad arrived the same year the canal was opened, and within a decade Chicago was the focal point for 3,000 miles of track. The productive grain industry fed cattle and hogs, and Chicago emerged as the site of a major livestock market and meatpacking industry, surpassing Cincinnati as the nation's pork packer. Cattle merchants formed the Union Stock Yards and Transit Company.

Cyrus McCormick opened a factory in the city in 1847 to manufacture his reaper, leading the way for Chicago to become a farm implements hub. The city also became a leader in the processing of lumber for furniture, buildings, and fencing. Chicago industries outfitted Union troops during the Civil War, when the grain and farm machinery industries also experienced wartime growth. George Pullman began to produce railroad sleeping cars in Chicago in 1867. The next year the city's first blast furnace was built. At this time merchants Potter Palmer, Marshall Field, and Levi Leter began shipping consumer goods to general stores in the Midwest.

Growth Creates Challenges, Opportunities

Chicago's rapid growth resulted in congested residential sectors where the poor were relegated to shabby housing without proper sanitation. Chicago was radically changed, however, on October 8, 1871, by a cataclysmic fire that burned for 27 hours. At that time two-thirds of the city's buildings were made of wood and the summer had been especially dry; high winds spread the fire quickly. Although the stockyards, freight yards, and factory district were spared, Chicago's commercial area was completely destroyed; 8,000 buildings and property valued at just under $200 million were lost. More than 90,000 people were left homeless and 300 people lost their lives.

Since the city's industrial infrastructure was unscathed by the fire, rebuilding progressed rapidly, and Chicago was essentially rebuilt within a year. When the economic panic of 1873 swept the rest of the nation, Chicago was relatively protected from the ensuing depression. The city's prosperity in the post-fire era was founded on an expansion of its industrial and marketing base. Assembly-line techniques were introduced in the meat packing industry, and technological improvements benefitted the steel and farm machinery makers. The United States Steel South Works, based in Chicago, became one of the largest such operations in the world. At that time George Pullman established his Palace Car Company in a nearby town he owned and named after himself, which was later annexed to Chicago.

Chicago celebrated its two decades of growth by sponsoring the World's Columbian Exposition of 1893, which also marked the 400th anniversary of Christopher Columbus's discovery of America, and which attracted more than 21 million visitors to the city. Chicago at this time was in the forefront of architectural innovation and became known as the birthplace of the skyscraper. Of particular architectural importance is the Chicago Board of Trade, where commodities futures are bought and sold. A politically active city, Chicago underwent a period of reform in the late 1890s. A civil service was inaugurated in 1895, and numerous reform organizations attempted to influence public opinion.

Political Trends Shape City's Future

Five-term Mayor Carter H. Harrison Jr. brought the reform spirit to a high point, but weak law enforcement and other factors allowed gangsters such as Alphonse ''Scarface'' Capone and John Dillinger to rise to power in the 1920s and 1930s. Chicago was characterized the world over as a gangster headquarters long after Democratic reform Mayor Anton J. Cermak initiated cleanup efforts. He also introduced a style of ward and district politics copied after the New York City Tammany Hall political machine. Cermak was killed by an assassin's bullet intended for President-elect Franklin D. Roosevelt, but Cermak's political organization continued under Mayor Edward J. Kelly.

In 1933 Chicago gained world attention once again when it hosted A Century of Progress, a world exposition that celebrated the city's incorporation as a municipality; Chicago's industrial and financial advances and prosperity were on display despite the era's economic depression. In 1942 scientists working in Chicago produced the first nuclear chain reaction and thus advanced the creation of atomic weaponry and energy. During its history, Chicago has frequently been the site of national political meetings, including the Republican Party gathering to nominate Abraham Lincoln in 1860 and the Democratic Party convention that nominated Hubert H. Humphrey in 1968. The latter brought protestors against the Vietnam War to Chicago's streets and drew national attention to Mayor Richard J. Daley's handling of the demonstrators.

The Mayors Daley

The most powerful symbol of Chicago politics, Richard J. Daley served as mayor from 1955 until his death in 1976. Daley was a major force in the national Democratic Party and was considered the last ''big city boss.'' His son, Richard M. Daley, ran for Chicago's mayoral office in 1989 in an election that *Time* magazine characterized as ''an ethnic power struggle'' that divided the city along racial lines. Chicago's first African American mayor, Harold Washington, had been elected in 1983 and reelected in 1987, but after his death the coalition of African Americans and white liberals that had elected him broke down; African American voter participation was down from previous elections while, according to *Time,* Daley's ''richly financed campaign produced a large turnout among whites. Result: Daley, by 55% to 41%.'' Daley won 58 percent of the vote in 1995. As mayor of a city known for its widely diverse neighborhoods of Germans, Scandinavians, Irish, Jews, Italians, Poles, Eastern Europeans, Asians, Hispanics, and African Americans, Daley has faced the challenge of uniting the spirit of a divided city entering the twenty-first century as an internationally important urban center. With a national reputation as a skilled and astute negotiator, with powerful political supporters at the national level, Mayor Daley received another vote of confidence when the Democratic Party selected Chicago as the site of the 1996 National Convention. Mayor Daley has privatized a number of city government operations and by 1996 had passed balanced budgets seven years in a row; this and other successes accounted for his selection as national spokesperson for the U.S. Conference of Mayors in 1996. In 2005 Mayor Daley outlined his goals for the city in his annual City of Chicago address. These goals included a city in which every family could afford housing in a safe neighborhood, a city in which every child receives a quality education, and a city where good jobs are available to those who want to work.

Today's Chicago exists as a cultural mecca, with world-class museums, restaurants, theater, and arts. Still, the ''other side'' of Chicago is not as shiny, in terms of blighted housing projects and crime—a stigma hard for any large city to overcome, yet continually addressed by the mayor and city leaders.

Historical Information: Chicago Historical Society, 1629 North Clark Street at North Avenue, Chicago, IL 60614; telephone (312)642-4600

Population Profile

Metropolitan Area Residents (CMSA)
1980: 7,937,290
1990: 7,410,858 (PMSA)
2000: 9,157,450
Percent change, 1990–2000: 23.6%
U.S. rank in 1980: 3rd
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

City Residents
1980: 3,005,000
1990: 2,783,726
2000: 2,896,016
2003 estimate: 2,869,121
Percent change, 1990–2000: 4%
U.S. rank in 1980: 2nd
U.S. rank in 1990: 3rd
U.S. rank in 2000: 3rd

Density: 12,750.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 1,215,315
Black or African American: 1,065,009
American Indian and Alaska Native: 10,290
Asian: 125,974
Native Hawaiian and Pacific Islander: 1,788
Hispanic or Latino (may be of any race): 753,644
Other: 393,203

Percent of residents born in state: 57.7% (2000)

Age characteristics (2000)
Population under 5 years old: 216,868
Population 5 to 9 years old: 224,012
Population 10 to 14 years old: 200,802
Population 15 to 19 years old: 200,962
Population 20 to 24 years old: 239,252
Population 25 to 34 years old: 533,199
Population 35 to 44 years old: 433,268
Population 45 to 54 years old: 330,507
Population 55 to 59 years old: 116,932
Population 60 to 64 years old: 99,757
Population 65 to 74 years old: 159,915
Population 75 to 84 years old: 103,720
Population 85 years and over: 35,168
Median age: 31.5 years

Births (2003)
Total number: 48,044

Deaths (2002)
Total number: 22,298 (of which, 412 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,175
Median household income: $38,625
Total households: 1,061,964

Number of households with income of . . .
less than $10,000: 146,192
$10,000 to $14,999: 71,103
$15,000 to $24,999: 132,339
$25,000 to $34,999: 133,670
$35,000 to $49,999: 171,140
$50,000 to $74,999: 188,700
$75,000 to $99,999: 95,162
$100,000 to $149,999: 75,743
$150,000 to $199,999: 21,884
$200,000 or more: 26,031

Percent of families below poverty level: 16.6% (48.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

The Chicago city government is headed by a strong mayor and a nonpartisan, 50-member council; the mayor and council members are elected to four-year terms. Mayor Daley has indicated that creating a good climate for business is an essential goal of his administration. He is committed to being the education mayor by improving Chicago's public schools.

Head Official: Mayor Richard M. Daley (D) (since 1989; current term expires 2007)

Total Number of City Employees: more than 35,978 (2004); excluding employees of Chicago Public Schools, Park District, Water Reclamation District, Transit Authority, Housing Authority, and City Colleges

City Information: Mayor's Office, City of Chicago, 121 N. Lasalle Street, Room 507, Chicago, IL 60602; telephone (312)744-8045

Economy

Major Industries and Commercial Activity

Chicago's diversified economy is based on manufacturing, printing and publishing, finance and insurance, and food processing (the city is still considered the nation's ''candy capital'') as primary sectors. A substantial industrial base and a major inland port contribute to the city's position as a national transportation and distribution center. The source of nationally distributed magazines, catalogs, educational materials, encyclopedias, and specialized publications, Chicago ranks second only to New York in the publishing industry. The city is home to the Federal Reserve Bank, the Chicago Board of Trade, and the Chicago Mercantile Exchange.

Items and goods produced: telephone equipment, musical instruments, surgical appliances, machinery, earth-moving and agricultural equipment, steel, metal products, diesel engines, printing presses, office machines, radios and television sets, auto accessories, chemicals, soap, paint, food products and confections

Incentive Programs—New and Existing Companies

Local programs—The City of Chicago Department of Planning and Development (DPD) actively promotes growth and development in Chicago's diverse neighborhoods with a focus on the continued economic development of the city. The department works with the existing business community and also works to attract new business to Chicago. All of this is done in the context of holistic, community-based planning, closely coordinating activities with residents and community organizations. The department's Technology Development Division works with the Chicago Partnership for Economic Development to strengthen the city's information technology sector.

DPD promotes effective neighborhood planning by coordinating the strategic allocation of public funds to maximize private investment—and the attraction of new companies—by providing a menu of financial resources, neighborhood improvements, site location assistance, and the expediting of permits and licenses. DPD also has the primary responsibility for preserving city landmarks and protecting the Chicago River and the Lake Michigan shoreline.

State programs—In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain businesses, improve their community areas, and maintain a well-educated and highly trained labor force. TIF is by far the most popular incentive program in Chicago; by the end of 2003, Chicago had invested $870 million in TIF funds and benefitted from $5.4 billion in private investment

Job training programs—The Mayor's Office of Workforce Development (MOWD) assists job seekers—including those who have been laid off—in finding and keeping jobs. The five Chicago Workforce Centers located throughout the city, as well as 30 community-based affiliate organizations, offer services such as basic job skills courses, access to job listings, seminars in resume writing and interviewing, and veterans services. Mayor Daley's WorkNet Chicago assists ex-offenders in reentering the workforce.

Development Projects

In the summer of 2004, the long-anticipated Millennium Park opened. Conceived in the late 1990s with the goal of creating more usable space in Grant Park, the $475 million park is a state-of-the-art example of modern city green space. The Jay Pritzker Pavilion, designed by world-renowned architect Frank Gehry, is an outdoor concert venue that seats 4,000 people. The Cloud Gate, sculpted by Anish Kapoor, is a 110-ton elliptical sculpture made of stainless steel. Visitors can walk under and around the sculpture, which resembles a giant bean and reflects Chicago's skyline. Another popular attraction is the Jarume Plensa-designed Crown Fountain, two 50-foot high towers made of glass blocks and situated in a reflecting pool. The towers feature changing video images of the faces of Chicagoans, from which jets of water appear to descend.

In 2001 The Art Institute of Chicago unveiled plans to construct a new museum wing on the museum's northeast corner. Expected to be completed in 2007, the new wing, designed by architect Renzo Piano, will add approximately 220,000 square feet of space to the museum. The $198 million addition will add a contemporary appeal to the museum's 19th century building.

The O'Hare Modernization Program is Chicago's O'Hare International Airport's plan to add a new western terminal facility and reconfigure existing runways. The $6.6 billion project, to be funded through passenger facility charges, general airport revenue bonds, and federal Airport Improvement Program funds, will require a total of 433 acres in Chicago and surrounding suburbs. Plans for the proposed improvements were submitted to the Federal Aviation Administration for review in October of 2003.

McCormick Place, North America's largest exhibition hall, broke ground in 2004 for McCormick Place West. The $850 million expansion will add approximately 470,000 square feet of exhibition space and 250,000 square feet of meeting space, which will include more than 60 meeting rooms and a 100,000 square foot ballroom. The five-story facility will connect to the existing McCormick Place campus. McCormick Place West is expected to open in 2008.

Economic Development Information: Chicago Department of Planning and Development, 121 N. LaSalle Street, #1003, Chicago, IL 60602; telephone (312)744-4190

Commercial Shipping

Since its founding, Chicago has been an important transportation and distribution point; at one time it was a crucial link between the Great Lakes and Mississippi River waterways and today the city ranks among the world's busiest shipping hubs. The city became a world port in 1959 with the opening of the St. Lawrence Seaway, which provides a direct link from the Great Lakes to the Atlantic Ocean. The Port of Chicago handles marine, rail, and overland freight. The state of Illinois maintains the third-highest combined mileage of railroads and paved highways in the country. Approximately 750 motor freight carriers serve the metropolitan area, and trucking companies ship more than 50 million tons of freight each year; railroads average more than 40 million tons. Chicago's airports handle more than one million metric tons of cargo annually.

Labor Force and Employment Outlook

Chicago's unemployment rate exceeds the national average. The loss of jobs for both unskilled and college-educated workers can be attributed to the Internet bust, an ailing economy, plant closings, and the relocation of companies once headquartered in Chicago. However, the unemployment rate seems to be on a decline; March of 2005 showed the largest gains in employment since 2000. Like many large cities, Chicago has a large immigrant population. The immigrants come from all over the world, including Poland, Mexico, India, the former Soviet Union, the Philippines, and China. Despite fears that low-skilled immigrants would not be assimilated into an increasingly high-tech economy, local analysts say the newcomers are following the success track of earlier groups, working their way into the middle class after performing service and laboring jobs.

The following is a summary of data regarding the Chicago metropolitan area civilian labor force, 2004 annual average:

Size of civilian labor force: 4,231,500

Number of workers employed in . . .
construction and mining: 175,300
manufacturing: 402,300
trade, transportation and utilities: 763,400
information: 87,000
financial activities: 292,400
professional and business services: 601,100
educational and health services: 466,600
leisure and hospitality: 319,600
other services: 171,200
government: 469,600

Average hourly earnings of production workers employed in manufacturing: $15.44 (Chicago-Naperville-Joliet metropolitan area, 2004 average)

Unemployment rate: 6.4% (February 2005)

Largest employers	*Number of employees*
U.S. Government	88,000
Chicago Public Schools	39,402
Jewel-Osco	36,749
City of Chicago	35,978
Cook County	26,505

Cost of Living

The cost of living in Chicago is higher than the national average. The following is a summary of data regarding several key cost of living factors in the Chicago area.

2004 (3rd Quarter) ACCRA Average House Price: $427,451

2004 (3rd Quarter) ACCRA Cost of Living Index: 130.4 (U.S. average = 100.0)

State income tax rate: 3.0%

State sales tax rate: 6.25% (1% on food and drugs) (2005)

Local income tax rate: None

Local sales tax rate: 9%

Property tax rate: 7.247 mills (2002)

Education and Research

Elementary and Secondary Schools

With 613 elementary and high schools, the Chicago Public Schools (CPS) system is the largest public elementary and secondary educational system in Illinois. Several initiatives, such as the Chicago Reading Initiative and the Chicago Math and Science Initiative are programs that have been implemented district-wide to ensure students meet minimum achievement standards in basic subjects. The After School Matters program is a partnership between CPS, the Chicago Park District, the Chicago Public Library, and the City of Chicago. Apprenticeships and club activities offer teens

exposure to and on-the-job training in the arts, sports technology, and communications.

Because of the city's large foreign-born population, the school system employs bilingual teachers in 20 languages. Special schools include Chicago High School for Agricultural Sciences, situated on the last farm in the city of Chicago, which prepares students for jobs in ''anything to do with food and fiber,'' and Curie Metropolitan High School, with magnet programs in the performing and creative arts and electronic repair and maintenance. Construction is expected to begin in 2006 on two new high schools, a selective enrollment college prep school and a vocational magnet high school, to be housed in one building on Chicago's west side. When opened in 2008, the schools will replace the existing Westinghouse High School.

The following is a summary of data regarding the Chicago public schools as of the 2004–2005 school year (middle schools are included in the elementary school count).

Total enrollment: 426,812

Number of facilities
elementary schools: 486
high schools: 107

Student teacher ratio: elementary, 22.7:1; high school, 19.6 (2003)

Teacher salaries
average: $62,985 (2003)

Funding per pupil: $8,786 (2003)

The Archdiocese of Chicago operates 235 elementary and 41 high schools in Cook and Lake counties, with an enrollment in excess of 107,000 students. There are also approximately 52 state-recognized public schools in Chicago.

Public Schools Information: Chicago Public Schools, 125 South Clark Street, Chicago, IL 60603; telephone (773)553-1000

Colleges and Universities

Chicago-area institutions of higher education include private, state, and religious universities of national note. The University of Chicago, founded with an endowment by John D. Rockefeller in 1891, enjoys an international reputation for pioneering science research and the ''Chicago plan'' in undergraduate education. The university claims more than 70 Nobel laureates—far more than any other university in the country. The university, with research funding of $236 million in 2003, administers advanced scholarship and research centers, including the Enrico Fermi Institute, the Enrico Fermi National Accelerator Laboratory, and the Argonne National Laboratory, among others. The University of Illinois at Chicago enrolls approximately 25,000 students earning bachelor's, master's, and doctoral degrees and first professional degrees in dentistry, medicine, and pharmacy.

The city's three leading Catholic institutions are DePaul University, offering undergraduate, master's and doctorate and law programs to more than 23,000 students; Loyola University of Chicago, which awards bachelor's, master's, and doctoral degrees, first-professional degrees in dentistry, law, and medicine, and a master's degree in divinity to its more than 13,000 students; and Saint Xavier College, where popular recent majors among its 5,700 students were business, nursing, and education. The Illinois Institute of Technology enrolls more than 6,000 students and offers professional programs in the sciences, engineering, law, art, and architecture. The School of the Art Institute of Chicago, with more than 2,700 students, holds national stature in art instruction.

Among the city's many other institutions of higher learning are Chicago City-Wide College, Roosevelt University, Chicago State University, Columbia College, Dr. William M. Scholl College of Podiatric Medicine, Illinois College of Optometry, Rush University, and Vandercook College of Music. Northwestern University is located in nearby Evanston.

Libraries and Research Centers

The Chicago Public Library encompasses 75 branches, two regional libraries, and the central Harold Washington Library Center, which opened in 1991 and is one of the foremost educational and cultural resources in the city of Chicago. At 756,000 square feet, the library center is the largest municipal building in the world. The library's collection consists of about 6.5 million books, 14,500 periodicals and serials, 90,000 audiovisual titles, and 3 million microfiche. A special collection of books and materials in 90 foreign languages is maintained, and the library center is the repository for the Chicago Theater Collection, the Civil War Collection, and the Chicago Blues Archives. The library center also boasts an 18,000-square-foot children's library, a bustling business/science/technology division, and a Teacher Resource Center offering print and online resources to assist educators. On display throughout the building is an extensive public art collection.

Staff members in each library of the public library system build their own collections and tailor services to meet the needs of their local community. Since 1989, the city has built or renovated more than 40 branch libraries. Currently, new construction projects, renovations, expansions, and consolidation projects are underway. All of Chicago's public libraries offer free Internet access and free access to research databases.

The approximately 275 other libraries located in Chicago are affiliated with such entities as government agencies, colleges and universities, cultural and historical societies, professional organizations, research institutes, religious

organizations, hospitals and medical associations, private corporations, and law firms.

The University of Chicago, internationally recognized for excellence in education and research, maintains a central library facility with more than 7 million printed works and 30 million manuscripts and archival pieces. Special collections are maintained in American and British literature, American history, theology and biblical criticism, American and British drama, and Continental literature. The University of Chicago operates seven separate facilities, including the D'Angelo Law Library and the Social Service Administration Library.

The Newberry Library, an independent research library, was founded in 1887. Free to the public, the library's non-circulating research materials number more than 1.4 million volumes; among the special collections are materials pertaining to Americana and American Indians.

One of the largest research libraries in Chicago is the Center for Research Libraries, an international not-for-profit consortium of colleges, universities, and libraries that makes available scholarly research resources to users everywhere. It houses more than 5 million books and periodicals; fields of study include Africa, South Asia, South East Asia, Latin America, and war crime trials. The Chicago Academy of Sciences' International Center for the Advancement of Scientific Literacy (ICASL) is the leading research organization in the world studying and measuring the impact of science and technology on public awareness. The National Opinion Research Center collects current opinion poll reports conducted for commercial television networks, newspapers, state governments, professional pollsters such as Gallup and Harris. The Chicago Historical Society maintains research collections on Chicago, the Civil War, Abraham Lincoln, Illinois, and United States history.

The Robert H. Lurie Comprehensive Cancer Center at Northwestern University is the only cancer center in Illinois. The center is dedicated to cancer care, research, prevention, and education. Other research centers in the Chicago area include those maintained by Bell Labs, Nalco Chemical, the ITT Research Institute, the Institute of Gas Technology, the Illinois State Psychiatric Institute, the Institute for Psychoanalysis, and the Institute on the Church in Urban-Industrial Society.

Public Library Information: Chicago Public Library, 400 South State Street, Chicago, IL 60605. Information Center, telephone (312)747-4300

Health Care

Chicago ranks among the country's leading centers for health care and referral as well as for medical training and research, generally due to the university hospitals, teaching centers, and medical facilities. Hospital facilities in Chicago have undergone major changes in the past 25 years, however. Between 1980 and 2004, the number of hospitals in Chicago has shrunk by nearly 35 percent, from 64 hospitals in 1980 to 42 in 2004, representing a decrease in hospital beds by nearly 50 percent.

The University of Chicago Hospitals, nationally recognized for training and research, are associated with the University of Chicago colleges of medicine, dentistry, nursing, and pharmacy; individual facilities are Bernard Mitchell Hospital, Wyler Children's Hospital, the Duchossois Center for Advanced Medicine, and Chicago Lying-in Hospital. A full range of general and specialized services are available as well as a chemical dependence program, corporate health services, an eating disorders program, geriatric and health evaluation services, and centers for treatment of kidney stones and sexually transmitted diseases.

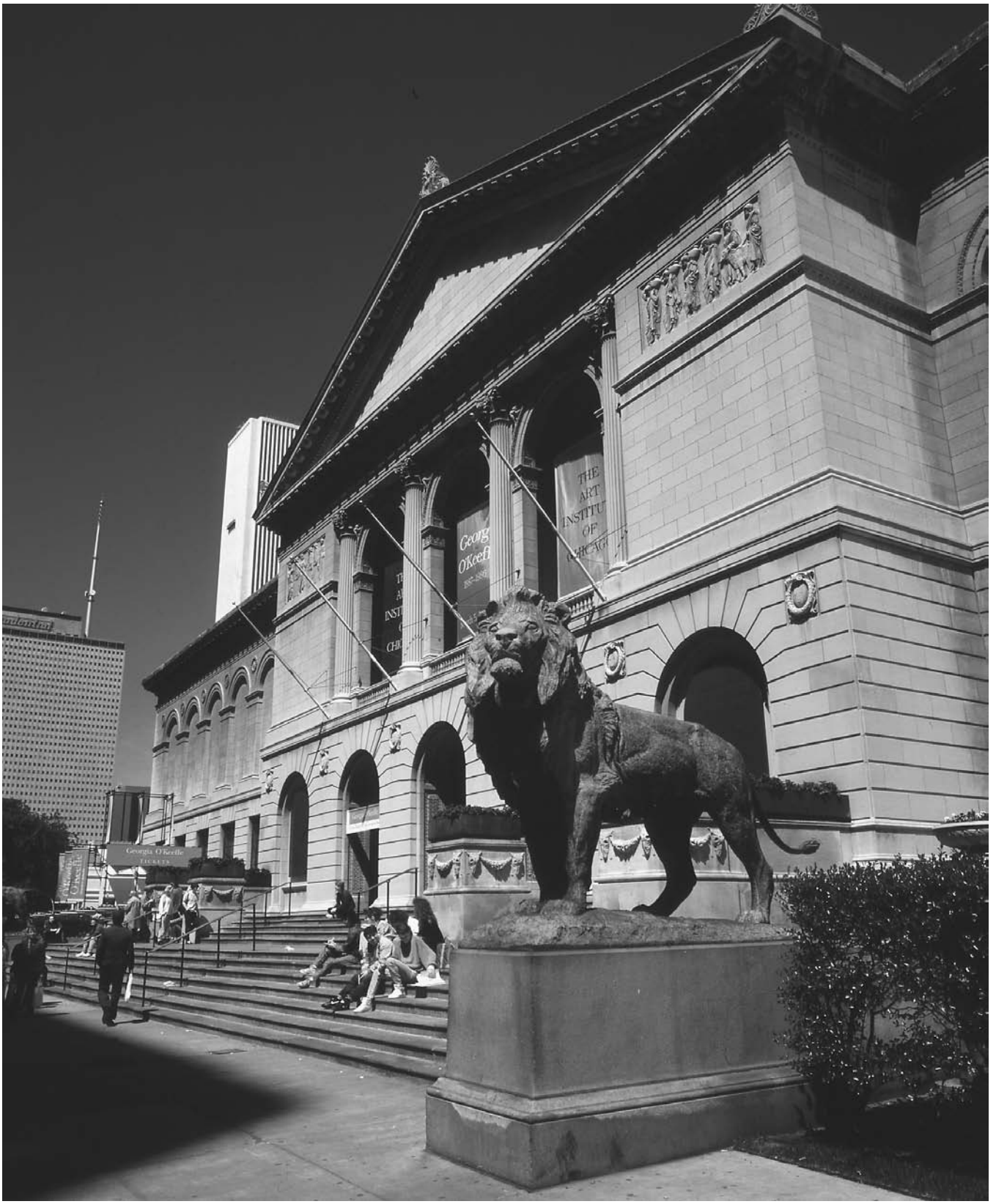
One of Chicago's major privately-run health care facilities is Rush University Medical Center, which is affiliated with Rush Medical College and Rush School of Nursing. The 830-bed hospital operates centers for treatment of cancer, multiple sclerosis, cardiac ailments, sleep disorders, alcohol and substance abuse, Alzheimer's disease, epilepsy, and arthritis. The complex also houses organ and bone marrow transplant units as well as the Chicago and Northeastern Regional Poison Control Center. According to a 2004 report in *U.S. News & World Report's* ''America's Best Hospitals'' issue, Rush has earned more specialty rankings than any other hospital in Illinois.

Medical Information: Rush University Medical Center physician referral, (888)352-RUSH. University of Chicago Hospitals physician referral, (888)UCH-0200.

Recreation

Sightseeing

Chicago is an ethnically diverse, architecturally important, and culturally rich city. It can be appreciated from the observation floor of the Sears Tower, at 110 stories the third-tallest manmade structure in the world. In fact, three of the world's 10 tallest buildings are located in Chicago, along with the tallest apartment building, the largest hotel, the largest commercial structure, and the largest post office. Guided sightseeing tours are available for viewing the city's architecture, finance and business districts, ethnic neighborhoods, cultural institutions, and even gangland sites from the Prohibition Era.



The Art Institute of Chicago has an international reputation for its collections of French Impressionist and Post-Impressionist paintings, as well as American art and photographs.

The distinctive Chicago School of Architecture, with its aesthetic credo, ''form follows function,'' was shaped by such masters as Louis Sullivan, Frank Lloyd Wright, and a later functionalist architect, Ludwig Mies van der Rohe—all of whom designed buildings in the city and produced in Chicago a veritable living architectural museum. Also important are the city's outdoor sculpture and art works. Pablo Picasso's gift to Chicago, a 50-foot-tall sculpture of rusted steel at the Civic Center Plaza, has become a symbol of the city's modernity. Other works include Claes Oldenburg's *Batcolumn,* Alexander Calder's 53-foot-high red Flamingo stabile, Marc Chagall's *Four Seasons* mosaic, Louise Nevelson's *Dawn Shadow,* Joan Miro's *Chicago,* and Jean Dubuffet's *Monument with Standing Beast.*

The Shedd Aquarium, the world's largest indoor aquarium, cares for more than 21,000 aquatic mammals, reptiles, amphibians, invertebrates, and fishes. A major attraction is the Oceanarium, the world's largest indoor marine mammal pavilion, featuring beluga whales, dolphins, Alaskan sea otters, seals, and penguins. In 2003 the aquarium unveiled its Wild Reef shark exhibit. Next to the Shedd Aquarium, the Adler Planetarium and Astronomy Museum sits on a peninsula that juts a half-mile into Lake Michigan. The Museum of Science and Industry, founded in 1933, houses thousands of exhibits, including the Idea Factory and Omnimax Theatre; a full-scale, working coal mine, a WWII captured German submarine, a Boeing 727 airplane that visitors can walk through, and a walk-though model of a human heart. It was the first museum in North America to feature the concept of hands-on exhibits. The Chicago area's two zoos are the Brookfield Zoo and the Lincoln Park Zoo. Just north of the city, the Chicago Botanic Garden features an international collection of flora on 385 acres.

Arts and Culture

Chicago's major cultural institutions rank with the best in the world. The Chicago Symphony Orchestra plays a season of more than 100 concerts at Orchestra Hall from September to June and performs summer concerts at Ravinia Park in Highland Park. Equally prestigious is the Lyric Opera of Chicago, which stages classical and innovative operas at the recently renovated Civic Opera House.

Other musical offerings range from Dixieland jazz imported by the late Louis Armstrong to the electrified urban blues sound pioneered by Muddy Waters, frequently referred to as Chicago Blues. All-night jazz and blues clubs are a Chicago tradition. The Ravinia Festival is a summer season of outstanding classical, popular, and jazz concerts performed by well-known artists.

More than 50 producing theaters delight Chicago audiences with fare ranging from serious to satirical. The Goodman Theatre, Chicago's oldest and largest non-profit professional theater, presents a season of classical and modern dramatic productions. Chicago theater is perhaps best represented by Steppenwolf Theatre Company, a Tony Award-winning repertory company that focuses on new plays, neglected works, and re-interpretations of masterpieces. Since 1959, The Second City, a resident comedy company that produces biting satires, has had a direct influence on American comedy as its members have gone on to star on the ''Saturday Night Live'' and ''SCTV'' television programs and in Hollywood movies. Chicago's historic and architecturally significant theater houses include the restored 1920's Chicago Theatre, Shubert Theatre, and Auditorium Theatre, built by Dankmar Adler and Louis Sullivan in 1889. Chicago's active theater scene includes young companies such as the Lookingglass Theatre Company and dinner theater groups. There are also several dance companies in the city, including the Joffrey Ballet of Chicago.

The Art Institute of Chicago is another local institution with an international reputation. Its collection is recognized for French Impressionist and Post-Impressionist paintings and for comprehensive holdings of American arts and photographs. The Mexican Fine Arts Center Museum is the first Mexican museum in the United States and the only Latino museum accredited by the American Association of Museums; galleries of Polish, Swedish, Chinese, Japanese, and Korean art have opened in the city as well. The National Vietnam Veterans Art Museum houses a permanent collection of more than 500 pieces focusing on war from the soldiers' perspective. Chicago's love of art is even evidenced in the Loop's parking garage, where famous paintings are reproduced.

The Field Museum of Natural History, founded in 1893, is rated among the top museums in the world; its holdings number more than 16 million artifacts and specimens from the fields of anthropology, botany, geology, and zoology. A scientific research institution, the Field Museum examines life and culture from pre-history to the present time.

The Chicago Academy of Sciences, founded in 1857, was Chicago's first museum and features natural science exhibits as well as timely scientific displays. Among the special attractions are life-size dioramas on natural areas of the Great Lakes and the children's gallery with its lifelike animated dinosaurs and prehistoric creatures. The Academy's Peggy Notebaert Nature Museum features 73,000 square feet of interactive, environmental education. The city's oldest cultural institution is the Chicago Historical Society; its galleries are filled with folk art, furniture, costumes, and manuscripts and a unique audiovisual presentation of the Great Chicago Fire. The DuSable Museum is the nation's first museum dedicated to preserving, displaying, and interpreting the culture, history, and achievements of African Americans. The Museum of Contemporary Art, one of the

largest of its kind in the country at 151,000 square feet, focuses on contemporary works that are often risk-taking and controversial. Its permanent collection includes works by Christo, Rene Magritte, and Andy Warhol, and at the Chicago Cultural Center, where admission is free, visitors can see the world's largest Tiffany stained-glass dome; the center houses the Museum of Broadcast Communications and hosts free daily concerts, films, lectures, and dance performances. The Chicago Public Library Cultural Center presents hundreds of free programs, concerts, and exhibitions annually.

Arts and Culture Information: Chicago Fine Arts Exchange, telephone (312)850-2787. Chicago Dance and Music Alliance, telephone (312)987-9296

Festivals and Holidays

The Mayor's Office of Special Events, The Chicago Park District, and the city's major cultural institutions sponsor events throughout the year, but special summer programming is designed to tap into Chicago's heritage and to attract tourists. The Chicago Blues Festival takes place the second weekend in June at the Petrillo Music Shell and brings the best blues musicians to one of the world's blues capitals for concerts, food, and exchange of memorabilia. The Printers Row Book Fair, in June, is the largest free literary event in the Midwest. Taste of Chicago, held over two weeks in late June and early July, features food sampling from Chicago restaurants as well as entertainment in Grant Park. Viva Chicago, held in August-September, is a festival celebrating Latino music, food, and arts and crafts at the Petrillo Music Shell. Other music festivals held annually in Chicago include Chicago Gospel Festival (June), Chicago Country Music Festival (June-July), Chicago Jazz Festival (August-September), Celtic Festival Chicago (September), and World Music Fest Chicago (September-October). Mayor Daley's Holiday Sports Festival is held in December. October's Chicago International Film Festival is one of the largest in the country.

Chicago's city parks offer a wealth of free activities in the summer, such as the Grant Park Symphony Orchestra's four weekly concerts at the nation's largest free symphonic music festival.

Festivals Information: Mayor's Office of Special Events, 121 North LaSalle Street, Room 703, Chicago, IL 60602; telephone (312)744-3315

Sports for the Spectator

Chicago fields at least one team in each of the major professional sports and is one of the only cities in the United States with two professional baseball teams in the Major League Baseball Association. The Chicago Cubs compete in the central division of the National League and play their home games at Wrigley Field, a turn-of-the-century steel and concrete structure where seats are close to the field. The Chicago White Sox of the American League's central division play their home games at U.S. Cellular Field on the city's South Side. The teams—and their fans—enjoy a fierce rivalry. The Chicago Bears of the National Football League's National Conference compete in central division home games at the recently renovated Soldier Field. The Chicago Fire, Chicago's Major League Soccer franchise, also play at Soldier Field. The Chicago Blackhawks of the National Hockey League and the Chicago Bulls of the National Basketball Association play their home schedules at the United Center.

Auto racing fans can view competition at Chicago Motor Speedway in Cicero, while horse racing action takes place from July to November at Hawthorne Race Course in Stickney/Cicero.

Sports for the Participant

The Chicago Park District maintains some 552 parks spread out over 7,300 acres, including Lincoln Park, Grant Park, Jackson Park, and Washington Park. Chicago's paved lakefront pathway stretches along the shore from the south side of the city to the north side; thousands of Chicago residents and visitors use the path daily for cycling, strolling, running, in-line skating, and even commuting from one end of the city to the other. Located in the metropolitan area are forest preserves, six golf courses, tennis courts, swimming pools and lagoons, 29 beaches, and more than 1,000 athletic fields. In the summertime Chicago becomes the country's largest beach town as sun fanciers flock to 29 miles of lakefront beaches and yacht clubs to enjoy watersports. Lake Michigan, once one of the most industrially abused regions of the Great Lakes, has experienced a remarkable environmental recovery. The fishing season on Lake Michigan runs year round, while the lake's boating season generally extends from May 15 to October 15; the Park District maintains jurisdiction over the city's nine harbors.

A major attraction is the annual Chicago to Mackinac Island (Michigan) sailboat race, during which participants sail the length of Lake Michigan. Chicago boasts two golf courses built atop a former solid-waste dump. The prize-winning environmental engineering project, called Harborside International Golf Center, is only 16 minutes from downtown Chicago.

The LaSalle Bank Chicago Marathon, started in 1977 as the Mayor Daley Marathon, has become one of the most prestigious—and largest— marathon events in the world. Held each October, nearly 40,000 elite and recreational runners complete the 26.2 mile race that begins and ends at Grant Park. Hundreds of thousands of spectators line the course,

which passes through the downtown Loop and many of the city's ethnic neighborhoods. Due to its fast, flat course, several world records have been set at the Chicago Marathon.

Shopping and Dining

Chicago's commercial district, formerly confined to the area known as The Loop, which was defined by a circuit of elevated trains, now pushes north of the Chicago River to Oak Street. Known as the ''Magnificent Mile,'' the shopping area is considered the Rodeo Drive of the Midwest. Here, in and around buildings of architectural interest, are located some of the world's finest specialty stores. Water Tower Place on North Michigan is a seven-level modern shopping emporium with Chicago-based Marshall Field's and Lord & Taylor. A block away, Chicago Place, an eight-level mall, is anchored by Saks Fifth Avenue and houses Talbots, Ann Taylor, and Chiaroscuro. American Girl Place is a popular destination for young girls and their parents, where they can purchase American Girl dolls and accessories, have tea in the café, or view a show in the American Girl Theater. At 900 North Michigan Shops are Bloomingdale's, Coach, Gucci, and teuscher Chocolates of Switzerland. On nearby Oak Street one can find designs from Paris, Milan, and New York. North of the bustling Michigan Avenue shopping area is the Armitage-Halsted-Webster shopping area, with upscale restaurants and shops. Newly refurbished State Street, located downtown, offers a seven-block shopping experience at such landmarks as Carson Pirie Scott & Company and the flagship Marshall Field's.

Downtown Chicago features a remarkable diversity of bookstores, ranging from the Afrocentric Bookstore to The Savvy Traveler. Book lovers might like to pick up a copy of the Greater Loop Book District's pamphlet, showing the location of more than 20 bookstores in the Loop. It is available at airports, bookstores, and all visitor information centers.

On the waterfront, Navy Pier offers more than 50 acres of parks, promenades, gardens, shops, restaurants, and entertainment in a renovated warehouse. On North Orleans Street are the Merchandise Mart, the world's largest wholesale center, and the Chicago Apparel Center.

Chicago is served by some of the nation's finest restaurants. Every type of cuisine, from ethnic to traditional American fare, is available at restaurants in metropolitan Chicago. The city's eateries, housed in elegant turn-of-the century hotels, modern chrome and glass structures, and neighborhood cafes, are recognized for consistently high quality. Among Chicago's most renowned restaurants are Ambria, Benkay, Charlie Trotter's, The Dining Room (Ritz-Carlton Hotel), Entre Nous (Fairmont Hotel), Frontera Grill, Gordon, Jackie's, La Tour (Park Hyatt), Nick's Fish Market, Restaurant Suntory, Seasons (Four Seasons Hotel), and Yoshi's Cafe. Once known as the city of steak houses by the dozens, Chicago's superior steak restaurants now include Morton's of Chicago, Gibsons Steakhouse, the Palm Restaurant, Eli's The Place for Steak, Chicago Chop House, and The Saloon. The deep-dish style of pizza originated in Chicago.

Visitor Information: Chicago Convention and Tourism Bureau, 2301 South Lake Shore Drive Chicago, IL 60616; telephone (312)567-8500. Chicago Office of Tourism, telephone (312)744-2400. Visitor Information Centers are located at the Chicago Cultural Center and Chicago Water Works.

Convention Facilities

Chicago, one of the most popular convention cities in the United States, is home to McCormick Place, the largest exhibition center in North America. Set on the edge of Lake Michigan, McCormick Place contains more than 2.2 million square feet of exhibit space. The complex also features the 4,249-seat Arie Crown Theater, three 345-seat theaters, 112 meeting rooms, assembly seating for 10,000 people, and 8,000 parking spaces. The addition of the adjoining McCormick Place West, expected to be completed in 2008, will add approximately 470,000 square feet of exhibition space and 250,000 square feet of meeting room space to the facility. Chicago is known for its mix of gracious dowager hotels and modern glass towers with spectacular views of Lake Michigan.

Navy Pier offers space for mid-size events with 170,000 square feet of exhibit space and 36 meeting rooms. Special meeting facilities are available at museums, theaters, stadiums, corporations, and colleges and universities in the Chicago area.

Convention Information: Chicago Convention and Tourism Bureau, 2301 South Lake Shore Drive, Chicago, IL 60616; telephone (312)567-8500

Transportation

Approaching the City

The destination of the majority of air traffic into Chicago is O'Hare International Airport, located 17 miles northwest of downtown, where most major domestic and international commercial carriers schedule more than 880,000 flights annually. One of the busiest air facilities in the world,

O'Hare accommodates more than 190,000 passengers who pass through the gates of the architecturally impressive terminal each day. Continental Airport Express provides van service between O'Hare and all downtown hotels, the North Shore, and Oak Brook suburbs; Chicago Transit Authority (CTA) provides rapid transit train service between O'Hare and downtown. Taxis are available at the lower level curbfront of all terminals.

Several other commuter and general aviation airports are located throughout the Chicago metropolitan area; among them are Midway Airport, ten miles from downtown, which is known as the ''premier point-to-point airport in the nation''.

Passenger rail service into Chicago is provided by Amtrak from cities in all regions of the United States; the Chicago South Shore and South Bend is an intercity commuter rail line. The Regional Transit Authority (RTA) operates bus and rapid-transit service into the city from the distant suburbs. Regional rail transportation is available through Metropolitan Rail (Metra).

A somewhat complex network of interstate highways facilitates access into the metropolitan area as well as the Loop district. Approaching from the northwest is I-94, which merges with the John F. Kennedy Expressway leading downtown. I-294 (the Tri-State Tollway), an outerbelt on the west side, joins I-80 to the south. Other westerly approaches are: State Road 5, the East-West Tollway, which becomes I-290; I-90, the North-West Tollway, which intersects I-290; and I-55, the Adlai Stevenson Expressway. Approaches from the south include I-94, the Calumet Expressway; I-57; and I-90, the Chicago Skyway; all of these merge with the Dan Ryan Expressway leading into the city. Running south of Chicago is I-80, which connects with I-55, I-57, I-90, and I-94; near the Indiana border I-80 joins I-90 to become the Northern Indiana Toll Road.

Traveling in the City

Chicago streets conform to a consistent grid pattern; major thoroughfares include east-west State Street and north-south Madison Street, which intersect downtown and provide the numerical orientation for all addresses. Lake Shore Drive, affording a scenic view of Lake Michigan and the skyline, extends along the lake from the northern to the southern city limits.

Metra runs commuter trains and buses between the city and suburbs. The Chicago Transit Authority (CTA) operates bus, subway, and elevated train (the ''El'') routes between the Loop and the nearby suburbs. Cabs are readily available in the downtown area. Parking in Chicago can be problematic; for this reason several city-run parking garages are available.

Communications

Newspapers and Magazines

Chicago's major daily newspapers are the *Chicago Tribune* and the *Chicago Sun-Times,* both of which are distributed in morning and Sunday editions and maintain an Internet presence. A number of African American and ethnic newspapers circulate regularly. More than a hundred community and foreign-language newspapers are published in the city, serving Lithuanian, Polish, Ukrainian, and Hispanic-speaking residents, among others. *The Chicago Reader,* an alternative weekly, covers entertainment, social, and cultural issues.

Chicago is a national leader in publishing and printing; more than 600 newspapers and periodicals originate in the city, including *American Libraries, Ebony, Jet, Poetry*and *Your Money.* Specialized trade magazines cover a comprehensive range of subjects such as health care, international trade, consumer issues, industry and trade, agriculture, politics, business, and professional information. The University of Chicago is the source of several scholarly journals; among the areas covered are philology, literature, the sciences, ethics, business, labor, history, library science, medicine, and law.

Television and Radio

Chicago is a broadcast media center for a wide region of the Midwest. Television viewers receive programming from 12 commercial, public, and independent stations based in the Chicago metropolitan area. Television programs filmed in Chicago for a national audience include *The Oprah Winfrey Show* and the movie review program *Ebert and Roeper.* Nearly 60 AM and 11 FM radio stations broadcast a complete selection of formats, including all major types of music, news, talk shows, public interest features, and market reports.

Media Information: *Chicago Tribune,* Tribune Publishing, 435 North Michigan, Chicago, IL 60611; telephone (312)222-3232. *Chicago Sun-Times,* 350 North Orleans, Chicago, IL 60654; telephone (312)321-3000. *Chicago Reader,* 11 East Illinois, Chicago, IL 60611; telephone (312)828-0350

Chicago Online

Chicago Convention and Visitors Bureau. Available www.chicago.il.org

Chicago Historical Society. Available www.chicagohs.org

Chicago Public Library. Available www.chipublib.org/cpl.html

Chicago Public Schools. Available www.cps.k12.il.us

Chicago Tribune. Available www.chicago.tribune.com

City of Chicago Home Page. Available www.egov.cityofchicago.org/city/webportal/home.do

Illinois Department of Commerce and Community Affairs. Available www.illinois.gov

McCormick Place Complex. Available www.mccormickplace.com

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Samuelson, Tim, Cheryl Kent et al. *Above Chicago: A New Collection of Historical and Original Aerial Photographs of Chicago.* (Cameron & Company, 1992)

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Peoria

The City in Brief

Founded: 1819 (incorporated, 1835)

Head Official: Mayor David P. Ransburg (since 2001)

City Population
1980: 124,600
1990: 113,508
2000: 112,936
2003 estimate: 112,907
Percent change, 1990–2000: −0.5%
U.S. rank in 1980: 126th
U.S. rank in 1990: 157th (State rank: 3rd)
U.S. rank in 2000: 223rd

Metropolitan Area Population
1980: 366,000
1990: 339,172
2000: 347,387
Percent change, 1990–2000: 2.4%
U.S. rank in 1980: 90th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 116th

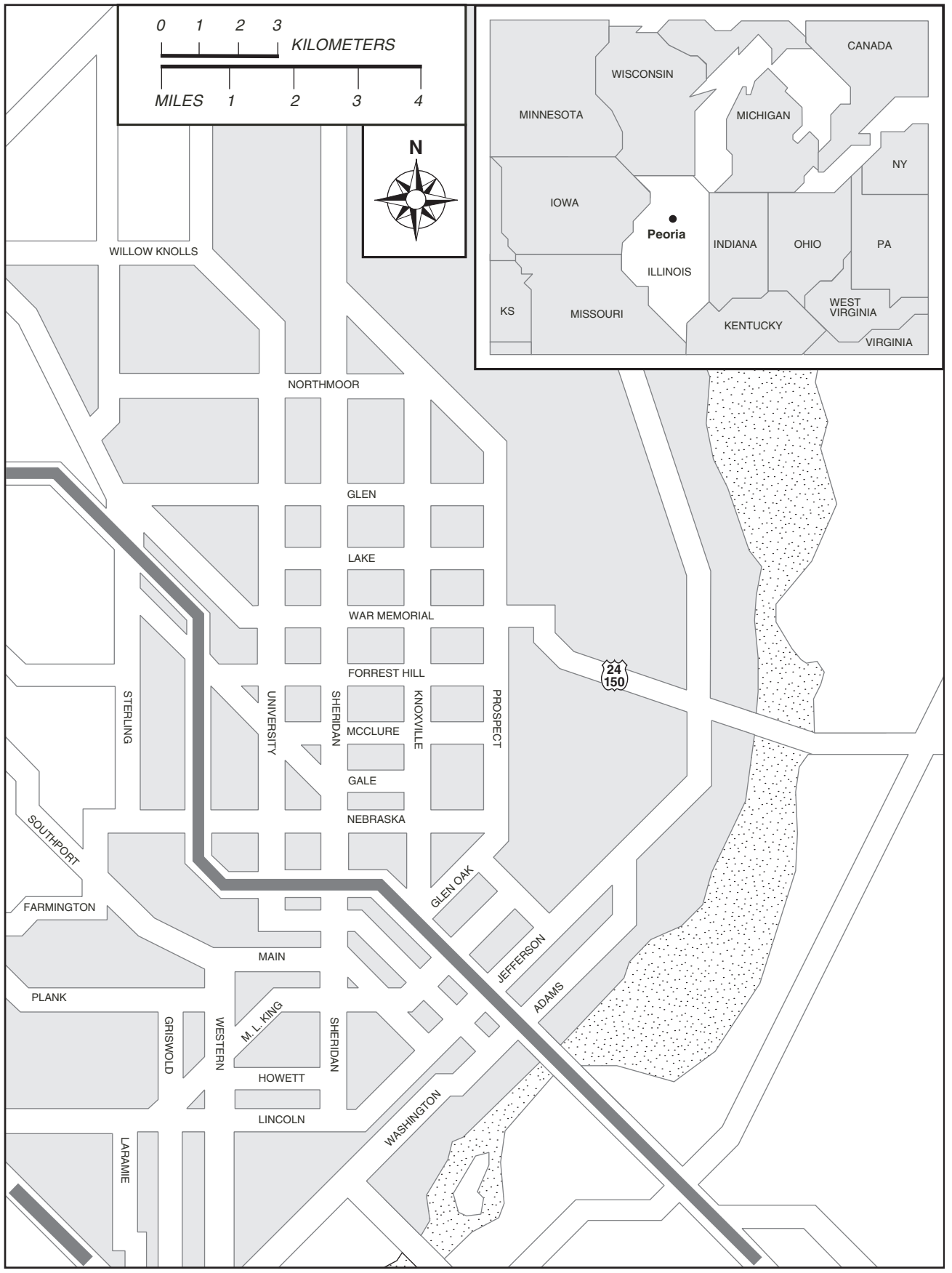
Area: 40.9 square miles (2000)
Elevation: 652 feet above sea level
Average Annual Temperature: 50.7° F
Average Annual Precipitation: 36.25 inches of rain, 25.10 inches of snow

Major Economic Sectors: Agriculture, manufacturing, information technologies
Unemployment Rate: 6.2% (February 2005)
Per Capita Income: $20,512 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Bradley University; Eureka College; Illinois Central College

Daily Newspaper: *Journal Star*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ILLINOIS
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
WILLOW KNOLLS
NORTHMOOR
GLEN
LAKE
WAR MEMORIAL
FORREST HILL
24
150
STERLING
UNIVERSITY
SHERIDAN
MCCLURE
KNOXVILLE
PROSPECT
GALE
NEBRASKA
SOUTHPORT
FARMINGTON
GLEN OAK
MAIN
JEFFERSON
ADAMS
PLANK
GRISWOLD
WESTERN
M. L. KING
SHERIDAN
HOWETT
LINCOLN
WASHINGTON
LARAMIE

Introduction

Peoria is the seat of Peoria County and the center of an urban complex consisting of Peoria Heights, West Peoria, Bartonville, Bellevue, East Peoria, Creve Coeur, and Pekin. The city is considered the oldest continuously inhabited American community west of the Allegheny Mountains. Another of Peoria's distinctions is its typicality: in terms of such demographic characteristics as median age and purchasing patterns, the city's general makeup is almost identical to that of the United States as a whole, thus making it an ideal test market for consumer researchers.

Geography and Climate

Peoria is set in a level tableland surrounded by gently rolling terrain on the Illinois River. The continental climate produces changeable weather and a wide range of temperature extremes. June and September are generally the most pleasant months; an extended period of warm, dry weather occurs during Indian Summer in late October and early November. Precipitation is heaviest during the growing season and lowest in midwinter.

Area: 40.9 square miles (2000)

Elevation: 652 feet above sea level

Average Temperatures: January, 22° F; July, 76° F; annual average, 50.7° F

Average Annual Precipitation: 36.25 inches of rain, 25.10 inches of snow

History

French Explore Peoria Tribe Territory

Native Americans lived in the area surrounding present-day Peoria for 12,000 years before the coming of Europeans. They took fish from the fresh waters of Peoria Lake and hunted for game in the surrounding valley. They called the river valley *Pimiteoui* (pronounced Pee-Mee-Twee), meaning ''land of great abundance'' or ''fat lake.'' The valley was known far and wide among Native Americans as a great winter hunting ground.

Peoria was the first European settlement in Illinois and one of the earliest in the middle of America. French explorers Louis Joliet and Pere Marquette canoed into the river valley in 1673 during their exploration of the Mississippi River. Six years later another French explorer, Robert Cavelier, sieur de La Salle, ventured down the Illinois River with a party of 30 men to establish forts and trading posts in order to strengthen France's hold on the middle of America. Because it was winter and the weather inclement, the party was forced to land; LaSalle built a small fort on the east bluff of the Peoria river valley and called it Fort Crevecoeur (''broken heart''). The fort was the first European building to be built in the middle of America. It was mysteriously abandoned after four months and these words were found burned into the side of an unfinished boat found on the site: ''Nous sommes tous sauvages'' (We are all savages).

With the help of the tribes of the Illini nation, in 1691 the French military, under the charge of Henri de Tonti, built a massive fortification, called Fort Pimiteoui, on Peoria's shores, near the site of present-day Detweiller Marina on the popular Pimiteoui Trail that winds along the riverfront. Outside the walls of the fort, a French settlement grew among the Illini villages, becoming the first European settlement in the state of Illinois.

By 1763 the British flag was being flown over Illinois, but the French Peorians persevered and enjoyed life much as they would have done in the rural countryside of France. One of the villagers, Jean Baptiste Maillet, moved the core of the French village to the site of present-day Downtown Riverfront Park in 1778. Another villager, Jean-Baptiste Du Sable, left in 1784 and became the founder of Chicago.

Following the American Revolution, a number of Peorians received land grants from the U.S. Congress in gratitude for their support during the war. In October 1812, the area felt the pressure of thousands of American settlers heading west; Native American Potawatomi villages in the region were destroyed by troops under the command of the Illinois Territory Governor Ninian Edwards. A month later, American soldiers overran the French village and deported its inhabitants to a wilderness around Alton, Illinois. After 120 years, French Peoria was gone forever.

American soldiers built Fort Clark in 1813; today the fort is commemorated in the riverfront Liberty Park Pavilion. The first American settlers began farming there in 1819. Soon the small village experienced a great economic and population boom.

Economic Growth Paired with Historic Events

With its abundance of natural resources, Peoria industries grew up. They included meat-packing, casting foundries, pottery makers, wholesale warehousing, distilleries, and earth-moving and farm machinery manufacturers. Ancient Indian trails were turned into solid roads, and steamboats and ferries replaced canoes. The city became a massive railroad hub. The

area's fresh, clear water, abundance of corn, and ease of transportation contributed to make the city the ''Whiskey Capital of the World'' by 1900. Distilleries and their related industries brought tremendous wealth, and Peoria became one of the largest tax-paying districts in the country. Prosperity enabled city leaders to strive to develop a model city.

State-of-the-art municipal buildings were erected, such as the red sandstone City Hall (1889). Models of Peoria's innovative schools like the Grail School (1892) were exhibited across the nation. Massive churches such as St. Mary's Cathedral (1889) were built. Beautiful parks such as Glen Oak Park (1896) and Laura Bradley Park (1897) were laid out. Present-day historic districts such as High Street-Moss Avenue, Roanoke-Randolph Street, and Glen Oak Avenue evoke an era that Peoria endeavors to preserve.

The city of Peoria has been the site of historic events and the home of famous Americans. In 1854 Abraham Lincoln, rebutting a speech by Stephen Douglas, for the first time publicly denounced slavery as incompatible with American institutions; this clash predated the famous Lincoln-Douglas debates by four years. The original mold strain for penicillin was discovered by scientists in Peoria. The first African American person to vote in the United States did so in Peoria on April 4, 1870. Peorian Herb Jamison was a medalist in the first modern Olympics in Greece in 1896. A short list of native Peorians include the late Senator Everett Dirksen; Betty Friedan, author of *The Feminine Mystique*; and comedian and actor Richard Pryor.

In the second half of the twentieth century Peoria was awarded an All-America City designation three times; it exists today as the quintessential Midwestern American city. In 2004 *Forbes* ranked Peoria the ''#1 most affordable U.S. metropolitan area in which to live.'' A vaudeville-era phrase ''to play in Peoria'' is still used to characterize the thoughts and habits of a ''typical'' American.

Historical Information: Peoria Historical Society, 611 SW Washington Street, Peoria, IL 61602; telephone (309)674-1921

Population Profile

Metropolitan Area Residents
1980: 366,000
1990: 339,172
2000: 347,387
Percent change, 1990–2000: 2.4%
U.S. rank in 1980: 90th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 116th

City Residents
1980: 124,600
1990: 113,508
2000: 112,936
2003 estimate: 112,907
Percent change, 1990–2000: −0.5%
U.S. rank in 1980: 126th
U.S. rank in 1990: 157th
U.S. rank in 2000: 223rd

Density: 2,543.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 78,254
Black or African American: 27,992
American Indian and Alaska Native: 229
Asian: 2,629
Native Hawaiian and Pacific Islander: 42
Hispanic or Latino (may be of any race): 2,839
Other: 1,355

Percent of residents born in state: 72.3% (2000)

Age characteristics (2000)
Population under 5 years old: 8,366
Population 5 to 9 years old: 8,408
Population 10 to 14 years old: 7,777
Population 15 to 19 years old: 8,573
Population 20 to 24 years old: 9,481
Population 25 to 34 years old: 15,578
Population 35 to 44 years old: 15,184
Population 45 to 54 years old: 14,362
Population 55 to 59 years old: 5,090
Population 60 to 64 years old: 4,084
Population 65 to 74 years old: 7,688
Population 75 to 84 years old: 6,052
Population 85 years and over: 2,293
Median age: 33.8 years

Births (2003, Peoria County)
Total number: 2,602

Deaths (2002)
Total number: 1,801 (of which, 21 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,512
Median household income: $36,397
Total households: 45,094

Number of households with income of . . .
less than $10,000: 5,804
$10,000 to $14,999: 3,565
$15,000 to $24,999: 6,567
$25,000 to $34,999: 5,814
$35,000 to $49,999: 6,947

$50,000 to $74,999: 8,038
$75,000 to $99,999: 3,937
$100,000 to $149,999: 2,855
$150,000 to $199,999: 677
$200,000 or more: 890

Percent of families below poverty level: 14.1% (62.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

The city of Peoria operates under a council-manager form of government. One council member is elected from each of five districts and five members are elected at large. The mayor is the official head of the city; he heads the council and is elected by the total electorate.

Head Official: Mayor David P. Ransburg (since 2001)

Total Number of City Employees: 860 (2005)

City Information: City of Peoria, 419 Fulton, Peoria, IL 61602; telephone (309)494-8524

Economy

Major Industries and Commercial Activity

Located at the center of a fertile agricultural region, with corn and soybeans as principal crops, Peoria is an important livestock and grain exporting market. Farm production and livestock sales in the three-county area are among the highest in the nation. Peoria is surrounded by rich bituminous coal fields that hold reserves estimated to last for 150 years and slated for worldwide distribution.

Manufacturing is a major industry; more than 200 diversified firms make nearly 1,000 different products. Peoria is the headquarters of two of the largest U.S. earth-moving equipment makers, which record an average of $2 billion in shipments annually. Local companies produce more than 14 percent of the country's internal-combustion engines and about 8 percent of all construction machinery in North America. The city is also the base for several distilleries and breweries.

The National Center for Agriculture Research is operated in Peoria by the United States Department of Agriculture; there, soil testing and chemical development are important areas of research. Peoria has formed the Biotechnical Research and Development Consortium to allow private development and marketing of the products developed at the center's Agricultural Research Lab and to expand the use of patents into the private sector.

Peoria is a main test market for several national consumer research firms such as Nielsen Data Markets, Inc., which has established one of its six facilities in the city. Health care, education, insurance, finance, and government are the other primary non-manufacturing sectors.

Items and goods produced: tractors, beverages, alcohol and solvents, brick, tile, caskets, castings, cordage, cotton goods, fencing and wire products, nails, animal feeds, food and dairy products, pharmaceuticals, steel, paper, household products, storage batteries, electric motor rails and bases, air-conditioning equipment, furnaces, oil burners, road machinery, heavy graders, strawboard, tools, dies, labels, grease and hides, millworking

Incentive Programs—New and Existing Companies

Local programs—Business is encouraged in Peoria through a variety of local programs. Among economic incentives are sales and property tax credits and exemptions, and industrial revenue bonds. Six Urban Enterprise Zones have been established in the Peoria metropolitan area; benefits include state tax exemptions and credits, building permit waivers, and property tax abatement. The Economic Development Council for Central Illinois (EDC) assists Peoria-area businesses in start-up, growth, or expansion.

State programs—In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain businesses, improve their community areas, and maintain a well-educated and highly trained labor force.

Illinois Governor Rod Blagojevich has implemented the Opportunity Returns regional economic development plan throughout the state of Illinois. The state has been divided into ten regions that have common economic strengths and needs; specific economic development plans are created for each region. Opportunity Returns is considered the most aggressive and comprehensive plan for job creation in Illinois history.

Job training programs—Job training is available through state agencies and educational institutions. The Workforce Network is a partnership between local and state workforce organizations that enables them to coordinate their services and offer them through a one-stop system. Their Career Resource Center offers job search, education, and career-training information in a user-friendly environment.

Development Projects

In 2005 Governor Blagojevich announced the Turner Center for Entrepreneurship at Bradley University would receive $250,000 in funding from the Illinois Department of Commerce and Economic Opportunity to further expand its programs. Such programs will include a financial award program of up to $5,000 designed to help small business owners and entrepreneurs obtain professional services for business plan assistance, evaluation of startup and expansion plans, and other approved support services.

Work began in 2002 on a $400 million interstate project that will result in the reconstruction of Interstate 74, which intersects Peoria. When completed the expanded roadway—one of the heaviest traveled sections of I-74—will provide easier access and have improved lighting and landscaping.

Economic Development Information: The Economic Development Council for Central Illinois, 124 SW Adams Street, Suite 300, Peoria, IL 61602-1388; telephone (309)676-7500; Illinois Department of Commerce and Community Affairs, 100 West Randolph Street, Suite 3-400, Chicago, IL 60601; telephone (312)814-7179

Commercial Shipping

With access to three interstate and four federal highways, metropolitan Peoria is linked to markets nationwide by 137 motor freight carriers, 99 of which maintain local terminals, and 13 railroads. Air cargo transfer facilities are available at Greater Peoria Regional Airport and two private airfields. Four barge lines transport more than 48 million tons during a year-round navigation season through the Peoria Lock and Dam, a major link from the Gulf of Mexico to the St. Lawrence Seaway. Peoria is a Foreign Trade Zone.

Labor Force and Employment Outlook

Peoria workers are recognized for their high productivity, which exceeds the state and national averages. More than half the work force is engaged in white-collar occupations in retail trade, professional services, and government; manufacturing accounts for a large portion of the work force. Nearly 70 percent of workers have at least a high school degree. Manufacturers and agribusinesses are said to have been successful in retraining and modernizing the work force through the strong training networks between the private and education sectors.

Chemical distillation of grain and corn, paper products and printed material, coal production, and automotive parts are gaining rapidly as major manufacturing areas. Peoria's has always been a strong retail market; further retail development in the downtown area and more strip malls are expected.

The following is a summary of data regarding the Peoria metropolitan area labor force, 2004 annual average.

Size of non-agricultural labor force: 174,700

Number of workers employed in . . .
construction and mining: 8,400
manufacturing: 28,200
trade, transportation and utilities: 33,100
information: 3,000
financial activities: 8,500
professional and business services: 17,200
educational and health services: 30,400
leisure and hospitality: 17,500
other services: 7,400
government: 21,000

Average hourly earnings of production workers employed in manufacturing: $17.88

Unemployment rate: 6.2% (February 2005)

Largest employers	*Number of employees*
Caterpillar, Inc.	17,847
St. Francis Medical Center	4,250
School District 150	2,847
Methodist Medical Center	2,600
Keystone Steel and Wire Company	1,675
AES Great Plains-CILCO	1,600
Bradley University	1,200
Komatsu America International	1,100

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Peoria area.

2004 (3rd Quarter) ACCRA Average House Price: $280,500

2004 (3rd Quarter) ACCRA Cost of Living Index: 98.2 (U.S. average = 100.0)

State income tax rate: 3.0%

State sales tax rate: 6.25% (1% on food and drugs)

Local income tax rate: None

Local sales tax rate: 1.5% (2005)

Property tax rate: 7.9419% per $100 assessed valuation (2002)

Education and Research

Elementary and Secondary Schools

The Peoria Public Schools District #150 is the fifth-largest public elementary and secondary school system in the state

of Illinois. A seven-member, nonpartisan board of education appoints a superintendent by majority vote.

The following is a summary of data regarding the Peoria public schools as of the 2003–2004 school year.

Total enrollment: 15,001

Number of facilities
elementary schools: 14
middle schools: 14
senior high schools: 5

Student/teacher ratio: elementary, 18.7:1; middle and secondary, 20.3:1

Teacher salaries
average: $52,741.00

Funding per pupil (2002-2003): $5,379.00

Offering private educations are the Peoria Catholic Diocese, Concordia Lutheran, the Hebrew Day School, Peoria Academy, and Peoria Christian.

Public Schools Information: Peoria Public Schools, 3202 N. Wisconsin Avenue, Peoria, IL 61603

Colleges and Universities

Bradley University, founded in 1897, enrolls more than 6,000 undergraduates and offers 90 undergraduate and 32 graduate programs in such fields as business and accounting, all major engineering specialties, music, nursing, and teacher education. Eureka College, located in Eureka, is a four-year liberal arts college and is the alma mater of former President Ronald Reagan. The University of Illinois College of Medicine at Peoria, the Bradley University School of Nursing, and nursing schools at OSF Saint Francis Medical Center and Methodist Medical Center grant degrees in medical sciences and provide continuing education for health care professionals throughout the Midwest.

Illinois Central College is a two-year institution that schedules courses for more than 12,000 students in university transfer curricula and vocational and continuing education programs. Degrees are offered in 105 fields of study; certificates are offered in more than 60 subjects. Among colleges and universities within commuting distance of Peoria are Illinois State University in Normal, Western Illinois University in Macomb, and Carl Sandburg College and Knox College in Galesburg.

Libraries and Research Centers

The Peoria Public Library maintains a central facility with more than 800,000 volumes and more than 1,300 periodical titles as well as music recordings, videos, and DVDs; subject interests include business, census materials, early government documents, genealogy, and local history. The library's comprehensive Internet website allows patrons to access the card catalog and research databases. In addition to the main library facility, the library operates five branches. The city's other major library is the Cullom-Davis Library on the Bradley University campus. Holdings total more than 536,000 volumes, and special collections include federal and state documents as well as material pertaining to industrial arts history, Abraham Lincoln, and oral history; the library also houses the Harry L. Spooner Library of the Peoria Historical Society. Among the more than 60 libraries in Peoria are those associated with colleges, hospitals, churches, corporations, and government agencies.

Bradley University supports the Institute for Urban Affairs and Business Research plus research centers in computers and technology. Work done at Peoria's National Center for Agricultural Utilization Research, one of four USDA Agricultural Research Service Labs made possible the mass production of penicillin and the early and economical production of dextran as a blood-volume expander.

Public Library Information: Peoria Public Library, 107 NE Monroe Street, Peoria, IL 61602-1070; (309)497-2000

Health Care

The Peoria metropolitan area is served by seven hospitals supplying nearly 2,600 beds. Among health care professionals affiliated with hospitals, clinics, and other facilities are 836 physicians, 190 dentists, and more than 2,000 nurses. Major hospitals and medical centers include OSF Saint Francis Medical Center (home to the only Level I trauma center in Central Illinois), Methodist Medical Center of Illinois, and Proctor Community Hospital. A full range of services are available at Peoria's hospitals, including cardiovascular services, cancer care, maternity care, bariatric medicine, and children's services. Specialized treatment is available at St. Jude Children's Research Hospital, the Midwest affiliate of St. Jude Children's Research Hospital in Tennessee; the Institute for Physical Medicine and Rehabilitation; and the Allied Agencies Center, which provides research, therapy, and education and training for handicapped patients. Also located in the city are the American Red Cross Peoria Regional Blood Center and Marvin Hult Health Education Center.

Paddleboat excursions on the Peoria River are launched from the Boatworks complex.

Recreation

Sightseeing

Visitors can get the best experience of the city during the months of May through October, when CityLink provides a two-hour historic trolley tour with narration provided by the Peoria Historical Society.

Glen Oak Park is a 100-acre park with a zoo, conservatory, and gardens; zoo animals range from large cats and marsupials to reptiles and amphibians. The Wildlife Prairie State Park is a 2,000 acre zoological park that provides a habitat for animals native to Illinois, including bison, elk, wolves, cougars, bears, waterfowl, and American bald eagles. The park also contains a country store, pioneer farmstead, walking trails, and a miniature railroad that runs through the grounds. Parks along the riverfront host concerts, festivals, and outdoor sports activities.

Aspects of Peoria's agricultural heritage are the focus of tours of the National Center for Agricultural Utilization Research, Linden Hills Farms, Tanners Orchard, Caterpillar Inc., McGlothlin Farm Park, and Wildlife Prairie Park.

Arts and Culture

The Lakeview Museum of Arts and Sciences houses permanent collections of Illinois folk art and African art, a planetarium, and a children's Discovery Center. The African American Hall of Fame is devoted to the collection, study, and exhibition of African American life and culture.

Peoria performing arts organizations include the Peoria Symphony, Peoria Ballet Company, Opera Illinois, Peoria Area Civic Chorale, and a chapter of the Sweet Adelines. Theater in Peoria is represented by such organizations as Corn Stock Theatre, Peoria Players, Eastlight Theatre, One World Theatre Company, and Zellmer's Dinner Theater.

Festivals and Holidays

Peoria's largest annual event is the Heart of Illinois Fair, which attracts nearly 250,000 people. The celebration of Independence Day is capped by the Fourth of July fireworks display on the riverfront. Oktoberfest, held in September, is a festival that celebrates German culture and food. The century-old Santa Claus Parade, the country's longest running event of its kind, takes place each year on Thanksgiving Day.

Sports for the Spectator

The Peoria Chiefs, a Class A affiliate of the St. Louis Cardinals, are league leaders each year in home game attendance. David Lamb, author of *Stolen Season,* numbers the Chiefs' stadium among his ten favorite places to watch a ball game. The Peoria Rivermen compete in the East Coast Hockey League and play their home games in the modern indoor facility, the Peoria Civic Center. Both Bradley University and Illinois Central College field competitive basketball teams. The annual Steamboat Classic attracts world-class, international middle-distance runners. Racing fans enjoy the Grand National TT Motorcycle Race in August.

Sports for the Participant

The Peoria Pleasure Driveway and Park District consists of nearly 9,000 acres providing facilities for outdoor and indoor sports. Included are 7 golf courses, indoor and outdoor swimming pools, and 39 public tennis courts. Also available are two artificial ice-skating rinks, an archery range, a BMX bicycle racing course, horseshoe pits, shuffleboard courts, and a shooting range. Peoria Lake offers fishing and boating. The Par-A-Dice Riverboat Casino, docked in East Peoria, offers high-stakes gambling on the scenic Illinois River.

Shopping and Dining

Peoria shoppers choose from 60 shopping centers and malls located throughout the greater metropolitan area. The Shops at Grand Prairie is an open air mall with retail tenants such as Bergner's, Banana Republic, Borders, Dick's Sporting Goods, and Old Navy. Shops at The Metro Centre include C.R. Cook's Furs and Fashions, Naturally Yours Grocery, and Rocky Mountain Chocolate Factory. Northwoods Mall is anchored by department stores Famous Barr, JC Penney, and Sears. Unique, one-of-a-kind shops can be found along the Peoria RiverFront. Peoria is also home to the Illinois Antique Center, with more than 100 both spaces.

The dining choices in Peoria feature ethnic food as well as gourmet cuisine and a variety of well known fast food chains and family-style restaurants. Sushi Popo, the only sushi bar in the Peoria area, serves fine-dining Chinese and Japanese cuisine. Irish Fare can be had at Kelleher's Irish Pub and Eatery. Italian choices include Old Chicago Restaurant, Ponte Vecchio, and Rizzi's Italian Ristorante. German American food and European beers are enjoyed at the Peoria Hofbrau. Regional specialties include barbecued ribs and pork tenderloin sandwiches.

Visitor Information: Peoria Area Convention and Visitors Bureau, 456 Fulton Street, Suite 300, Peoria, IL 61602; telephone (800)747-0302

Convention Facilities

Peoria's principal meeting site is the Peoria Civic Center, located in the revitalized downtown district. It features a

12,145-seat arena, 63,668 square feet of exhibit space, and a theater with seating for 2,244 people. Concerts, sporting events, rodeos, ice shows, and operas are among the events held at the Civic Center. Peoria area hotels and motels offer more than 3,000 lodging rooms and also have convention and meeting room facilities.

Convention Information: Peoria Area Convention and Visitors Bureau, 465 Fulton Street, Suite 300, Peoria, IL 61602; telephone (800)747-0302

Transportation

Approaching the City

The Greater Peoria Regional Airport schedules 30 daily flights on 6 airlines to 5 major hubs throughout the country. All parking at the airport is free. Passenger rail transportation into Peoria is available through Amtrak.

Interstate highways 74, 474, 80, and 55 afford easy access into Greater Peoria; the area is also served by four federal highways.

Traveling in the City

Peoria is compact but not crowded. The average commute is 10 minutes. CityLink offers mass public transportation.

Communications

Newspapers and Magazines

The major newspaper in Peoria is the *Journal Star,* which is published every morning. Content and archives of past stories are available on the paper's website. Other neighborhood and suburban newspapers circulate weekly, including the *Morton Times News* and the *Peoria Times Observer.* Central Illinois Business publishers, based in Peoria, publish the monthly community-interest magazines *InterBusiness Issues, The Peoria Woman, ArtsAlive*, and *Peoria Progress.*

A number of special-interest magazines are published in Peoria on such subjects as religion, crafts, cats, guns, helicopters, sewing, and graphic arts.

Television and Radio

Six television stations are based in Peoria; cable service is available. Eight radio stations furnish diversified programming.

Media Information: *Peoria Journal Star,* 1 News Plaza, Peoria, IL 61643; telephone (309)686-3000

Peoria Online

City of Peoria home page. Available www.ci.peoria.il.us

Economic Development Council for Central Illinois. Available www.edc.centralillinois.org

Illinois Department of Commerce and Community Affairs. Available www.commerce.state.il.us

Peoria Area Chamber of Commerce. Available www .peoriachamber.org

Peoria Area Convention and Visitors Bureau home page. Available www.peoria.org/

Peoria Historical Society. Available www.peoriahistorical society.org

Peoria Journal Star. Available www.pjstar.com

Peoria Park District. Available www.peoriaparks.org

Peoria Public Library. Available www.peoria.lib.il.us

Selected Bibliography

Farmer, Philip Jose. *Nothing Burns in Hell.* (New York: Forge, 1998)

Springfield

The City in Brief

Founded: 1820 (incorporated, 1832)

Head Official: Mayor Timothy J. Davlin (since 2003)

City Population
1980: 99,637
1990: 105,227
2000: 111,454
2003 estimate: 113,586
Percent change, 1990–2000: 3.9%
U.S. rank in 1980: 171st
U.S. rank in 1990: 183rd (State rank: 4th)
U.S. rank in 2000: 225th (State rank: 6th)

Metropolitan Area Population
1980: 187,770
1990: 189,550
2000: 188,951
Percent change, 1990–2000: 5.9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 165th

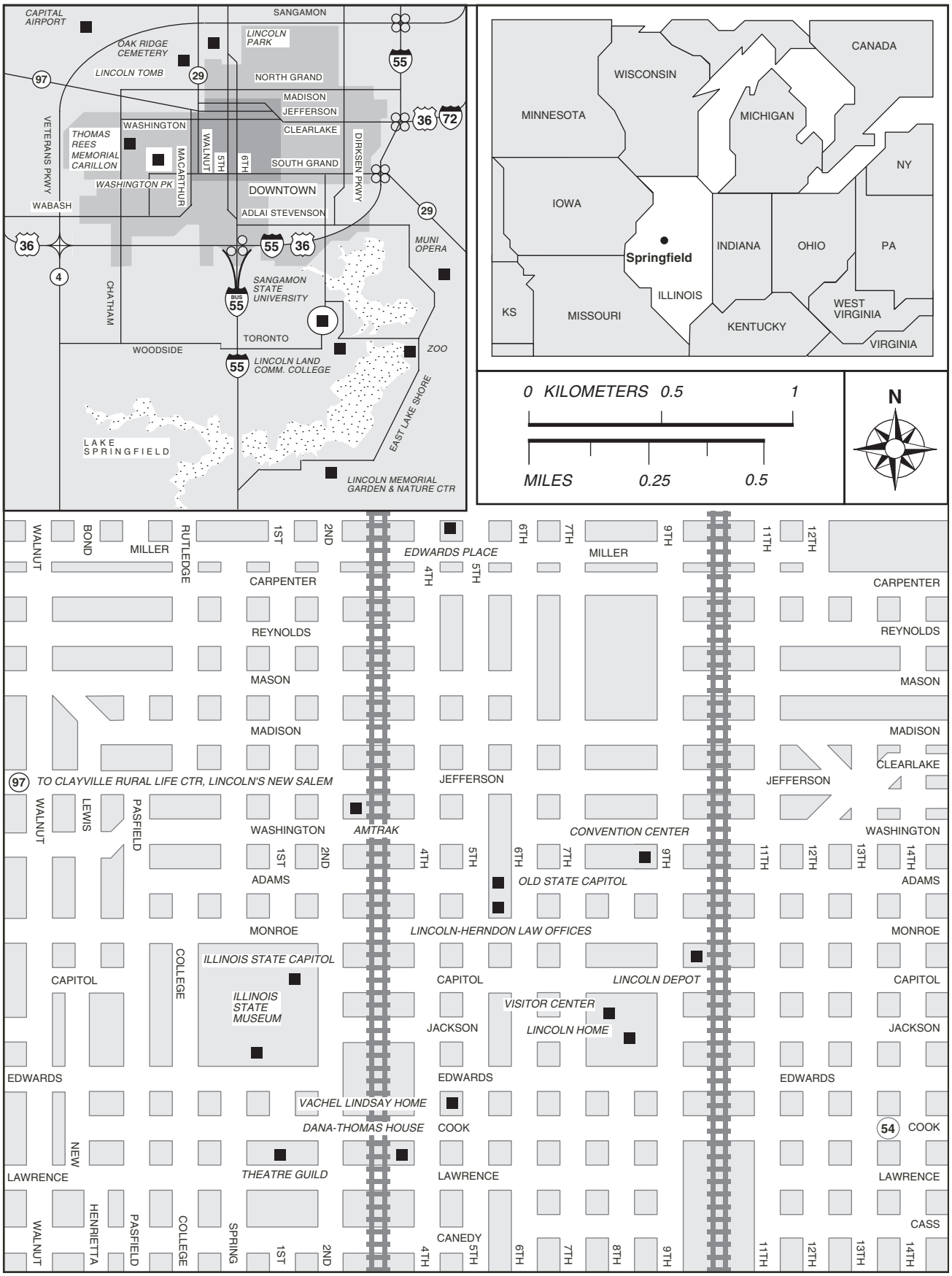
Area: 54 square miles (2000)
Elevation: 588 feet above sea level
Average Annual Temperature: 53° F
Average Annual Precipitation: 35 inches

Major Economic Sectors: Government, services, wholesale and retail trade
Unemployment Rate: 5.1% (March 2005)
Per Capita Income: $23,324 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Illinois at Springfield; Southern Illinois University School of Medicine; Lincoln Land Community College; Springfield College in Illinois

Daily Newspaper: *State Journal-Register*


CAPITAL AIRPORT
SANGAMON
OAK RIDGE CEMETERY
LINCOLN PARK
LINCOLN TOMB
NORTH GRAND
MADISON
JEFFERSON
WASHINGTON
CLEARLAKE
VETERANS PKWY
THOMAS REES MEMORIAL CARILLON
MACARTHUR
WALNUT
5TH
6TH
SOUTH GRAND
DIRKSEN PKWY
WASHINGTON PK
DOWNTOWN
WABASH
ADLAI STEVENSON
MUNI OPERA
CHATHAM
SANGAMON STATE UNIVERSITY
BUS
TORONTO
WOODSIDE
ZOO
LINCOLN LAND COMM. COLLEGE
EAST LAKE SHORE
LAKE SPRINGFIELD
LINCOLN MEMORIAL GARDEN & NATURE CTR
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
Springfield
INDIANA
OHIO
PA
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N
EDWARDS PLACE
MILLER
CARPENTER
REYNOLDS
MASON
MADISON
CLEARLAKE
TO CLAYVILLE RURAL LIFE CTR, LINCOLN'S NEW SALEM
JEFFERSON
WASHINGTON
AMTRAK
CONVENTION CENTER
ADAMS
OLD STATE CAPITOL
MONROE
LINCOLN-HERNDON LAW OFFICES
ILLINOIS STATE CAPITOL
CAPITOL
LINCOLN DEPOT
ILLINOIS STATE MUSEUM
VISITOR CENTER
JACKSON
LINCOLN HOME
EDWARDS
VACHEL LINDSAY HOME
DANA-THOMAS HOUSE
COOK
THEATRE GUILD
LAWRENCE
CANEDY
CASS
LEWIS
PASFIELD
RUTLEDGE
BOND
COLLEGE
SPRING
HENRIETTA
NEW

Introduction

Springfield is the capital of Illinois and the seat of Sangamon County, which is included in the Springfield metropolitan area. The city is the commercial, health care, financial, and cultural center for a wide agricultural region. Springfield bills itself as ''The City Lincoln Loved,'' since it served as the home, workplace, and political base of Abraham Lincoln for nearly twenty-four years prior to his election as President of the United States. Springfield is also a popular tourist destination.

Geography and Climate

Springfield is located south of the Sangamon River on level to gently sloping terrain in a fertile agricultural region in central Illinois. The city is 190 miles southwest of Chicago, 95 miles northeast of St. Louis, and 193 miles west of Indianapolis. Springfield's climate consists of four seasons, with warm summers and cold winters; snowfall and ice average twenty-two inches a year. Relative humidity measures 61 percent annually.

Area: 54 square miles (2000)

Elevation: 588 feet above sea level

Average Temperatures: 16.3° F to 87.1° F; annual average, 53° F

Average Annual Precipitation: 35 inches

History

Sangamon River Valley Attracts Settlers

At the time Illinois was admitted to the Union in 1818, the city of Springfield did not exist. In that same year Elisha Kelly of North Carolina, attracted to the fertile Sangamon River valley, built the first homestead at a location that is now the northwest corner of Springfield's Second and Jefferson streets. Other settlers soon arrived and a small settlement began to take shape around the Kelly cabin. When Sangamon County was created in 1821, the Kelly colony was the only one large enough to house county officials. The town was named Springfield in April 1821, the name being derived from Spring Creek and one of the Kelly family's fields. Springfield became the county seat in 1825 and received its incorporation in 1832.

Through the leadership of young Abraham Lincoln, one of the ''Long Nine''—seven representatives and two senators whose total height measured 54 feet—the state capital of Illinois was transferred from Vandalia to Springfield. Lincoln, who lived in the village of New Salem, 20 miles northwest of the city, moved to the new capital on April 15, 1837; he remained there until he left for Washington, D.C., on February 11, 1861, as the sixteenth president-elect of the United States on the eve of the American Civil War. During Lincoln's twenty-five years in Springfield as a lawyer and politician, the city experienced prosperity and growth, becoming a city in 1840 and recording a population of 9,400 people by 1860.

Monuments Memorialize Lincoln in Springfield

The city of Springfield is a tribute to Lincoln, rivaling Washington, D.C., in the grandeur and significance of its public monuments, shrines, and historic buildings. The Old State Capitol, a Greek Revival style building constructed in 1837, is one of the most historically significant structures west of the Alleghenies. Lincoln delivered his ''House Divided'' speech on June 16, 1858, and maintained an office as president-elect there. His body lay in state in the Capitol's House of Representatives on May 5, 1865. The Lincoln Tomb and memorial in Oak Ridge Cemetery was dedicated in 1874. The marble burial chamber holds the bodies of Lincoln, his wife Mary, and sons Edward Baker, William Wallace, and Thomas (''Tad''). The Lincoln Memorial Garden and Nature Center, designed by Jens Jensen, reflects the Illinois landscape of Lincoln's time. The Lincoln Home National Historic Site, the Lincoln-Herndon Law Offices, the Lincoln Depot (formerly Great Western depot, where he gave his farewell speech to Springfield), and the Lincoln Family Pew at the First Presbyterian Church complete the sites memorializing Lincoln's life in Springfield.

At the center of Springfield's history and daily life is state politics. After the Civil War, to prevent the removal of the capital to Peoria, Springfield citizens bought the old capitol building for $200,000, which was then used to finance a new structure. Begun in 1868 and finished 20 years later at a cost of $4.5 million, the capitol rises 461 feet above the city and is in the form of a Latin cross with a vast dome in the center, capped with stained glass. The building was renovated in 1958.

Springfield Emerges as Regional Center

In 1914 the Russell Sage Foundation picked Springfield for one of its sociological surveys to aid social welfare organizations. The creation of man-made Lake Springfield, the largest civic project in the city's history, was approved in 1930 and financed by a bond issue and federal funds. The city became a wholesale and retail center for the thriving agricultural region.

Today, Springfield continues to serve as a center of government, culture, and business for central Illinois. With the addition of the multi-million-dollar Abraham Lincoln Presidential Library and Museum, the city also continues to be an attraction for national and international visitors interested in presidential and American history.

Historical Information: Sangamon County Historical Society, 308 E. Adams St., Springfield, IL 62701; telephone (217)753-4900. Illinois State Historical Society, 210 1/2 S. 6th St., Springfield, IL 62701; telephone (217)525-2781

Population Profile

Metropolitan Area Residents
1980: 187,770
1990: 189,550
2000: 188,951
Percent change, 1990–2000: 5.9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 165th

City Residents
1980: 99,637
1990: 105,227
2000: 111,454
2003 estimate: 113,586
Percent change, 1990–2000: 3.9%
U.S. rank in 1980: 171st
U.S. rank in 1990: 183rd (State rank: 4th)
U.S. rank in 2000: 225th (State rank: 6th)

Density: 2,063.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 90,287
Black or African American: 17,096
American Indian and Alaska Native: 231
Asian: 1,620
Native Hawaiian and Pacific Islander: 34
Hispanic or Latino (may be of any race): 1,337
Other: 525

Percent of residents born in state: 78.2% (2000)

Age characteristics (2000)
Population under 5 years old: 7,341
Population 5 to 9 years old: 7,631
Population 10 to 14 years old: 7,251
Population 15 to 19 years old: 7,099
Population 20 to 24 years old: 7,152
Population 25 to 34 years old: 15,942
Population 35 to 44 years old: 17,316
Population 45 to 54 years old: 16,011
Population 55 to 59 years old: 5,270
Population 60 to 64 years old: 4,345
Population 65 to 74 years old: 7,821
Population 75 to 84 years old: 5,896
Population 85 years and older: 2,379
Median age: 36.9 years

Births (2003)
Total number: 2,571

Deaths (2002)
Total number: 1,793

Money income (1999)
Per capita income: $23,324
Median household income: $39,388
Total households: 48,753

Number of households with income of . . .
less than $10,000: 4,304
$10,000 to $14,999: 3,399
$15,000 to $24,999: 6,982
$25,000 to $34,999: 6,938
$35,000 to $49,999: 8,467
$50,000 to $74,999: 9,091
$75,000 to $99,999: 4,696
$100,000 to $149,999: 3,179
$150,000 to $199,999: 704
$200,000 or more: 993

Percent of families below poverty level: 8.4% (46.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Springfield operates under an aldermanic form of municipal government. The 10 aldermen and the mayor, who is the head official and a member of council, serve four-year terms.

Head Official: Mayor Timothy J. Davlin (since April 2003; current term expires 2007)

Total Number of City Employees: 1,650 (2005)

City Information: City of Springfield, 800 E. Monroe, Springfield, IL 62701; telephone (217)789-2000

Economy

Major Industries and Commercial Activity

Springfield's diversified economic base is balanced between the public and private sectors; government, services, and retail trade are the principal industries. A central location and a highly developed transportation and communications network contribute to the city's position as a center of business and professional activity, particularly health care and finance. Springfield is also the headquarters of 12 national insurance companies and more than 165 state, regional, and national associations. Manufacturing firms in Sangamon County produce goods for national distribution and international export.

Items and goods produced: tractors, electric meters, radio parts, flour, cereal products, automatic coffee makers, mattresses, plastic pipe, farm implements, livestock and poultry feeds, yeast, power plant boiler installations, printed circuits, steel storage tanks

Incentive Programs—New and Existing Companies

Local programs—The city of Springfield runs two loan programs to aid financing for the small business community. For businesses with less than five persons, the Microenterprise Loan Program offers loans between $1,000 and $10,000 for equipment, furniture, fixtures, and working capital, with interest below the market rate. Accounting assistance is also provided. The Business Loan Program provides funding up to $50,000 for non-manufacturing businesses and up to $100,000 for manufacturing businesses. The loans are granted based on job creation and gap financing.

The Springfield Enterprise Zone encourages job creation and capital investment in areas of economic distress and promotes neighborhood revitalization in targeted areas. Companies can take advantage of property tax abatements and a sales tax exemption on all building materials purchased within the state of Illinois.

State programs—In 1977 the Illinois legislature adopted the Tax Increment Allocation Redevelopment Act to provide municipalities with a unique tool to finance and stimulate urban redevelopment. Through the use of Tax Increment Financing (TIF), cities can stimulate private investment by offering incentives to attract and retain businesses, improve their community areas, and maintain a well-educated and highly trained labor force. Currently, Springfield has four TIF districts. The Illinois Department of Commerce and Economic Opportunity offers financial and technical assistance to qualified businesses wishing to locate or expand in Illinois.

Job training programs—The Capital City Center, a partnership between Lincoln Land Community College, Central Management Services, and the University of Illinois at Springfield, provides technology training to interested businesses through scheduled courses and customized training programs.

Development Projects

Springfield has recently undergone a spurt of intense economic development, with many companies and organizations building in or relocating to the area. In 2004 Wells Fargo Home Mortgage opened a new, $41 million, 185,000-square-foot facility, giving the company the capacity to accommodate 750 employees. Later that year a new, 43,000 square foot Illinois Supreme Court Building opened. In 2005 the Illinois Air National Guard received $10 million in federal funding for the construction of a new facility to be located at Springfield Capital Airport. The new facility will have more than 45,000 square feet of space to be used as a dining area, medical clinic, and administrative offices.

In 2005 Springfield opened the Abraham Lincoln Presidential Library and Museum, an event that drew local and national media attention. The 160,000-square-foot, $115 million library and museum serve as the center for research and study of the life and times of Abraham Lincoln and the American Civil War. It is the nation's largest presidential library.

Economic Development Information: City of Springfield Office of Planning and Economic Development, 231 S. 6th St., Springfield, IL 62701; telephone (217)789-2377. Illinois Department of Commerce and Economic Opportunity, 620 E. Adams, Springfield, IL 62701; telephone (217)782-7500

Commercial Shipping

A transportation hub for markets throughout the United States, the Springfield metropolitan area is served by 35 intrastate and 75 interstate motor freight carriers. Forty-one truck terminals are located in the community. Springfield/Sangamon County is linked with major national rail networks via five railroads, two of which operate facilities in the city, and a local rail company that maintains a switchyard. Capital Airport provides daily commercial flights, as well as complete charter, aircraft repair and maintenance, and fuel services.

Labor Force and Employment Outlook

The Springfield-Sangamon County labor force is one of the largest in central Illinois, with the highest commuting-in rate of any central Illinois community. The labor pool in the Springfield area is extensive and includes unemployed, under-employed, and re-entering retirees, representing a potential available workforce of 228,057 individuals in the Springfield area. Of that number, 31 percent have experience in computers and/or electronics, 37.4 percent in health care or medical devices, 21.5 percent in manufacturing, and 20 percent in agriculture and agribusiness. Sixty-eight per-

cent of the city's underemployed have attended college, and 52 percent are between the ages of 20 and 39. Seventy percent have indicated interest in additional training.

In an audit conducted by The Center for Governmental Studies at Northern Illinois University, researchers found that the overall labor quality in Springfield is considered among the best in the nation by local employers. Employers rated employees good or very good on job performance as it relates to trainability, basic skills, productivity, and attitudes. Employees also showed low rates of turnover and absenteeism.

The following is a summary of data regarding the Springfield metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 110,200

Number of workers employed in . . .
construction and mining: 5,100
manufacturing: 3,400
trade, transportation and utilities: 17,900
information: 3,100
financial activities: 7,500
professional and business services: 10,500
educational and health services: 16,200
leisure and hospitality: 10,200
other services: 6,400
government: 29,900

Average hourly earnings of production workers in manufacturing: $15.61 (statewide average)

Unemployment rate: 5.1% (March 2005)

Largest employers (2004)	*Number of employees*
State of Illinois	17,000
Memorial Health System	3,400
St. John's Hospital	2,839
Illinois National Guard	2,700
Springfield School District #186	2,019
City of Springfield	1,707
Horace Mann Insurance Company	1,280
SIU School of Medicine	1,200
Springfield Clinic, LLP	900
SBC Communications Inc.	900
U.S. Postal Service	900

Cost of Living

With a cost of living level below the national average, Springfield residents are reported to have higher disposable income for recreation, savings, and other discretionary expenditures.

The following is a summary of data regarding several key cost of living factors in the Springfield area.

2004 (3rd Quarter) ACCRA Cost of Living Index: 91.0 (U.S. average = 100.0)

2004 (3rd Quarter) ACCRA Average House Price: $227,414

State income tax rate: 3.0%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 2.5% (plus a county tax of 0.25%)

Property tax rate: 7.87% (valuation is 33.3% of real property)

Economic Information: Greater Springfield Chamber of Commerce, 3 S. Old State Capitol Plaza, Springfield, IL 62701; telephone (217)525-1173

Education and Research

Elementary and Secondary Schools

Springfield Public School District #186, the ninth-largest in the state of Illinois, is administered by a seven-member, nonpartisan board of education that appoints a superintendent. Almost 54 percent of the district's teachers have bachelor's degrees, and 46 percent hold master's degrees or above. The district's average ACT scores recently fell slightly below the state average, and the graduation rate is 89.7 percent.

The following is a summary of data regarding the Springfield public schools as of the 2003–2004 school year.

Total enrollment: 14,807

Number of facilities
elementary schools: 24
middle schools: 5
high schools: 3

Student-teacher ratio: elementary, 17:1; high school, 23:1

Teacher salaries
average: $48,509

Funding per pupil: $8,212

Springfield is also served by a large number of private and parochial elementary and secondary schools.

Public Schools Information: Springfield Public School District #186, 1900 W. Monroe St., Springfield, IL 62704; telephone (217)525-3000

Colleges and Universities

The University of Illinois at Springfield, Lincoln Land Community College, Springfield College in Illinois, and South-

ern Illinois University School of Medicine are located in Springfield. Among the technical and vocational schools in Springfield are Capital Area Vocational Center, Brown's Business College, and Robert Morris College.

The University of Illinois at Springfield (UIS), one of three University of Illinois campuses, is a four-year institution with an enrollment of about 4,500 students. The school offers degrees in 39 concentrations including business administration, psychology, and criminal justice. In addition to 20 bachelor's degree programs, UIS administers 18 master's degree programs and a doctorate program in public administration. The school celebrated its 30th anniversary in 2000.

The Southern Illinois University School of Medicine is a state-assisted school established in 1970 to train physicians and develop new models for providing health care in rural areas. Its 174 faculty physicians offer primary care and specialized services. The school also enrolls 288 medical students, 252 residents, 40 doctoral students, and 50 master's degree students.

Founded in 1967, Lincoln Land Community College is a community-based institution with an enrollment of about 12,000 students. The school offers vocational education, programs for returning students, and a transfer curriculum. Springfield College in Illinois is a four-year, faith-based institution offering both associate's and bachelor's degrees. The school was founded in 1929 by Catholic Ursuline Sisters, and was the city's first institution of higher learning.

Libraries and Research Centers

The Lincoln Library, Springfield's public library, holds more than 400,000 books, about 1,000 periodical titles, plus microfilm, films, audio and videotapes, compact discs, maps, charts, and art reproductions. The library operates three branches. Springfield is also home to the Illinois State Library, which houses five million volumes.

Opened in 2004, the Abraham Lincoln Presidential Library and Museum (formerly the Illinois State Historical Library) is a 200,000 square foot complex located in downtown Springfield. The facility was created to foster Abraham Lincoln scholarship and promote a greater appreciation of Illinois history. The library's archives contain more than 12 million documents, books, and artifacts relating to all areas of Illinois history. It also holds more than 5,000 newspaper titles on 89,000 microfilm reels; many date from the early nineteenth century.

Campus library facilities are maintained by Lincoln Land Community College, University of Illinois at Springfield, and Southern Illinois University School of Medicine. The Illinois State Museum disseminates knowledge of natural history, anthropology, and art to the general public and scientists. Other libraries in the city are affiliated principally with hospitals and with government agencies such as the Illinois State Department of Energy and Natural Resources, the Illinois Environmental Protection Agency, and the Illinois Supreme Court.

Public Library Information: Lincoln Library, 326 S. 7th St., Springfield, IL 62701; telephone (217)753-4900

Health Care

Springfield is a primary health care center for the central Illinois region. Two major hospitals, a world-renowned heart surgery institute, a medical school, more than 40 clinics, and 30 nursing homes provide diagnostic, treatment, and care services. St. John's Hospital has more than 700 beds, making it the largest hospital in downstate Illinois. It has been in operation for more than 125 years, and is one of the largest Catholic hospitals in the United States. The Prairie Heart Institute, a part of St. John's Hospital, has the largest heart program in Illinois. It performs more diagnostic catheterization angioplasties and heart surgeries than any single hospital in the state. Memorial Health System maintains burn and rehabilitative medicine units.

Another valuable resource to the Springfield medical community is Southern Illinois University School of Medicine. The medical school has 174 full-time health care providers covering seven disciplines, including internal medicine, neurology, obstetrics/gynecology, and pediatrics. Additionally, the Springfield Clinic is the second-largest clinic in Illinois.

Health Care Information: St. John's Hospital, 800 E. Carpenter St., Springfield, IL 62769; telephone (217)544-6464. Memorial Health System, 701 N. 1st St., Springfield, IL 62781; telephone (217)788-3000

Recreation

Sightseeing

Historic sites associated with Abraham Lincoln memorialize his presidency and his life in Springfield. The Old State Capitol Hall of Representatives, where Lincoln tried several hundred cases prior to the Civil War, has been reconstructed and completely furnished to re-create Lincoln's Illinois legislative years. The Lincoln Home, the only house Lincoln ever owned, is located in a four-block national historic area administered by the National Park Service. The Quaker-brown residence was home to the Lincoln family for 17

years, from 1944 to 1961. It now contains many authentic household furnishings and has been restored as closely as possible to its original condition. Neighboring 1850s-era residences have been similarly restored.

The Lincoln Depot marks the spot where Lincoln bade farewell to the city, and contains restored waiting rooms, exhibits, and a video presentation recreating the 12-day journey to his inauguration. The Lincoln-Herndon Law Offices are in the only surviving structure where Lincoln maintained working law offices. At nearby Oak Ridge Cemetery, the Lincoln Tomb is marked with a sculpture honoring the 16th President. It is the final resting place of Abraham, Mary Todd, Tad, Eddie, and Willie Lincoln. And in nearby New Salem, 23 buildings have been restored to depict Lincoln's life here from 1831 to 1837. Costumed interpreters can be heard throughout the community's timber houses, shops, and stores.

The newest addition to Springfield's Lincoln sites is the Abraham Lincoln Presidential Library and Museum, which opened in 2004. The 200,000-square-foot complex houses the world's largest collection of documentary material on Lincoln and features high-tech exhibits, interactive displays, multimedia programs, and a reproduction of the 1861 White House. Visitors can also witness the 1860 presidential election as if it were happening today, with news coverage and campaign commercials.

There are other popular tourist attractions in the Springfield area. Designed by Frank Lloyd Wright in 1902 for socialite Susan Lawrence Dana, the Dana-Thomas House is an example of one of the architect's best-preserved prairie-style homes, with original furniture, art glass doors, windows, and light fixtures. The Washington Park Botanical Gardens and the Thomas Rees Memorial Carillon in Washington Park are other popular sights in Springfield; the carillon is the third-largest in the world and one of the few open to the public. Animal lovers will enjoy a day spent at the Henson Robinson Zoo, which houses more than 300 animals from five continents.

Visitors to Springfield might consider a trip to nearby Dickson Mounds Museum, a branch of the Illinois State Museum and one of the major on-site archaeological museums in the U.S. It contains more than 15,000 square feet of exhibits focusing on Native Americans, including art and artifact displays, hands-on activities, and multimedia presentations.

Arts and Culture

Sponsoring a season of plays, the Springfield Theatre Centre is a community theater group performing musicals, comedies, and drama from September until June. The Springfield Muni Opera presents four Broadway musicals during the summer season at the 750-seat open-air theater near Lake Springfield. Each performance is accompanied by a full orchestra. The Springfield Symphony Orchestra and the Ballet Company perform at Sangamon Auditorium and other sites throughout the city and state. During the summer months, Theatre in the Park presents a variety of entertainment in a natural outdoor amphitheater at New Salem State Historic Site; the productions include a play about Lincoln's life at New Salem.

The Illinois State Museum preserves natural, anthropological, and art histories of Illinois with changing and permanent exhibits. The new natural history hall, ''Changes: Dynamic Illinois Environments,'' demonstrates the changes in Illinois environments over the last 500 million years. The Vachel Lindsay Home is a museum and cultural center that pays tribute to one of the state's most famous artist-poets, who was known as ''the prairie troubadour.'' The home was Lindsay's birthplace and remained his only home until his death there in 1931. The Edwards Place, built in 1833 for Benjamin and Helen Edwards, is an Italianate mansion that has been converted into an art gallery, school of art, and art library.

Festivals and Holidays

The Springfield Old Capitol Art Fair is considered one of the best art events in the United States, attracting more than 200 artists who display their work downtown near the Old State Capitol Building on the third weekend in May. The two-day event has been held for more than 40 years, and also features food vendors and live entertainment. A Children's Art Fair accompanies the main attraction. The International Carillon Festival, held seven evenings in June, is one of only a few of its kind in the country; international performers play carillon music on the bronze bells in the Thomas Rees Memorial Carillon, and fireworks cap off the festival.

The Illinois State Fair, held each August over a 10-day period, draws hundreds of thousands of people each year. It hosts one of the nation's largest livestock shows, as well as farm contests and one-mile harness racing on a recognized fast track. For more than 20 years, the springtime Springfield Air Rendezvous has attracted a mix of airshow acts, from internationally known aerobatics entertainment to warbirds and ultralights. In June the city's Taste of Downtown offers visitors a variety of regional and ethnic foods from many Springfield restaurants; festivities include live music, children's activities, and a pitching booth. A Festival of Trees in late November and a Christmas Parade in December inaugurate the winter holiday season, which culminates with First Night Springfield on New Year's Eve, featuring varied musical entertainment, arts events, and a midnight fireworks display.

Sports for the Spectator

Springfield is home to the national champion Springfield Junior Blues hockey team, a member of the North American Hockey League. Sports fans also follow several collegiate teams, including the nationally ranked University of Illinois at Springfield Prairie Stars soccer team. The annual Ladies

Professional Golf Association/State Farm Golf Classic attracts more than 100 professional golfers to compete for $500,000 in prizes.

Sports for the Participant

The Springfield Recreation Department and the Springfield Park District maintain more than 30 parks in the city offering facilities for fishing, hiking, jogging, picnicking, tennis, ice skating, swimming, and softball. Springfield's wildlife sanctuaries provide year-round opportunities to enjoy the countryside of Sangamon County, and golfers will enjoy the city's nine public golf courses. Lake Springfield, a 4,240-acre, artificially constructed reservoir, is surrounded by 57 miles of shoreline. The area supports eight parks and recreational outlets, including boat launches for canoes, motorboats, pontoons, rowboats, and sailboats, and a marina offering boat, water ski, and jet ski rentals.

Recreation Information: Springfield Park District, 2500 S. 11th St., Springfield, IL 62703; telephone (217)544-1751

Shopping and Dining

Springfield is the commercial center for central Illinois, with a thriving downtown area full of shops in restored historic buildings offering unique gifts and clothing. Simon White Oaks Mall has the largest selection of merchandise in the region, with 115 stores, restaurants, and movie theaters. Illinois Artisans Shop at the Illinois State Museum features works by state artists. The Old Capitol Farmers' Market occupies two city blocks of downtown, and offers fresh produce, flowers, and food from more than 60 vendors.

Restaurants in the city offer a selection of American, Continental, Mediterranean, Chinese, Thai, and Korean menus. The ''horseshoe sandwich,'' a local staple created in Springfield in 1928, consists of a ham slice topped with an English cheddar cheese sauce, and crowned with french fries representing the nails of a horseshoe. Another regional favorite is a special ''chilli'' recipe served by a local parlor that has spelled chili with an extra ''l'' since 1909.

Visitor Information: Springfield Convention and Visitors Bureau, 109 N. 7th St., Springfield, IL 62701; telephone (217)789-2360; toll-free 800-545-7300. Downtown Springfield, Inc., 3 W. Old State Capitol Plaza, Ste. 15, Springfield, IL 62704; telephone (217)544-1723

Convention Facilities

The Prairie Capital Convention Center, conveniently located in downtown Springfield, is the city's principal meeting and convention facility. It contains 66,000 square feet of space, and includes 44,000 square feet of column-free exhibit space. Springfield's many hotels, motels, and inns offer more than 4,000 rooms. Major hotels, such as the Hilton, Renaissance, and Crowne Plaza also operate meeting and conference facilities. The Illinois State Fairgrounds has a 366-acre facility with 29 major buildings available for large events. And for those looking for a unique setting, the Old State Capitol, Dana-Thomas House, and New Salem have facilities available.

Convention Information: Springfield Convention and Visitors Bureau, 109 N. 7th St., Springfield, IL 62701; telephone (217)789-2360; toll-free 800-545-7300

Transportation

Approaching the City

The Abraham Lincoln Capital Airport is the major air transportation facility in the Springfield metropolitan area. The airport is served by the commercial carriers United and American, which make 23 daily commercial flights to and from airports in St. Louis and Chicago. Charter service is also available.

The highway system in Springfield/Sangamon County includes three interstate freeways, a limited-access highway, and several state routes. Intersecting Sangamon County, I-55 runs north to south along the eastern boundary of Springfield; I-72 links the city with Champaign-Urbana, Illinois, to the east. U.S. 36 connects with I-55 south of Springfield and continues west to Jacksonville, Illinois. State routes include 4 (north-south), 29 (east-west), 54 (east-west), and 97 (east-west).

Amtrak schedules six trains daily that provide service from Springfield to Chicago, Illinois, and to St. Louis, Missouri. Greyhound Bus Lines also serve the city.

Traveling in the City

Streets in Springfield are laid out on a grid pattern. Washington Street, bisecting the city from east to west, and Fifth Street and Sixth Street, running parallel north to south, intersect in the center of downtown. The Springfield Mass Transit District operates public bus transportation on regularly scheduled routes Monday through Saturday.

Communications

Newspapers and Magazines

The *State Journal-Register* is Springfield's major daily (morning) newspaper, and Illinois' oldest newspaper. The

Illinois Times appears weekly and is available for free at hundreds of locations in the area. Other journals and magazines published in Springfield are directed toward readers with special interests in such subjects as beef production, anthropology, aviation, engineering, Illinois history, health care, education, building trades, and electrical cooperatives.

Television and Radio

Five television stations are based in Springfield, through the ABC, CBS, NBC, FOX, and PBS networks. Cable television is also available. Radio programming is provided in Springfield by three AM and 12 FM stations, broadcasting rock, contemporary, country, and classical music as well as sports, news, and talk radio.

Media Information: *State Journal-Register,* PO Box 219, Springfield, IL 62705-0219; telephone (217)788-1300

Springfield Online

Abraham Lincoln Presidential Library and Museum. Available www.alplm.org

City of Springfield home page. Available www.springfield.il.us

Downtown Springfield Inc. Available www.downtownspringfield.org

Economic Development Council of Springfield. Available www.gscc.org/EDC

Greater Springfield Chamber of Commerce. Available www.gscc.org

Illinois State Museum. Available www.museum.state.il.us

Lincoln Home National Historic Site. Available www.nps.gov/liho

Springfield Convention and Visitors Bureau. Available www.visit-springfieldillinois.com

State of Illinois home page. Available www.state.il.us

State Journal-Register. Available www.sj-r.com

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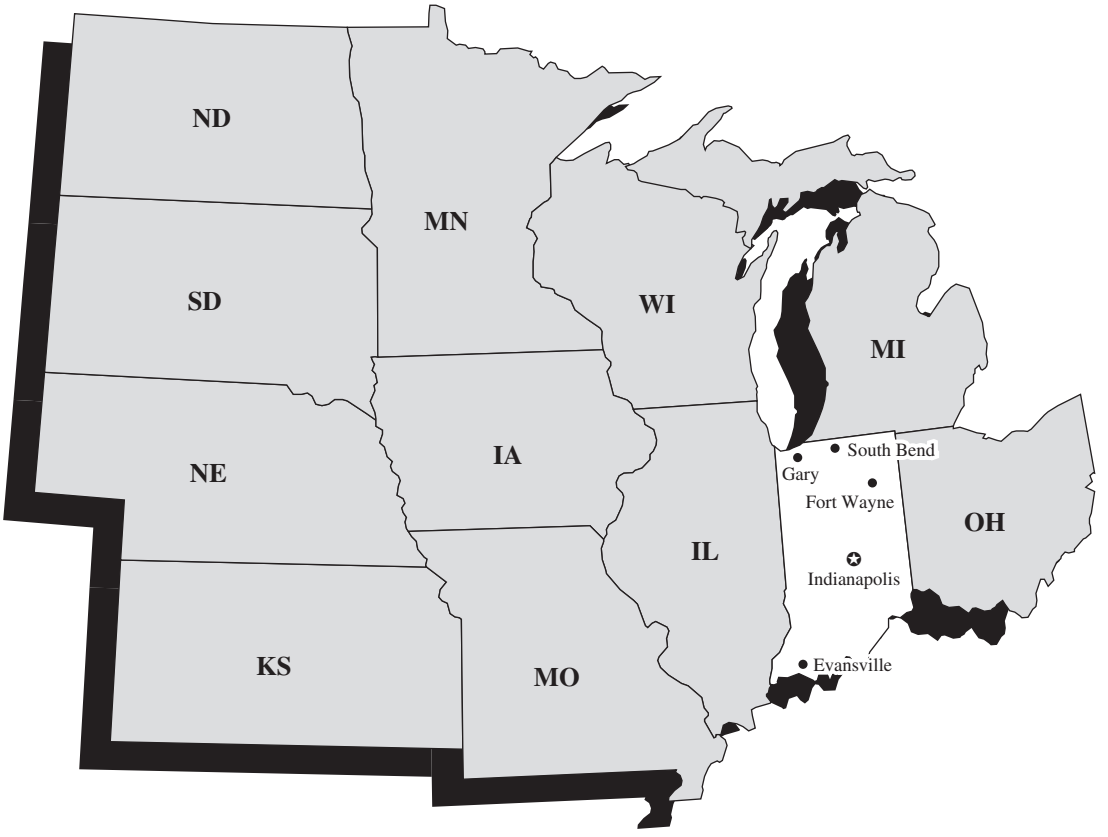
Lindsay, Vachel. *The Golden Book of Springfield* (Lost Utopias Series). (Charles H. Kerr, 2000)

Portwood, Shirley Motley. *Tell Us a Story: An African American Family in the Heartland.* (Southern Illinois University Press, 2000)

INDIANA

Evansville 55
Fort Wayne 67
Gary 79
Indianapolis 91
South Bend 105



The State in Brief

Nickname: Hoosier State
Motto: Crossroads of America

Flower: Peony
Bird: Cardinal

Area: 36,417 square miles (2000; U.S. rank: 38th)
Elevation: Ranges from 320 feet to 1,257 feet above sea level
Climate: Temperate, with four distinct seasons

Admitted to Union: December 11, 1816
Capital: Indianapolis
Head Official: Governor Mitchell Daniels (R) (until 2009)

Population
- **1980:** 5,490,000
- **1990:** 5,610,000
- **2000:** 6,080,517
- **2004 estimate:** 6,237,569
- **Percent change, 1990–2000:** 9.7%
- **U.S. rank in 2004:** 14th
- **Percent of residents born in state:** 69.3% (2000)
- **Density:** 169.5 people per square mile (2000)
- **2002 FBI Crime Index Total:** 230,966

Racial and Ethnic Characteristics (2000)
- **White:** 5,320,022
- **Black or African American:** 510,034
- **American Indian and Alaska Native:** 15,815
- **Asian:** 59,126
- **Native Hawaiian and Pacific Islander:** 2,005
- **Hispanic or Latino (may be of any race):** 214,536
- **Other:** 97,811

Age Characteristics (2000)
- **Population under 5 years old:** 423,215
- **Population 5 to 19 years old:** 1,340,171
- **Percent of population 65 years and over:** 12.4%
- **Median age:** 35.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 86,865
- **Total number of deaths (2003):** 56,017 (infant deaths, 672)
- **AIDS cases reported through 2003:** 3,686

Economy
- **Major industries:** Manufacturing, agriculture, mining
- **Unemployment rate:** 5.6% (March 2005)
- **Per capita income:** $28,797 (2003; U.S. rank: 33rd)
- **Median household income:** $42,124 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.2% (3-year average, 2001-2003)
- **Income tax rate:** 3.4%
- **Sales tax rate:** 6.0%

Evansville

The City in Brief

Founded: 1812 (incorporated, 1847)

Head Official: Mayor Jonathan Weinzapfel (since January 2004)

City Population
1980: 130,496
1990: 126,272
2000: 121,582
2003 estimate: 117,881
Percent change, 1990–2000: −3.6%
U.S. rank in 1980: 121st
U.S. rank in 1990: Not reported
U.S. rank in 2000: 199th (State rank: 4th)

Metropolitan Area Population
1980: 276,000
1990: 278,990
2000: 296,195
Percent change, 1990–2000: 6.2%
U.S. rank in 1980: 114th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 133rd

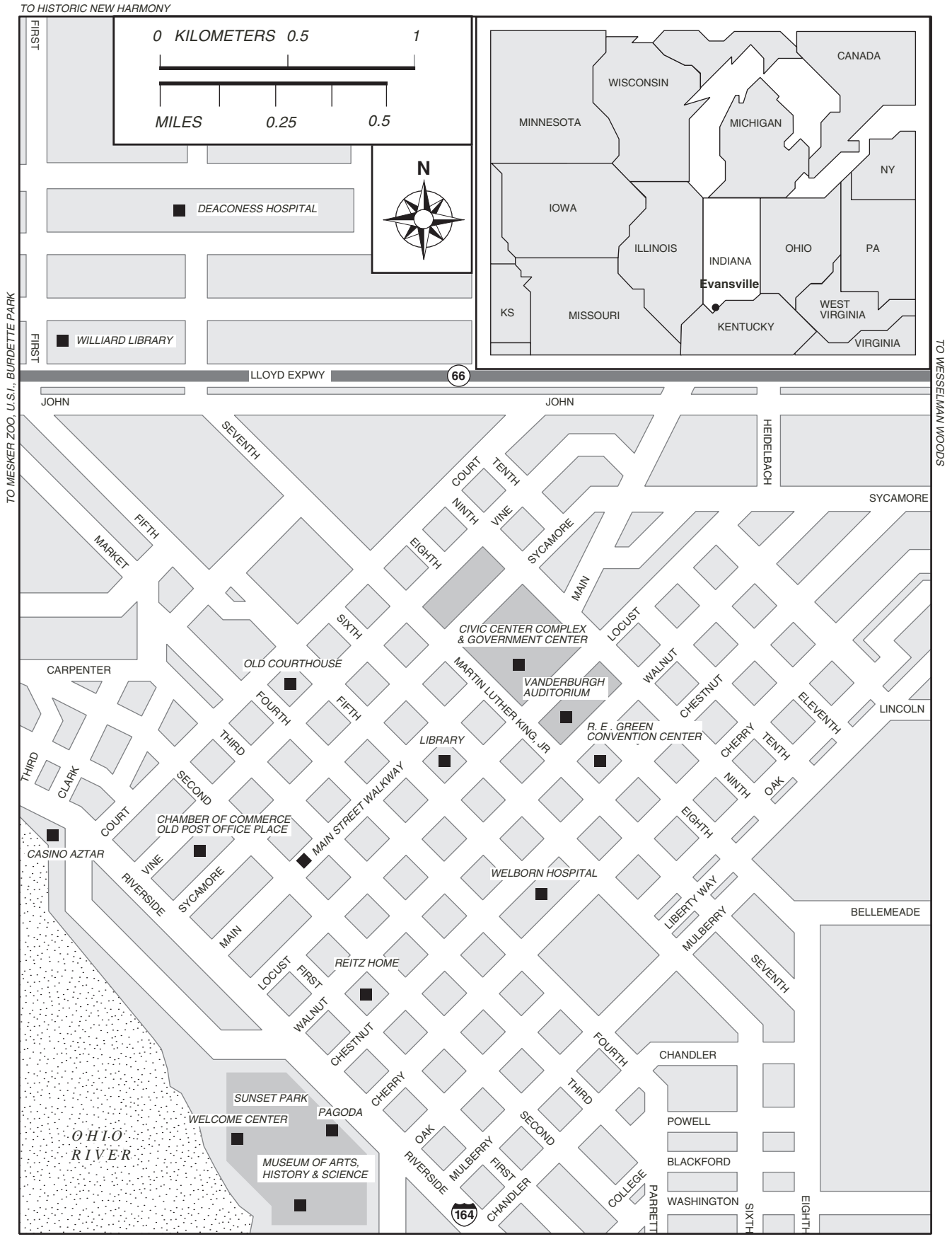
Area: 41 square miles (2000)
Elevation: 385.5 feet above sea level
Average Annual Temperature: 55° F
Average Annual Precipitation: 42 inches of rain, 13 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing
Unemployment Rate: 5.5% (March 2005)
Per Capita Income: $18,388 (1999)

2002 FBI Crime Index Total: 6,154

Major Colleges and Universities: University of Evansville; University of Southern Indiana; Ivy Tech State College

Daily Newspapers: *The Evansville Courier & Press*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WEST VIRGINIA
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DEACONESS HOSPITAL
WILLIARD LIBRARY
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LLOYD EXPWY
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JOHN
TO MESKER ZOO, U.S.I., BURDETTE PARK
TO WESSELMAN WOODS
HEIDELBACH
SYCAMORE
SEVENTH
COURT
TENTH
NINTH
VINE
SYCAMORE
EIGHTH
FIFTH
MARKET
MAIN
SIXTH
CIVIC CENTER COMPLEX & GOVERNMENT CENTER
LOCUST
CARPENTER
OLD COURTHOUSE
MARTIN LUTHER KING, JR
VANDERBURGH AUDITORIUM
WALNUT
CHESTNUT
ELEVENTH
LINCOLN
FOURTH
FIFTH
THIRD
LIBRARY
R. E. GREEN CONVENTION CENTER
CHERRY
TENTH
THIRD
CLARK
SECOND
NINTH
OAK
COURT
CHAMBER OF COMMERCE OLD POST OFFICE PLACE
MAIN STREET WALKWAY
EIGHTH
CASINO AZTAR
VINE
WELBORN HOSPITAL
RIVERSIDE
SYCAMORE
LIBERTY WAY
BELLEMEADE
MAIN
MULBERRY
LOCUST
FIRST
REITZ HOME
SEVENTH
WALNUT
CHESTNUT
FOURTH
CHANDLER
CHERRY
SUNSET PARK
PAGODA
THIRD
WELCOME CENTER
POWELL
OHIO RIVER
OAK
SECOND
BLACKFORD
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Introduction

The seat of Vanderburgh County, Evansville is the center of a metropolitan area that includes Warrick, Gibson, and Posey counties in Indiana and Henderson County in Kentucky. Well-positioned in the days of the steamboat, the city occupies a unique prospect on a U-bend of the Ohio River. Today modern architecture mixes with historic structures to make Evansville an effective blend of the present with the past.

Geography and Climate

Evansville lies along the north bank of the Ohio River in a shallow valley at the southwestern tip of Indiana. Low hills surround flat, rolling land to the north, east, and west; the valley opens onto the river to the south. The city's climate is determined by moisture-bearing low pressure formations that move across the area from the western Gulf of Mexico region northeastward over the Mississippi and Ohio valleys to the Great Lakes and northern Atlantic Coast. These storm systems, which produce considerable variation in seasonal temperatures and precipitation, are especially prevalent during the winter and spring months. The growing season lasts approximately 199 days.

Area: 41 square miles

Elevation: 385.5 feet above sea level

Average Temperatures: January, 31.0° F; July, 78.0° F; annual average, 55° F

Average Annual Precipitation: 42 inches of rain, 13 inches of snow

History

River Location Draws Flatboat Commerce

The identity of the city of Evansville evolved from its location on the Ohio River at the spot where the river makes a dramatic U-bend. Evansville's founder was Colonel Hugh McGary, who purchased 200 acres from the federal government and built a cabin at the foot of present-day Main Street, where he started a ferry boat service. Hoping the site would become the county seat, McGary sought the advice of General Robert Evans, a member of the territorial legislature. In 1818 McGary sold a section of land above Main Street to General Evans, who replanted the town, which was made the seat of Vanderburgh County and named in honor of Evans.

Evansville prospered from the commerce of Ohio River flatboats that were piloted by colorful frontiersmen who served as both guides and navigators. Theatrical troupes, wandering on the rivers in Ohio, played engagements in Evansville even during its early history, establishing a local theatrical tradition that continues today. But it was the age of the steamboat that brought Evansville economic prosperity.

During the first few decades of the nineteenth century, Evansville experienced a difficult period that jeopardized the physical health of the citizens and the economic stability of the town. First the depression of 1824–1829 hit the city hard and then an epidemic of milk sickness swept through, further weakening an already vulnerable populace. Dr. William Trafton, an Evansville physician, found a cure for the ailment that brought the struggling community national recognition. In the winter of 1831–1832 additional hardship came with the freezing of the Ohio River, which paralyzed river trade, followed by floods that covered the town during the spring thaw. In the summer almost 400 people died of cholera. Then Colonel McGary was charged with horse stealing, and although he explained he had traded horses with a relative, rumors forced him to leave town in disgrace.

Business Growth Brings New Residents

In 1836 Evansville was made the southern terminus of the Wabash & Erie Canal, which was completed in 1853 at the same time the first railroad train arrived in town. Although the canal proved not to be a financial success, it stimulated population growth and business development. European craftsmen immigrated to Evansville to work in the local factories and foundries. By 1890 more than 50,000 people lived in Evansville, which had a population of only 4,000 people when it was incorporated as a city in 1847. Serious floods in 1884, 1913, and 1937 finally led to the construction of a giant levee to protect the city, which is now known as ''Plastics Valley'' for the many plastics-related companies there.

Today, Evansville continues to grow and thrive, cultivating a community rich in business opportunities, cultural events, educational outlets, and recreational activities. In 2004 the city was named an ''All-America City'' by the National Civic League. The award, the nation's most respected civic recognition award, was given to Evansville because of the city's progressive economic, educational, and community development initiatives.

Historical Information: Willard Library, 21 First Avenue, Evansville, IN 47710; telephone (812)425-4309. Southwestern Indiana Historical Society, 2205 Lincoln Avenue, Evansville, IN 47714. Vanderburgh County Historical Society, PO Box 2626, Evansville, IN 47728

Population Profile

Metropolitan Area Residents
1980: 276,000
1990: 278,990
2000: 296,195
Percent change, 1990–2000: 6.2%
U.S. rank in 1980: 114th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 133rd

City Residents
1980: 130,496
1990: 126,272
2000: 121,582
2003 estimate: 117,881
Percent change, 1990–2000: −3.6%
U.S. rank in 1980: 121st
U.S. rank in 1990: Not reported
U.S. rank in 2000: 199th (State rank: 4th)

Density: 2,987 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 106,366
Black or African American: 14,192
American Indian and Alaska Native: 736
Asian: 1,131
Native Hawaiian and Pacific Islander: 111
Hispanic or Latino (may be of any race): 1,392
Other: 858

Percent of residents born in state: 69.7% (2000)

Age characteristics (2000)
Population under 5 years old: 7,835
Population 5 to 9 years old: 7,735
Population 10 to 14 years old: 7,533
Population 15 to 19 years old: 8,186
Population 20 to 24 years old: 10,314
Population 25 to 34 years old: 16,665
Population 35 to 44 years old: 18,089
Population 45 to 54 years old: 15,234
Population 55 to 59 years old: 5,519
Population 60 to 64 years old: 4,726
Population 65 to 74 years old: 9,386
Population 75 to 84 years old: 7,578
Population 85 years and older: 2,782
Median age: 36.5 years

Births (2002, Vanderburgh County)
Total number: 2,298

Deaths (2002, Vanderburgh County)
Total number: 1,912

Money Income (1999)
Per capita income: $18,388
Median household income: $31,963
Total households: 52,373

Number of households with income of . . .
less than $10,000: 6,166
$10,000 to $14,999: 4,733
$15,000 to $24,999: 9,217
$25,000 to $34,999: 8,249
$35,000 to $49,999: 9,549
$50,000 to $74,999: 8,932
$75,000 to $99,999: 2,982
$100,000 to $149,999: 1,553
$150,000 to $199,999: 364
$200,000 or more: 628

Percent of families below poverty level: 10.1% (53.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 6,154

Municipal Government

The city of Evansville is governed by a mayor and nine-member common council, all of whom are elected to a four-year term. The mayor, who is not a member of the council, and appointive boards oversee all municipal operations; the council approves city appropriations.

Head Official: Mayor Jonathan Weinzapfel (since January 2004; current term expires December 31, 2008)

Total Number of City Employees: 1,980 (2005)

Municipal Information: City of Evansville, Office of the Mayor, Civic Center Complex, Room 302, 1 N.W. Martin Luther King, Jr. Boulevard, Evansville, IN 47708; telephone (812)436-4962

Economy

Major Industries and Commercial Activity

Evansville is the industrial, agricultural, retail, and transportation center for the Tri-State region of Indiana, Illinois, and Kentucky. The city is situated in the heart of rich coal fields. Major corporations have established regional operations and corporate headquarters in Evansville, primarily because of the area's rich natural resources, diverse transportation

routes, and productive workforce. Industries in the area produce appliances, pharmaceuticals, aluminum, equipment and machinery, food products, furniture, pottery, textiles, plastics, metals, and chemicals.

A fertile farming region, part of the Midwest agricultural belt, surrounds Evansville. Regional farms yield corn, soybeans, wheat, oats, barley, melons, apples, peaches, pears, small fruits, potatoes, and various other vegetables. Meat, fruit, and vegetable packing plants operate in the city.

Evansville retail and wholesale trade areas rank second in size in the state of Indiana. The city's financial community also serves the region with a number of major banks, brokerage firms, credit unions, consumer finance companies, and the loan production offices of national and international banks.

Items and goods produced: appliances, nutritional products, pharmaceuticals, aluminum sheet, automobiles, auto glass, coal, oil, plastics, corn, soybeans, wheat

Incentive Programs—New and Existing Companies

Vision-E, the Evansville Regional Economic Development Corporation, works with the Evansville Chamber of Commerce for the economic well-being of the community and is the regional coordinator for economic development. The nonprofit organization assists companies with location studies, building and site searches, and feasibility studies, working closely with state and local economic development groups. One of these programs, the Strategic Development Fund, teams up two or more state businesses in similar markets, offering grants or loans to spur cooperation and creativity between industrial sectors or regions of the state.

Local programs—Two square miles in Evansville are a designated Urban Enterprise Zone, offering inventory tax credits and other tax credits to eligible businesses. More than 400 companies operate within the zone. The nonprofit Evansville Industrial Foundation develops industrial sites to stimulate economic growth in the area, using a revolving fund to purchase land and develop infrastructure. Through the Tax Incremental Financing program, local municipalities are able to fund infrastructure improvements and new construction in areas needing growth or rehabilitation. The increased tax revenues from the valuator increase are used for repayment of the bond issue.

State programs—The State of Indiana provides many programs to help Evansville area businesses. Grants and loans are available for community infrastructure improvements that would add value to company grounds, including funding for roads, rail spurs, water lines, and sewer lines. EDGE, a state tax credit based on payroll, allows Indiana individual income tax withholdings from company employees to be credited against the company's state corporate income tax liability. Excess withholdings would be refunded to the company.

Job training programs—The Indiana Department of Commerce provides grants to support skills training programs for local businesses. The funds can be used in a variety of ways, including customized training programs in specific skills areas for new employees and skills development training for existing employees. The Indiana Department of Workforce Development also provides labor force recruitment services, including help with the application process, testing, and the assessment and screening of qualified applicants.

Development Projects

Recent development in Evansville has revolved around the creation and improvement of industrial parks and districts, a move that has attracted many new companies to the area. Illinois-based Tenneco Automotive is in the process of building a new 28,000 square foot plant in the Vanderburgh Industrial Park, where the company will manufacture exhaust systems for vehicles. Federal Express is also planning to build a 57,000 square foot ground distribution center in Vanderburgh Industrial Park, employing 72 people. And recently, Evansville received a $280,000 state grant to develop a Downtown Certified Technology Park. Plans include fiber-optic wiring for higher-speed Internet access and the creation of a business incubator to help develop high-tech businesses.

Economic Development Information: Metropolitan Evansville Chamber of Commerce, 100 N.W. 2nd Street, Suite 100, Evansville, IN 47706; telephone (812)425-8147

Commercial Shipping

Three public and several private port facilities receive year-round service from five major barge lines operating on the Ohio River. The river connects Evansville with all river markets in the central United States and on the Great Lakes and with international markets through the port of New Orleans. Evansville has been a U.S. Customs Port of Entry for more than 125 years. Because of this, it is possible to have international cargo shipped to Evansville in bond. The international cargo can then clear Customs in Evansville rather than a coastal port. Linking Evansville's ports to ground and air transportation networks are express and air freight carriers, three major railroads, and more than 40 motor freight companies that maintain terminals in Evansville. There are also six major highway systems providing access to and from the Evansville area.

A location near the geographic center of the nation and access to inland water transportation contribute to Evansville's position as the second largest warehousing hub in Indiana. Services include modern public warehouses, rail-barge-truck-storage facilities, and storage-in-transit privileges with rail carriers.

Labor Force and Employment Outlook

Evansville boasts a highly productive labor force with a Midwestern work ethic and low absentee rates. Indiana's workers' compensation insurance rates and unemployment compensation costs are among the lowest in the country. The city has one of the highest percentages of skilled and semiskilled production workers relative to the total workforce, compared to surrounding states. In addition, the employee turnover rate is less than five percent per year. Because of the close proximity to surrounding counties, and ease of access to the Evansville area, companies regularly draw from a labor force that lies within a 30-mile radius of their work site.

The following is a summary of data regarding the Evansville metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 177,800

Number of workers employed in . . .
construction and mining: 12,500
manufacturing: 35,300
trade, transportation, and utilities: 36,800
information: 2,900
financial activities: 6,400
professional and business services: 16,700
educational and health services: 25,200
leisure and hospitality: 16,500
other services: 7,500
government: 18,000

Average hourly earnings of production workers employed in manufacturing: $18.95

Unemployment rate: 5.5% (March 2005)

Largest employers	*Number of employees*
Toyota Motor Manufacturing	5,000
Shoe Carnival, Inc.	4,250
St. Mary's Medical Center	3,500
Deaconess Hospital	3,000
Bristol Myers Squibb	2,500
Whirlpool Corporation	2,400
ALCOA Warrick Operations	2,294
Vectren	1,769
GE Plastics	1,700
T.J. Maxx	1,500

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Evansville area.

2004 (3rd Quarter) ACCRA Average House Price: $236,020

2004 (3rd Quarter) ACCRA Cost of Living Index: 101.1 (U.S. average = 100.0)

State income tax rate: 3.4%

State sales tax rate: 6.0%

County optional income tax rate: up to 1.0%

Local sales tax rate: None

Property tax rate: up to 10.4% of assessed value

Economic Information: Metropolitan Evansville Chamber of Commerce, 100 N.W. Second Street, Suite 100, Evansville, IN 47706; telephone (812)425-8147. Vision-E, PO Box 20127, Evansville, IN 47708; telephone (812)423-2020

Education and Research

Elementary and Secondary Schools

Education is taken seriously in the Evansville area, and the Evansville Vanderburgh School Corporation works to make sure the school system runs at or above state standards. On the State Comprehensive Test of Basic Skills and the Indiana Test of Educational Proficiencies, local students typically score above the national average in basic skills and above all Indiana urban school corporations on the proficiency tests. Eighty-three percent of the teaching staff have a master's degree or higher. The graduation rate is 89 percent, with 65 percent of these students going on to pursue higher education. In 1997, the Southern Indiana Japanese School opened at the request of Japanese companies locating in southwestern Indiana. The school enables the school-age children of Japanese employees to keep up with their peers in Japan and to help these children integrate smoothly into Japanese school life when they return to Japan.

The following is a summary of data regarding Evansville public schools as of the 2004–2005 school year.

Total enrollment: 22,139

Number of facilities
elementary schools: 20
middle schools: 12
senior high schools: 6
other: 3

Student/teacher ratio: 16.6:1

Teacher salaries
minimum: $30,294
maximum: $56,811

Funding per pupil: $8,700 (average 2003-2004)

The area also offers a system of private, parochial, and charter school opportunities. Evansville Day School is a privately-operated school on the east side of Evansville offering classes from pre-kindergarten through grade 12 to its more than 300 students. Parochial and other church-affiliated schools and a Montessori Academy offer complete educational programs for students in kindergarten through 12th grade.

Public Schools Information: Evansville Vanderburgh School Corporation, 1 S.E. Ninth Street, Evansville, IN 47708; telephone (812)435-8453

Colleges and Universities

Evansville is home to two universities and a technical college. The University of Evansville, founded in 1854, is a private institution granting master's, baccalaureate, and two-year associate degrees on its 80-acre campus. With five colleges and schools, including a campus at Harlexton College in England, the university provides educational opportunities for 3,300 students in 80 academic areas. For the past 11 years in a row, the school has been named one of the top 10 ''best buys'' by *US News and World Report.*

The University of Southern Indiana, founded in 1965, awards baccalaureate and associate degrees in more than 80 fields, including engineering technology, business, nursing, liberal arts, and education. The school's 300-acre campus is utilized by 8,415 full and part-time students from all over the world.

Ivy Tech State College is a public, community-based technical college that schedules courses in programs leading to associate degrees in science and applied science as well as technical certificates. Its 3,900 students study five academic areas: business, health and human services, technology, visual technologies, and general education.

Libraries and Research Centers

The Evansville Vanderburgh Public Library, founded in 1911, holds about 800,000 books, periodicals, CD-ROMs, CDs, audiovisual and audiotapes, films, slides, maps, and federal and state documents. The library operates seven branches in addition to the main library, with special interests including agriculture, business and management, economics, education, and religious studies; the Marcus and Mina Ravdin Memorial Collection is devoted to Judaica. The library also participates in the One Book/One Community program, which encourages residents throughout Southwestern Indiana to read the same book and participate in events and discussions.

The Willard Library of Evansville, founded in 1885, is the oldest operating library in the state of Indiana. It specializes in local history and genealogy as well as nineteenth-century periodical literature. Native Americans and Mississippi Indians are the focus at Angel Mounds State Historic Site Library. Fourteen other libraries in the city are operated by colleges and universities, corporations, the Evansville Museum of Arts and Science, churches, hospitals, and government agencies.

Public Library Information: Evansville Vanderburgh Public Library, 200 S.E. Martin Luther King Jr. Blvd., Evansville, IN 47713; telephone (812)428-8200

Health Care

The Evansville medical community provides health care for the metropolitan region with three general hospitals, diagnostic and rehabilitation clinics, and 16 nursing and convalescent homes. Mental health care is a primary specialty offered by several public and private facilities. More than 500 physicians and specialists and more than 100 dentists practice in Evansville.

Deaconess Hospital offers a broad range of inpatient and outpatient medical, surgical and diagnostic services in its 360-bed tertiary care center. It is one of the largest hospitals in the region, serving a 26-county area of southwestern Indiana, southeastern Illinois, and northwestern Kentucky. St. Mary's Medical Center maintains 520 acute-care patient beds, 32 extended care patient beds, and a special care nursery. Services include a laser center, a chemical dependence center, women's health services, a long-term care program for senior citizens, and a heliport for air transportation. In 1998, St. Mary's Medical Center acquired Welborn Baptist Hospital, a 407 bed facility general hospital providing medical, surgical, and mental health services.

Recreation

Sightseeing

A visit to Evansville might begin at the Old Vanderburgh County Courthouse, a fine example of Beaux-Arts architecture. Completed in 1891, the courthouse exterior features statuary groups, bas-relief limestone carvings, and a giant clock housed in a bell tower; interior touches include marble floors, wainscoting, oak woodwork, brass handrails, and silverplated hardware. Another building of historic interest is the John Augustus Reitz house and museum, a 17-room French Second Empire style home built in 1871. It gives visitors an intimate look into how one of Indiana's wealthi-

est families lived. Also in downtown Evansville, the Old Post Office and Customs House, built in 1869, is a classic example of the Richardsonian Romanesque architectural style, featuring round arches over window and door openings and extensive use of stone masonry and towers.

Locals can test their luck at Casino Aztar, the state's first gaming riverboat. Named the *City of Evansville,* the riverboat is a 310-foot-long replica of the racing side wheel steamboat *Robert E. Lee,* and can accommodate 2,700 passengers. It offers three levels of casino action, including 1,250 slot machines and more than 70 gaming tables, including blackjack, craps, roulette, Caribbean stud, and a big six wheel. The boat is also home to five restaurants and two sports lounges. Adjacent to the boat is the Aztar hotel, with 250 guest rooms, suites, and meeting and convention facilities.

Angel Mounds State Historic Site, one of the best preserved prehistoric Native American towns in the eastern United States, dates from a period as early as 1200 A.D. when the Mississippians—as the inhabitants have been named by archaeologists—lived on the Ohio River. The site features reconstructed houses, a temple, and partial reconstruction of the original stockade wall that surrounded the settlement. An interpretive center has videos and exhibits on Indian culture and excavation at the site. Angel Mounds also features a burial mound, one of the largest prehistoric structures in the eastern United States.

New Harmony, west of Evansville, was founded by the Harmony Society in 1814 as a utopian religious community and sold in 1824 to Robert Owen, who attracted scholars, scientists, and educators to participate in communal living. The 30,000-acre community still has a population of 850 people, and visitors can take self-guided tours through the tree-lined streets of modest clapboard houses and quaint Victorian-style shops. The Atheneum, the visitors' center designed by architect Richard Meier in 1979, is the starting point in learning about the importance of New Harmony. Nearby, the Workingmen's Institute, established by William Maclure in 1838, stands today as Indiana's oldest continuously open public lending library. The town also houses two labyrinths. A traditional shrubbery maze, based on Harmonist design, was reconstructed by the Indiana Department of Conservation in the late 1930s. And the Cathedral Labyrinth is a recreation of the floor labyrinth at Chartres Cathedral located outside of Paris, France.

Mesker Park Zoo and Botanical Garden, a 67-acre zoological park containing lakes, ponds, and wooded hills, houses more than 500 exotic and domestic animals from 200 species. Many animals are free to roam in open areas surrounded by moats. The zoo also features a petting zoo, the Children's Enchanted Forest, paddle boats, bumper boats, a tram, and the Discovery Center, which focuses on the world's vanishing rainforests and animals. The Wesselman Woods Nature Preserve is comprised of 200 acres of virgin hardwood forest within the city limits, offering a wide variety of trees, shrubs, and wildflower species. Many trees reach 100 feet tall, and some are estimated to be nearly 300 years old. A Nature Center offers hands-on educational exhibits, a wildlife observation area, gift shop, and special events throughout the year.

Arts and Culture

The Repertory People of Evansville, a local theater group, stages five productions per year, ranging from classical works to one-act shows. Established in 1925, the Evansville Civic Theatre specializes in musicals and comedy, and features local performers in all of its productions. Recent productions have included *Come Blow Your Horn* and *Some Enchanted Evening.* Among other local arts organizations are the Philharmonic Chorus, Symphonic Band, Master Chorale, Dance Theatre, and Children's Theatre. The Evansville Philharmonic Orchestra is recognized as one of the finest orchestras in the Midwest. Its two programs per year feature world-renowned guest musicians and an active supporting guild. The orchestra recently moved into the restored and renovated Victory Theatre, a 1921 movie house reopened as a performing arts center.

The Evansville Museum of Arts and Science, located on the Ohio riverfront, offers more than 30 changing artwork exhibits dating from the sixteenth to the twentieth centuries. Its Main Street exhibit is a re-creation of a 1900 American community. The Koch Planetarium and Science Center, located within the museum, presents changing and permanent exhibits on science and technology; a steam locomotive, tavern car, and caboose are displayed on the grounds. The planetarium offers regular sky shows in its domed theater. At the Lincoln Boyhood National Memorial and State Park, visitors can see the Young Abe Lincoln Outdoor Drama, a living pioneer farm, and the grave of Lincoln's mother. The site is where Abraham Lincoln lived from age 7 to 21.

Festivals and Holidays

The Evansville Freedom Festival, lasting from mid-June to the Fourth of July, is Evansville's biggest celebration. It features a variety of activities for the family, including hydroplane racing, concerts, parades, carnival rides, food, and a fireworks display. Evansville's week-long Fall Festival, sponsored by the West Side Nut Club, is one of the largest street festivals in the country. It features free entertainment, carnival attractions, unique foods, selling booths, amateur talent competitions, and a parade. The annual Ohio River Arts Festival combines art appreciation, food, and family entertainment during the summer, and the First Night Celebration throughout downtown Evansville welcomes in the New Year alcohol-free.

Sports for the Spectator

One of the premier hydroplane races in the Midwest is Thunder on the Ohio, which attracts the fastest unlimited hydroplanes for the main event of Evansville's Freedom Festival celebration. Ellis Park Horse Track, in operation for more than 75 years, sponsors weekly thoroughbred horse racing July through Labor Day. The park offers both dirt and turf racing, and several top training stables base part of their summer season there. The Evansville Otters, a Frontier League baseball team, plays its home games at Evansville's Bosse Field.

The University of Evansville and the University of Southern Indiana field several sports teams, including the University of Evansville Aces, a Division I basketball team, and the University of Southern Indiana Eagles, a NCAA Division II basketball team.

Sports for the Participant

Evansville offers a wealth of recreational activities for active residents and visitors. Activities include camping, fishing, boating, water skiing, hiking, swimming, tennis, and youth and adult sports programs. There are also more than 40 golf courses within an hour's drive of Evansville. Burdette Park features 145 acres of land dedicated to picnic areas, camping facilities, sports facilities, and vacation cottages. It is also home to an aquatic center with water slides, three pools, and a snack bar.

Shopping and Dining

Evansville's shopping options range from unique specialty stores to malls filled with national chains. The city's downtown area, or Main Street, has more than 36 shops and restaurants. Antique and gift shops are especially popular, as are the restaurants featuring Italian, Mediterranean, Korean, Chinese, and local cuisine. The area also houses a number of bars and pubs. Shoppers looking for locally grown and fresh produce head to the Evansville Municipal Market. Built in 1918, the open-air market still offers flowers, local produce, and handmade crafts.

Evansville's dining scene is equally as diverse. Options include everything from fine dining to fast food, and restaurants offer ethnic dishes as well as regional cuisine. Locally-owned favorites, Italian bistros, authentic Mexican, Chinese and Japanese fare, homemade Amish cooking, tasty Indian selections, traditional German restaurants, all-American delis, corner pubs, and terrific barbeque are all available options.

Visitor Information: Evansville Convention and Visitors Bureau, 410 S.E. Riverside Drive, Evansville, IN 47713; telephone (812)421-2200; toll-free (800)433-3025

Convention Facilities

The convention and tourism industry, which brings in millions of dollars annually, is an integral part of the Evansville economy. The Casino Aztar Executive Conference Center offers more than 11,000 square feet of meeting space, with many high-tech amenities. For those looking for larger facilities, the Executive Inn Evansville Hotel and Convention Center provides 33,000 square feet of meeting and banquet space in the heart of Evansville. It also houses 470 guest rooms and suites, and offers full-service catering.

Unique and unusual facilities are also available. The Mesker Amphitheatre offers outdoor seating for 8,500 people, with lush grounds and ample parking. Roberts Stadium, with 12,500 seats, regularly hosts intimate concerts, family shows, sporting events, and trade show exhibits. And the Victory Theatre, in downtown Evansville, recently underwent $20 million in renovations; with nearly 2,000 seats, it is ideal for concerts, shows, and children's programs. It also offers three meeting rooms and a banquet room. More than 3,800 rooms are available as lodging throughout metropolitan Evansville at 40 hotels and motels.

Convention Information: Evansville Convention and Visitors Bureau, 401 S.E. Riverside Dr., Evansville, IN 47713; telephone (812)421-2200; toll-free (800)433-3025

Transportation

Approaching the City

The Evansville Regional Airport is served by major airlines American, Delta, and Northwest, providing nonstop service to international hubs like Chicago, Detroit, St. Louis, Memphis, Dallas, Cincinnati, and Atlanta. The airport handles 30 daily flights and has the capabilities for further expansion and advancement. General aviation facilities are maintained at Evansville Regional Airport and at two smaller area airports.

A system of interstate, federal, state, and local highways provides easy access into the city within the Evansville vicinity and from points throughout the nation. Interstate 64 provides east-west access to Louisville and St. Louis; US 41 provides north-south access to Chicago and Miami; Interstate 69, the planned new NAFTA interstate highway, will extend from Indianapolis to Evansville and connect with several gateways to Mexico. Interstate passenger service is provided by Greyhound Bus Lines.

Traveling in the City

The Metropolitan Evansville Transit System (METS) schedules regular city and suburban bus routes. A motorized trolley also provides transportation along the Downtown Walkway and in the downtown district.

Communications

Newspapers and Magazines

Evansville's major daily newspaper is the *Evansville Courier & Press. Evansville Living* is a bi-monthly city magazine showcasing the people, businesses, and community of Evansville.

Television and Radio

Television programming is available from four stations based in Evansville. Radio listeners tune into 12 AM and FM stations that schedule, among other formats, classical, jazz, rock, and contemporary music, religious programs, and news and special interest features.

Media Information: *Evansville Courier & Press,* 300 E. Walnut St., PO Box 268, Evansville, IN 47702; telephone (812)464-7459

Evansville Online

City of Evansville home page. Available www.evansville gov.org

Evansville Chamber of Commerce. Available www.evans villechamber.com

Evansville Convention and Visitors Bureau. Available www .evansvillecvb.org

Evansville Courier & Press. Available www.courierpress .com

Vision-E, Evansville Regional Economic Development Corporation. Available www.vision2000.org

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Patry, Robert P., *City of the Four Freedoms: A History of Evansville, Indiana* (Evansville: Friends of Willard Library, 1996)

Fort Wayne

The City in Brief

Founded: 1794 (incorporated, 1829)

Head Official: Mayor Graham Richard (D) (since 2000)

City Population
1980: 172,196
1990: 195,680
2000: 205,727
2003 estimate: 219,495
Percent change, 1990–2000: 1.3%
U.S. rank in 1980: 80th
U.S. rank in 1990: 99th
U.S. rank in 2000: 97th

Metropolitan Area Population
1980: 354,000
1990: 456,281
2000: 502,141
Percent change, 1990–2000: 10.1%
U.S. rank in 1980: 93rd
U.S. rank in 1990: Not reported
U.S. rank in 2000: 81st

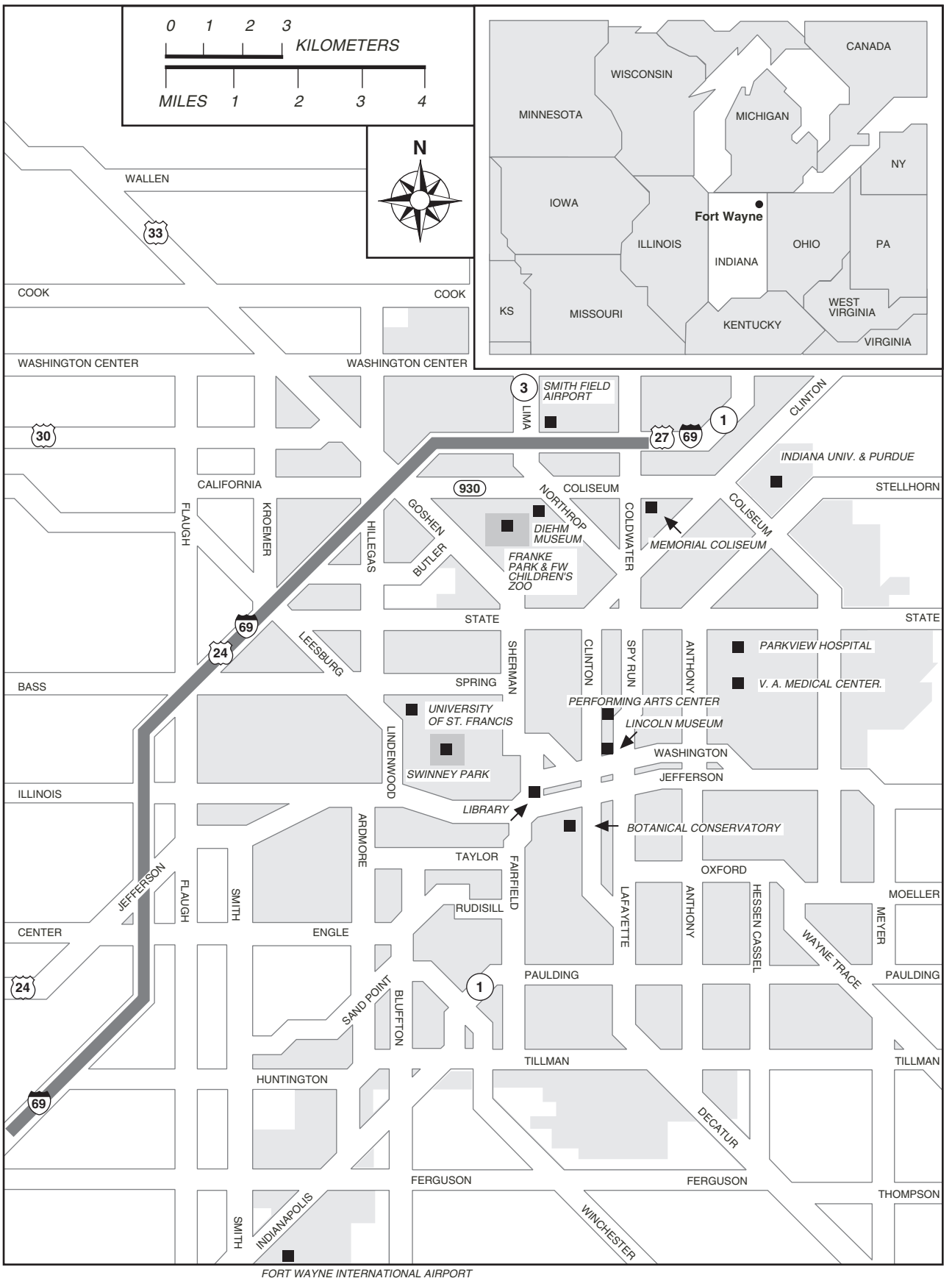
Area: 78.95 square miles (2000)
Elevation: 790 feet above sea level
Average Annual Temperature: 49.7° F
Average Annual Precipitation: 34.40 inches

Major Economic Sectors: Trade, manufacturing, services
Unemployment Rate: 6.2% (February 2005)
Per Capita Income: $18,517 (1999)

2002 FBI Crime Index Total: 12,152

Major Colleges and Universities: Indiana-Purdue University at Fort Wayne; Ivy Tech; Indiana Institute of Technology

Daily Newspaper: *The Journal-Gazette; The News-Sentinel*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Fort Wayne
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
WALLEN
33
COOK
COOK
WASHINGTON CENTER
WASHINGTON CENTER
3
SMITH FIELD AIRPORT
LIMA
30
27
69
1
CLINTON
INDIANA UNIV. & PURDUE
CALIFORNIA
930
COLISEUM
STELLHORN
FLAUGH
KROEMER
HILLEGAS
GOSHEN
NORTHROP
COLDWATER
COLISEUM
DIEHM MUSEUM
MEMORIAL COLISEUM
BUTLER
FRANKE PARK & FW CHILDREN'S ZOO
STATE
STATE
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LEESBURG
SHERMAN
CLINTON
SPY RUN
ANTHONY
PARKVIEW HOSPITAL
V. A. MEDICAL CENTER.
BASS
SPRING
UNIVERSITY OF ST. FRANCIS
PERFORMING ARTS CENTER
LINCOLN MUSEUM
LINDENWOOD
SWINNEY PARK
WASHINGTON
JEFFERSON
ILLINOIS
LIBRARY
BOTANICAL CONSERVATORY
ARDMORE
TAYLOR
OXFORD
FAIRFIELD
JEFFERSON
FLAUGH
SMITH
RUDISILL
LAFAYETTE
ANTHONY
HESSEN CASSEL
MOELLER
MEYER
CENTER
ENGLE
PAULDING
WAYNE TRACE
PAULDING
24
1
SAND POINT
BLUFFTON
TILLMAN
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INDIANAPOLIS
WINCHESTER
FORT WAYNE INTERNATIONAL AIRPORT

Introduction

Because of its location at the confluence of three rivers and near the geographic center of the United States, Fort Wayne has from its earliest days been an important marketplace—first as a fur-trading post and now as the headquarters of major corporations. The outpost for ''Mad'' Anthony Wayne during the Indian struggles after the Revolutionary War and later the resting place of John Chapman, known also as Johnny Appleseed, the city figures prominently in the history of the settling of the western frontier. Fort Wayne, three times honored as an All-American City, is Indiana's second-largest city and the seat of Allen County.

Geography and Climate

Fort Wayne, located at the junction of the St. Mary's, St. Joseph, and Maumee rivers in northeastern Indiana, is set in level to rolling terrain. The climate is representative of the Midwestern region, with daily high and low temperature differences averaging about twenty degrees. Annual precipitation is well distributed, and the freeze-free period is usually 173 days. Hailstorms occur about once a year; flooding also occurs. Snow covers the ground for about thirty days each winter, but heavy snowstorms are infrequent.

Area: 78.95 square miles (2000)

Elevation: 790 feet above sea level

Average Temperatures: January, 23.3° F; July, 73.3° F; annual average, 49.7° F

Average Annual Precipitation: 34.40 inches

History

Miami Territory Opened as Frontier

In ancient times, North American Indians hunted the mastodon and other wildlife in a hostile environment after the retreat of the glaciers in the area where Fort Wayne now stands. Later, the Moundbuilders constructed an advanced civilization before mysteriously dying out around the time of the European Middle Ages. The Miami Native Americans ruled the lower peninsula region, fighting against the Iroquois who were armed by English colonists. In time, the Miami reestablished themselves in the Wabash Valley and built their principal village at the Lakeside district in Fort Wayne, which they named Kekionga, meaning ''blackberry patch.'' Kekionga evolved into Miamitown, a large settlement of Native Americans who sided with the British during the American Revolution.

Auguste Mottin de LaBalme, a French soldier fighting for the colonists, captured Miamitown in 1780, only to be defeated by Chief Little Turtle, one of the most feared and respected Miami leaders, in his first major victory. After the revolution, the British encouraged the Miami to attack the new nation, and war parties were sent eastward from Miamitown, prompting President Washington to order armies into the center of Miami territory. Little Turtle defeated the army of General Arthur St. Clair, and President Washington turned to General ''Mad'' Anthony Wayne, the Revolutionary War hero, to quell the rebellious tribes. General Wayne defeated the Miami at Fort Recovery in Ohio and at Fallen Timbers. Wayne marched on Miamitown and built the first American fort there. Wayne turned the fort over to Colonel John Hamtramck on October 21, 1794, and Hamtramck named it Fort Wayne the next day, which is considered the city's founding date.

Two key figures in Fort Wayne's early history were Chief Little Turtle and Williams Wells, who was benefited as a child from his Kentucky family and raised by Little Turtle's family. Wells and Little Turtle signed the Treaty of Greenville, opening up the frontier, and Wells was appointed Indian agent. The two men provided leadership and stability until their deaths in 1812. Potawatomi and Miami factions then invaded Fort Wayne, and General William Henry Harrison's army was sent in to regain control of the city. At the conclusion of the War of 1812 British influence on Native Americans came to a close.

County Seat Becomes Industrial Center

Fort Wayne entered a new stage in its history with the arrival of Judge Samuel Hanna in 1819. Hanna built a trading post and a grist mill, earning himself the name ''builder of the city.'' He was instrumental in realizing the Wabash & Erie Canal and securing Fort Wayne's first railroad. Hanna participated in organizing Allen County in 1824 and helped designate Fort Wayne as the county seat. In 1829 Fort Wayne was incorporated as a town.

Fort Wayne's growth as a Midwestern industrial center was helped along by the number of inventions conceived and developed there. In 1871 Dr. Theodore Horton introduced a hand-operated washing machine and later manufactured the first electrically powered domestic washing machine. Joseph and Cornelius Hoagland and Thomas Biddle developed a baking powder formula that proved successful. The Foster Shirtwaist Factory, capitalizing on the popularity of a boy's size-fourteen shirt among women, made the famous Gibson Girl shirtwaist. Other prominent inventions originating in

Fort Wayne were the self-measuring pump designed by Silvanus Freelove Bowser and the ''arc light'' developed by James Jenney.

Electronics and Lincolniana

The first nighttime professional baseball game took place in Fort Wayne in 1883 under Jenney Arc Lights. George Jacobs' discovery of an economical means of coating electrical wiring, which gave rise to the magnet wire industry, made possible modern electrical-powered products such as radios, telephones, automobiles, computers, and appliances. Homer Capehart's company of engineers invented the jukebox, which was sold to the Wurlitzer Company. Philo T. Farnsworth, a pioneer in the invention of television, bought the Capehart Company in 1938, and in time began the mass production of televisions.

Fort Wayne gained a reputation as a city receptive to innovative companies. The Magnavox Company relocated in Fort Wayne in 1930, and became a world leader in acoustical engineering. During the 1920s the Lincoln National Life Insurance Company emerged as an innovative insurance company. The company established and endowed the Lincoln Library and Museum, which houses the largest collection of materials on one man other than a biblical personage.

In subsequent decades the city's economy continued to diversify. Fort Wayne has seen major growth in the service sector, especially in the health care field. Through its hospitals, Fort Wayne has become a medical center for the tri-state area. Tourism has grown, as visitors are drawn to the city's attractions, historical sites, festivals, and renowned dining options. Fort Wayne prides itself as a community with big city amenities and small town charm.

Historical Information: Allen County-Fort Wayne Historical Society, 302 East Berry Street, Fort Wayne, IN 46802; Indiana Jewish Historical Society, 2743 Wilkie Drive, No. 1, Fort Wayne, IN 46804; telephone (260)459-6862

Population Profile

Metropolitan Area Residents

1980: 354,000
1990: 456,281
2000: 502,141
Percent change, 1990–2000: 10.1%
U.S. rank in 1980: 93rd
U.S. rank in 1990: Not reported
U.S. rank in 2000: 81st

City Residents

1980: 172,196
1990: 195,680
2000: 205,727
2003 estimate: 219,495
Percent change, 1990–2000: 1.3%
U.S. rank in 1980: 80th
U.S. rank in 1990: 99th
U.S. rank in 2000: 97th

Density: 2,605.7 people per square mile

Racial and ethnic characteristics (2000)
White: 155,231
Black or African American: 35,752
American Indian and Alaska Native: 806
Asian: 3,205
Native Hawaiian and Pacific Islander: 86
Hispanic or Latino (may be of any race): 11,884
Other: 5,993

Percent of residents born in state: 66.5% (2000)

Age characteristics (2000)
Population under 5 years old: 16,084
Population 5 to 9 years old: 15,888
Population 10 to 14 years old: 14,900
Population 15 to 19 years old: 14,903
Population 20 to 24 years old: 15,864
Population 25 to 34 years old: 31,355
Population 35 to 44 years old: 30,672
Population 45 to 54 years old: 25,462
Population 55 to 59 years old: 8,423
Population 60 to 64 years old: 6,561
Population 65 to 74 years old: 12,418
Population 75 to 84 years old: 9,415
Population 85 years and older: 3,782
Median age: 32.8 years

Births (2002)
Total number: 3,826

Deaths (2002)
Total number: 2,207 (of which, in Allen County, 34 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,517
Median household income: $36,518
Total households: 83,416

Number of households with income of . . .
less than $10,000: 7,943
$10,000 to $14,999: 5,613
$15,000 to $24,999: 13,334
$25,000 to $34,999: 12,774
$35,000 to $49,999: 16,131

$50,000 to $74,999: 16,283
$75,000 to $99,999: 6,285
$100,000 to $149,999: 3,699
$150,000 to $199,999: 610
$200,000 or more: 744

Percent of families below poverty level: 9.6% (35.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,152

Municipal Government

The head official of the city of Fort Wayne is a strong mayor who administers the government with a nine-member council. The mayor and council members—six elected by district and three elected at large—all serve four-year terms; the mayor is not a member of the council.

Head Official: Mayor Graham Richard (D) (since 2000; current term expires December 31, 2007)

Total Number of City Employees: 1,671 (2003)

City Information: City of Fort Wayne, 1 Main St., Fort Wayne, IN 46802; telephone (219)427-1111

Economy

Major Industries and Commercial Activity

Health care, manufacturing, and insurance have traditionally been the primary industries in Fort Wayne. The city's hospitals form a regional medical center that serves the tri-state area. Demand for health care services has continued to increase alongside the area's population, particularly that of older citizens. The city's two health care networks—Parkview Health System and Lutheran Health Network—are among the city's five top employers.

Dozens of manufacturing companies in the Fort Wayne area employ 100 people or more. Notable among these is General Motors's Fort Wayne Assembly plant, which has approximately 3,000 employees and is one of the top employers in the city. The 2.5 million square-foot plant, which built its first pickup truck in 1986, produced 247,000 pickups in 2004 and is home of the world's first full-size hybrid pickup truck. The home offices of several insurance companies are located in Fort Wayne, including Lincoln Financial Group, which opened for business in 1905—in a small rented space above a telegraph office in Fort Wayne—as Lincoln National Life Insurance Company. The company grew to become one of the largest insurance companies in the country.

Leading-edge communication service will soon arrive in the Fort Wayne area by Verizon, another of the city's largest employers. In January 2005, the company announced plans for a $65-75 million fiber optic network throughout most of Fort Wayne and nearby New Haven. The network, which will serve approximately 65,000 homes and businesses, will be the first of its kind in the state. Nearly 900 new jobs—approximately 600 contract workers, 200 full-time Verizon jobs, and 80 temporary positions—are expected as a result of this project.

Tourism in Fort Wayne has grown in recent years, following the expansion or the building of new museums, hotels, festival parks, and meeting facilities. In 2003, 5.3 million visitors came to the city, spending $370 million.

Items and goods produced: electric motors and supplies, trucks, tires, clothing, public speaking systems, televisions and electronic equipment, radios, valves, radio parts, copper wire, diamond wire dies, tools, trailers, aluminum pistons, gasoline pumps, liquid metering equipment, tanks and compressors, automotive axles, plastics, boats, feed, beer, paint, cranes and dredges, paper boxes, precision gears and counters, mobile homes

Incentive Programs—New and Existing Companies

Local programs—The Alliance—founded by the City of Fort Wayne, Allen County, and the Greater Fort Wayne Chamber of Commerce—supports business location, expansion, and retention in Allen County. The Alliance is a one-stop-shop for business development, serving as a coordinator of information and resources. It assists companies in many areas, including the development of long-term labor supply strategies, tax abatement on personal and real property, tax incremental financing, employee relocation assistance, site or building options and selection, and community participation.

State programs—The state of Indiana extends various grants and loans to local governments and companies. The state offers a variety of incentives to new and expanding businesses, such as tax credits for investment and training, and through its Community Assistance, Energy Efficiency, Infrastructure, Renewable Energy, Technology, Trade Show, and Training programs. The International Trade Division of the Indiana Department of Commerce encourages foreign investment locally.

Job training programs—The Indiana Department of Workforce Development offers an array of job training programs through its network of nearly 90 WorkOne centers, including one in Fort Wayne. Since 1997, nearly 58,000 workers

have been trained through the Advance Indiana program. The Incumbent Worker Training Fund provides grants to employers seeking to improve the skill level of their employees. Career and technical education is also provided by local community and technical colleges.

Development Projects

Numerous major development projects are underway or recently completed in Fort Wayne. Among them is a plan, announced in January 2005, to create a fiber optic communications network—the only one of its kind in the Great Lakes region—that will bring leading edge communication service and nearly 900 new jobs to the Fort Wayne area. In 2001 county taxpayers approved bond financing of an $84 million library expansion project; a massive renovation of the main library is scheduled for completion in 2006. In January 2005 General Motors confirmed a plan to invest approximately $175 million to upgrade its Fort Wayne Assembly plant. A $42 million expansion of the Grand Wayne Convention Center is scheduled for completion in 2005. Area hospitals are also seeing major growth, with a $38 million expansion of Dupont Hospital, to be completed in 2007; a $25 million expansion of Lutheran Hospital, to be completed in 2006; and a $500 million, ten-year strategic plan to expand Parkview Hospital.

Economic Development Information: City of Fort Wayne, Indiana, Economic Development/Redevelopment Commission, City-County Building, Fort Wayne, IN 46802; telephone (219)427-1127

Commercial Shipping

Fort Wayne International Airport is the national and international air transportation center for northeastern Indiana. CSX Railway and Norfolk Southern Railway connect the city with major markets throughout the United States; the carriers maintain local reciprocal switching agreements. An excellent highway system is used by nearly 40 common and contract motor carriers that maintain local terminals that provide overnight delivery to most of the Midwest, Midsouth, and Canada. Triple Crown Services Co., a door-to-door truckload carrier, is headquartered in Fort Wayne.

Labor Force and Employment Outlook

Service employment, which grew steadily in Fort Wayne during the early 2000s, is expected to continue its climb in upcoming years. Manufacturing, in contrast, has experienced some decline, but still remains an essential part of the Fort Wayne economy, comprising a large percentage of Fort Wayne employment—approximately twice that of the national average.

The following is a summary of data regarding the Fort Wayne metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 211,900

Number of workers employed in . . .
construction and mining: 11,600
manufacturing: 36,200
trade, transportation and utilities: 45,700
information: 3,500
financial activities: 13,100
professional and business services: 19,700
educational and health services: 32,100
leisure and hospitality: 19,700
other services: 8,300
government: 22,000

Average hourly earnings of production workers employed in manufacturing: $15.79

Unemployment rate: 6.2% (February 2005)

Largest employers	*Number of employees*
Parkview Health System	3,648
Fort Wayne Community Schools	3,445
General Motors Truck and Bus Group	3,050
Lutheran Health Network	2,889
Verizon Communications	2,214
Lincoln Financial Group	2,108
City of Fort Wayne	1,671
Allen County Government	1,585

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Fort Wayne area.

2004 (3rd Quarter) ACCRA Average House Price: $220,384

2004 (3rd Quarter) ACCRA Cost of Living Index: 89.4 (U.S. average = 100.0)

State income tax rate: 3.4% of taxable income

State sales tax rate: 5.0% (food, prescription drugs, and items consumed or used in manufacturing are exempt)

Local income tax rate: 0.8% (county tax)

Local sales tax rate: 1.0% on food and beverages

Property tax rate: 0.8353 per $100 assessed valuation (2000)

Economic Information: City of Fort Wayne, Indiana, Economic Development/Redevelopment Commission, City-County Building, Fort Wayne, IN 46802; telephone (219)427-1127

Education and Research

Elementary and Secondary Schools

Fort Wayne Community Schools is the second-largest district in the state of Indiana. The superintendent is selected by a seven-member, nonpartisan board of education.

The following is a summary of data regarding the Fort Wayne Community Schools as of the 2004–2005 school year.

Total enrollment: nearly 32,000

Number of facilities
elementary schools: 34
middle schools: 11
senior high schools: 6
other: 2

Student/teacher ratio: 17.5:1 (2002-2003)

Teacher salaries
average: $46,189

Funding per pupil: $8,892 (2002-2003)

Additionally, Fort Wayne's 39 parochial and private schools offer elementary, high school, and special education opportunities.

Public Schools Information: Fort Wayne Community Schools, 1200 S. Clinton St., Fort Wayne, IN; telephone (260)467-1000

Colleges and Universities

Enrolling nearly 12,000 students, Indiana University-Purdue University at Fort Wayne (IPFW) offers a complete range of undergraduate and graduate programs. The largest university in northeast Indiana, IPFW is a joint campus of two Big Ten schools, and grants both Indiana University and Purdue University degrees. The main campus of Purdue is in West Lafayette, IN, and that of Indiana University is in Bloomington. Long a commuter college, IPFW opened its first student housing in 2004.

Church-affiliated colleges include the University of Saint Francis, a Catholic liberal arts university; Taylor University-Fort Wayne, an interdenominational liberal arts college with campuses in Fort Wayne and Upland, IN; and Concordia Theological Seminary, dedicated to the preparation of Lutheran pastors. Fort Wayne is also home to Indiana Tech, a four-year college providing degree programs in business, engineering, computer science, and human services; International Business College, offering business, health care, and technology programs; and ITT Technical Institute, offering technology, drafting and design, and business programs. Post-secondary education and technical training are provided by two-year Ivy Tech State College. Other two-year colleges include Michiana College and Indiana Business College-Fort Wayne.

Libraries and Research Centers

The main facility of the Allen County Public Library houses extensive holdings—about 2.3 million books in addition to 10,100 periodical titles, records, tapes, films, slides, art reproductions, and compact discs—and special collections in such fields as local history, genealogy, heraldry, fine arts, business and technology, and federal and state documents. Its Genealogy Research Department, with more than 300,000 printed volumes and 314,000 items of microfilm and microfiche, is considered the most extensive public genealogy research library in the country. The library operates 13 branches. The main library is the 11th busiest library in the country, as measured by circulation. In 2001 county taxpayers approved bond financing of an $84 million library expansion project. Within four years two new branches opened and another was renovated. A massive renovation of the main library is scheduled for completion in 2006.

Area colleges maintain campus libraries. Specialized libraries include the Lincoln Museum Library, specializing in Lincolniana, as well as libraries affiliated with hospitals, corporations, and government agencies. The Community Research Institute is among the nine Centers of Excellence supported by Indiana University-Purdue University Fort Wayne.

Public Library Information: Allen County Public Library, PO Box 2270, 200 E. Berry St., Fort Wayne, IN 46801-2270; telephone (260)421-1200

Health Care

As the largest single industry in Fort Wayne, the health care community serves a three-state region. Approximately half of the admissions to Allen County hospitals are from outside the county. Fort Wayne has six hospitals: Parkview Hospital, 573 beds; Lutheran Hospital, 343 beds; St. Joseph Hospital, 191 beds; Dupont Hospital, 86 beds; Rehabilitation Hospital Fort Wayne, 60 beds; and Parkview North Hospital, 38 beds. The city's two health care networks—Parkview Health System and Lutheran Health Network—are among the city's five top employers. Parkview Hospital, Parkview Health System's flagship hospital, is the fourth-largest hospital in the state and the largest outside Indianapolis. A Level II Trauma Center, Parkview is the only trauma center to be verified by the American College of Surgeons in

northern Indiana. The trauma center is comprised of 18 components, including a full-service emergency department, a surgical-trauma intensive care unit, a surgical care center, and a flight program with two medical helicopters. The hospital also houses a cardiac-medical intensive care unit; a continuing care skilled nursing facility; a new life center and neonatal intensive care unit; a children's center; cancer, heart, stroke, and rehabilitation centers; and a sleep disorders lab.

Lutheran Hospital, the flagship hospital of Lutheran Health Network, is the region's only heart transplant facility. Other key services of the hospital include emergency services, inpatient and outpatient surgery, cardiac services, obstetrics, pediatrics, a diabetes treatment center, orthopedics, occupational medicine, and a sleep lab.

Recreation

Sightseeing

American history, exotic animals, and beautiful botanical gardens highlight sightseeing in Fort Wayne. Eleven museums and historical sites are within walking distance in the downtown area. A historic old fort from the War of 1812 is preserved in a park downtown where the St. Mary's and St. Joseph rivers merge to become the Maumee. The Allen County Courthouse, listed on the National Historic Register, was constructed between 1897 and 1902. It combines Greek and Roman architectural themes and is capped with a rotunda, and its ornately designed interior features Italian marble, granite columns, bright tiles, and murals.

The Fort Wayne Children's Zoo is home to more than 1,500 animals from around the world. The central area of the zoo features penguins, macaws, capuchin monkeys, sea lions, giant turtles, and the Indiana Family Farm, where visitors can pet farm animals. At the 22-acre African Veldt area, Jeep safari rides provide views of antelope, giraffes, wildebeest, zebras, and exotic birds. At the zoo's Australian Adventure, visitors can go on walkabouts or take canoe rides to view kangaroos, echidnas, lorikeets, parakeets, and dingoes. The Indonesian Rainforest area features a rare Komodo Dragon, orangutans, and Sumatran tigers. The zoo also contains a 20,000-gallon marine aquarium.

The Foellinger-Freimann Botanical Conservatory preserves rare and exotic tropical plants from around the world in its three gardens under glass: the Floral Showcase has lush, colorful seasonal displays; in the Tropical Garden, orchids, palms, and other exotic plants surround a waterfall; and the Desert House has cacti and other desert plants from the Sonoran Desert of southern Arizona and northern Mexico. Lakeside Rose Garden in northeast Fort Wayne, with 2,500 labeled plants, is recognized as one of the largest rose gardens in the country.

Science Central offers more than 30 hands-on exhibits to make learning fun. Visitors can dance on giant piano keys, create earthquakes, experience weightlessness over a moonscape, bend rainbows, and ride a high-rail bicycle.

Arts and Culture

At the center of the performing arts in Fort Wayne is the restored Embassy Theater. Built in 1928, it is considered one of the country's most lavish architectural masterpieces. The Embassy is home to the Fort Wayne Philharmonic, which performs a nine-month season of symphony, pops, and chamber music concerts; the theater also hosts touring Broadway shows. The Fort Wayne Civic Theatre, regarded by many as one of the outstanding regional civic theaters in the country, coordinates more than 600 volunteers a year to produce Broadway-style shows. The Fort Wayne Ballet presents two major productions in addition to the annual *Nutcracker* ballet in December. The Fort Wayne Dance Collective, based at the Hall Community Arts Center, is northeast Indiana's only modern dance organization.

The Lincoln Museum, endowed by the Lincoln National Life Insurance Company, is the world's largest private museum and research library for Lincolniana. Housed in a 30,000 square foot, state-of-the-art facility, the museum has interactive, hands-on exhibits for all age groups. The museum's highlights include a collection of personal possessions of Lincoln and his family; original photographs and paintings; and a rare edition of The Emancipation Proclamation, signed by Lincoln in 1864 (one of eight in the world in public collections and the only one on permanent public display); and the inkwell Lincoln used to sign the proclamation.

The Fort Wayne Museum of Art is devoted to American and European artwork from the 19th century to the present. The museum houses more than 1,300 pieces in permanent collections of paintings, prints, and sculpture in three self-contained modern buildings. The History Center, operated by the Allen County-Fort Wayne Historical Society, is located in the Old City Hall, a local architectural landmark; the museum displays artifacts from the Stone Age to the Space Age. Highlights include law enforcement exhibits within the dank cells of the old city jail, a fully-equipped blacksmith shop, a detailed model of an American Indian village, antebellum women's dresses, and a dollhouse from 1886. At the Diehm Museum of Natural History, displays of mounted animals, birds, and fish from North America are featured in reproductions of natural habitats. The museum also has a collection of gems and minerals, as well as Far East artifacts. The Fort Wayne Firefighters Museum exhibits antique firefighting equipment and vehicles. In nearby Auburn the

Auburn-Cord-Duesenberg Museum houses more than 100 examples of the world's grandest automobiles, in a 1930 Art Deco factory showroom.

Festivals and Holidays

June brings three ethnic events to Fort Wayne: the Indiana Highland Games honors Scottish heritage with athletic competitions, bagpipes and dancing, and food; Germanfest recognizes Fort Wayne's largest ethnic group with music, dance, sports, art, and German food; and the Greek Festival brings Greek food, beverages, music, dancing, jewelry, art, clothing, and literature. Three Rivers Festival, held in mid-July for nine days, features more than 200 events that include a Festival of the Arts, Children's Fest, senior's events, a parade, races, and fireworks displays. At the Auburn Cord Deusenberg festival on Labor Day weekend in nearby Auburn, the world's largest classic automobiles are auctioned in a festive atmosphere; the festival also includes a quilt show and an antique sale. The Johnny Appleseed Festival, held in September, brings the early 1800s to life by honoring John Chapman, who introduced apple trees to the Midwest; the festival features re-enactments of pioneer life, period entertainers, and crafts. Holiday festivals from late November through December celebrate the Christmas season with a Festival of Trees, Festival of Gingerbread, a Wonderland of Wreaths at the Botanical Conservatory, and downtown lighting displays.

Sports for the Spectator

The Fort Wayne Komets, a United Hockey League team, plays a home schedule at Memorial Coliseum. The Komets captured the UHL Colonial Cup in the 2002-2003 season. The Wizards, a Class A baseball team, plays at Memorial Stadium. The Fever, a semi-pro soccer team, plays a May-to-July season at Hefner Field. The Fort Wayne Freedom, affiliated with United Indoor Football, is Fort Wayne's newest professional sports franchise; they played their first season in 2003. Indiana-Purdue Fort Wayne Athletics is home to 16 Division I sports; the Mastodons host more than 100 athletic competitions each year.

Sports for the Participant

Fort Wayne's public recreational facilities include 68 tennis courts, 20 soccer fields, 32 softball diamonds, 11 regulation baseball diamonds, four swimming pools, and three golf courses. The city has 56 square miles of parks. The Rivergreenway Trail, a 15-mile-long trail along the banks of the city's three rivers, is ideal for bicycling, hiking, jogging, or rollerblading.

Shopping and Dining

Fort Wayne supports one of the Midwest's largest enclosed malls—Glenbrook Square—that contains four anchor department stores and more than 160 specialty shops and stores. Fort Wayne's new Jefferson Pointe Shopping Center offers 50 shops and restaurants and an 18-screen movie theater in an open-air setting with Mediterranean-style architecture and tree-lined courtyards.

Fort Wayne has long billed itself as ''The City of Restaurants,'' and the 600 eating and drinking establishments in and around the city bolster that claim. Don Hall's and Casa are two local families of restaurants, and are scattered around town. Some Fort Wayne restaurants offer such regional favorites as hearty farm-style meals and desserts.

Visitor Information: Fort Wayne/Allen County Convention and Visitors Bureau, 1021 S. Calhoun St., Fort Wayne, IN 46802; telephone (800)767-7752; fax (260)424-3914; email visitorinfo@visitfortwayne.com

Convention Facilities

Fort Wayne offers meeting planners high-quality site choices. A major facility is the Grand Wayne Center, which is undergoing a $39 million renovation and expansion that is scheduled for completion in mid-2005. This two-year construction project has more than doubled the total size of the center, doubled the amount of ballrooms, doubled the size of the main hall, and tripled the number of meeting rooms. The new 225,000 square-foot facility features a 48,480 square-foot Convention Hall and a 9,955 square-foot Anthony Wayne Ballroom to accommodate conventions, expos, trade shows, banquets, performances, and large corporate meetings and events; and a 6,000 square-foot Calhoun Ballroom, a 1,680 square foot Gallery, and meeting room space totaling 7,684 square feet, for meetings, banquets, luncheons, and seminars.

The Allen County War Memorial Coliseum and Exposition Center, a city landmark, provides versatile facilities for trade shows, concerts, sporting events, stage shows, ice shows, the circus, meetings, and conventions. The facility is a memorial to the armed forces who died in World Wars I and II, and the Korean War. The arena, which recently raised its roof, increasing its seating capacity from 10,000 to 12,500, is ideal for spectator events; the Expo Center provides 108,000 square feet of display area, and has meeting rooms accommodating 250 individuals, plus the Appleseed Room—designed to hold banquets, receptions, and meetings—accommodating up to 540. With more than 4,500 hotel rooms, Fort Wayne has accommodations to suit both large and small group needs.

Convention Information: Fort Wayne/Allen County Convention and Visitors Bureau, 1021 S. Calhoun St., Fort

Wayne, IN 46802; telephone (800)767-7752; fax (260)424-3914; email visitorinfo@visitfortwayne.com

Transportation

Approaching the City

Fort Wayne International Airport is the destination for most air traffic into Fort Wayne. It is one of only a handful of airports in the Midwest with a 12,000-foot runway. Five commercial carriers provide direct flights from major cities throughout the United States; connecting flights for international travel are also available. One of the top three revenue sources for the city of Fort Wayne, the Fort Wayne International Airport accommodates more than one million passengers annually. Smith Field, located north of the city, is a secondary airport for private air traffic.

Highway travel into Fort Wayne is via Interstate 69, which runs north from Indianapolis into Michigan, and Interstate 469, which encircles the city. U.S. Highways 30, 33, 27, and 24 converge in Allen County. Interstate 80, which runs east/west, is located 45 miles north of Fort Wayne via Interstate 69.

Traveling in the City

The Fort Wayne Citilink provides intracity bus service to downtown, urban shopping centers, and area employment locations.

Communications

Newspapers and Magazines

The principal daily newspapers in Fort Wayne are the *Journal-Gazette,* published mornings and Sundays, and the Pulitzer Prize-winning *News-Sentinel,* published Monday through Saturday evenings. An African American community newspaper, *Frost Illustrated,* and the *Macedonian Tribune,* are also published in Fort Wayne. *Fort Wayne Magazine* is a bi-monthly publication focusing on the city. Special-interest magazines and journals published in Fort Wayne include *Business People Magazine; CLIO: A Journal of Literature, History, and the Philosophy of History; Concordia Theological Quarterly; The Family Digest; Hunter & Sport Horse;* and *Today's Catholic.*

Television and Radio

Six television stations, including four network affiliates, a PBS station, and an independent station, broadcast from Fort Wayne; cable service is available through six cable companies. Diverse radio programming, covering easy listening, top 40, rock, and country and western music as well as religious features and news and information, is provided by 17 stations (five AM and 12 FM) in the city.

Media Information: Fort Wayne Newspapers, 600 W. Main St., Fort Wayne, IN 46802; telephone (800)324-0505

Fort Wayne Online

Allen County Public Library home page. Available www.acpl.lib.in.us

City of Fort Wayne, Indiana. Available www.cityoffortwayne.org

Fort Wayne Convention and Visitors Bureau. Available www.fwcvb.org or www.visitfortwayne.com

Greater Fort Wayne Chamber of Commerce. Available www.fwchamber.org

The Journal-Gazette. Available www.journalgazette.com

The News-Sentinel. Available www.news-sentinel.com

Selected Bibliography

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Martone, Michael. *Fort Wayne is Seventh on Hitler's List* (Indiana University Press, 1993)

Gary

The City In Brief

Founded: 1906. Designated a city in 1909

Head Official: Mayor Scott L. King (D) (since 1996)

City Population
1980: 151,968
1990: 116,646
2000: 102,746
2003 estimate: 99,961
Percent change, 1990–2000: −11.9%
U.S. rank in 1980: 104th
U.S. rank in 1990: 163rd
U.S. rank in 2000: 251st

Metropolitan Area Population
1980: 643,000
1990: 604,526
2000: 484,564
Percent change, 1990–2000: −19.8
U.S. rank in 1990: 3rd (CMSA)
U.S. rank in 2000: 3rd (CMSA)

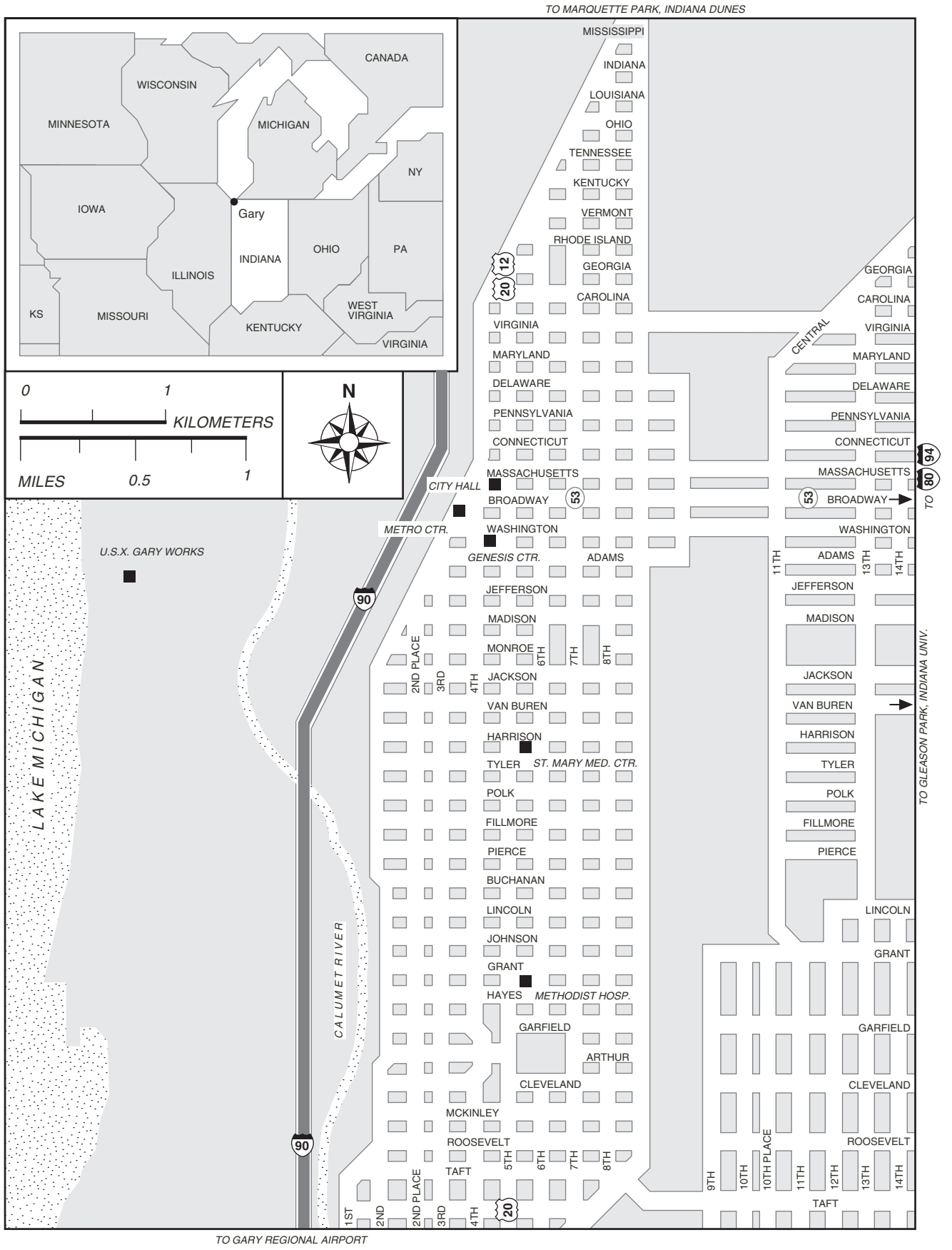
Area: 50 square miles (2000)
Elevation: 590 feet above sea level
Average Annual Temperature: 48.9° F
Average Annual Precipitation: 34.66 inches of rain, 39.2 inches of snowfall

Major Economic Sectors: Trade, services, manufacturing, and tourism
Unemployment Rate: 6.6% (March 2005)
Per Capita Income: $14,383 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 5,812

Major Colleges and Universities: Indiana University Northwest, Indiana Vocational Technical College

Daily Newspaper: *Post-Tribune*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MARYLAND
DELAWARE
PENNSYLVANIA
CONNECTICUT
MASSACHUSETTS
CITY HALL
BROADWAY
METRO CTR.
WASHINGTON
GENESIS CTR.
ADAMS
JEFFERSON
MADISON
MONROE
JACKSON
VAN BUREN
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LINCOLN
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U.S.X. GARY WORKS
LAKE MICHIGAN
CALUMET RIVER
TO GLEASON PARK, INDIANA UNIV.
TO
TO GARY REGIONAL AIRPORT
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Introduction

The fourth-largest city in the state, Gary is also the largest U.S. city founded in the twentieth century. Once a leading steel producing center that was often called ''Steel City,'' Gary's beautiful Lake Michigan beaches now host a growing tourist industry drawn to the new multi-million dollar redevelopment project featuring casino boats and marinas. Water and air pollution have been vastly improved in order to help implement this economic shift. The geographical placement of Gary in the Calumet region provides visitors with a huge variety of natural attractions, from the lakeshore to protected inland prairies, nature preserves, numerous parks, and rare wildlife. Gary exists as a port of entry with enough resources to guarantee energy for industrial expansion.

Geography and Climate

The city of Gary is located at the southern tip of Lake Michigan approximately 28 miles southeast of Chicago in an area known as the Calumet region, which includes the northern portions of Lake and Porter counties. Toledo is 210 miles east, Indianapolis is 153 miles southeast, Detroit is 237 miles northeast, and St. Louis is 287 miles southwest of Gary. Gary is in a region of frequently changing weather. The climate is predominantly temperate, ranging from relatively warm in the summer to relatively cold in the winter. However, this is partly modified by Lake Michigan, mostly in the winter. Very low temperatures usually develop in air that flows southward to the west of Lake Superior before reaching Gary. In summer the higher temperatures result from a south or southwest flow and therefore are not modified by the lake.

Area: 50 square miles (2000)

Elevation: 590 feet above sea level

Average Temperatures: January, 20.1° F; July, 72.9° F; annual average, 48.9° F

Average Annual Precipitation: 34.66 inches of rain, 39.2 inches of snowfall

History

Early History

Prehistoric studies indicate that the swamps and sand dunes of the Calumet region presented hostile conditions which discouraged any permanent settlers. Migrant tribes of Miami, Ottawa, Wea, and Potawatomi hunted, fished, trapped, and sometimes farmed the area. Even these indigenous people didn't build permanent villages until the 1600's. (There were perhaps 50 Potawatomi villages left in northwest Indiana by the early 1800s, most of whom were moved to reservations by the 1850s.) Father Jacques Marquette, great French explorer of the Mississippi River Valley, led a group of fur traders and missionaries through the area using the Calumet River. The story goes that Marquette camped near the mouth of the Grand Calumet, the present site of Gary's Marquette Park. Joseph Bailly, in 1822, was the first European to settle in these Indiana Dunes, which would later become southeastern Illinois and northwestern Indiana.

Creation of City as Major Steel Center

Still, there were not many settlers until the 1900s, although post-Civil War homesteaders flocked to the more fertile farmlands in the southern part of the state. However, as the country's industrial economy grew, land once deemed inhospitable for farming was eyed for factory use. In the late 1880s large amounts of sand were removed from the dunes and shipped to Chicago for building and industrial uses. Swamps, woodlands, and dunes were leveled in order to support enormous factory structures. Gary finally became Gary when, in 1906, work was begun on a site envisioned by its namesake, Elbert H. Gary. Gary had been a judge from 1882 to 1890 and became chairman of U.S. Steel. Realizing that economic growth was moving to the Midwest, he chose the spot for its proximity to Chicago, Great Lakes shipping, and railroad access to bring in ore from Minnesota and coal from the south and east. The enormity of this undertaking necessitated U.S. Steel's forming of two new companies, the Gary Land Company to build housing, and the Indiana Steel Company to construct the plant, which would contain 12 blast furnaces and 47 steel furnaces. In addition, the harbor had to be excavated to accommodate the largest steam ships of the day, and an enormous breakwater and lighthouse were built as well. Three and a half years later a mill opened. Immigrants attracted by thousands of new jobs poured in, both from eastern and southern Europe and from other parts of the United States, filling Gary with more than 16,000 inhabitants for its official designation as a city in 1909.

In one of the few historical footnotes about Gary that isn't directly involved with steel, Octave Chanute first took flight in a glider in 1896, off the windswept dunes that in a decade would become Gary. It was the world's first sustained flight in a heavier than air structure. The Wright brothers later credited Chanute's design with helping them build their first plane.

City Attracts Workers; Growth Continues

In the next 10 years Gary more than tripled its population, with more than 55,000 residents by 1920. The city became a great ethnic melting pot as jobs in the mills continued to

attract immigrants from various foreign countries, especially from eastern Europe. Prior to World War I, organized labor failed to gain a foothold among the area's steel workers. Although Judge Gary held the same anti-labor sentiments as his contemporary and rival, Andrew Carnegie, he was somewhat less heavy handed in his approach, seeking to avoid strikes through employee relations programs and an emphasis on job safety. U.S. Steel actually pioneered job safety programs and originated the phrase ''Safety First.'' The corporation adopted a sort of old fashioned, paternalistic relationship with its laborers similar to that of coal or textile mill ''company towns.'' Social events and much of life outside the workplace revolved around the company, while on the downside this meant blacklists kept track of any employee with the wrong political affiliations.

The post WWI period was one of growth for Gary, which had almost instantly become the largest city in the Calumet region. Construction included many apartment buildings and houses, three 10-story buildings, the Hotel Gary, The Gary State Bank, the imposing Knights of Columbus hall, and the massive City Methodist Church. Public structures included Gary City Hall, the courthouse, a 10 acre esplanade (Gateway Park), as well as Marquette Park and Gleason Park. Gary became known as ''Magic City'' and ''City of the Century'' because of its rapid growth. Although large numbers of African Americans were drawn to the city in search of unskilled labor jobs, a quota system kept their work force at no more than 15 percent. Most of the region had segregated public facilities, and housing was racially segregated as well. African Americans were relegated to live in ''the Patch'', the most undesirable housing in the city. Later, Mexican workers, who ironically were brought in as strike breakers, were also forced to reside in the Patch.

City Becomes Model for Public Education

Gary was the center of pivotal early twentieth century development in public education when William A. Wirth established a work/study/play school, popularly known as the ''platoon school.'' It was designed to attract underprivileged children, many of whom were from non-English speaking immigrant families. The curriculum focused on preparing them to function in American society. By 1913 the school had enrolled 4,000 children.

The Great Depression, World War II, and Beyond

Until only very recently, the history of Gary remained intertwined with the fortune or folly of the steel industry. The Great Depression of the 1930s had a devastating effect on Gary's economy, with U.S. Steel dropping from 100 percent capacity in 1929 to 15 percent in 1932. The depression also brought unionization of Gary's industries, with U. S. Steel recognizing the Steelworkers Organizing Committee as the bargaining agent for its workers in 1937. Between 1935 and 1939 the steel worker's wages rose nationally 27 percent, benefitting Gary's workers as well.

During World War II, steel production soared and the tide of prosperity continued for the next two decades. U.S. Steel production peaked in 1953 at more than 35 million tons. The Steelworkers Union held a series of long strikes in 1946 and 1952. These strikes were mostly nonviolent conflicts over wages and benefits rather than the bloody struggles over union recognition that happened elsewhere, but a 116-day long strike in 1959 had the world-changing effect of shutting down 90 percent of production of not only U.S. Steel, but also its competitors. This opened the door to competition from foreign steel, which had had negligible effect before. The long decline of American steel thus began.

Manufacturing in general declined in the region and in the whole country. Between 1979 and 1986 northwest Indiana's loss in manufacturing totaled 42.5 percent, largely in the areas of oil and steel. The world market changed again and the American steel industry rebounded a bit from the late 1980s to the early 1990s. The steel industry is still important to the local economy in Gary, although it is not the world leader it once was.

Changing Demographics Brings African American Majority

Beginning in the 1960s, Gary's population decreased through ''white flight'' to the suburbs. By 1990 the population was made up of 80 percent African Americans. Voters elected Gary's first African American mayor, Richard G. Hatcher, in 1967 and for four subsequent terms. Hatcher's administration improved housing conditions in the city and helped obtain federal job training programs. In 1982 the Genesis Convention Center was built in the heart of Gary's downtown to help in the revitalization of the business district.

Gary made great progress during the 1960s and 1970s in reducing its air pollution caused by smoke from factories and steel mills. The amount of impurities in the air dropped nearly 60 percent from 1966 to 1976. The city issued nearly $180 million in revenue bonds to help U.S. Steel reduce its pollution at local facilities.

The loss of population in Gary during the 1980s, almost 25 percent, was larger than that of any other U.S. city. By 1995, the city's population was 85 percent African American. That year, Scott L. King, who is white, confounded observers when he won an upset victory in the mayoral election. Apparently King's energy and vision for Gary has transcended racial bounds, as he is still at its helm as the city reaches its Centennial.

Still battling poverty, unemployment, a shrinking population, and a less-than-stellar reputation, in the dawn of the

twenty-first century the focus of community leaders and businesses in Gary has been to revitalize Gary's downtown and make the city attractive to visitors.

Historical Information: Indiana University Northwest Library, Calumet Regional Archives, 3400 Broadway, Gary, IN 46408; telephone (219)980-6628

Population Profile

Metropolitan Area Residents (PMSA)
1980: 643,000
1990: 604,526
2000: 484,564
Percent change, 1990–2000: −19.8%
U.S. rank in 1990: 3rd (CMSA)
U.S. rank in 2000: 3rd (CMSA)

City Residents
1980: 151,968
1990: 116,646
2000: 102,746
2003 estimate: 99,961
Percent change, 1990–2000: −11.9
U.S. rank in 1980: 104th
U.S. rank in 1990: 163rd
U.S. rank in 2000: 251st

Density: 1,795 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 12,245
Black or African American; 86,340
American Indian and Alaska Native: 213
Asian: 140
Native Hawaiian and Pacific Islander: 24
Hispanic or Latino (may be of any race): 5,065
Other: 2,023

Percent of residents born in state: 63.0% (2000)

Age characteristics (2000)
Population under 5 years old: 8,620
Population 5 to 9 years old: 8,792
Population 10 to 14 years old: 8,297
Population 15 to 19 years old: 8,211
Population 20 to 24 years old: 7,151
Population 25 to 34 years old: 11,851
Population 35 to 44 years old: 13,887
Population 45 to 54 years old: 13,503
Population 54 to 59 years old: 5,080
Population 60 to 64 years old: 4,211
Population 65 to 74 years old: 7,716
Population 75 to 84 years old: 4,177
Population 85 years and older: 1,250
Median age: 33.6

Births: (2002)
Total number: 8,621

Deaths: (2002)
Total number: 5,890 (of which, 72 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,383
Median household income: $27,195
Total households: 38,244

Number of households with income of . . .
less than $10,000: 7,899
$10,000 to $14,999: 3,574
$15,000 to $24,999: 6,223
$25,000 to $34,999: 5,153
$35,000 to $49,999: 5,433
$50,000 to $74,999: 5,407
$75,000 to $99,999: 2,547
$100,000 to $149,999: 1,501
$150,000 to $199,999: 225
$200,000 or more: 319

Percent of families below poverty level: 22.2% (38.2% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 5,812

Municipal Government

Gary's city government consists of a mayor and nine council members, six of whom are elected by district, the other three at large. Terms for all are four years.

Head Official: Mayor Scott L. King (D) (since 1996; current term expires 2007)

Total Number of City Employees: 2,319 (2005)

City Information: City of Gary, City Hall, 401 Broadway, Gary, IN 46402; telephone (219)881-1301

Economy

Major Industries and Commercial Activity

Manufacturing, especially of steel, has been the heart of Gary and northwest Indiana. Although hard hit by decline of employment in the steel mills, part of that decline was due to

automation, and the steel industry is still an integral part of Gary's economy. The factory scene has expanded to more light manufacturing, such as paper products, plastics, chemicals, rubber, and even food processing. The newest industry to jolt the local economy is tourism, with casino boats, restaurants, and entertainment venues available at the newly renovated Buffington Harbor at the lakefront. Gary and Lake County are becoming increasingly popular for people from Chicago and other urban centers who seek weekend recreational getaways. A 20 percent gaming tax is levied on the casino boats.

Items and goods produced: steel and steel finished products including sheet metal, tin plate, tubing, and bridges; hardware, springs, windshield wipers, light fixtures, apparel and bed linens, processed foods.

Incentive Programs—New and Existing Companies

Local programs—The Gary Department of Planning and Development assists businesses in several ways: through commercial development and redevelopment; infrastructure planning and development; job training initiatives' image promotion and public relations; land, buildings, and community tours; liaison between businesses and individuals; information on available sites; tax abatement; and research.

State Programs—Business incentive programs in Gary revolve around the Gary Urban Enterprise Association (GUEA) which manages Gary's Urban Enterprise Zone program. Urban Enterprise Zones are low income neighborhoods which are designated for special state tax credits to businesses who employ people in the zones. Businesses in the Zones are encouraged in several ways: companies may receive full forgiveness of personal property taxes paid for raw materials or finished products; employers can get up to $1,500 per employee for ''employment expense credit'' when they live in the zone; a loan interest credit lowers the taxes that lending institutions pay on interest earned on loans to businesses in the zone; and an equity investment credit for individual investors who pay into job training programs.

Another state business incentive program is EDGE—Economic Development for a Growing Economy. Intended for larger businesses that create 100 or more jobs and have a payroll equaling at least the county average, EDGE has many smaller programs under its huge umbrella, including credits for state tax liability; and Job Service Matching System, wherein employers can use the state employment system's service to find ideal applicants for specific needs. There is also an Infrastructure Assistance Grants and Loans program, which helps new and expanding companies to finance infrastructure needs such as new roads, water and sewer lines, railroad access, and utilities. Indiana boasts very low costs for Worker's Compensation and Unemployment. Indiana Strategic Development Fund encourages cooperative projects of two or more Indiana businesses.

Job Training Programs—Jobs 2020 job training program exists under the Urban Enterprise Zone program. Lakeshore Employment Training Partnership (LETP) works with Urban Enterprise Zone programs. Services available to area businesses all focus on providing a well trained work force, including pre-screening of potential new hires, occupational and educational testing, writing training manuals for companies to use on job sites or at various local educational facilities, and analyzing job skills in order to improve performance and productivity on specific tasks. The state of Indiana also offers a program calls Skills 2016, which was initiated in 2001. Skills has five components: the Skills Enhancement Fund helps with costs of training workers of Indiana companies undertaking large capital investment projects; Advance Indiana encompasses many smaller programs which specialize in various types and sizes of businesses that wish to train people in what are termed ''transferable skills''; Community Development Block Grants provide federal funding to train people from lower and middle income families; Technology Enhancement for Hoosiers provides $1 million a year for thousands of workers to get technology certification; Training for the Individual Student gives financial aid to students in Indiana universities, colleges, and technological training centers.

More than 16,000 Hoosiers made use of the federal Workforce Investment Act, whose purpose is to improve the quality of the American work force, reduce welfare dependency, and improve the nation's productivity and competitiveness in the world markets. Trade Adjustment Assistance programs focus on workers who have been displaced by increased imports. Building Trades and Indiana Plan programs train people for careers in construction.

Development Projects

The major redevelopment project in Gary since its beginning in 1906 is the Buffington Harbor Lakeshore Redevelopment. The marinas for the casino boats are there, and much of the surrounding 25 square miles needed to be revamped to make it more attractive to the new tourist trade. Neighborhood housing and public services and facilities are being renewed, but natural open spaces, restored brownfields (former industrial sites common in America's Rust Belt) improved marinas and waterways are also underway. Other plans include a health spa, resort, and commercial shopping centers and restaurants, a theater complex, amusement park/water park, museums, golf courses and a golf academy, and new parks and playgrounds. A new arena is being considered for sports, concerts, and conventions. Street improvements and railroad track realignment will be needed to fit in with the new image as well. Downtown redevelopment has three

major ongoing projects: street improvements, such as sidewalk resurfacing and lighting; a planned Media Center at 5th and Broadway; and a $45 million baseball park which will be home to the minor league Gary Southshore Railcats. Gary's Housing Authority has several projects underway, most notably the Horace Mann Home ownership project in the heart of downtown Gary, and Duneland. Both are part of the Housing Authority's HOPE VI program. Duneland is a mixed income, mixed finance rental development in the Miller community, which is next to State and Federal Dunes' parks.

Economic Development Information: Department of Planning and Economic Development, 504 Broadway, Suite 625, Gary, IN 46402; telephone (219)881-5235; fax (219)881-1092

Commercial Shipping

Gary Regional Airport, part of the Chicago/Gary Regional Airport Authority, is expanding to become a more major midwest cargo carrier, taking some of the congestion out of Chicago Midway. In addition to the airport, Gary has six truck terminals serving more than 100 trucking firms, most of which can provide overnight shipping within a 300-mile radius. Eight railways have service into Gary. Greyhound Trailways, Vancom, Indiana, and Tri-State provide intercity bus service, and Gary Public Transportation corporation runs buses within the city.

Four major interstate highways offer easy connections to both coasts, the Gulf of Mexico, and Canada.

Labor Force and Employment Outlook

The following is a summary of the Gary metropolitan area labor force, 2004 annual average.

Size of nonagricultural labor force: 323,633

Number of workers employed in . . .
construction and mining: 18,700
manufacturing: 38,100
trade, transportation and utilities: 59,100
information: 2,500
financial activities: 10,000
professional and business services: 22,800
educational and health services: 39,600
leisure and hospitality: 30,800
other services: 12,300
government: 40,200

Average hourly wage of production workers employed in manufacturing: $16.40

Unemployment rate: 6.6% (March 2005)

Largest county employers	*Number of employees*
U.S. Steel/Gary Works	6,800
Gary Public School System	3,163
Methodist Hospital Northlake	3,081
City of Gary	2,319
Trump Indiana	1,300
Majestic Star Casino	1,050
NIPSCO	808
U.S. Postal Service	730
Indiana University Northwest	400
Post-Tribune	300
Northwest Indiana Water Company	182
Gary Steel Products	150
Industrial Steel Construction	150
Indiana Vocational Tech College	140

Cost of Living

The cost of housing in northwest Indiana tends to be lower than many other parts of the country, with property taxes as much as 25 percent lower.

The following is a summary of data regarding several key cost of living factors for the Gary area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: 3.4%

State sales tax rate: 6.0% (food, prescription drugs, and items used in manufacturing exempt)

Local income tax rate: none

Local sales tax rate: none

Property tax rate: $23.42 per $100 of assessed value, assessment ratio = 33.33% for residential (2005)

Economic Information: Gary Chamber of Commerce, 504 Broadway, Suite 328, Gary, IN 46402; telephone (219)885-7407

Education and Research

Elementary and Secondary Schools

Indiana's public school standards were retooled in 2000 after an education group criticized the state for not challenging its youth. The standards are applied in Gary by the Gary Community School Corporation, which offers two special education facilities: Norton Park Academy and Lincoln Achievement Center; one career center, Martin Luther King,

Jr. Academy; Emerson Visual and Performing Arts Center; and Chase Alternative Middle School. The Benjamin Banneker Elementary School has been repeatedly singled out by the state Department of Education for meeting high standards of attendance and aptitude scores.

The following is a summary of data regarding the Gary Community School Corporation as of the 2003–2004 school year.

Total enrollment: 17,381

Number of facilities
elementary schools: 20 (plus one preschool)
middle schools: 3
high schools: 7

Student teacher ratio: 18:1

Teacher salaries
minimum: $34,738
maximum: $56,982

Funding per pupil: $10,800

Public Schools Information: Gary Community School Corporation, Public Information, 620 East 10th Place, Gary, IN 46402

Colleges and Universities

Indiana University (IU) Northwest, one of eight IU campuses in the state, had 5,138 students enrolled for the fall of 2004. Students can choose from more than 90 programs of study to earn certificates, associate degrees, bachelor's and master's degrees; popular majors are business administration and accounting. The university houses a nursing school and a medical research center. Faculty consists of 160 full-time and 160 part-time staff, 83 percent of whom have a doctorate or the highest degree available in their fields, and their expertise is concentrated into small class sizes with a student-teacher ratio of 14 to one. Full-time and part-time students are roughly half and half, and off campus sites ''bring the college to you.'' Financial assistance is almost equally flexible. Career support programs help the alumni succeed beyond the classroom.

Ivy Tech State College's Gary campus focuses on business education, health and human services, and technical training Nearby Hammond is home to prestigious Purdue University Calumet. Purdue Calumet has more than 9,000 students enrolled and over 100 fields of study in which one can earn a variety of degrees from quick certifications to master's. Ivy Tech is a large commuter campus with over 165 acres, is three miles from downtown Gary, three miles from the Illinois border, and 25 miles from Chicago.

Libraries and Research Centers

The Gary Public Library has about 570,000 volumes plus CDs, nearly 15,000 items of graphic materials, more than 3,600 films and audiovisuals, and is a U.S. government depository. The library has five branches and one bookmobile. Its special collections focus on city and state history. The system also features free internet access, programs for children and seniors, and an African American history month program. Lake County has its own library system with seven branches, one in the heart of downtown Gary. It provides home service, programs for children and adults, special service to businesses, the Carol A. Derner Art Gallery, and literacy programs, among other services.

Indiana University Northwest Library contains a collection of more than 200,000 books and periodicals and as many government publications. Special purpose areas include the Calumet Regional Archives, the Northwest Indiana Center for Data and Analysis, Lake County Central Law Library, the Educational Resources Room, and services for the visually impaired. The library is backed by 7 million bound volumes and 26 million other materials in the systemwide Indiana University Libraries. Special Collections include an acclaimed series of photographs of U.S. Steel. At the University's Laboratories for Environmental Research, focus is on recycling of byproduct materials for basic industries.

Public Library Information: Gary Public Library, 220 West Fifth Avenue, Gary, IN 46402-1270; telephone (219)886-2484; fax (219)886-6829

Health Care

The major health care organization serving Gary is The Methodist Hospitals, Inc., with more than 700 beds total between its Gary facility (Northlake campus) and its Merrillville facility (Southlake campus); the organization also operates Midlake, an outpatient medical center. A full range of services is provided; special facilities include a Rehabilitation Institute, Center for Interventional Cardiology, Child and Adolescent Program, Women's Health Resource Center, Healthy Start prenatal program, and a sleep disorder center. Other specialties are extracorporeal shock wave lithotripsy (an alternative to surgery which breaks up kidney stone with sound waves), an alcoholism institute, neuroscience institute, gerontology center, and a regional cancer treatment center.

Recreation

Sightseeing

For those interested in architecture, there is plenty to see in Gary, including two Frank Lloyd Wright houses. The Gene-

Indiana Dunes National Lakeshore runs for approximately 25 miles along southern Lake Michigan.

sis Convention Center, a modern structure featuring rounded corners and an imposing glass wall across the front, is well worth a viewing. Built in 1921, the Gary Bathing Beach Aquatorium, one of the first examples of modular block construction in the world, underwent restoration in the early 1990s. Other notable buildings include the City Methodist Church, a massive Gothic structure of limestone completed in 1926, and the old west side historic district neighborhood, part of the original company town built by U. S. Steel in 1906, which reflects a variety of architectural styles.

Tours of the Gary Works, one of the largest steel plants in the world, are available by appointment. The Chanute Glider, which made the first sustained flight off the Indiana dunes in 1896, is on display at Gary Regional Airport. Orville Wright credited Octave Chanute with building the prototype of the plane that the Wright Brothers flew four years later, under power for the first time at Kitty Hawk, NC.

The Indiana Dunes pop up intermittently along the shore of Lake Michigan from Gary to Michigan City, IN. Poet Carl Sandbergdescribed the dunes as being ''to the Midwest what the Grand Canyon is to Arizona and Yosemite is to California. They constitute a signature of time and eternity.'' The dunes, refuge for woodland hikers with miles of trails believed to be left from indigenous peoples before the white pioneers, have been recognized as a national treasure by the U.S. Congress. The Paul H. Douglas Environmental Center at the Indiana Dunes National Lakeshore educates people in the fields of ecology and environmental science. Also at the Dunes are the Bailly Homestead, which offers a look at pioneer and Native American life, and the Chellberg Farm, where visitors may catch a glimpse into early 1900's farming. The Brunswick Park Savanna, a 49-acre park on Gary's west side, features rare plants such as black oak, bluejoint grass, and prairie sunflowers that have been safeguarded in the preserve. Brunswick Park also has tennis courts and picnic areas.

Festivals and Holidays

In June the U.S. Steelyard Stadium hosts a gospel festival with plenty of food, activities for children, and top gospel singers and groups. The Fourth of July is one of the biggest festivities of the year in Gary, with an Independence Day parade, fireworks in most parks, and a two day Independence Day Music Festival which always features a nationally known recording artist. In mid-July everyone is treated to the Gary Air Show. The free show is held in Marquette Park, where about 20 acts including every branch of the military plus civilians perform acrobatics in the air. In August there's a Jazz Festival and in September the Labor Day Blues Festival is held.

Sports for the Spectator

Minor league/semi-pro teams have recently come to Gary. The Continental Basketball Association includes a team in Gary as of 2000, named the Gary Steelheads, who play in the revamped Genesis Center. The Gary Southshore Railcats are a Northern League of Professional Baseball expansion team who began playing in 2002. The following year the Railcats' home stadium was completed, dubbed the U.S. Steel Yard. The Steel Yard seats about 6,000 and is used for concerts and conventions in the off season.

Sports for the Participant

There are 57 parks in Gary, plus Lake Etta, which is a Lake County park whose waters are stocked with a variety of fish. Opportunities abound for swimming, hiking, biking, tennis, hayrides, basketball, horseback riding, running, cross country skiing, softball, and golf. Lake County also offers 20 public golf courses. For those who wish to enjoy 12,000 acres of carefully preserved nature, there is the Indiana Dunes National Lakeshore Park, which stretches across both Lake and Porter counties.

Shopping and Dining

Gary and Lake County offer a wide variety of shopping venues, from quaint antique shops and specialty stores particular to the Miller beach neighborhood, to strip malls with national chain stores.

Restaurants abound, from casual ''soul food'' places and fast food chains to new upscale establishments popping up all around the gaming and marina spots at Buffington Harbor.

Visitor Information: Lake County Convention and Visitors Bureau, 5800 Broadway, Suite S, Merrillville, IN 46410; telephone (219)980-1617; toll-free (800)ALL-LAKE

Convention Facilities

The strikingly designed Genesis Convention Center is the largest such facility in Northwest Indiana and can accommodate up to 7,000 people, with 11 separate meeting rooms for 40 to 400 participants. Besides being home to the Steelheads basketball team, Genesis Center is a multi-function venue for weddings, seminars, conferences and the like. The luxurious new Trump Hotel Casino at Buffington harbor features conference facilities and many amenities such as in-room fax machines, a modern exercise facility, and gaming, entertainment, and dining.

Convention Information: Lake County Convention and Visitors Bureau, 5800 Broadway, Merrillville, IN 46410; telephone (219)980-1617; toll-free (800)ALL-LAKE

Transportation

Approaching the City

Located about 28 miles southeast of Chicago, Gary is accessible from Interstate 65 which runs north and south, and I-94/80, which runs east and west. The Indiana Toll Road I-90 connects to the Chicago Skyway to the west and the Ohio Turnpike to the east. Greyhound Trailways, Indiana, TriState, and Vancom bus lines go into Gary. The South Shore Line is a 90 mile electric railway that can speed commuters to and from Gary and Chicago.

Gary Regional Airport, four miles east of the city on U.S. Route 12, houses Direct Air, which provides passenger service to Pittsburgh, Cleveland, Detroit, and Fort Wayne. Gary Regional Airport advertises itself as an alternative to the congestion of Chicago's Midway and O'Hare airports; it is only 30 minutes from downtown Chicago.

Traveling in the City

Local bus transportation is provided by Gary Public Transit Corporation.

Communications

Newspapers and Magazines

Published in Gary are the general daily paper the *Post-Tribune* and the community newspapers *Gary American* and *Gary Crusader.*

Television and Radio

There are four TV stations in and near Gary. With six AM and three FM radio stations in the area, plus proximity to Chicago, listeners can enjoy virtually any style of music or talk radio.

Media Information: *Post-Tribune,* 1065 Broadway, Gary, IN 46402; telephone (800)753-5533

Gary Online

Calumet Regional Archives. Available www.lib.iun.indiana.edu/crahome.htm

City of Gary home page. Available www.gary.in.us

Empowerment Zone home page. Available www.hud.gov/cpd/ezec/ezeclist.html

Indiana University Northwest Library. Available www.lib.iun.indiana.edu

Lake County Convention and Visitors Bureau. Available www.alllake.org

Post-Tribune. Available www.post-trib.com

Selected Bibliography

Catlin, Robert A., *Racial Politics and Urban Planning: Gary Indiana 1981-1989* (University of Kentucky, 1993)

Indianapolis

The City in Brief

Founded: 1821 (incorporated, 1847)

Head Official: Mayor Bart Peterson (D) (since January 2000)

City Population
1980: 701,000
1990: 731,278
2000: 781,870
2003 estimate: 783,438
Percent change, 1990–2000: 6.9%
U.S. rank in 1980: 12th
U.S. rank in 1990: 13th
U.S. rank in 2000: 17th (State rank: 1st)

Metropolitan Area Population
1980: 1,167,000
1990: 1,380,491
2000: 1,607,486
Percent change, 1990–2000: 16.4%
U.S. rank in 1980: 30th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 29th

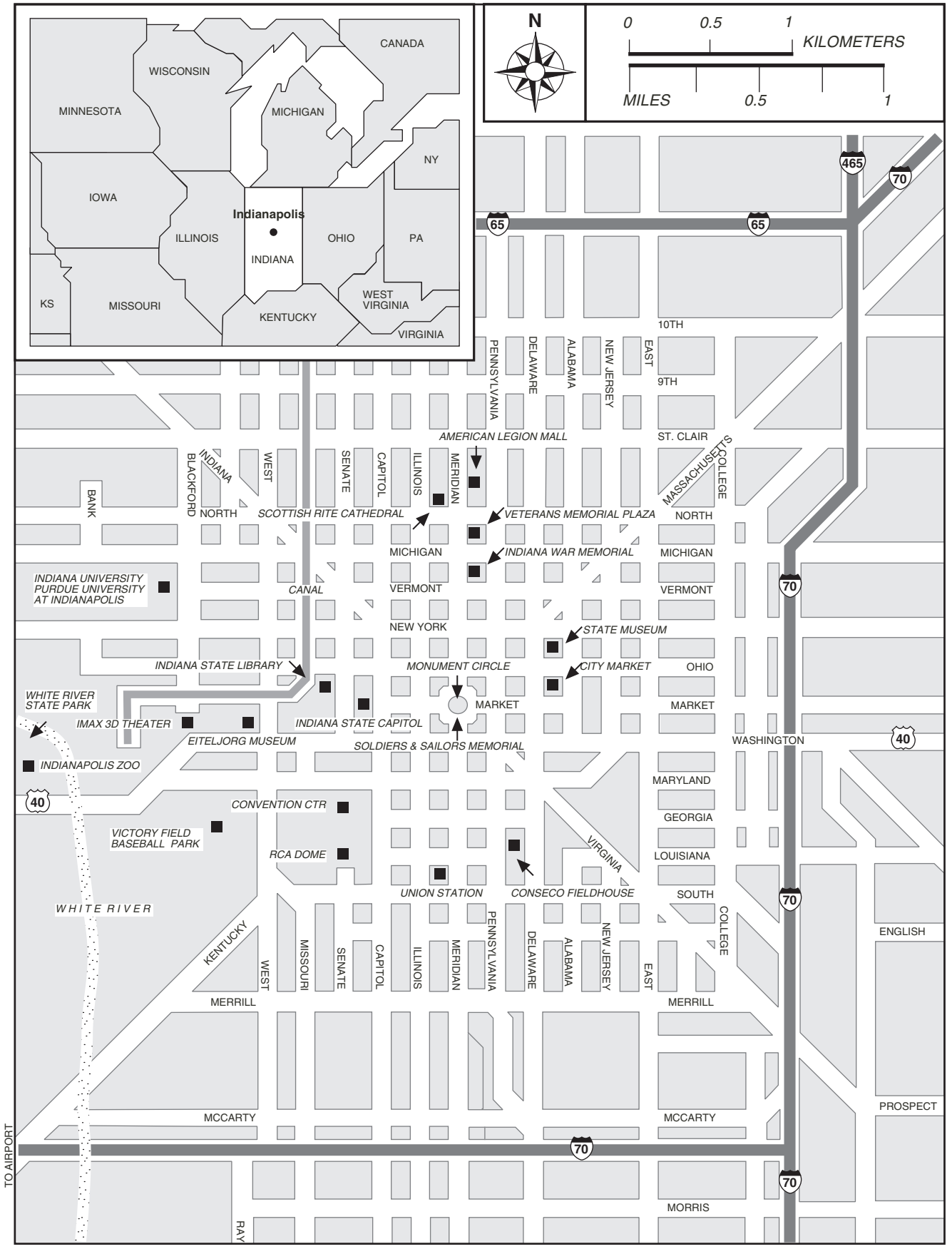
Area: 361 square miles (2000)
Elevation: Ranges from 645 to 910 feet above sea level
Average Annual Temperature: 52.1° F
Average Annual Precipitation: 40 inches of rain, 23 inches of snow

Major Economic Sectors: Trade, services, manufacturing
Unemployment Rate: 5.7% (March 2005)
Per Capita Income: $21,640 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Indiana University-Purdue University at Indianapolis; Butler University; University of Indianapolis; Ivy-Tech; Marian College

Daily Newspaper: *The Indianapolis Star*


CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
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Indianapolis
ILLINOIS
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NEW JERSEY
AMERICAN LEGION MALL
ST. CLAIR
MASSACHUSETTS
COLLEGE
INDIANA
BLACKFORD
WEST
SENATE
CAPITOL
ILLINOIS
MERIDIAN
BANK
NORTH
SCOTTISH RITE CATHEDRAL
VETERANS MEMORIAL PLAZA
MICHIGAN
INDIANA WAR MEMORIAL
INDIANA UNIVERSITY
PURDUE UNIVERSITY
AT INDIANAPOLIS
CANAL
VERMONT
NEW YORK
STATE MUSEUM
INDIANA STATE LIBRARY
MONUMENT CIRCLE
CITY MARKET
OHIO
WHITE RIVER
STATE PARK
MARKET
IMAX 3D THEATER
INDIANA STATE CAPITOL
EITELJORG MUSEUM
SOLDIERS & SAILORS MEMORIAL
WASHINGTON
40
INDIANAPOLIS ZOO
MARYLAND
CONVENTION CTR
GEORGIA
VICTORY FIELD
BASEBALL PARK
RCA DOME
VIRGINIA
LOUISIANA
UNION STATION
CONSECO FIELDHOUSE
SOUTH
WHITE RIVER
KENTUCKY
MISSOURI
ENGLISH
MERRILL
PROSPECT
MCCARTY
TO AIRPORT
MORRIS
RAY

Introduction

Indianapolis is the capital of Indiana and the seat of Marion County; the Indianapolis metropolitan statistical area includes Boone, Hamilton, Hancock, Hendricks, Johnson, Madison, Marion, Morgan, and Shelby counties. Decreed by proclamation in the nineteenth century as the state capital and carved out of the wilderness where only a settlers' camp had previously stood, Indianapolis redefined itself by the end of the twentieth century. The city is undergoing a renaissance of far-ranging proportions through development and improvement projects that are transforming both the image and the character of the downtown area. Building on the fame of the annual Indianapolis 500 automobile race, the city has become a national center for amateur sports and athletics; it is also a major financial, industrial, commercial, and transportation center for the Midwest. Education and the arts flourish in Indianapolis, and Circle Centre, an entertainment and shopping complex, has sparked renewed commercial and economic development in the city center.

Geography and Climate

Situated on level or slightly rolling terrain in central Indiana east of the White River, Indianapolis has a temperate climate; because of even distribution of precipitation throughout the year, there are no pronounced wet or dry seasons. Summers are very warm, and the invasion of polar air from the north often produces frigid winter temperatures with low humidity. Two to three times each winter, snowfalls average three inches or more.

Area: 361 square miles (2000)

Elevation: 645 feet to 910 feet above sea level

Average Temperatures: January, 26.0° F; July, 75.0° F; annual average, 52.1° F

Average Annual Precipitation: 40 inches of rain, 23 inches of snow

History

Site Chosen for Central Location

The city of Indianapolis was established not by settlers but by proclamation when Indiana was granted statehood in 1816. The United States Congress set aside four sections of public land for the site of the capital of the Union's nineteenth state. In January 1820, the Indiana legislature picked 10 commissioners and charged them with the mandate to locate the new capital as near as possible to the center of the state, the purpose being to take advantage of western migration. The following February, George Pogue and John McCormick settled with their families on land that was to become the site of Indianapolis. Other settlers soon arrived and by the summer of 1820 a dozen families had built cabins along the riverbank in a settlement named Fall Creek. In June 1820, the commissioners selected for the capital a location that was close to the exact center of the state; on that spot was the cabin of John McCormick.

After the legislature approved the site in 1821, the name Indianapolis, a combination of Indiana plus the Greek word *polis* for city, was chosen. Four square miles were allotted for the city, but the chief surveyor, E. P. Fordham, plotted an area of only one square mile because it seemed inconceivable that the capital would ever be any larger. Alexander Ralston, who previously had helped plot the District of Columbia, was hired to design the future city. He decided to model it on the nation's capital, with four broad avenues branching out diagonally to the north, south, east and west from a central circle.

In 1821 Indianapolis became the county seat of the newly configured Marion County, and four years later, when the state legislature met for the first time, Indianapolis boasted one street and a population of 600 people. By the time the town was incorporated in 1832 the population had reached only 1,000 people. Growth was slow because Indianapolis—which now holds the distinction of being one of the world's most populous cities not situated near navigable waters—lay on the banks of the White River, which was too shallow for commerce.

Road/Rail Transport Create a Regional Center

The construction of the Central Canal from Broad Ripple to Indianapolis seemed to solve the problem temporarily, but the canal turned out to be useless when water volume decreased. The routing of the national highway through the center of Indianapolis in 1831 provided a more permanent solution, fulfilling the original purpose of the city's location. In 1847, the year Indianapolis was incorporated as a city, the Madison & Indianapolis Railroad arrived, soon to be followed by seven additional major rail lines, which gave the city access to the Ohio River.

On the eve of the Civil War the population, aided by an influx of German immigrants, had increased to 18,611 people; the city now provided modern services and supported a stable, manufacturing-based economy. With 24 army camps and a large ammunition plant, Indianapolis became a major wartime center for Union campaigns on the western front.

Progress continued into the postwar period only to be set back by the inflationary recession of 1873. During the last two decades of the nineteenth century, Indianapolis experienced a period of growth known as the ''golden age.'' It became, in 1881, one of the first American cities to install electric street lighting. Many downtown landmarks were erected in an explosion of public architecture that helped establish the city's identity. A new market, a new statehouse, and Union Station were completed in the late 1880s. The neglected Circle Park had deteriorated and was revived when the Soldiers' and Sailors' Monument was constructed in honor of the people who served in the Civil War. During this period, wealthy citizens built palatial Victorian homes on North Meridian Street, and as the result of the growth of new neighborhoods and suburbs along tree-lined avenues, Indianapolis became known as the ''city of homes.''

At the turn of the century, Indianapolis was a leader in the burgeoning automobile industry. Local inventor Charles H. Black is credited with building in 1891 the first internal combustion gasoline engine automobile, which eventually proved to be impractical because its ignition required a kerosene torch. Sixty-five different kinds of automobiles were in production before World War I, including Stutz, Coasts, Duesenberg, and Cole. Other Indianapolis industrialists originated many innovations and improvements in automotive manufacturing, including four-wheel brakes and the six-cylinder engine.

Sporting Events Attract International Attention

The most significant development was the Indianapolis Motor Speedway, a 2.5-mile oval track, which was inaugurated in 1911 when an Indianapolis-made car named the Marmon won the first race. The Indianapolis 500, held on Memorial Day weekend each year, has since become one of the premier international sporting events, drawing world-wide attention. Indianapolis was a major industrial center by 1920, with a population of more than 300,000 people, yet retained much of its small-town ambience.

A pivotal event in the total transformation of Indianapolis from a manufacturing to a sporting town occurred in 1969, when a change in federal tax laws required charitable foundations to spend more money. The Lilly Endowment, a local foundation based on the Eli Lilly drug fortune decided to concentrate on Indianapolis. The result was a massive capital infusion promoting sport business in the city and leading to the conversion of the city's convention center into a 61,000-seat football stadium.

In 1970 the creation of UniGov combined city government with Marion County government, immediately making Indianapolis the eleventh largest city in the nation. The city made dramatic strides in its national reputation through initiatives implemented by the UniGov structure. Indianapolis renovated its core historical structures, built new sports facilities, and invested in the arts and entertainment. The city positioned itself as an international amateur sports capital when, in 1987, it invested in athletic facilities and hosted both the World Indoor Track and Field Championships and the Pan American Games, second in importance only to the summer Olympics.

Indianapolis 2000 . . .

In January 2000 Bart Peterson, a Democrat, took office as mayor of Indianapolis. During his 1999 campaign for mayor, Peterson introduced ''The Peterson Plan,'' a bold and detailed vision for Indianapolis in the new millennium. He focused on fighting crime more aggressively, improving public education in Marion County, and delivering better services to neighborhoods. In his first month as mayor, Mayor Peterson convened the nation's first citywide summit on race relations, bringing people together to discuss ways to bridge the gaps that sometimes exist between people of different races, religions and backgrounds. He also appointed the most diverse administration in the city's 180-year history.

. . . and Today

Indianapolis today is a cosmopolitan blend of arts, education, culture, and sports; a city with plenty of vision for its future. Building on momentum gained in the last decade of the twentieth century, the city is in the midst of a cultural and quality-of-life resurgence. World-class sports, a diverse economy, and the presence of healthy and successful businesses round out the story of Indianapolis in the twenty-first century.

Historical Information: Indiana State Library, 140 N. Senate Ave., Indianapolis, IN 46204-2296; telephone (317)232-3675. Indiana Historical Society, Willard Henry Smith Memorial Library, 315 W. Ohio St. Indianapolis, IN 46202-3299; telephone (317)232-1879; fax (317)233-3109

Population Profile

Metropolitan Area Residents
1980: 1,167,000
1990: 1,380,491
2000: 1,607,486
Percent change, 1990–2000: 16.4%
U.S. rank in 1980: 30th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 29th

City Residents

1980: 701,000
1990: 731,278
2000: 781,870
2003 estimate: 783,438
Percent change, 1990–2000: 6.9%
U.S. rank in 1980: 12th
U.S. rank in 1990: 13th
U.S. rank in 2000: 17th (State rank: 1st)

Density: 2,163 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 540,212
Black or African American: 199,412
American Indian and Alaska Native: 1,985
Asian: 11,161
Native Hawaiian and Pacific Islander: 322
Hispanic or Latino (may be of any race): 30,636
Other: 15,921

Percent of residents born in state: 67.5% (2000)

Age characteristics (2000)
Population under 5 years old: 57,523
Population 5 to 9 years old: 57,020
Population 10 to 14 years old: 54,675
Population 15 to 19 years old: 52,446
Population 20 to 24 years old: 58,365
Population 25 to 34 years old: 129,409
Population 35 to 44 years old: 127,782
Population 45 to 54 years old: 99,336
Population 55 to 59 years old: 32,613
Population 60 to 64 years old: 26,843
Population 65 to 74 years old: 45,358
Population 75 to 84 years old: 30,168
Population 85 years and older: 10,332
Median age: 33.5 years

Births (2002, Marion County)
Total number: 14,540

Deaths (2002, Marion County)
Total number: 7,487

Money income (1999)
Per capita income: $21,640
Median household income: $40,051
Total households: 320,518

Number of households with income of . . .
less than $10,000: 28,240
$10,000 to $14,999: 20,046
$15,000 to $24,999: 44,902
$25,000 to $34,999: 45,676
$35,000 to $49,999: 56,718
$50,000 to $74,999: 63,369
$75,000 to $99,999: 30,508
$100,000 to $149,999: 20,506
$150,000 to $199,999: 5,034
$200,000 or more: 5,519

Percent of families below poverty level: 9.1% (40.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Indianapolis and Marion County operate as a consolidated governmental functions to form Unigov, with jurisdiction including all of Marion County except the town of Speedway and the cities of Beech Grove, Lawrence, and Southport. The mayor, who serves a four-year term, holds executive powers; the 29 members of City-County Council are elected to four-year terms by district and at large. A six-department city government administers Unigov programs.

Head Official: Mayor Bart Peterson (D) (since 2000; current term expires December 2007)

Total Number of City-County Employees: 3,800 (2005)

City Information: City of Indianapolis/Marion County, 200 East Washington Street, City-County Building, Indianapolis, IN 46204; telephone (317)327-3601

Economy

Major Industries and Commercial Activity

Indianapolis is a primary industrial, commercial, and transportation center for the Midwest. Situated in proximity to the vast agricultural region known as the corn belt and to the industrialized cities of the upper Midwest and the East, Indianapolis is supported by a diversified economic base. Prior to the 1980s, the city's principal industry was manufacturing, which has been displaced by retailing and services. Having made a conscious decision to achieve prosperity through sports, Indianapolis quadrupled its tourism trade and doubled its hotel space during the period 1984–1991, largely by hosting amateur sporting events. Since that period, Indianapolis' role in the sports arena has magnified. Each major sporting event pumps tens of millions of dollars into the economy and leads to expanded business opportunities, more jobs, and increasing tax payments to the city. Tourism and conventions, including the hotel industry, are major economic factors.

Top-performing companies based in Indianapolis include Anthem Inc., Conseco Inc., Eli Lilly and Company, Guidant Corp., Duke Realty Corp., Hunt Construction Group, National Wine & Spirits, and Simon Property Group. Major employers include Clarian Health, Dow AgroSciences, Roche Diagnostics, and more than 20 others.

The insurance industry has long been established in Indianapolis; several insurance companies have located their headquarters and regional offices in the city. With the largest stockyards east of Chicago, Indianapolis is also an important meatpacking center.

Items and goods produced: food and allied products, furniture and woodworking, paper and allied products, printing and publishing, chemicals, petroleum and allied products, rubber and plastic products, primary metals, fabricated metal products, machinery, electrical and electronics equipment, transportation equipment, instruments, medical and optical goods, knitted garments, bricks

Incentive Programs—New and Existing Companies

Principal goals of Unigov are stimulation of business growth through a broader distribution of the tax base, streamlined business access to government services, and expansion of city boundaries. The Greater Indianapolis Progress Committee, an independent adjunct of the mayor's office, and the Corporate Community Council facilitate public and private business cooperation.

Local programs—The City of Indianapolis offers a maximum $20,000 grant for remediation of brownfields in its Brownfields Grant Program. The Facade Grant Program offers rebates of up to 50 percent of total cost (or a maximum of $10,000) for facade improvements. Other programs include the Neighborhood Action Grant, tax abatements for Economic Revitalization Area designation, procurement opportunities, and Community Development Block Grants.

State programs—The State of Indiana offers tax credits for businesses expanding in Indiana or newly-operating in Indiana through its Economic Development for a Growing Economy (EDGE) program. Tax Credits are also available through the Enterprise Zone Program. The Skills Enhancement Fund reimburses eligible employee training costs, as does the TECH Fund, GET program, WIN program, and several others. The state grants loans and administers such programs as the Small Business Administration 7A Program, the Indiana Business Modernization and Technology Corporation, the Corporation for Innovation Development, and the Indiana Corporation for Science and Technology (research and development grants).

Job training programs—Indianapolis Private Industry Council Inc. provides job services through seven WorkOne centers throughout the city; it also contracts out federal Workforce Investment Act youth programs and assists businesses with hiring and training programs. IMPACT, Indiana's Welfare-to-Work program, assists in training and skills. JobWorks provides assistance to area businesses and job-seekers throughout Northeastern Indiana.

Development Projects

Indianapolis is in the midst of a cultural and quality-of-life resurgence that shows no signs of slowing. In 1999 White River Gardens, a $15 million ''sister institution'' to the Indianapolis Zoo, opened its 3.3 acres of botanical and water gardens and a five story conservatory. Also that year the $35.7 million Indiana Historical Society headquarters opened downtown, as did the Conseco Fieldhouse, a 750,000 square foot stadium seating 18,500.

In 2000 the Adam's Mark Hotel & Suites opened in a converted building near the state capitol, with 332 luxury suites and guest rooms at a price tag of $50 million. The Indiana Convention Center and RCA Dome added 100,000 square feet of exhibit space, placing the center among the top 25 in the country. At $45 million, the expansion was completed in 2001 and also added new meeting space, a new entrance, pre-function space, and a skywalk linking the center to the new Indianapolis Marriott Downtown (opened the same year).

In 2002 the Indiana State Museum opened a new 270,000 square foot, $105 million building constructed entirely of materials found in Indiana, including sandstone, limestone, steel, brick, and glass. New facilities at the White River State Park were completed in 2003 with a new park entrance, visitor center, and children's play area. That same year ground was broken for a new terminal at the Indianapolis International Airport, slated for completion in 2008. The Children's Museum of Indianapolis opened its new $25 million permanent exhibit, Dinosphere, in 2004; it is the largest exhibit of dinosaur fossils in the nation. Also in 2004 the Indianapolis Museum of Contemporary Art (iMOCA) opened downtown. The Conrad Hotel, the city's first five-star hotel, is under construction and expected to be completed in 2006.

In April 2005 a $900 million financing bill was passed for the creation of a new, multi-purpose stadium and expanded convention center; groundbreaking was expected to begin in the summer of 2005, with a completion date slated for September of 2010. The new facility would more than double the current convention center's space; while the current center just underwent its third expansion since its opening, feasibility studies concluded that still more space is needed. When complete, the project will provide the city with 733,700 square feet of exhibit space, including 583,700 square feet of exhibit space in the convention center, plus 150,000 in the connected multi-purpose stadium.

Economic Development Information: Division of Planning, City of Indianapolis, 200 East Washington St., Suite 1802, Indianapolis, IN 46204; telephone (317)327-5112

Commercial Shipping

Indianapolis is a major transportation and distribution hub for the Midwest. As the most centrally located of the largest 100 cities in the United States, Indianapolis is within 650 miles of 55 percent of all Americans, or more than 50 million households. The city is served by four interstate highways, six railroads, an international airport, and a foreign trade zone. Three ports serve the entire state and are all within a three hour drive of Indianapolis.

The hub of an extensive rail network, Indianapolis has a total of 26 rail corridors in operation, and five key freight facilities. CSX and Norfolk Southern are the two Class 1 operations, and the four shortlines consist of Indiana Railroad Co., Indiana Southern, Louisville & Indiana Rail, and Central Railroad of Indiana.

Labor Force and Employment Outlook

Indianapolis employers draw from a workforce of about one million skilled and educated regional workers; the region boasts a higher than national average worker productivity rate. The economic diversity of the region contributes to its success, as does its attractiveness to companies due to the transportation infrastructure, skilled workforce, business incentives, and quality of life.

With central Indiana becoming less dependent on the automobile industry, manufacturing continues to be the strongest economic sector in Indianapolis. In the third quarter of 2004, Indianapolis manufacturing firms employed just over 13 percent of the labor force. Health care industries supported just over 12 percent of the area's jobs, with retail and accommodation and food service following, with 11.5 percent and 9 percent of the area's jobs, respectively.

The developers of the new convention center project (PricewaterhouseCoopers) estimate that the city could benefit by an additional 18-23 major conventions and trade shows annually as well as 4-5 additional consumer shows annually, generating an additional $165 million as well as creating about 2,700 new jobs.

The multitude of downtown development projects added, and continue to add, jobs in the area as well as to generate billions of dollars to the local economy. Indianapolis continues to attract high-profile companies, who headquarter or set up shop in the city.

The following is a summary of data regarding the Indianapolis metropolitan area labor force, 2004 annual average:

Size of non-agricultural labor force: 878,700

Number of workers employed in . . .
construction and mining: 51,900
manufacturing: 101,300
trade, transportation and utilities: 188,700
information: 16,500
financial activities: 63,500
professional and business services: 118,100
educational and health services: 106,100
leisure and hospitality: 84,800
other services: 34,400
government: 113,600

Average hourly earnings of production workers employed in manufacturing: $21.48

Unemployment rate: 5.7% (March 2005)

Largest corporate employers	*Number of employees*
Eli Lilly and Company	14,089
Purdue University	13,831
Indiana University-Purdue University at Indiana	7,066
Indiana University	6,987
Marsh Supermarkets	5,800
Rolls-Royce	4,400
FedEx	4,200
Allison Transmission/Division of GMC	4,000
SBC Indiana	3,850
WellPoint Inc.	3,600

Cost of Living

State taxes are consistently rated among the lowest in the country in terms of total state and local tax collections per capita. Utility costs are also relatively low. Overall cost of living consistently ranks at or below the national average.

The following is a summary of data regarding several key cost of living factors in the Indianapolis area.

2004 ACCRA (3rd Quarter) Cost of Living Index: 100.4 (U.S. average = 100.0)

2004 ACCRA (3rd Quarter) Average House Price: $241,667 (Hamilton County)

State income tax rate: 3.4% of adjusted gross income

State sales tax rate: 6.0%

Local income tax rate: 0.7%

Local sales tax rate: 1.0%

Property tax rate: 1.53 per $100 assessed valuation

Economic Information: Greater Indianapolis Chamber of Commerce, 111 Monument Circle, Suite 1950, Indianapolis, IN 46204; telephone (317)464-2200; fax (317)464-2217

Education and Research

Elementary and Secondary Schools

Indiana's public school standards were retooled in 2000 after an education group criticized the state for not challenging its youth. The standards are applied in Indianapolis by the Indianapolis Public Schools (IPS) system, the largest district in the state. A nonpartisan, seven-member school board appoints a superintendent. IPS offers vocational education and alternative school programs; magnet/option programs include athletic careers, business and finance, communications arts, performing and visual arts, foreign language, and 12 others.

The following is a summary of data regarding the Indianapolis public schools as of the 2004–2005 school year.

Total enrollment: 39,115

Number of facilities
elementary schools: 49
junior high schools: 13
senior high schools: 5
other: 12 (including 8 mixed-grade schools and 4 alternative schools)

Student/teacher ratio: K-5, 20:1; 6-8, 22:1, 9-12, 23:1

Teacher salaries
average: $49,740

Funding per pupil: $11,913 (2003-2004)

More than 120 other schools, including preschools, alternative centers, religious schools, academies, Montessori-based schools, academies, and others operate within Indianapolis.

Public Schools Information: Indianapolis Public Schools, 120 East Walnut Street, Indianapolis, IN 46204; telephone (317)226-4000

Colleges and Universities

Several public and private institutions of higher learning are located in Indianapolis. Affiliated with the two major state universities is Indiana University-Purdue University at Indianapolis; more than 29,000 students are enrolled in associate, baccalaureate, master's, and doctorate programs. Of the 18 programs and 185 majors offered, areas of specialization include art, engineering technologies, dentistry, law, medical technology, nursing, occupational therapy, and social work. Butler University and the University of Indianapolis, both private institutions, award undergraduate and graduate degrees in such fields as music, pharmacy, nursing, education, and physical therapy.

Among the colleges and technical schools in the Indianapolis metropolitan region are Marian College, offering a liberal arts curriculum, and Indiana Vocational Technical College (Ivy Tech), one of a network of 23 state training and education centers.

Libraries and Research Centers

In addition to its main branch downtown, the Indianapolis-Marion County Public Library operates 22 branches throughout the city. The library, with holdings of more than 1.9 million volumes, has an annual circulation of more than seven million items and maintains special collections of first editions of Indiana authors, early textbooks, and the poetry of James Whitcomb Riley, and is a U.S. document depository. In 2005 the central library existed in an interim home while undergoing expansion and renovation to the original library to bring it to 293,000 square feet of total space. The new central library, once completed in 2006, will include a 350-seat auditorium, a four-story glass atrium, a 400-space underground parking facility, and an Indianapolis Special Collections Room, among other features.

The Indiana State Library, also located downtown, houses more than 2 million printed items plus millions of manuscripts, photographs, microfilms, and federal and state documents. Special collections include the Indiana Academy of Science Library; an Indiana Collection; a large assortment of books on tape, Braille and large print books;. and a Manuscript Section housing almost three million items including war letters and eighteenth century fur traders' papers. The Indiana Historical Society Library specializes in the Civil War, early North American travel accounts, and the history of Indiana and the Northwest Territory.

The University Library at Indiana University-Purdue University at Indianapolis (IUPUI) houses more than 650,000 volumes and more than 4,000 periodical subscriptions; other libraries within the IUPUI system include the Herron School of Art Library, the Ruth Lilly Medical Library, the School of Dentistry Library, and the Ruth Lilly Law Library. Holdings in all the IUPUI libraries combined total more than 2.5 million items. Butler University's holdings include a music and fine arts collection.

Indianapolis is home to a variety of special libraries and research centers, many of them related to the universities. Among them is the Hudson Institute, the internationally renowned policy research organization. State agencies, such as the Indiana Department of Commerce, the Indiana Department of Education, and the Indiana Department of Environmental Management also operate libraries. Other specialized libraries are affiliated with law firms, hospitals, newspapers, publishing houses, museums, and churches and synagogues. Of unique interest are the Indianapolis Zoo Library and the Children's Museum of Indianapolis Library.

Research is conducted at centers administered by or affiliated with Indiana University-Purdue University at Indianapolis, researching topics such as aging, the environment, biology, medicine, law, economics, and many others. Butler University research programs are conducted on a wide variety of topics.

Public Library Information: Indianapolis-Marion County Public Library, PO Box 211, Indianapolis, IN 46206; telephone (317)269-1700

Health Care

Indianapolis is a Midwestern health care hub and home to the state's only medical school. Indianapolis's four major health care systems are Community Health Network, with five hospitals and several outpatient facilities; Clarian Health, with three hospitals including the Riley Hospital for Children and the Indiana University Hospital; St. Francis Hospital and Health Centers, and St. Vincent Hospitals and Health Services. Clarian is the city's largest system, with three hospitals in the city containing a total of 1,322 beds. The city of Indianapolis is divided into four quadrants, each one dominated by one of the city's four main health care systems.

A significant force in the regional medical community is the Indiana University Medical Center, affiliated with the second-largest medical school in the nation. With a faculty of more than 1,100, research is conducted in a variety of areas, including cancer, diabetes, Alzheimer's disease, genetics, and others.

Based in Indianapolis is the national headquarters of a major physical fitness organization, the American College of Sports Medicine, which conducts studies on and aims to increase awareness about physical activity. Local hospitals and private groups offer a diversity of health and fitness programs, ranging from stress management to nutrition and biofeedback therapy.

Recreation

Sightseeing

Easily within driving distance for more than half of the country's population, Indianapolis has set out to make itself an attractive tourist destination by combining diverse cultural opportunities with first-class hotels and fine shopping and dining. Revitalization of the downtown core, where modernized nineteenth-century buildings stand adjacent to futuristic structures, has made Indianapolis an architecturally interesting city.

The street grid, modeled after Washington, D.C., makes the center-city Mile Square a compact and convenient area for walking tours. In Monument Circle the Soldiers' and Sailors' Monument observation platform offers a panoramic view of the city and the surrounding countryside. The Indiana War Memorial Plaza, a five-block downtown mall providing urban green space, contains a 100-foot granite monolith, flags from all 50 states, and a fountain at University Square. The plaza houses the national headquarters of the American Legion; a museum of martial history is located in the Memorial Shrine building.

Indianapolis has turned its attention back toward the city's most prominent natural feature—the White River. Ignored for generations, the river is now the centerpiece of White River State Park, a 250-acre urban greenspace just blocks from the city's commercial heart. The park is home to the Indianapolis Zoo, the White River Gardens, the NCAA Headquarters and Hall of Fame, the Congressional Medal of Honor Memorial, Victory Field, the Eiteljorg Museum of American Indian and Western Art, the new Indiana State Museum (opened in 2002), and Indiana's only IMAX movie theater. Common spaces in the park attract personal events, such as weddings, family reunions, and picnics, to large festivals, concerts, and even conferences. The Lawn, opened in 2003, features a waterfront bandstand and space for 5,000 people.

The Indianapolis Zoo, the first urban zoo to be built in several decades, houses more than 2,000 animals. The zoo is located on 64 acres in the urban White River State Park. The whale and dolphin pavilion presents shows with bottlenose dolphins, beluga whales, and false killer whales. Piranha and giant snakes live in a simulated Amazon forest; the desert conservatory, covered by an acrylic dome, features plant and animal life from the world's arid regions.

Capitol Commons contains the Indiana Statehouse, which houses the governor's office and the General Assembly. Garfield Park, home of Garfield Park Conservatory, features more than 500 examples of tropical flora, rare carnivorous plants, and tropical birds; the park contains formal gardens, fountains and limestone bridges. The Scottish Rite Cathedral, built of Indiana limestone, is the largest Masonic temple in the world; its 54-bell carillon can be heard city wide.

Victorian architecture enthusiasts can visit the well-preserved James Whitcomb Riley Home; built in 1872, it was the residence—during the last 23 years of his life—of the Hoosier dialect poet who created Little Orphan Annie. The President Benjamin Harrison Home is a 16-room Italianate mansion, completed in 1875, where much of the original Harrison family furniture is displayed. The Massachusetts

Avenue Historic Fire Station was restored in 1988 as a museum equipped with a children's fire safety laboratory.

Arts and Culture

The Indianapolis Art Center is a not-for-profit community arts organization whose mission is to make art accessible to all residents of Indianapolis. The center consists of the Marilyn K. Glick School of Art, designed by architect Michael Graves and comprising 13 art studios, a 224-seat auditorium, a library, and a gift shop; the Cultural Complex, which features a Fiber Studio and individual artist's studios, as well as the Writers' Center of Indiana; and ARTSPARK, opening in 2005. The 12-acre campus sits on the edge of White River and features a riverfront deck, outdoor stage, and sculpture gardens.

The Indianapolis renaissance is most evident in the city's dedication to the renewal of its cultural life. Artsgarden features an eight-story, 12,500-square-foot glass dome suspended over a downtown intersection. The $12 million Artsgarden is linked by skywalks to the RCA Dome, convention center, hotels, and Circle Centre. The Artsgarden serves as a performance, exhibition, and marketing space for the Indianapolis arts community, hosting 350 events annually. A number of historically significant nineteenth-century buildings have also been refurbished in order to present local arts organizations in the best possible environment.

The Indianapolis Symphony Orchestra, founded in 1930, performs year-round in the restored historic Hilbert Circle Theatre and at parks and elsewhere throughout the city and state. Indianapolis Opera presents four full-scale operas per season. The Indianapolis Children's Choir has received international acclaim and has been performing since 1986. The Madame Walker Theatre Center, honoring the country's first female self-made millionaire, houses the Walker Theatre, where ''Jazz on the Avenue'' concerts are held on Fridays.

Ballet Internationale is a professional resident troupe that performs at Murat Center. Clowes Memorial Hall on the campus of Butler University is home to the Indianapolis Opera and the Indianapolis Chamber Orchestra. Dance Kaleidoscope is the city's contemporary dance troupe.

An active theater community contributes to the city's cultural life. The Indianapolis Civic Theatre, the nation's oldest continuously active civic theater group, performs at Marian Hall Auditorium at Marian College—the groups' interim home while plans are being made to build a new, multipurpose community theatre facility. The Indiana Repertory Theatre, the state's largest equity theater, presents more than 300 performances annually and is housed in the restored Indiana Theatre. European-style performances are the specialty of American Cabaret Theatre, formerly of New York City. Beef and Boards Dinner Theatre presents Broadway shows, concerts, and dinner. Off-Broadway plays are staged by Phoenix Theatre, presenting 16 shows annually in a restored church in the Chatham Arch Historic District.

The Indianapolis Museum of Art (IMA) is located in a wooded cultural park. The Museum of Art holds the largest American collection of works by the nineteenth-century British landscape artist J. M. W. Turner. The J. W. Holliday Collection of Neo-Impressionist art, an extensive collection of Japanese Edo-period paintings, and the Robert Indiana *Love* painting, with a matching outdoor sculpture in large rusted letters, round out one of the most impressive collections in the Midwest. In 2003 and 2004, various parts of the museum were closed as part of a $74 million construction project, adding 164,000 square feet to the museum and renovating 90,000 square feet of existing space. A new entry pavilion, as well as new galleries and the new Deer-Zink Events Pavilion, two new restaurants, and an expanded museum shop were part of the expansion. Parts of the new IMA were opened to the public in May 2005 during a grand reopening celebration; remaining galleries will reopen in phases through 2006.

On the grounds of the IMA is the Oldfields-Lilly House & Gardens, featuring an eighteenth-century French-style chateau, formerly the residence of J. K. Lilly Jr. and now open for tours. The Virginia B. Fairbanks Art & Nature Park offers 100 acres of natural, wooded landscape, with paths, waterways, and opportunities for visitors to experience ''interaction of art and nature.''

The Children's Museum is the world's largest museum of its type and one of the 20 most-visited museums in the country. The 400,000 square foot facility features a variety of hands-on exhibits and touchable scientific experiments as well as a planetarium. Favorite exhibits include an Egyptian mummy, a Victorian carousel, and the largest public collection of toy trains. In ''Passport to the World,'' children learn about foreign cultures through toys from around the world. Each year more than 1.1 million people visit the Children's Museum. The Eli Lilly Center for Exploration at the museum allows children to explore and experiment with current issues. A $50 million renovation was completed in 2004, opening the new Dinosphere exhibit, an immersive dinosaur experience that allows visitors a close-up look at how dinosaurs may have lived.

The award-winning Conner Prairie Pioneer Settlement, a living history museum, presents an authentic recreation of Hoosier life in the 1800s. The Indiana State Museum chronicles the history and culture of the state and features a collection of more than 400,000 artifacts and an IMAX theater. The National Art Museum of Sports is housed in the Indiana University-Purdue University at Indianapolis campus' University Place and contains ancient and modern art depicting sports motifs; 40 sports are represented in 800 paintings, sculptures, and paper works. Other museums in

the city are Indiana Medical History Museum, Hook's Discovery & Learning Center, and Indianapolis Motor Speedway and Hall of Fame Museum.

Festivals and Holidays

Each year Indianapolis presents a host of festivals and fairs that celebrate the city's history, traditions, and ethnic heritage. The most elaborate is the month-long annual 500 Festival in May, which combines events associated with the Indianapolis 500 race as well as other activities, like the Mini Marathon and 5K races, a parade, Mayor's Breakfast, a Kids' Day, and others. The St. Benno Fest in March celebrates the city's German heritage. April holds the Indiana International Film Festival, one of two film festivals in the city. Midwestern artists present their crafts and art work in June at the Talbot Street Art Fair. The Indiana Black Expo Summer Celebration celebrates African American heritage over 10 days in July at the Indiana Convention Center.

Oktoberfest takes place in early September, followed by Penrod Arts Fair, a commemorative celebration of Indianapolis author Booth Tarkington's most famous character, with art exhibits and entertainment at the Indianapolis Museum of Art. A three-day International Festival is held in late October; the Heartland Film Festival in October celebrates independent and theatrically-released films. The Madrigal Dinners ring in the year-end holiday season on the campus of Indiana University-Purdue University at Indianapolis with a grand banquet that recreates the customs, dress, and songs of medieval England. Other festivals and events are hosted throughout the year as part of the universities and museums events schedules; others are held throughout the warmer months as part of the park district's event schedule.

Sports for the Spectator

Best known for the Indianapolis 500 and the Allstate 400 at the Brickyard (formerly the Brickyard 400), Indianapolis made a conscious and successful effort in the 1980s to become an amateur sports capital and a major league city, a distinction that is undisputed today.

Motor sports abound at the Indianapolis Motor Speedway, with three major events and a multitude of smaller ones. The Formula One U.S. Grand Prix began there in 2000; the celebrated event happens annually in mid-July. Since 1911, the Indianapolis 500 has fielded international racecar drivers testing their mettle at speeds above 200 miles per hour for 200 laps around the track; the ''Indy 500'' attracts more than 350,000 spectators and is held each Memorial Day weekend. The Allstate 400 at the Brickyard features NASCAR racing in August.

The 57,890-seat RCA Dome is home to the Indianapolis Colts of the National Football League (NFL). In early 2005, plans were finalized for a new stadium for the Colts, with groundbreaking on construction slated for August. The RCA Dome hosts many athletic events, and will be the site of the National Collegiate Athletic Association's Division I Women's Basketball Championship (Final Four) in 2005 and the Men's Final Four in 2006 and 2010. The RCA Dome also houses the National Track & Field Hall of Fame.

The Indiana Pacers of the National Basketball Association (NBA) moved to the 15-story, $183 million arena, Conseco Fieldhouse, in 1999; the structure blends old-style grace with modern conveniences. The Women's National Basketball Association expansion team, the Indiana Fever, also call Conseco Fieldhouse home. The Indianapolis Ice, a minor-league affiliate of the Chicago Blackhawks, play hockey at the Pepsi Coliseum. Kuntz Stadium, a soccer-only stadium, hosts the Indiana Blast soccer team. Professional tennis takes place at the Indianapolis Tennis Center.

The Triple-A Indianapolis Indians play baseball at Victory Field in White River State Park, an open-air, 13,500-seat stadium.

Sports for the Participant

Indianapolis's commitment to sponsor world-class amateur athletic competition has made available excellent facilities to the public. The Major Taylor Velodrome—named for the first African American to win a world championship in any sport—is a state-of-the-art oval bicycle track with a 28-degree banked concrete surface; it is open to the public from March to October. Joggers can try out the track at the Indiana University Track & Soccer Stadium; the university's natatorium offers public facilities, including swimming pools, weight rooms, and a gymnasium. The Indianapolis Tennis Center makes 24 tennis courts available for public use.

The Indy Parks and Recreation Department maintains more than 10,600 acres of land comprising 173 parks; among them is the 4,395-acre Eagle Creek Park, the country's largest municipally owned and operated park, which features a competition-quality rowing course. The park system includes 26 recreation, family, and nature centers; basketball, tennis, and sand volleyball courts; 13 golf courses; softball and baseball diamonds; football and soccer fields; and 22 swimming pools/aquatic centers. Indy Greenways is a series of paved pathways throughout the city; residents walk, run, bike, and skate on the paths.

Shopping and Dining

Circle Centre Mall, covering two city blocks in the heart of downtown Indianapolis, provides tourists and residents with many shopping, dining, and entertainment options. In addition to anchor stores Nordstrom and Parisian, Circle Centre has more than 100 specialty shops, restaurants, and night-

clubs, plus a nine-screen cinema, a virtual-reality theme park, and the Indianapolis Artsgarden. Skywalks link Circle Center to seven hotels, the Indiana Convention Center, the RCA Dome, the Indiana Government Center, and offices, shops, and restaurants. Circle Centre has spurred a development boom in adjacent blocks, including the addition of a Hard Rock Cafe and several upscale restaurants.

The Indianapolis City Market, housed in an imposing nineteenth-century building, opened in 1886. Known for its fresh vegetables and meats, the year-round farmer's market is a favorite spot for downtown workers who lunch at small specialty shops. Broad Ripple Village, known as the ''Greenwich Village of Indianapolis,'' is a renovated neighborhood of antique and other shops, art galleries, and nightclubs; a canal and paved walking trail run through it. Recent years have seen a revitalization of Massachusetts Avenue, a Soho-like downtown area of art galleries, dining establishments, and coffee houses. The Fountain Square neighborhood, which boasts both classic and trendy eateries, 1950s-style diners, dance and jazz clubs, antique shops, and bookstores, also attracts regular patrons and visitors.

Indianapolis enjoys its share of good restaurants serving a variety of ethnic and traditional food, ranging from Nouvelle American cuisine with a Hoosier touch to authentic German and French specialties. Health food restaurants are popular, as are Japanese, Middle Eastern, coffeehouses, Italian, and Mexican. Mystery Cafe gives patrons a chance to dine and solve a ''Who Dunnit.''

Visitor Information: Indianapolis Convention & Visitors Association, One RCA Dome, Suite 100, Indianapolis, IN 46225; telephone (800)311- INDY

Convention Facilities

Indianapolis is gaining in prominence as a convention destination. The number of convention delegates is well over 1 million annually. The principal meeting facility is the Indiana Convention Center & RCA Dome. The complex, consisting of five exhibit halls and the multiuse RCA Dome, is the site of trade shows, banquets, sporting events, and concerts. Skywalks connect the convention center with the RCA Dome, Circle Centre Mall, and seven major hotels. In 2000 the Indiana Convention Center and RCA Dome underwent its third expansion/renovation. An additional 100,000 square feet of exhibit space was added, to make a total amount of exhibit space of 403,700 square feet. The RCA Dome features 95,000 square feet of floor space. Still, a feasibility study concluded that the city needed more space; construction on a new, multi-purpose stadium and expanded convention center is expected to begin in the summer of 2005.

More than 120 hotels in Indianapolis offer 28,000 rooms throughout the city. Most of the downtown hotels feature meeting space and ample facilities. University Place Conference Center & Hotel, on the campus of Indiana University-Purdue University at Indianapolis, offers 28 meeting rooms (among them several banquet rooms), a 340-seat auditorium, and 278 guest rooms. The new, five-star Conrad Hilton hotel, with 10,000 square feet of meeting space, is slated to open in 2006 in downtown Indianapolis.

Unique facilities for meetings and special events include the Indianapolis Artsgarden, linked to Circle Centre Mall, Union Station (a Romanesque Revival-style train station built in 1887), and the historic Murat Centre. Following an $11 million renovation, the Murat Centre features a 2,700-seat theater and the Egyptian Room, modeled after King Tut's tomb. The Indianapolis Museum of Art's new Deer-Zink Pavillion offers seating for 500 people in the main dining room and can accommodate 300 in its reception lobby. Other unique meeting spaces include the Indianapolis Zoo, the Indianapolis Motor Speedway, and the NCAA Hall of Champions.

Convention Information: The Indianapolis Convention & Visitors Association, One RCA Dome, Suite 100, Indianapolis, IN 46225; telephone (800)311- INDY

Transportation

Approaching the City

The Indianapolis International Airport is located 8 miles southwest of downtown and is accessible to the city via the Airport Expressway and I-70. Eighteen airlines schedule 280 daily departures to 38 non-stop destinations; more than 7 million passengers were served by the airport in 2003. Five other airports for smaller aircraft also operate in the metropolitan area.

Indianapolis is linked with points throughout the nation by a network of interstate highways. Intersecting the city from east to west is I-70; I-65 passes through the downtown area from the northwest to the southeast. I-69 approaches from the northeast. All of these routes connect with I-465, which encircles the metropolitan area. Amtrak offers both bus and rail service.

Traveling in the City

Streets in Indianapolis are laid out on a grid pattern. The main north-south thoroughfare is Meridian Street, which is intersected in the center of downtown by Washington Street.

Public transportation is provided by Indiana Public Transportation Corp. (IndyGo), with 28 fixed routes and special services like Dial-A-Ride, Open Door Paratransit Service, and Late Night Service.

Communications

Newspapers and Magazines

The major daily newspaper in Indianapolis is the morning *The Indianapolis Star.* The *Indianapolis Business Journal,* the *Indianapolis Recorder,* a newspaper with an African American focus, and several neighborhood and suburban newspapers are published weekly. *Indianapolis Monthly* is a magazine featuring articles on local and state topics.

A number of magazines and special-interest journals are published in the city. Among the nationally-known magazines are *The Saturday Evening Post, Jack and Jill,* and *Humpty Dumpty's Magazine. Quill,* a magazine for journalists and journalism students, is published nine times per year. Topics covered by other Indianapolis-based publications include art, religion, medicine, nursing, law, education, pets, and gymnastics.

Television and Radio

Ten television and four cable stations broadcast from Indianapolis. The city is served by 6 AM and 12 FM radio stations providing a variety of formats such as classical, jazz, public radio, adult contemporary, country, and talk.

Media Information: *The Indianapolis Star,* 307 North Pennsylvania Street, Indianapolis, IN 46204; telephone (317)444-4000; toll-free (800)669-7827

Indianapolis Online

City of Indianapolis and Marion County home page. Available www.indygov.org/home.htm

Greater Indianapolis Chamber of Commerce. Available www.indychamber.com

Indiana Historical Society. Available www.indianahistory.org

Indiana State Library. Available www.statelib.lib.in.us

Indianapolis Downtown. Available www.indydt.com

The Indianapolis Star. Available www.indystar.com

Indy Partnership Regional Economic Development Corporation. Available www.iedc.com

IndyGov Visitors Center home page. Available www.indygov.org/Visiting/home.htm

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Berry, S.L. *Indianapolis.* (Minneapolis, MN: Dillon Press, 1990)

Nye, Charlie, and Joe Young, eds. *Hoosier Century: 100 Years of Photography from the Indianapolis Star and News.* (Sports Publishing, Inc., 1999)

South Bend

The City in Brief

Founded: 1820 (incorporated, 1835)

Head Official: Mayor Stephen J. Luecke (D) (since 1997)

City Population
1980: 109,727
1990: 105,511
2000: 107,789
2003 estimate: 105,540
Percent change, 1990–2000: 1.6%
U.S. rank in 1980: 143rd
U.S. rank in 1990: 182nd (State rank: 5th)
U.S. rank in 2000: 236th (State rank: 5th)

Metropolitan Area Population
1980: 241,617
1990: 247,052
2000: 265,559
Percent change, 1990–2000: 7.5%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 137th

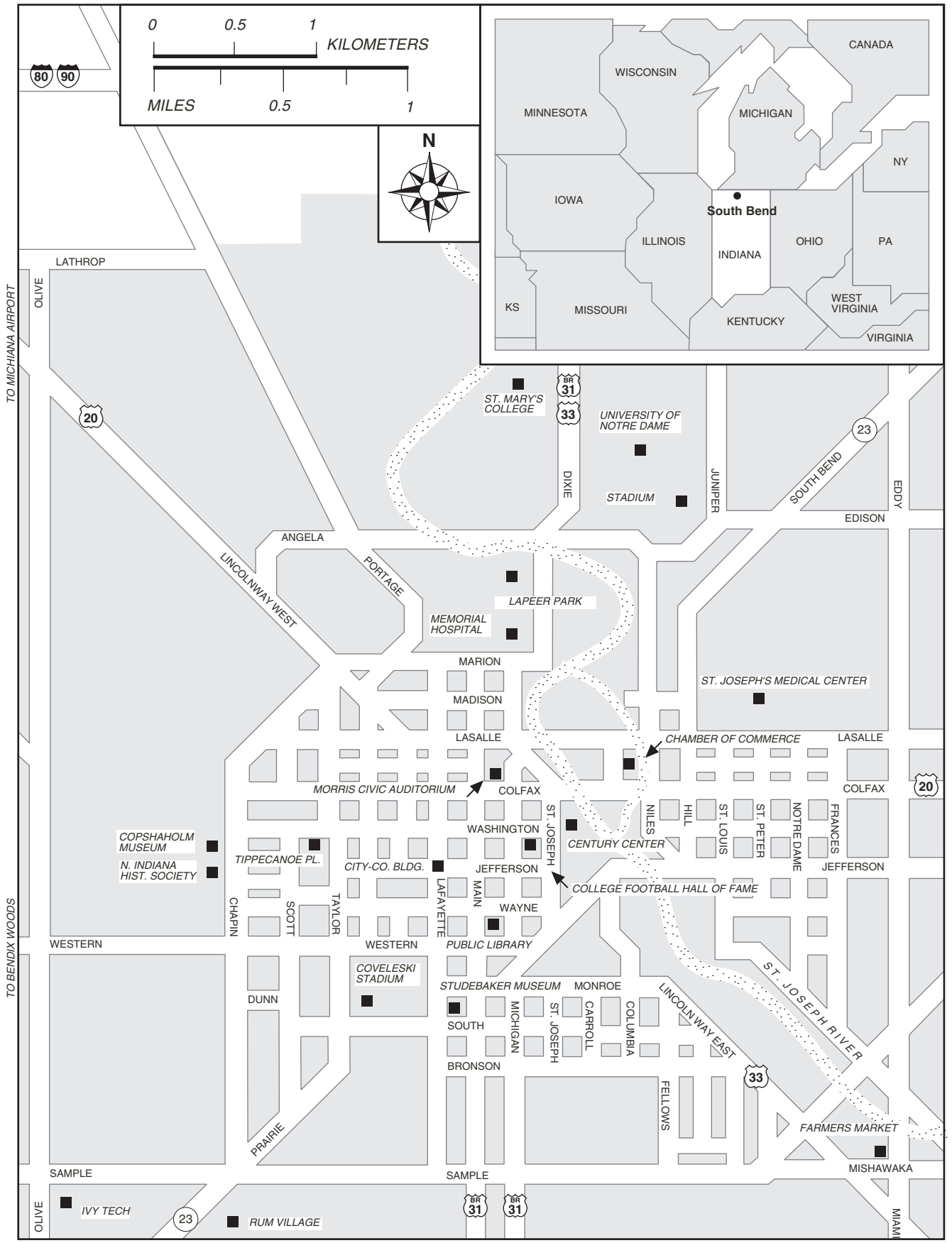
Area: 38.7 square miles (2000)
Elevation: 773 feet above sea level
Average Annual Temperature: 49.5° F
Average Annual Precipitation: 36.52 inches of rain, 72.9 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing
Unemployment Rate: 5.9% (February 2005)
Per Capita Income: $17,121 (1999)

2002 FBI Crime Index Total: 8,203

Major Colleges and Universities: University of Notre Dame; Indiana University-South Bend

Daily Newspaper: *South Bend Tribune*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N
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90
CANADA
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MINNESOTA
MICHIGAN
NY
IOWA
South Bend
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
LATHROP
OLIVE
TO MICHIANA AIRPORT
20
ST. MARY'S COLLEGE
BR 31
33
UNIVERSITY OF NOTRE DAME
DIXIE
STADIUM
JUNIPER
23
SOUTH BEND
EDDY
EDISON
ANGELA
LINCOLNWAY WEST
PORTAGE
LAPEER PARK
MEMORIAL HOSPITAL
MARION
MADISON
LASALLE
ST. JOSEPH'S MEDICAL CENTER
CHAMBER OF COMMERCE
MORRIS CIVIC AUDITORIUM
COLFAX
WASHINGTON
ST. JOSEPH
NILES
HILL
ST. LOUIS
ST. PETER
NOTRE DAME
FRANCES
JEFFERSON
CENTURY CENTER
COPSHAHOLM MUSEUM
N. INDIANA HIST. SOCIETY
TIPPECANOE PL.
CITY-CO. BLDG.
COLLEGE FOOTBALL HALL OF FAME
CHAPIN
SCOTT
TAYLOR
LAFAYETTE
MAIN
WAYNE
WESTERN
PUBLIC LIBRARY
TO BENDIX WOODS
COVELESKI STADIUM
STUDEBAKER MUSEUM
MONROE
DUNN
SOUTH
MICHIGAN
ST. JOSEPH
CARROLL
COLUMBIA
LINCOLNWAY EAST
ST. JOSEPH RIVER
BRONSON
FELLOWS
PRAIRIE
FARMERS MARKET
SAMPLE
MISHAWAKA
IVY TECH
RUM VILLAGE
MIAMI

Introduction

South Bend is the seat of St. Joseph County and the focus of a region known as ''Michiana'' that extends over six counties in Indiana and two counties in Michigan. Mishawaka lies to the east of South Bend; the two cities comprise a metropolitan statistical area and are in the heart of the nation's industrial belt. With a location on the beautiful St. Joseph River, South Bend is home to the University of Notre Dame, which is nationally recognized for its academic excellence and for ''The Fighting Irish,'' its winning football team.

Geography and Climate

South Bend is located on the Saint Joseph River on mostly level to gently rolling terrain and some former marshlands. The proximity of Lake Michigan—the city is within twenty miles of the nearest shore—produces a moderating effect on South Bend's climate. Temperatures of 100 degrees or higher are rare and cold waves are less severe than at other locations at the same latitude. Distribution of precipitation is relatively even throughout the year; the greatest amounts occur during the growing season, May to October. Winter is characterized by cloudiness and high humidity, with frequent periods of snow. Heavier snowfalls are often borne into the area by a cold northwest wind passing over Lake Michigan.

Area: 38.7 square miles (2000)

Elevation: 773 feet above sea level

Average Temperatures: January, 24.4° F; July, 73.3° F; annual average, 49.5° F

Average Annual Precipitation: 36.52 inches of rain, 72.9 inches of snow

History

French Exploration Establishes South Bend

The first European explorer to reach the region surrounding present-day South Bend was Robert Cavelier, sieur de La Salle, who in 1679 passed near the spot where today the University of Notre Dame's administration building is located. Two years later, La Salle met with Miami and Illinois chiefs under a tree named Council Oak in what was then the heart of the Miami nation; they signed a peace treaty that involved a pledge from the Miami and the Illinois to fight the Iroquois. LaSalle, protected by the treaty, was free to explore the Mississippi River region in which present-day South Bend is included; he then claimed the territory for France, naming it Louisiana.

Pierre Freischutz Navarre, a Frenchman married to a Potawatomi woman, established the first trading post for the American Fur Company in 1820 near South Bend's future site. But Alexis Coquillard is credited with founding South Bend; the town's name was derived from his trading post, which was called ''The Bend,'' and noted its southerly location on the St. Joseph River. Coquillard's business rival and friend, Colonel Lathrop M. Taylor, renamed the settlement St. Joseph in 1827 and then Southold. The U.S. Post Office officially named it South Bend. Coquillard and Taylor worked together to develop the settlement and encouraged settlers with gifts of land and money. The city was platted and named the county seat in 1831, incorporated in 1835, and chartered in 1865.

Industry and Scholarship Enhance the City

In 1852 Henry and Clement Studebaker arrived in South Bend and opened a blacksmith and wagon shop. They built farm wagons, carriages, prairie schooners, and then a gasoline engine automobile in 1904, transforming the company into an automobile plant that remained in business until 1966. James Oliver came to South Bend in 1855, founding the Oliver Chilled Plow Works, which manufactured a superior farm plow that revolutionized farming and introduced a manufacturing process that replaced iron with chilled and hardened steel. The Singer Cabinet Works began production in 1868 in South Bend to take advantage of the proximity of Indiana hardwood forests, emerging as the world's largest cabinet factory by 1901.

The most significant event in the city's history was the arrival of Father Edward Sorin, the founder of the University of Notre Dame, who reached the future site of the university on November 26, 1842, with seven Brothers of the Congregation of the Holy Cross. Bishop Hailandiere of the diocese of Vincennes had given Father Sorin 600 acres to found a college for seminary and secular students as well as to start a mission for the Potawatomi Native Americans. The college's first student was Alexis Coquillard. Enrollment picked up with the arrival of the Lake Shore Railroad in 1851. A fire destroyed the campus in 1879, and the Neo-Gothic Administration Building, with its golden dome topped by a figure of the Virgin Mary, was opened later that year. The golden dome, a tradition of academic excellence, and winning football teams have become familiar symbols of this famous university, which remains a significant part of life in South Bend in the twenty-first century.

Historical Information: Northern Indiana Historical Society, Northern Indiana Center for History, 808 W. Washington Street, South Bend, IN 46601; telephone (574)235-9664

Population Profile

Metropolitan Area Residents
1980: 241,617
1990: 247,052
2000: 265,559
Percent change, 1990-2000: 7.5%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 137th

City Residents
1980: 109,727
1990: 105,511
2000: 107,789
2003 estimate: 105,540
Percent change, 1990–2000: 1.6%
U.S. rank in 1980: 143rd
U.S. rank in 1990: 182nd (State rank: 5th)
U.S. rank in 2000: 236th (State rank: 5th)

Density: 2,786.4 people per square mile

Racial and ethnic characteristics (2000)
White: 71,195
Black or African American: 26,522
American Indian and Alaska Native: 440
Asian: 1,292
Native Hawaiian and Pacific Islander: 69
Hispanic or Latino (may be of any race): 9,110
Other: 8,271

Percent of residents born in state: 63.9%

Age characteristics (2000)
Population under 5 years old: 8,895
Population 5 to 9 years old: 8,471
Population 10 to 14 years old: 7,677
Population 15 to 19 years old: 7,081
Population 20 to 24 years old: 8,518
Population 25 to 34 years old: 16,718
Population 35 to 44 years old: 14,891
Population 45 to 54 years old: 12,371
Population 55 to 59 years old: 4,048
Population 60 to 64 years old: 3,179
Population 65 to 74 years old: 7,312
Population 75 to 84 years old: 6,188
Population 85 years and older: 2,440
Median age: 32.7 years

Births (2002)
Total number: 1,972

Deaths (2002)
Total number: 1,327 (of which, 23 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,121
Median household income: $32,439
Total households: 42,627

Number of households with income of . . .
less than $10,000: 4,755
$10,000 to $14,999: 3,707
$15,000 to $24,999: 7,404
$25,000 to $34,999: 6,902
$35,000 to $49,999: 8,053
$50,000 to $74,999: 6,714
$75,000 to $99,999: 2,899
$100,000 to $149,999: 1,505
$150,000 to $199,999: 224
$200,000 or more: 464

Percent of families below poverty level: 13.6% (36.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 8,203

Municipal Government

The city of South Bend operates under a mayor-council form of government. The mayor and nine council members are elected to four-year terms; the mayor is not a member of council.

Head Official: Mayor Stephen J. Luecke (since 1997; current term expires December 31, 2007)

Total Number of City Employees: 1,400 (2004)

City Information: Office of the Mayor, 1400 East County-City Building, South Bend, IN 46601; telephone (219)235-9261

Economy

Major Industries and Commercial Activity

South Bend's diversified economic base consists principally of educational and health services, wholesale and retail trade, manufacturing, and government. In 2004 *Expansion Management* magazine ranked South Bend—for the first time—among the 40 hottest real estate markets for business. South Bend made the list based on available land, office and industrial space inventory, along with redevelopment opportunities for new and expanding companies.

The city benefits greatly from being a college town; in particular, Notre Dame University has a considerable impact on the economy of South Bend. The area's largest employer, Notre Dame experienced a 21 percent increase in full-time faculty and staff between 1993 and 2002. The university further contributes to the area economy by partnering with area businesses for research and development projects, and providing strong job market candidates.

Health services have also boomed in South Bend in recent years. Memorial Health System has grown to become the area's second-largest employer. From the mid-1990s through 2005, Memorial made approximately $300 million in capital investments to its hospital, located downtown. Memorial's success has been linked to its central location, medical research conducted through Notre Dame, and a recent proliferation of medical-related business startups in the area.

St. Joseph County is the second-largest retail market area in the state next to Indianapolis, with nationally recognized retailers including Old Navy, Marshall Fields, Barnes & Noble, and Ethan Allen, to name a few. Manufacturing industries in the area include non-electrical machinery, transportation equipment, and rubber and various plastic products. AM General, producer of HMMWV (a.k.a. HUMMER) military and special purpose vehicles, is headquartered in South Bend and is one of the city's largest employers. The company's corporate offices are in South Bend, and its production facilities are in nearby Mishawaka.

Another important industry in the county is tourism, which generates a significant number of jobs and revenues. Aside from the Indianapolis Motor Speedway, Notre Dame University attracts the most visitors in Indiana—nearly 700,000 visitors annually—and the county gains nearly $40 million in visitor expenditures through the university's football games alone.

Items and goods produced: airplanes and auto parts, aluminum castings, fixtures, conveyor components, electronic controls, machine tools, dies, drills, fabricated steel products, military vehicles, office furniture, pet food, plastic coated fabrics, corrugated boxes and cartons, windows and doors, printing rollers and inks, paints, food, condiments, metal stampings, wire and cable processing

Incentive Programs—New and Existing Companies

Local programs—The city's Division of Economic Development actively promotes the retention and expansion of existing businesses and the development of new business in the city. Their offerings include financing programs, relocation incentives, land/building availability assistance, industrial revenue bonds for manufacturing facilities, tax abatement, and technical assistance through local partnerships.

State programs—The state of Indiana extends various grants and loans to local governments and companies. The state offers a variety of incentives to new and expanding businesses, such as tax credits for investment and training, and through its Community Assistance, Energy Efficiency, Infrastructure, Renewable Energy, Technology, Trade Show, and Training programs. The International Trade Division of the Indiana Department of Commerce encourages foreign investment locally.

Job training programs—Customized training and consultants are available from a number of state and local providers. Funding to cover training costs is available in some cases.

Development Projects

In 2004 construction started on 147 new homes, a 5 percent increase from the previous year. A new retail project, known as Erskine Village, is being created on the city's east side; it is destined to become a 510,000-square-foot, $35 million retail center. South Bend is redeveloping the old Studebaker Brothers Manufacturing Co. and Oliver Chilled Plow Works industrial corridors for warehousing and distribution, which will become the home of light industrial, warehouse, and distribution facilities. St. Joseph Valley MetroNet, a local not-for-profit corporation, is working to install fiber optic cable in existing city conduit; this state-of-the-art communication system will allow businesses to share large amounts of data quickly and securely. Additionally, South Bend is promoting the creation of a Certified Technology Park.

Economic Development Information: Chamber of Commerce of St. Joseph County, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46617; telephone (574)234-0051

Commercial Shipping

Designated a Foreign Trade Zone, South Bend is a center for manufacturers, suppliers, and vendors throughout the United States and abroad. About six air freight carriers ship goods through South Bend Regional Airport. A network of interstate highways, including I-80/90, the nation's major east-west axis route, provides access to more than 70 motor freight carriers. Rail freight service is provided by Canadian National, Norfolk and Southern, CSX, and Chicago Southshore South Bend Railroad.

Labor Force and Employment Outlook

South Bend and its environs boast one of the highest concentrations of educational institutions per capita in the Midwest. Employment opportunities are on the upswing, as indicated at the University of Notre Dame—business interviews of students in the fall of 2004 were up roughly 30 percent from the previous year. South Bend has a large pool of skilled and semi-skilled laborers that are reported to be available, affordable, and reliable. The wage structure is competitive with other industrial communities.

The following is a summary of data regarding the South Bend-Mishawaka metropolitan area labor force, 2004 annual average:

Size of nonagricultural labor force: 144,100

Number of workers employed in . . .
construction and mining: 6,700
manufacturing: 21,700
trade, transportation and utilities: 28,500
information: 2,400
financial activities: 7,100
professional and business services: 12,200
educational and health services: 30,800
leisure and hospitality: 12,100
other services: 5,600
government: 16,800

Average hourly earnings of production workers employed in manufacturing: $12.41

Unemployment rate: 5.9% (February 2005)

Largest employers	*Number of employees*
University of Notre Dame	4,802
Memorial Health System	3,493
South Bend Community School Corp.	3,303
St. Joseph Regional Medical Center	2,935
The Diocese of Fort Wayne/South Bend	2,500
AM General	2,151
St. Joseph County	1,750
Martin's Supermarkets	1,484
City of South Bend	1,400
Indiana University South Bend	1,300

Cost of Living

The following is a summary of data regarding several key cost of living factors in the South Bend area.

2004 (3rd Quarter) ACCRA Average House Price: $241,885

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.5 (U.S. average = 100.0)

State income tax rate: 3.4% of adjusted gross income

State sales tax rate: 6.0% (food, prescription drugs, and items consumed or used in manufacturing are exempt)

Local income tax rate: 0.0075 (county)

Local sales tax rate: None

Property tax rate: Averages 1.2 percent annually (2003)

Economic Information: Chamber of Commerce of St. Joseph County, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46617; telephone (574)234-0051

Education and Research

Elementary and Secondary Schools

The South Bend Community School Corporation is one of the largest school districts in the state. The district has a strong technology program with computers available to every student. Nearly 70 percent of high school seniors continue on to attend college. About 70 percent of the district's teachers hold advanced degrees.

The following is a summary of data regarding South Bend public schools as of the 2002–2003 school year.

Total enrollment: 21,662

Number of facilities
elementary schools: 19
middle schools: 10
high schools: 4
other: 4

Student/teacher ratio: 16.5:1

Teacher salaries (2003-2004)
average: $46,700

Funding per pupil: $8,819

Twenty-seven private and parochial schools offer educational alternatives to South Bend area students. Among them are a Roman Catholic elementary and high school system with an enrollment of nearly 5,000 students, as well as Hebrew schools and the Stanley Clark School, a private institution with a limited enrollment.

Public Schools Information: South Bend Community School Corporation, 635 S. Main St., South Bend, IN 46601; telephone (574)283-8000

Colleges and Universities

The University of Notre Dame, a top university affiliated with the Roman Catholic Church, is located in Notre Dame, IN, adjacent to South Bend. Founded in 1842 as a college for men, it became coeducational in 1972, and currently has an enrollment of more than 11,000 students. The university offers graduate and undergraduate degrees in arts and sciences, engineering, business administration, architecture, and law. A unique feature of the curriculum is the ''Executive M.B.A.'' program for working professionals. Notre Dame's graduation

rate—95 percent—is exceeded only by Harvard, Yale, and Princeton. Community involvement is highly valued at Notre Dame; approximately 80 percent of its students engage in volunteer work while attending the university.

Saint Mary's College, sister school of Notre Dame, was founded in 1844 and is a women's college with an enrollment of approximately 1,500. Saint Mary's offers undergraduate degrees in 30 major areas of study, and has a cooperative engineering degree program with Notre Dame. In 2005 *U.S. News and World Report* ranked Saint Mary's the number one comprehensive college for bachelor's degrees in the Midwest.

Holy Cross College, formerly Holy Cross Junior College, is adjacent to Notre Dame. Holy Cross opened in 1966 as a two-year college; its baccalaureate program debuted in 2003. The college offers two degree programs: Associate of Arts and Bachelor of Arts in Liberal Studies.

Indiana University-South Bend (IUSB), the third largest in the state's eight-university system, enrolls more than 7,500 students and grants associate through master's degrees in more than 90 fields. IUSB operates a continuing education division that provides evening, weekend, and off-campus instruction.

Bethel College, in nearby Mishawaka, is a liberal arts college affiliated with the United Missionary Church; Bethel grants undergraduate and graduate degrees in a range of programs.

Purdue University Statewide Technology Program at IUSB offers associate degrees in engineering technology and computer technology as well as associate and bachelor degrees in organizational leadership and supervision. Technical and vocational training is also available at a number of other colleges and specialized schools, including Ivy Tech State College and Michiana College.

Libraries and Research Centers

The St. Joseph County Public Library consists of a main library and eight branches housing nearly 640,000 items, including books, periodical subscriptions, computer software, microfiche, audio- and videotapes, CDs, and art reproductions. Special collections include large type books, genealogical materials, and state documents. A renovation of the main library's first floor, adding two meeting rooms and a computer training room, was completed in 2003; an expansion of the second floor is scheduled for completion in 2007. Local colleges and universities maintain campus libraries. Other specialized libraries in the city are associated with hospitals, government agencies, and the Studebaker National Museum.

The University of Notre Dame supports dozens of centers conducting research in a wide variety of areas, such as peace studies, the environment, radiation chemistry, biology, the philosophy of religion, American Catholicism, and international studies. Indiana University-South Bend maintains a bureau of business and economic research, and an institute for applied community research.

Public Library Information: St. Joseph County Public Library, 304 S. Main St., South Bend, IN 46601

Health Care

Hospitals in the South Bend area offer a total of more than 1,500 beds. The three major hospitals are Memorial Hospital, St. Joseph Regional Medical Center-South Bend, and St. Joseph Regional Medical Center-Mishawaka. South Bend's first hospital, established by the Sisters of the Holy Cross in 1882, is now known as St. Joseph Regional Medical Center. Some of the features of the South Bend campus are a complete labor and delivery, postpartum and nursery service; nationally recognized cancer treatments through its Cancer Institute; accredited pain and rehabilitation programs; and a Mind/Body Medical Institute offering an innovative mind-body approach to medical treatment. The Mishawaka campus has been providing health care since 1910; its features include complete labor, delivery, and postpartum care; a cardiac catheterization lab which was the first in the area to implement all-digital technology; an in-house laboratory; and a state-of-the-art radiology department with a new CT scanner and one of only three high-tech X-Ray machines in the United States and the only one in the Midwest. The Mishawaka campus is one of only 20 or so hospitals in the county to follow the Planetree philosophy, a holistic medical approach focusing on patients' mental, emotional, spiritual, as well as physical, well-being.

Memorial Hospital is the region's largest hospital and primary referral center, serving as a 526-bed regional referral center for cardiac, cancer, childbirth, emergency medicine, and rehabilitation services. Features of the hospital's clinical services include a new weight loss and bariatric surgery center; the innovative Memorial Lighthouse Medical Imaging Center; and the new Leighton Heart and Vascular Center, scheduled to open in 2005. Memorial's parent company, Memorial Health System, consisting of four affiliates—Memorial Hospital, Memorial Health Foundation, Memorial Home Care, and Memorial Medical Group—offers care and service at all levels, including inpatient and home care, medical equipment and supplies, pharmacy services, and occupational health services, as well as primary care physicians and specialists. South Bend's Madison Center provides behavioral and mental health care.

South Bend is home to the College Football Hall of Fame.

Recreation

Sightseeing

South Bend is noted for the University of Notre Dame, for its industrial heritage, and for its municipal parks. A good place to begin a campus tour is at Notre Dame's Eck Visitors' Center, which has historical displays and a 20-minute movie about the university. Notre Dame's golden-domed Main Building is the campus's central symbol; inside, the walls are lined with murals depicting the life of Christopher Columbus by Vatican artist Luigi Gregori. The five-story Victorian building recently received a $58 million renovation, restoring its woodwork, lighting fixtures, and walls. Also on the campus are a reproduction of France's Grotto of Lourdes; the ornate Basilica of the Sacred Heart; the Log Chapel, hand-built by Father Stephen Badin—the first Catholic priest ordained in the U.S.—in 1830; the Snite Museum of Art; and an 11-story library.

Young sports fans will enjoy passing and kicking a football at the College Football Hall of Fame, a 58,000 square-foot museum devoted to every aspect of football—its players, fans, cheerleaders, and bands. The museum features interactive exhibits as well as artifacts, mementos, and photographs. Studebaker Museum traces the history of the Studebaker Company from its days as a maker of horse-drawn carriages to its innovations in the manufacture of automobiles. Among the exhibits is the carriage in which President Lincoln rode to Ford's Theater on the night he was assassinated. The Northern Indiana Center for History includes Copshaholm (The Oliver Mansion), a 38-room stone mansion built in 1895; Worker House, a cottage reflecting working-class homes of the 1930s; History Center, which charts local history through industry, individuals, clothing, and even toys; and *kidsfirst* Children's Museum. The Potawatomi Park Zoo, founded in 1902, is the oldest zoo in the state. The 23-acre zoo is home to 400 animals, including several rare and endangered species such as tigers, red pandas, cotton-top tamarins, snow leopards, and lemurs. Visitors to the South Bend Chocolate Company can tour its factory and explore its chocolate museum. Amish Acres, in nearby Nappanee, IN, is an 80-acre, 19th-century farm that showcases the customs, beliefs, and work habits of the Amish people; featured are 18 restored buildings, craft demonstrations, farm animals, musical theatre, restaurants, and quaint shops.

Arts and Culture

The South Bend Symphony, the Broadway Theater League, Southold Dance, and other community arts groups perform at the Morris Performing Arts Center, Indiana's oldest historic theater, built in 1922. The Symphony's concert season includes six Masterworks, three pops, two family, three chamber, and a holiday concert. Broadway Theatre League presents nationally-touring Broadway shows in a season that runs between June and September. Southold Dance offers performances ranging from classic ballet to modern dance; the Nutcracker is a yearly favorite. The South Bend Civic Theatre is the largest community theatre in the state, as measured by operating budget, yearly productions, and membership; it presents a 16-play season, primarily at The Firehouse, a historic landmark.

The Snite Museum of Art, on the Notre Dame campus, holds more than 21,000 pieces in its permanent collection, featuring Rembrandt etchings, 19th-century French art, Old Master and 19th-century drawings, 19th-century European photographs, Mestrovic sculpture and drawings, Olmec and Preclassic Mesoamerican art, 20th-century art, Northern Native American art, and decorative and design arts. The South Bend Regional Art Center features a permanent collection focusing on American—especially Indiana—art, from the 19th century through the present. The Hannah Lindahl Children's museum gives young people a close-up, hands-on look at how life was lived long ago.

Festivals and Holidays

South Bend's parks are the location for many of the city's festivals and special events. A major event at Leeper Park is an art fair the last weekend in June. Rum Village Park hosts Old Fashioned Summer, featuring an antique car show, entertainment, a Native American program and activities, square dancing, trail activities, and more. South Bend's Summer in the City Festival, formerly known as the Ethnic Festival, features entertainment, food, rides, and a parade. Also in June, Merrifield Park, in nearby Mishawaka, hosts Summerfest, which features food, music, craft booths, and a free evening concert. St. Patrick's Park presents a number of events, including the Firefly Festival, an outdoor music, theater, and dance program on weekends from mid-June through early August; the Blues and Ribs Fest in August; and Kee-Boon-Mein-Kaa, a traditional Indian pow wow featuring food, dancing, demonstrations, and crafts, in September.

Sports for the Spectator

The University of Notre Dame Fighting Irish football team is among the most famous college teams in the world. Legendary coach Knute Rockne began the school's success in the 1920s with the ''Four Horsemen'' and ''Seven Mules.'' Throughout Notre Dame's history, the Fighting Irish have been known for great players, outstanding coaches, and a schedule of games against the nation's best football teams. The home schedule is played on Saturday afternoons in the fall in Notre Dame Stadium. The Fighting Irish also field competitive teams in basketball and other sports.

The Stanley Coveleski Regional Stadium is the home field of South Bend's Class A minor league franchise baseball team, the Silver Hawks, who compete in the Midwest League in a season that runs from April to September. The East Race, the first artificial whitewater course in North America and one of six in the world, hosts world-class whitewater slaloms and United States Olympic Trials; this course is capable of matching the Colorado River in its power.

Sports for the Participant

St. Joseph County offers numerous parks and a nature preserve for year-round outdoor fun. Rum Village Park features a nature center and hiking and nature trails, while George Wilson Park offers a disc golf course considered among the best in the country. St. Patrick's Park and Bendix Woods offer cross-country skiing. The South Bend-Mishawaka area boasts ten highly regarded golf courses, such as Blackthorn, which has been highly ranked by *Golf Digest.* South Bend's biggest recreational attraction is East Race Waterway, which offers kayaking and whitewater rafting in the heart of downtown. An exercise trail borders the waterway and is part of a five-mile trail that runs through the city's downtown parks and along the St. Joseph River.

Shopping and Dining

South Bend-Mishawaka offers shopping opportunities ranging from enclosed malls to many small independent specialty shops. A popular stop is the Farmer's Market in South Bend, which features wares ranging from fresh produce and baked goods to flowers, pottery, hand-crafted jewelry, and antiques. Town and Country Shopping Plaza offers eclectic shops. Nearby Mishawaka boasts the second-largest retail area in the state, with its large University Park Mall, as well as numerous shops and strip malls along the Grape Road/Main Street corridor.

Northern Indiana is known for such regional food specialties as frog legs, pan-fried perch, and relishes that include bean salad, cabbage salad, and pickled beets. Other popular dining options include sushi, barbeque, pasta, prime rib, and deli sandwiches. South Bend features unique fine dining options in atmospheric settings, including Tippecanoe Place, in the restored 1888 Studebaker Mansion, resembling a feudal castle; and the Carriage House, in a converted 1850s church. Amish Acres in nearby Nappanee and Das Dutchman Essenhaus in Middlebury offer home-style Amish cooking.

Visitor Information: Convention and Visitors Bureau of South Bend/Mishawaka, Commerce Center, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46634; telephone (800)519-0577

Convention Facilities

South Bend/Mishawaka offers excellent meeting facilities, totaling more than 300,000 square feet of combined meeting space, and the community has nearly 4,000 hotel rooms. The principal meeting site in South Bend is the Century Center, situated on an 11-acre downtown riverfront park with direct access to major hotels and five miles from South Bend Regional Airport. Integrated with theaters, parks, art galleries, and a museum, the Century Center complex consists of three convention and exhibition halls, a great hall, a ballroom, a thrust-stage theater, a recital hall, and suites. Its convention and exhibition halls offer a total of 37,000 square feet of unobstructed meeting and exhibit space. The great hall, a multipurpose courtyard overlooking Island Park and White Water Rapids, is suitable for banquets, receptions, dinner dances, and exhibitions. The ballroom offers nearly 6,600 square feet of space suitable for meetings and banquets. Bendix Theatre has seating for 718 and is suitable for meetings, shows, and performances. The recital hall, with seating for 166, is suitable for breakout sessions and performances. The suites consist of up to 11 variable-sized rooms.

The Morris Performing Arts Center, the oldest theater in Indiana, features an auditorium, restored and renovated in 2000, that can accommodate more than 2,500 attendees for lectures, meetings, and conferences. Morris also houses the lavish Palais Royale ballroom which, restored to its 1923 grandeur in 2002, is considered the city's premier banquet facility. Additional convention facilities can be found on the University of Notre Dame campus at the Athletic and Convocation Center and the Center for Continuing Education.

Convention Information: Convention and Visitors Bureau of South Bend/Mishawaka, Commerce Center, 401 E. Colfax Ave., Ste. 310, South Bend, IN 46634; telephone (800)519-0577

Transportation

Approaching the City

Six commercial airlines schedule direct and connecting flights into South Bend at the South Bend Regional Airport from all major United States cities and points abroad. The airport, which is the second-busiest in Indiana, is the only one in the nation to have developed a multimodal transportation center offering air, intercity rail, and interstate bus service at one convenient location. In 1999 the airport created a Master Plan to further develop the airport; the first phase of the plan, adding 1,300 feet of pavement to its main

runway and also lengthening two adjacent taxi runways, was completed in 2002. The closest major airport is O'Hare in Chicago, about 120 miles away.

Passenger rail transportation is available by Amtrak from Boston, New York, and Chicago. The South Shore Line, the nation's only remaining interurban rail service, connects the Chicago Loop with South Bend and Mishawaka, making seven daily trips on weekdays and nine on weekends.

An efficient highway system—including Interstate 80/90 (the Indiana Toll Road,) running east/west; U.S. 6, 20, and 31; and State Routes 2, 4, 23, 104, 331, and 933—affords access into the South Bend metropolitan area.

Traveling in the City

South Bend is laid out on a grid system, the main thoroughfares within the city being north-south Main Street and Michigan Street (U.S. 31) and east-west Colfax Avenue (U.S. 20).

Transpo, the municipal bus service, schedules regular routes in both South Bend and Mishawaka. Transpo Access is available for the elderly and handicapped.

Communications

Newspapers

The major South Bend daily newspaper is the *South Bend Tribune,* which has a circulation of more than 63,000. Other South Bend publications include the weekly *Tri-County News,* and the monthly magazine *Culture Wars,* which explores issues from the point of view of the Catholic Church.

Television and Radio

South Bend, Mishawaka, and neighboring communities receive broadcasts from nine area-based television stations and have access to several Chicago and Elkhart stations, as well as cable. South Bend's 29 radio stations—21 FM and eight AM—serve listeners with music, news and information, and religious programming.

Media Information: *South Bend Tribune,* 225 W. Colfax Ave., South Bend, IN 46626; telephone (574)235-6474

South Bend Online

Chamber of Commerce of St. Joseph County. Available www.sjchamber.org

South Bend Government web site. Available www.ci.southbend.in.us

South Bend Tribune. Available www.southbendtribune.com

St. Joseph County Public Library. Available http://sjcpl.lib.in.us

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IOWA

Cedar Rapids 119
Davenport 131
Des Moines 141

The State in Brief

Nickname: Hawkeye State
Motto: Our liberties we prize and our rights we will maintain

Flower: Wild rose
Bird: Eastern goldfinch

Area: 56,271 square miles (2000; U.S. rank: 26th)
Elevation: Ranges from 480 feet to 1,670 feet above sea level
Climate: Continental, with extremes in temperature (30 degrees in winter, 100 degrees in summer)

Admitted to Union: December 28, 1846
Capital: Des Moines
Head Official: Governor Tom Vilsack (D) (until 2007)

Population
- **1980:** 2,914,000
- **1990:** 2,795,000
- **2000:** 2,926,382
- **2004 estimate:** 2,954,451
- **Percent change, 1990–2000:** 5.4%
- **U.S. rank in 2004:** 30th
- **Percent of residents born in state:** 74.8% (2000)
- **Density:** 52.4 people per square mile (2000)
- **2002 FBI Crime Index Total:** 101,265

Racial and Ethnic Characteristics (2000)
- **White:** 2,748,640
- **Black or African American:** 61,853
- **American Indian and Alaska Native:** 8,989
- **Asian:** 36,635
- **Native Hawaiian and Pacific Islander:** 1,009
- **Hispanic or Latino (may be of any race):** 82,473
- **Other:** 37,420

Age Characteristics (2000)
- **Population under 5 years old:** 188,413
- **Population 5 to 19 years old:** 639,570
- **Percent of population 65 years and over:** 14.9%
- **Median age:** 36.6 years (2000)

Vital Statistics
- **Total number of births (2003):** 38,243
- **Total number of deaths (2003):** 28,138 (infant deaths, 207)
- **AIDS cases reported through 2003:** 728

Economy
- **Major industries:** Manufacturing; agriculture; finance, insurance, and real estate; trade; services
- **Unemployment rate:** 5.1% (March 2005)
- **Per capita income:** $28,398 (2003; U.S. rank: 36th)
- **Median household income:** $41,985 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 8.5% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 0.36% to 8.98%
- **Sales tax rate:** 5.0%

Cedar Rapids

The City in Brief

Founded: 1841 (incorporated, 1849)

Head Official: Mayor Paul D. Pate (since 2002)

City Population
1980: 110,243
1990: 108,772
2000: 120,758
2003 estimate: 122,542
Percent change, 1990–2000: 10.9%
U.S. rank in 1980: 141st
U.S. rank in 1990: 174th
U.S. rank in 2000: 181st (State rank: 2nd)

Metropolitan Area Population
1980: 169,775
1990: 168,767
2000: 191,701
2003 estimate: 196,006
Percent change, 1990–2000: 13.6%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 173rd

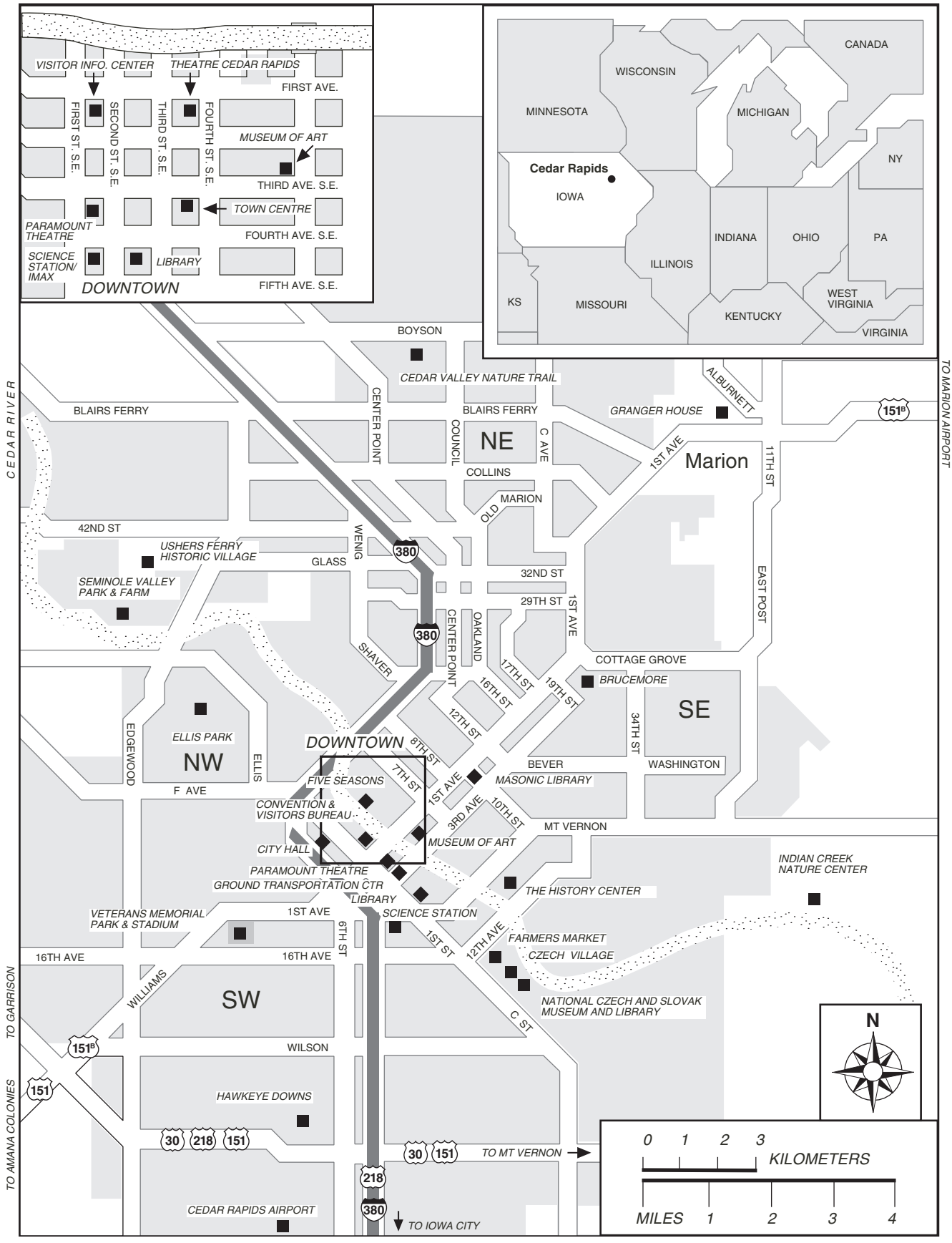
Area: 63 square miles (2000)
Elevation: 733 feet above sea level
Average Annual Temperature: 49.6° F
Average Annual Precipitation: 36.39 inches of rain, 34.4 inches of snow

Major Economic Sectors: Services, trade, manufacturing
Unemployment Rate: 5.9% (February 2005)
Per Capita Income: $22,589 (1999)

2002 FBI Crime Index Total: 7,233

Major Colleges and Universities: Coe College; Mount Mercy College

Daily Newspaper: *Cedar Rapids Gazette*


VISITOR INFO. CENTER
THEATRE CEDAR RAPIDS
FIRST AVE.
FIRST ST. S.E.
SECOND ST. S.E.
THIRD ST. S.E.
FOURTH ST. S.E.
MUSEUM OF ART
THIRD AVE. S.E.
TOWN CENTRE
PARAMOUNT THEATRE
FOURTH AVE. S.E.
SCIENCE STATION/ IMAX
LIBRARY
FIFTH AVE. S.E.
DOWNTOWN
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
Cedar Rapids
IOWA
INDIANA
OHIO
PA
ILLINOIS
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
BOYSON
CEDAR VALLEY NATURE TRAIL
CEDAR RIVER
BLAIRS FERRY
CENTER POINT
COUNCIL
NE
C AVE
COLLINS
MARION
OLD
ALBURNETT
GRANGER HOUSE
151B
TO MARION AIRPORT
1ST AVE
Marion
11TH ST
42ND ST
WENIG
USHERS FERRY HISTORIC VILLAGE
GLASS
380
32ND ST
SEMINOLE VALLEY PARK & FARM
29TH ST
OAKLAND
EAST POST
SHAVER
COTTAGE GROVE
17TH ST
19TH ST
16TH ST
BRUCEMORE
12TH ST
SE
34TH ST
EDGEWOOD
ELLIS PARK
NW
DOWNTOWN
8TH ST
ELLIS
BEVER
WASHINGTON
7TH ST
F AVE
FIVE SEASONS
MASONIC LIBRARY
CONVENTION & VISITORS BUREAU
3RD AVE
10TH ST
MT VERNON
CITY HALL
MUSEUM OF ART
INDIAN CREEK NATURE CENTER
PARAMOUNT THEATRE
GROUND TRANSPORTATION CTR
LIBRARY
THE HISTORY CENTER
VETERANS MEMORIAL PARK & STADIUM
1ST AVE
SCIENCE STATION
6TH ST
1ST ST
12TH AVE
FARMERS MARKET
16TH AVE
16TH AVE
CZECH VILLAGE
TO GARRISON
WILLIAMS
SW
NATIONAL CZECH AND SLOVAK MUSEUM AND LIBRARY
C ST
N
151B
WILSON
151
HAWKEYE DOWNS
TO AMANA COLONIES
30
218
151
30
151
TO MT VERNON
218
380
CEDAR RAPIDS AIRPORT
TO IOWA CITY
0 1 2 3
KILOMETERS
MILES 1 2 3 4

Introduction

Cedar Rapids preserves a small-town atmosphere in a metropolitan setting. The industrial and cultural center of eastern Iowa, the city has undergone growth and development as it gains prominence in high-technology industries and in export trade. Expansion has been carefully monitored by civic leaders, however, so that international business may be conducted at an unhurried pace and residents may maintain their midwestern traditions. Cedar Rapids is the seat of Linn County and adjoins the city of Marion.

Geography and Climate

Cedar Rapids is situated on the Cedar River, which flows through the city, on rolling terrain in eastern Iowa. The surrounding area is laced with rivers and lakes and dotted with limestone bluffs. The climate consists of four distinct seasons, with warm days and cool nights in spring and autumn.

Area: 63 square miles (2000)

Elevation: 733 feet above sea level

Average Temperatures: January, 19.1° F; July, 74.6° F

Average Annual Precipitation: 36.39 inches of rain, 34.4 inches of snow

History

Cedar River Supports Settlement

The Sac and the Fox, Native American tribes, hunted and trapped along the Cedar River before the arrival of Osgood Shepherd, the area's first permanent settler of European descent. Shepherd lived in a cabin on the river's east side in 1838 at what is now the location of First Avenue and First Street. A survey was made in 1841 and the newly formed town was named Rapids City after the rapids on the Cedar River; the name was changed to Cedar Rapids in 1848. In the early 1840s a dam was built across the river to provide power for the grist and lumber industries. Cedar Rapids was incorporated as a city in 1849; the town of Kingston, located on the west side of the river, was annexed to Cedar Rapids in 1870.

The early history of Cedar Rapids was highlighted by colorful characters and events. An island—now named Municipal Island—in the channel of the Cedar River was until 1851 the headquarters of the Shepherd gang, notorious horse thieves. Local residents built the steamer *The Cedar Rapids* in 1858 and used it for round trips to St. Louis; however, a collision on the Mississippi River and the arrival of the railroad ended river transportation.

Czechoslovakians, known as Bohemians, have made lasting contributions to the Cedar Rapids community. Czechs began arriving in 1852 to work in local packing plants, and soon a ''Little Bohemia'' was established in the southwest sector of the city (it is now known as ''Czech Village''). Josef Sosel, the first Czech lawyer in the United States, was smuggled out of his native country in a barrel after he was accused of revolutionary activities; Sosel settled in Cedar Rapids, where he played a prominent role in the Czech community. In 1869 Czechs established The Reading Society, which evolved into a Little Theater movement, as well as the Light Guard Band. The Czech-language *Cedar Rapids Listy* began publication in 1906.

Industry and Arts Flourish

The economic growth of Cedar Rapids was spurred in 1871 with the arrival, from Ireland, of T. M. Sinclair, who established one of the nation's largest meatpacking companies, T. M. Sinclair Company. Some other major local industries that date from the same era are Cherry-Burrell and the world's largest cereal mill, Quaker Oats. Cultural development was simultaneous with economic expansion, as many Cedar Rapids arts and educational institutions were formed during this period. Greene's Opera House was dedicated in 1880, the same year the Cedar Rapids Business College opened its doors. Among the school's first faculty members was Austin Palmer, the inventor of the Palmer Method of Penmanship.

For more than 60 years, city fathers challenged nearby Marion for designation as the county seat; in 1919, voters endorsed a move to Cedar Rapids. The county courthouse and the Memorial Building, dedicated in 1928 to Americans who have fought in the nation's wars, were built on Municipal Island. Grant Wood, the Iowa artist, designed the 20-foot by 24-foot stained glass window in the Memorial Building and supervised its construction in Munich, Germany.

The artistry of Wood, one of the leading practitioners of Midwestern regionalism, is felt throughout the city. Wood grew up in Cedar Rapids and taught in the community junior high school; after studying in France he returned to the city and, supported by a local patron, set up a studio. Wood's ''American Gothic'' caused a sensation in the art world for its uncompromising realism when it was unveiled in 1930. Wood's daring work led to success and he was hired in 1934 to teach art at the University of Iowa.

Telecommunications Help Shape City's Future

Private enterprise, a principal force in the city's economic history, continued to be important during the first half of the twentieth century. Another Cedar Rapids native, Arthur Collins, started Collins Radio Company with eight employees during the Great Depression; the small electronics firm soon established a reputation as a leader in the industrial radio business. The company supplied electronic equipment to all branches of the armed services during World War II. Collins Radio, a major employer in the Cedar Rapids area, became a part of Rockwell Collins in 1973. Today the Cedar Rapids metropolitan area is a telecommunications and transportation center, performing an important role in the nation's economy. The Cedar Rapids ''Technology Corridor'' is one of the leading centers in the country for the defense electronics industry. The city has also developed a reputation as a cultural and artistic hub, with a thriving theater community and a wealth of sports and recreational activities for all. Known as the ''City of Five Seasons,'' Cedar Rapids residents profess to have a quality of life that allows for the addition of a fifth season, one to enjoy the community and the other four seasons.

Historical Information: The Carl and Mary Koehler History Center, 615 1st Avenue SE, Cedar Rapids, IA 52401; telephone (319)362-1501

Population Profile

Metropolitan Area Residents
1980: 169,775
1990: 168,767
2000: 191,701
2003 estimate: 196,006
Percent change, 1990–2000: 13.6%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 173rd

City Residents
1980: 110,243
1990: 108,772
2000: 120,758
2003 estimate: 122,542
Percent change, 1990–2000: 10.9%
U.S. rank in 1980: 141st
U.S. rank in 1990: 174th
U.S. rank in 2000: 181st (State rank: 2nd)

Density: 1,912.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 112,874
Black or African American: 5,614
American Indian and Alaska Native: 792
Asian: 2,564
Native Hawaiian and Pacific Islander: 116
Hispanic or Latino (may be of any race): 2,065
Other: 1,112

Percent of residents born in state: 73.7% (2000)

Age characteristics (2000)
Population under 5 years old: 8,625
Population 5 to 9 years old: 8,649
Population 10 to 14 years old: 7,765
Population 15 to 19 years old: 8,544
Population 20 to 24 years old: 9,039
Population 25 to 34 years old: 18,338
Population 35 to 44 years old: 18,708
Population 45 to 54 years old: 15,670
Population 55 to 59 years old: 5,266
Population 60 to 64 years old: 4,360
Population 65 to 74 years old: 7,728
Population 75 to 84 years old: 5,853
Population 85 years and older: 2,213
Median age: 34.7 years

Births (2002)
Total number: 1,807

Deaths (2002)
Total number: 1,007

Money income (1999)
Per capita income: $22,589
Median household income: $43,704
Total households: 49,879

Number of households with income of . . .
less than $10,000: 3,207
$10,000 to $14,999: 3,001
$15,000 to $24,999: 6,163
$25,000 to $34,999: 6,852
$35,000 to $49,999: 9,272
$50,000 to $74,999: 11,619
$75,000 to $99,999: 5,342
$100,000 to $149,999: 3,039
$150,000 to $199,999: 614
$200,000 or more: 770

Percent of families below poverty level: 4.9% (41.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 7,233

Municipal Government

Cedar Rapids is administered by a commission-mayor form of government. The City Council has executive, legislative and administrative authority. The five council members and the mayor, who is a member of the council, are elected to two-year, non-partisan terms.

Head Official: Mayor Paul D. Pate (since January 2002; current term expires January 2006)

Total Number of City Employees: 1,700 (2004)

City Information: City of Cedar Rapids, 51 First Avenue Bridge, Cedar Rapids, IA 52401; telephone (319)286-5000

Economy

Major Industries and Commercial Activity

The economy of Cedar Rapids has traditionally been based on the manufacture and processing of agricultural and food products, steel fabricating, tool and die making, and radios and electronics. Manufacturing, which continues to be an important economic sector, has been augmented by high-technology industries and transportation. The Cedar Rapids-Iowa City ''Technology Corridor'' is one of the leading centers in the country for the defense electronics industry; the fastest-growing segment of the metropolitan area economy is telecommunications and telemarketing. Advanced research and development laboratories, an educated and productive labor force, and a mid-continent location are increasingly attracting new business and industry to Cedar Rapids.

The city's association with high technology dates to the early years of Collins Radio Company. Today, Collins is part of Rockwell Collins, ranked as the largest employer in the Cedar Rapids-Iowa City region. The company provides aviation electronic and communication technology for government, aircraft manufacturers, and hundreds of airline customers. In fact, the company's aircraft electronics are used in almost every airline in the world. Additionally, Rockwell Collins' communication systems transmit almost 70 percent of all U.S. and allied military airborne communication.

In recent years, a number of local public and private organizations joined together to help develop the ''Technology Corridor.'' This hub for technology companies is located throughout 12 communities in Johnson and Linn Counties. Its location near a number of colleges and universities enables Corridor companies to easily access education, training, research, and development. Local firms provide a variety of services such as electronic design and consultation, systems planning, equipment manufacturing, and telemarketing.

While Cedar Rapids has seen tremendous growth in technology, the city continues to succeed in attracting agricultural and food processing manufacturers. It is home to more than 275 different manufacturing plants, including Quaker Food and Beverages, which runs the world's largest cereal milling plant. Other top manufacturing employers include Amana Refrigeration Products, General Mills, Inc., and H.J. Heinz Company.

Items and goods produced: cereal, syrup, sugar, dairy, mining, and road machinery, boxboard and containers, automotive tools and machinery, radio electronics and avionics equipment, oil burners, furniture, pumps, gravel crushers, cranes, snow plows, electric-powered shovels, trailer parts, candy, office and drainage equipment, rubber goods, plastic bags, recycled corrugated cardboard, copper alloy and plastic molding, medical and chemical products, plumbing supplies, auto parts and toys, furnaces, livestock feed, structural steel, compressed gas, pharmaceuticals, avionics and earth-moving equipment, telecommunications equipment, home appliances

Incentive Programs—New and Existing Companies

Local programs—The Cedar Rapids Area Chamber of Commerce and its divisions are active in implementing growth plans, helping existing businesses, and recruiting companies from throughout the world. Its economic development division, Priority One, provides businesses with demographics and trade figures, site location assistance, and workforce development.

State programs—Part of the private-public partnership Cedar Rapids fosters is evident in such state programs as certain property tax exemptions, job training, low-interest loans and forgivable loans for business development, tax abatements on new research and manufacturing facilities, and state tax credits for new job creation. In addition, no sales or use taxes are assessed on equipment or computers and open port warehousing is available.

Job training programs—Cedar Rapids area businesses can take advantage of the Iowa Industrial New Jobs Training Program administered by Kirkwood Community College, which provides education and training for new employees of new and expanding companies at little or no cost.

Development Projects

Many companies have recently been relocating to or expanding current operations in the Cedar Rapids area. Nordstrom is expanding its existing fulfillment center by adding 39,000 square feet of space and creating 275 full-time positions. U.S. Cellular is expanding its engineering and customer call center, adding 15,000 square feet and 100 new jobs. Iowa Glass

Co. is in the process of building a new $10 million corporate headquarters and distribution center, and German fiber manufacturer J. Rettenmaier & Sōhne recently announced plans to build a dietary fiber production facility in the city.

Economic Development Information: Priority One, Economic Development Division, Cedar Rapids Area Chamber of Commerce, 424 First Avenue NE, Cedar Rapids, IA 52401; telephone (319)398-5317; email infodesk@priority1.com

Commercial Shipping

A central location, efficient access, and low supply and distribution costs have contributed to the development of Cedar Rapids as a primary transportation hub in the Midwest. The city is at the center of the NAFTA corridor, and international connections are readily accessible. Additionally, Eastern Iowa Airport is a designated Foreign Trade Zone. The 3,200-square-acre airport served one million passengers in 2000, a milestone in its history. A leader in exporting goods, Cedar Rapids works closely with top importers in Canada, Japan, Mexico, Germany and France. Iowa is the only state bordered by two navigable rivers, and many area exports leave via water.

Cedar Rapids' rail system also provides transportation services to many businesses. The Union Pacific East-West mainline travels through the city, as well as the Canadian Pacific Railway and the Cedar Rapids and Iowa City Railway. The lines interchange with a number of major national airlines serving all of North America. In addition, Cedar Rapids is the only area able to serve Minneapolis, Chicago, St. Louis, and Omaha by freight carrier within a one-day round trip. More than 34 motor freight carriers with terminals located in the area provide interstate, intrastate and local freight services.

Labor Force and Employment Outlook

With an educated, available, and skilled workforce, Cedar Rapids maintains a productivity rate that is substantially above the national average. Absenteeism is less than 1 percent and industrial turnover is less than 1.5 percent. Area workers produce 20 percent more than the average American worker and score high in rankings of annual value added per production worker. With 69 percent of the workforce having education beyond high school, and 48 percent having an undergraduate degree or higher, local businesses have a large pool of educated workers to choose from. And in order to further train those workers, Cedar Rapids area businesses can take advantage of the Iowa Industrial New Jobs Training Program, which provides education and training for new employees of new and expanding companies at little or no cost. The program is administered by Kirkwood Community College.

The following is a summary of data regarding the Cedar Rapids metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 129,500

Number of workers employed in . . .
construction and mining: 7,100
manufacturing: 19,300
trade, transportation, and utilities: 28,100
information: 5,700
financial activities: 9,700
professional and business services: 12,300
education and health services: 16,000
leisure and hospitality: 10,600
other services: 5,300
government: 15,300

Average hourly earnings of production workers employed in manufacturing: $16.08 (statewide average)

Unemployment rate: 5.9% (February 2005)

Largest employers	*Number of employees*
Rockwell Collins	7,162
Mercy Medical Center	2,862
Cedar Rapids Community Schools	2,860
AEGON Insurance Group	2,632
St. Luke's Hospital	2,400
Amana Refrigeration Products	2,300
MCI	1,880
City of Cedar Rapids	1,700
Hy-Vee Food Stores	1,691
Alliant Energy	1,650
McLeodUSA Incorporated	1,645

Cost of Living

Cedar Rapids's property taxes are the second-lowest of the state's eight largest cities with more than 50,000 people.

The following is a summary of data regarding several key cost of living factors in the Cedar Rapids area.

2004 (3rd Quarter) ACCRA Average House Price: $221,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 94.2 (U.S. average = 100.0)

State income tax rate: Ranges from 0.36% to 8.98%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $34.50 per $1,000 of assessed valuation for properties within the Cedar Rapids Community School District; 51.6676% of the assessed value is subject to the property tax rate; therefore, a $100,000 house would be taxed as if it were valued at $51,667

Economic Information: Cedar Rapids Area Chamber of Commerce, 424 First Avenue NE, Cedar Rapids, IA 52401; telephone (319)398-5317.

Education and Research

Elementary and Secondary Schools

The Cedar Rapids Community School District is the second-largest of Iowa's 397 public school systems. The average composite ACT score for Iowa high school students is 22.0, ranking Iowa second in the nation; Cedar Rapids' average score is 23.5. The average daily attendance rate in 2003/2004 was 96 percent. As a result of the .38 percent dropout rate for high school students, the district was highlighted in the *Wall Street Journal.* Forty-nine percent of teachers have master's degrees. The district is working through a multi-year, $52 million facilities improvement plan. Additionally, $4.1 million was spent on new curriculum, teaching tools, and technology in 2003.

The following is a summary of data regarding the Cedar Rapids public schools as of the 2003–2004 school year.

Total enrollment: 17,729 (including home-schooled children)

Number of facilities
elementary schools: 21
middle schools: 5
senior high schools: 4 (including one alternative high school)

Student/teacher ratio: 16:1

Teacher salaries (statewide)
average: $39,432

Funding per pupil: $7,236

Catholic schools in the metropolitan area enroll nearly 3,000 students.

Public Schools Information: Cedar Rapids Community Schools, Community Relations, 346 Second Avenue SW, Cedar Rapids, IA 52404; telephone (319)558-2124

Colleges and Universities

Six institutions of higher learning are located in the Cedar Rapids area. Coe College, Mount Mercy College, and Cornell College are all four-year, private, liberal arts colleges. Coe College, founded in 1851, offers 40 degree choices and small class size, with an enrollment of 1,300 students. Mount Mercy College was founded by the Sisters of Mercy and offers 35 majors, with 1,400 students. Cornell College, founded in 1853, has an enrollment of just over 1,100 students, and is ranked in the top 7 percent of the nation's colleges and universities.

In nearby Iowa City, the University of Iowa offers 100 undergraduate degree programs, 110 graduate degree programs and 74 doctorate degree programs. Its medical, dental, law, pharmacy, and business colleges are nationally recognized. The University of Iowa Education and Conference Center is located in downtown Cedar Rapids.

Kirkwood Community College provides vocational/technical, arts and sciences, and adult continuing education programs. Current full-time enrollment is nearly 14,000 students. Hamilton Business College is the oldest business college in Iowa, offering one year diplomas and two year associate degree programs.

Libraries and Research Centers

The Cedar Rapids Public Library operates an architecturally impressive main facility as well as another branch on the west side of the city. It houses an up-to-date collection and a diverse array of services in comfortable surroundings. The library computer system, CD-ROM and Internet stations make information retrieval easy and convenient. The library offers programs for all ages, including story times, crafts, puppet and magic shows, author lectures, readings, demonstrations, and discussions.

Cedar Rapids is also served by the Coe College and Kirkwood Community College libraries. Among special libraries are the National Czech and Slovak Museum and Library, which collects published and unpublished resources by and about the Czech and Slovak peoples, and the Iowa Masonic Library, which contains 100,000 volumes of reference materials and a collection of colonial, Native American, and foreign exhibits.

The University of Iowa Libraries house more than 4 million volumes and more than 40,000 serials, making it one of the largest research collections in the country. The university's law library was recently ranked as one of the top five law libraries in the nation.

Public Library Information: Cedar Rapids Public Library, 500 First Street SE, Cedar Rapids, IA 52401; telephone (319)398-5123

Health Care

Two major medical centers serve Cedar Rapids: Mercy Medical Center and St. Luke's Hospital, both of which have been recognized to be among the 100 top orthopedic hospi-

tals in the United States. St. Luke's Hospital specializes in cardiac care, behavioral health, obstetrics, rehabilitation, pediatrics, and surgery. In 2000, St. Luke's opened the area's largest ambulatory surgery unit in an effort to make outpatient procedures more convenient for patients and medical staff. Mercy Medical Center's facilities include the Mercy Cancer Center, which participates in National Cancer Institute clinical research programs. In 2002 Mercy built the J. Edward Lundy Pavilion, a 170,000 square foot facility which houses the Katz Cardiovascular Center, Mercy Surgical Services, Women's Center, and Birthplace obstetrical unit. The medical community includes nearly 300 practicing physicians covering every area of specialty. The health care needs of area residents are also attended to at the University of Iowa Hospital and Clinics, the nation's largest teaching hospital, located a 25 minutes away.

Health Care Information: St. Luke's Hospital, 1026 A Avenue NE, Cedar Rapids, IA 52406; telephone (319)369-7211. Mercy Medical Center, 710 Tenth Street SE, Cedar Rapids, IA 52403; telephone (319)398-6011

Recreation

Sightseeing

A trip to Cedar Rapids might include a visit to Brucemore Mansion and Gardens, which is a National Trust Historic Site. A 21-room Queen Anne-style mansion on a 26-acre estate, Brucemore is the ancestral home of three prominent families who used it as a center for culture and arts. Built in 1884, it is now used for a variety of cultural events, including dance and drama performance, historical tours, garden walks, lectures, workshops, and educational programs.

The National Czech & Slovak Museum & Library preserve the city's ethnic heritage; they offer two exhibit galleries that focus on Czech and Slovak history and culture. In the area downtown along the Cedar River known as The Czech Village, shops, bakeries, and stores feature authentic crafts and foods. The Science Station, housed in a refurbished brick 1917 fire station, offers hands-on science and technology exhibits for children and adults. In 2001 the McLeod/Busse IMAX Dome Theatre was added to the property, offering science and nature themed movies on a six-story wraparound screen. The Iowa Equestrian Center at Kirkwood Community College is one of Cedar Rapids' newest attractions, and the state's most comprehensive facilities for horse shows, workshops, programs, and equestrian events. It has indoor and outdoor arenas and facilities for 266 horses.

Several points of interest are within driving distance of Cedar Rapids. The Amana Colonies, 20 minutes south of the city, is Iowa's primary tourist attraction. It is composed of seven villages first settled in 1855 by German immigrants searching for religious freedom. Today, the Colonies are home to furniture stores, wineries, bakeries, and German restaurants run by the settlers' descendents. The Herbert Hoover Presidential Library and National Historic Site is in West Branch, 25 miles from Cedar Rapids. Attractions there include the presidential library and museum, a Quaker meeting house, a blacksmith shop, Hoover's birthplace, and Hoover's grave site.

Arts and Culture

An important part of cultural life in Cedar Rapids is the Museum of Art, with 5,000 works of art under its roof. The museum houses the world's largest collection of works by Grant Wood, Marvin Cone, and Mauricio Lasansky. They also have strong collections of early twentieth century paintings, Malvina Hoffman sculptures, and Regionalist art from the 1930s and 1940s. In 2003 Cedar Rapids also became home to the African American Historical Museum and Cultural Center of Iowa. This building features exhibits on Africa, the nation, and Iowa, and holds community and educational programs.

The city's cultural community presents a variety of concerts and shows and hosts visiting international performance groups. The renovated Paramount Theatre for the Performing Arts, with a hall of mirrors and Broadway-style marquee, is the home of the Cedar Rapids Symphony Orchestra. The symphony performs four concert series: Classics, Pops, Chamber, and Discovery Family. In 1998, the Cedar Rapids Opera Theatre began performing two to three operas per season. Past performances have included *Pirates of Penzance* and *La Traviata.* Its Young Artists Program allows pre-professional singers the opportunity to perform in mainstage productions.

Theatre Cedar Rapids presents eight mainstage shows in a repertoire ranging from musicals to drama, and is one of the 20 largest community theatres in the country. It is housed in the Iowa Theatre Building, first opened in 1928 and extensively renovated in 1980. Off-season the building is busy hosting a variety of other performances, including comedy shows and concerts. The Old Creamery Theatre Company performs an April-to-December season at the Amana Colonies. Area colleges sponsor a host of cultural programs. Among them is the Summer Rep series at the University of Iowa University Theatres, which features works each season by a single modern playwright. The university's Hancher Auditorium hosts more than 40 major international cultural events each year in its 2,500-seat auditorium.

For a taste of small-town Iowa during the turn of the century, visitors can walk through the Ushers Ferry Historic Village. Composed of more than 30 authentic buildings and homes

The Cedar Rapids Museum of Art, opened in 1989, encompasses a restored Beaux Arts building and a newly constructed gallery.

over 10 acres of land, the facility gives tours, workshops, and historical reenactments. Turn-of-the-century farm life can be relived at Seminole Valley Farm, where the restored family farm and outbuildings are now home to tours and history exhibits. In nearby Marion, the nineteenth-century Granger House is open for tours of the Victorian home and carriage house.

Festivals and Holidays

A festival, parade, or show is scheduled nearly every weekend of the year in Cedar Rapids. The Cedar Rapids Freedom Festival, a city staple for more than 20 years, is an 11-day festival encompassing more than 75 events for all ages during the month of July. Also in July, nearby Hiawatha hosts its Hog Wild Days, a week-long festival that raises money for community programs. During the spring, the Marion Arts Festival brings together 50 artists from across the country, displaying and selling a wide variety of art. Live music, food vendors, and family-friendly activities are also featured. In January, the Amana Colonies is home to WinterFest, a day of Winter fun including a 5K run/walk, wagon rides, cross-country skiing, ice skating, and winery tours.

Sports for the Spectator

The Cedar Rapids Kernels, a Class A farm club of the National League Anaheim Angels professional baseball club, play a full home schedule in the Midwest League at Veterans Memorial Park, which seats 5,300 people. For automobile-racing enthusiasts, Hawkeye Downs Speedway hosts a number of sanctioned racing events in modern facilities. Visiting regional and national series have included the NASCAR REMAX Series, American IndyCar Series, and the IMCA Summer Series. Hockey enthusiasts are crowding games of the new RoughRiders junior hockey team at the Cedar Rapids Ice Arena. In 2004 Cedar Rapids acquired the Cedar Rapids River Raiders, a member of the United States Basketball League. They play home games at U.S. Cellular Center.

The full range of major college sports is presented at the University of Iowa in nearby Iowa City, where the Hawkeyes engage in Big Ten competition. Coe College, Mount Mercy College, and Kirkwood Community College in Cedar Rapids, and Cornell College in Mount Vernon compete in a number of sports.

Sports for the Participant

Cedar Rapids has the largest park system in Iowa, with more than 75 parks on more than 4,000 acres of land. Recreation facilities include 6 aquatic centers, 50 ball fields, 30 volleyball courts, 3 outdoor ice rinks, 4 cross-country ski trails, 50 tennis courts, and 30 soccer fields. For the golfing enthusiast, the city also has 4 municipal golf courses, 4 privately owned golf courses, and 3 country clubs. At Cheyenne Park, dog owners can use an 18-acre, fenced, off-leash dog exercise area. The area is also home to many miles of nature trails. The Cedar Valley Nature Trail, once a railroad bed, offers 52 miles of trails for biking, hiking, and skiing through recreation areas, along riverbanks, and through small towns. The Sac and Fox National Recreational Trail follows Indian Creek through wooded areas and is used for hiking, horseback riding, bicycling, skiing, and dog sledding.

Recreation Information: Cedar Rapids Parks Department, telephone (319)286-5080

Shopping and Dining

The Cedar Rapids area offers a wide range of shopping and dining attractions. The city is home to two enclosed malls with a combined total of more than 170 shops. Downtown, more than 103 individual stores are woven through the city streets. In nearby Williamsburg, shoppers can find the Tanger Factory Outlet Center, with more than 70 outlet stores. Additionally, Czech Village and the Amana Colonies offer an assortment of specialty shops. Dining choices consist of a mix of ethnic and traditional cuisines, with an abundance of regional and national chains as well as unique locally owned restaurants. Three farmer's markets operate in the warm-weather months, offering locally grown fruits, vegetables, flowers, and baked goods.

Visitor Information: Cedar Rapids Area Convention and Visitors Bureau, 119 First Avenue SE, Cedar Rapids, IA 52406; toll-free (800)735-5557.

Convention Facilities

Cedar Rapids offers a variety of convention facilities depending on one's needs. The multipurpose Cedar Rapids Education and Conference Center, in downtown Cedar Rapids, houses different sized rooms with up-to-date multimedia equipment. The facility partners with a number of local hotels and restaurants. Coe College, Kirkwood Community College, and Mount Mercy College also offer smaller conference facilities, and for those groups looking for an abundance of space, the Hawkeye Downs Speedway, U.S. Cellular Center, and Veterans Memorial Coliseum have facilities available.

Hotels and motels in metropolitan Cedar Rapids offer accommodations for a range of meeting and convention needs. More than 3,000 rooms are available.

Convention Information: Cedar Rapids Convention and Visitors Bureau, 119 First Avenue SE, Cedar Rapids, IA 52406; telephone (319)398-5009, ext. 126.

Transportation

Approaching the City

The Cedar Rapids Airport, just south of the center of the city off of I-380, handles an average of 80 commercial flights daily. It offers direct service to Minneapolis, Denver, Las Vegas, Dallas, Chicago, Detroit, St. Louis, and Cincinnati. One third of the country's population is within an hour's flight from Cedar Rapids. All passengers have access to the airport's Information Center and Business Center. In 2000, one million passengers were served in one year, marking a milestone in the airport's history.

Cedar Rapids is linked with points throughout the nation by two interstate highways, I-380 (north-south) and I-80 (east-west). Federal highways are 30/218, which runs east to west through the south sector Cedar Rapids, and 151, which intersects the city diagonally northeast to southwest. State routes include 150, running parallel with I-380, and east-west 94. Cedar Rapids is located mid-point on the newly designated ''Avenue of the Saints'' that connects St. Louis, Missouri, and St. Paul, Minnesota. The area is also served by a number of commuter rail lines.

Traveling in the City

The Cedar River divides Cedar Rapids into east and west sectors; for address purposes, streets are designated according to quadrants: northeast, northwest, southeast, and southwest. The City Bus Department and taxis are headquartered in the Ground Transportation Center on Fourth Avenue. Linn County LIFTS provides service to the elderly and handicapped in the metropolitan area with specially-equipped buses.

Communications

Newspapers and Magazines

The major daily newspaper in Cedar Rapids is the *Cedar Rapids Gazette,* a locally owned morning paper. Also published in the city is *Iowa Farmer Today,* a weekly agricultural newspaper; *Iowa Pork Today,* an agricultural magazine published monthly; and *Buildings,* a monthly magazine about facilities construction and management. The *Fraternal Herald* (*Bratrsky Vestnik*) is a monthly benefit society magazine.

Television and Radio

NBC, CBS, and ABC television affiliates broadcast from Cedar Rapids, and cable service is available. Eleven AM and FM radio stations schedule musical, special interest, nostalgia, news, and public affairs programming.

Media Information: *Cedar Rapids Gazette,* 500 Third Avenue SE, Cedar Rapids, IA 52406; telephone (319)398-8333

Cedar Rapids Online

Cedar Rapids Community Schools. Available www.cr.k12.ia.us

Cedar Rapids Downtown District. Available www.downtowncr.org

Cedar Rapids Gazette online. Available www.gazetteonline.com

Cedar Rapids Public Library. Available www.crlibrary.org

Chamber of Commerce. Available www.cedarrapids.org

City and area information. Available www.fyiowa.com

Convention and Visitor Information. Available www.cedar-rapids.com

Priority One Economic Development Department. Available www.priority1.com

Selected Bibliography

Engle, Paul. *A Lucky American Childhood (Singular Lives)* (University of Iowa Press, 1996)

Davenport

The City in Brief

Founded: 1808 (incorporated, 1836)

Head Official: Mayor Charles W. Brooke (since 2004)

City Population
1980: 103,264
1990: 95,333
2000: 98,359
2003 estimate: 97,512
Percent change, 1990–2000: 2.8%
U.S. rank in 1990: 212th
U.S. rank in 2000: 267th

Metropolitan Area Population
1980: 384,000
1990: 350,855
2000: 359,062
Percent change, 1990–2000: 2.3%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 114th

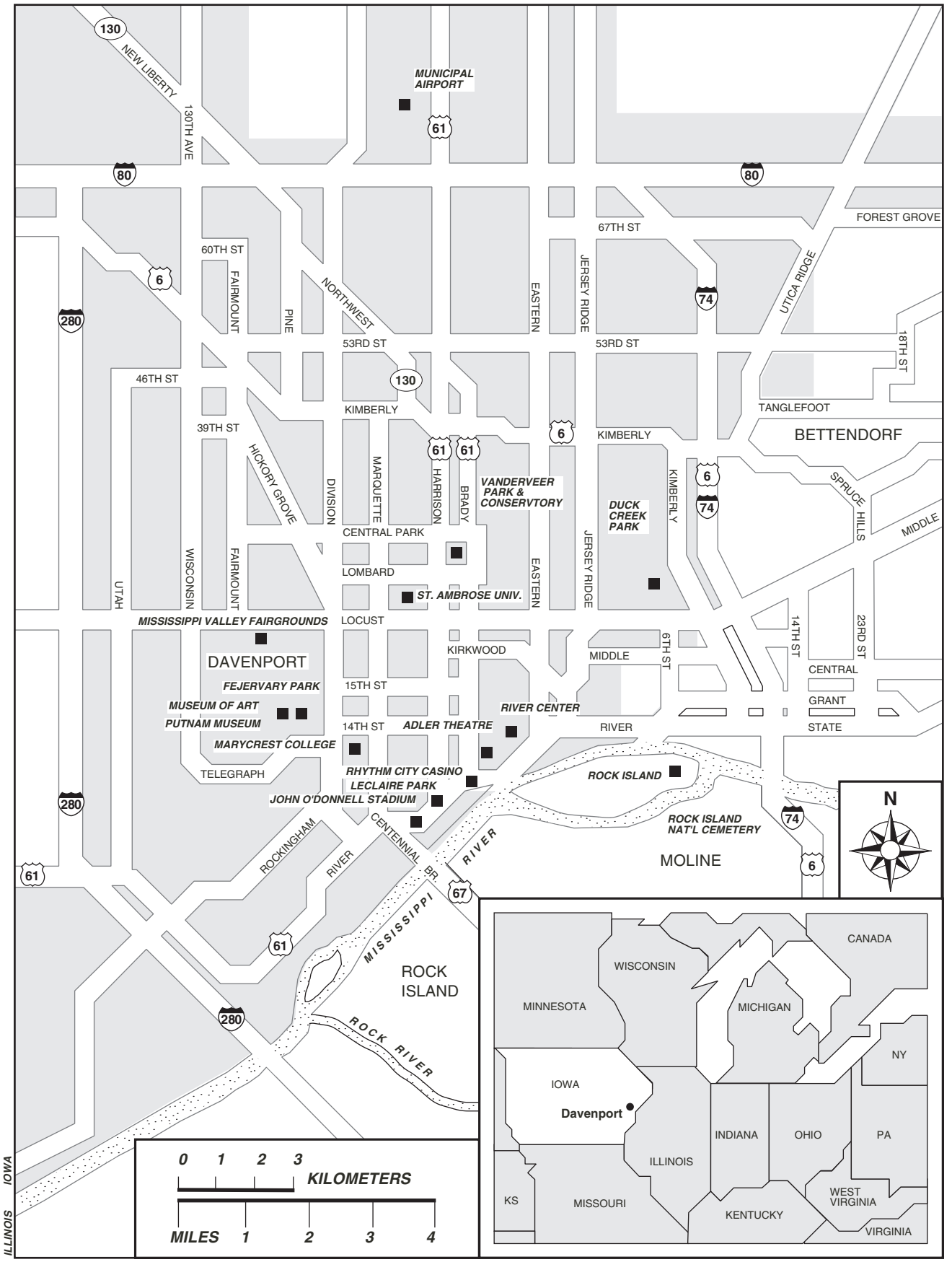
Area: 63 square miles (2000)
Elevation: Ranges from 579 to 700 feet above sea level
Average Annual Temperature: 48.1° F
Average Annual Precipitation: 33.7 inches

Major Economic Sectors: Trade, services, manufacturing, government
Unemployment Rate: 5.6% (March 2005)
Per Capita Income: $18,828 (1999)
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: St. Ambrose University; Marycrest International University

Daily Newspaper: *Quad-City Times*


MUNICIPAL AIRPORT
NEW LIBERTY
130TH AVE
FOREST GROVE
67TH ST
60TH ST
FAIRMOUNT
PINE
NORTHWEST
EASTERN
JERSEY RIDGE
UTICA RIDGE
53RD ST
18TH ST
46TH ST
KIMBERLY
TANGLEFOOT
39TH ST
BETTENDORF
HICKORY GROVE
DIVISION
MARQUETTE
HARRISON
BRADY
VANDERVEER PARK & CONSERVTORY
DUCK CREEK PARK
SPRUCE HILLS
MIDDLE
CENTRAL PARK
LOMBARD
WISCONSIN
UTAH
ST. AMBROSE UNIV.
MISSISSIPPI VALLEY FAIRGROUNDS
LOCUST
DAVENPORT
KIRKWOOD
6TH ST
14TH ST
23RD ST
CENTRAL
FEJERVARY PARK
15TH ST
GRANT
MUSEUM OF ART
PUTNAM MUSEUM
RIVER CENTER
ADLER THEATRE
STATE
MARYCREST COLLEGE
TELEGRAPH
RHYTHM CITY CASINO
LECLAIRE PARK
JOHN O'DONNELL STADIUM
ROCK ISLAND
ROCK ISLAND NAT'L CEMETERY
CENTENNIAL BR.
ROCKINGHAM
RIVER
MOLINE
MISSISSIPPI
ROCK ISLAND
ROCK RIVER
IOWA
ILLINOIS
N
0 1 2 3
KILOMETERS
MILES 1 2 3 4
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
Davenport
INDIANA
OHIO
PA
ILLINOIS
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA

Introduction

Davenport is the seat of Scott County and the largest of four cities in Iowa and Illinois that comprise the Quad Cities metropolitan area; the other three cities are Bettendorf, Iowa, Rock Island, Illinois, and Moline, Illinois. Because of its location on the Mississippi River, Davenport played an important role in western expansion during the nineteenth century; along with the other Quad Cities, Davenport continues to be a world leader in the production of farm equipment. With the introduction of riverboat gambling in the 1990s, Davenport is emerging as a top Midwestern tourist destination. Davenport's economic resurgence, beginning in 2001, has brought millions of dollars of additional development to the city.

Geography and Climate

Davenport is set on a plain on the north bank of the Mississippi River, where the river forms the boundary between Iowa and Illinois. Davenport's section of the generally north-to-south-flowing river flows from east to west. Unlike every other major city bordering the Mississippi, Davenport has no permanent floodwall or levee, as the city prefers to retain open access to the water. Occasionally, flooding occurs and millions of dollars of property damage results. Located in the heart of an agricultural region, the city is within 300 miles of most other major Midwestern cities. Davenport's position near the geographic center of the country produces a temperate, continental climate that is characterized by a wide range in temperatures. Summers are short and hot; winters are usually severe, with an average annual snowfall of just over 30 inches. Although Davenport is located in a tornado zone, no funnel cloud has ever touched down within the city's boundaries.

Area: 63 square miles (2000)

Elevation: 579 feet to 700 feet above sea level

Average Temperatures: January, 21.7° F; July, 76.2° F; annual average, 48.1° F

Average Annual Precipitation: 33.7 inches

History

Westward Expansion Targets Davenport Townsite

In the early 1800s the land now occupied by the city of Davenport was the site of bloody fighting between Native Americans and settlers from the eastern United States. This location was valuable in the westward expansion beyond the Mississippi River, serving as a trading center of the American Fur Company. Early treaties specified that the Sac tribe could remain in their villages until the land was surveyed and sold to settlers; warfare resulted, however, after Chief Black Hawk and his followers refused to leave the land on the order of the United States Government agent at Fort Armstrong. In the fall of 1832, Black Hawk was captured and returned to Fort Armstrong, where he signed a treaty, known as the Black Hawk Purchase, that conveyed to the United States six million acres of land west of the Mississippi River.

Two figures stand out in the period that predates the formation of Davenport. The city was named for Colonel George Davenport, an Englishman who had served in the United States Army and then established a fur trading post in the vicinity. Antoine LeClaire, an interpreter who was fluent in three languages and several Native American dialects, served as interpreter for the Black Hawk Purchase. For his efforts the federal government, at the request of Chief Keokuk, awarded him a section of land opposite Rock Island and another section at the head of the rapids above Rock Island where the treaty was negotiated. In 1833, in a claim dispute over land he owned, LeClaire settled for a quarter-section bounded by Davenport's present-day Harrison Street, Warren Street, and Seventh Street. In 1835 Colonel Davenport and six other men formed a company to survey a townsite; they purchased this section from LeClaire, who succeeded in having the new town named after his good friend Davenport. The town was incorporated in 1836.

The initial sale of lots attracted few buyers and in the first year only a half dozen families relocated to the new town. LeClaire and Davenport erected a hotel on the corner of Ripley and First Streets, naming it the Hotel Davenport. By the spring of 1837, the population was growing; a town retailer, for instance, served customers who traveled hundreds of miles to buy goods from his inventory, valued at $5,000. In December of that year, the Wisconsin Territorial Legislature authorized the creation of Scott County, named after General Winfield Scott. A dispute subsequently broke out between Davenport and neighboring Rockingham for the right to be the county seat. The matter was decided, after three elections, in favor of Davenport; in time, Rockingham was absorbed by the larger city. Davenport received its first city charter in 1839.

Industry and Culture Establish Traditions

During the decade before the Civil War, Davenport increased its population more than fivefold, with an influx of immigrants from Germany that continued unabated into the 1890s. These new residents imported music and other cul-

tural interests to Davenport, creating institutions such as the Davenport Public Museum and the Municipal Art Gallery. The first railroad bridge to span the Mississippi River was completed in 1856 between Davenport and Rock Island, contributing to the development of the western frontier. The Rock Island Arsenal opened in 1861 to help Union war efforts; the arsenal eventually grew to become one of the largest in the world. In the post-Civil War era Davenport prospered as a riverboat town and as a burgeoning industrial center for the manufacture of cement, steel and iron products, and leather goods.

By the turn of the twentieth century, Davenport was considered the ''Washing Machine Capital of the World''—the revolutionary home appliance was invented in the city—and the ''Cigar Making Capital of the Midwest.'' The cigar industry flourished in Davenport until World War II. Davenport counts among its former citizens a number of prominent Americans. B. J. Palmer, the inventor of chiropractics, and his son, D. D. Palmer, were lifelong residents; the younger Palmer used his radio station to introduce Americans to his new medical practice and to Davenport. Buffalo Bill Cody grew up in the rural Davenport area; Dixieland jazz great Bix Beiderbecke was born in the city; and two Pulitzer Prize winners, Charles Edward Russell and Susan Glaspell, once lived there.

Davenport and the Quad Cities region, having invested tens of millions of dollars in the 1990s on lavish riverboat casinos, provide ''Midwest Magic on the Mississippi River.'' In 2001, Scott County voters approved the River Renaissance development program, which commenced a period of downtown revitalization and inspired more than $160 million of investment throughout the region.

Historical Information: Putnam Museum of History and Natural Science Library, 1717 W. 12th Street, Davenport, IA 52804; telephone (319)324-1933

Population Profile

Metropolitan Area Residents
1980: 384,000
1990: 350,855
2000: 359,062
Percent change, 1990–2000: 2.3%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 114th

City Residents
1980: 103,264
1990: 95,333
2000: 98,359
2003 estimate: 97,512
Percent change, 1990–2000: 2.8%
U.S. rank in 1990: 212th
U.S. rank in 2000: 267th

Density: 1,566 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 82,311
Black or African American: 9,093
American Indian and Alaska Native: 368
Asian: 1,967
Native Hawaiian and Pacific Islander: 24
Hispanic or Latino (may be of any race): 5,268
Other: 2,279

Percent of residents born in state: 61.9% (2000)

Age characteristics (2000)
Population under 5 years old: 7,268
Population 5 to 9 years old: 7,131
Population 10 to 14 years old: 7,100
Population 15 to 19 years old: 7,103
Population 20 to 24 years old: 7,698
Population 25 to 34 years old: 14,894
Population 35 to 44 years old: 14,695
Population 45 to 54 years old: 12,749
Population 55 to 59 years old: 4,282
Population 60 to 64 years old: 3,497
Population 65 to 74 years old: 5,873
Population 75 to 84 years old: 4,406
Population 85 years and over: 1,663
Median age: 33.6 years

Births (2002, Scott County)
Total number: 2,275

Deaths (2002, Scott County)
Total number: 1,318 (of which, 6 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,828
Median household income: $37,242
Total households: 39,238

Number of households with income of . . .
less than $10,000: 4,056
$10,000 to $14,999: 2,697
$15,000 to $24,999: 5,998
$25,000 to $34,999: 5,756
$35,000 to $49,999: 6,742
$50,000 to $74,999: 7,911
$75,000 to $99,999: 3,565
$100,000 to $149,999: 1,799
$150,000 to $199,999: 350
$200,000 or more: 364

Percent of families below poverty level: 10.5% (61.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Davenport, the seat of Scott County, is administered by a council-mayor form of government. Ten aldermen—eight chosen by ward and elected at large—and the mayor serve two-year terms; the mayor appoints a city administrator. Davenport, once the only city in Iowa to hold partisan political elections, has elected its mayor on a non-partisan basis since 1997.

Head Official: Mayor Charles W. Brooke (since 2004; current term expires 2006)

Total Number of City Employees: 900 (2005)

City Information: City Hall, 226 West 4th Street, Davenport, IA telephone (563)326-7701

Economy

Major Industries and Commercial Activity

The Davenport economic base is diversified, with a relatively equal distribution among the manufacturing, wholesale and retail, and services sectors. Manufacturing has traditionally been a principal industry in the city. Davenport is also a primary retail and wholesale trade center, drawing from a market area encompassing a radius of up to 100 miles. Business and industry in Davenport benefit from the Quad City financial community. More than 40 area banks and lending institutions, in conjunction with the state of Iowa, have established a fiscal atmosphere favorable to new business and the expansion of existing firms through progressive and conventional financing procedures. Thirteen industrial islands are located within the Davenport city limits.

Items and goods produced: agricultural implements, construction machinery, military equipment, airplane parts, chemicals, meat and food products, lumber and timber, sheet aluminum, metal products, cement and foundry products, electronic parts, clothing, printing and publishing products

Incentive Programs—New and Existing Companies

Local programs—City programs include loans and tax abatement programs for job creations and investment in real estate. The city of Davenport currently qualifies to offer the advantages of operating in an Enterprise Zone.

State programs—State of Iowa loans/forgivable loans and grants based on payroll and capital investment in plant and equipment. Projects involving larger capital investments and/or higher paying jobs may qualify for property tax exemptions, tax credits and additional training dollars under the New Jobs and Income Program. Additional state funding is also available for infrastructure improvements such as rail spurs, roadways, and others.

Job training programs—Job training programs are available that offset wages and training costs of employees. These programs are paid for through the diversion of payroll and property taxes that would normally accrue to the state/community. They also provide Iowa income tax credits.

Development Projects

A significant development in Davenport and environs was the introduction of riverboat casino gambling in the 1990s. Tens of millions of dollars have been poured into these ventures and tourists have been responding. Other key economic development efforts include the opening of an expanded convention center; a new 220-room hotel; and a 780-car parking garage, surmounted by a $20 million, 10-story building for MidAmerican Energy Company. Just west of these developments are a new Community Health Center, a new Sports Center, and a renovated state-of-the-art educational center for Eastern Iowa Community College District. Davenport's Downtown Partnership has focused on developing the city's central business district by retaining existing businesses, developing opportunities for new businesses, and providing housing for those employed in the urban area. Since 2001, the River Renaissance program has revitalized Davenport's historic downtown through more than $100 million worth of community investment.

Economic Development Information: Quad City Development Group, 1830 Second Avenue, Suite 200, Rock Island, IL 61201; telephone (563)326-1005; toll-free (800)747-7436

Commercial Shipping

Davenport's mid-continent location is favorable to freight distribution, with one-day delivery by highway and rail to points throughout the Midwest. As a U.S. Customs Port of Entry and a Foreign Trade Zone (FTZ), Davenport is also a center for national and international commerce. Its Quad Cities Container Terminal works with the FTZ to permit materials to be shipped around the world without being

unpacked or passing through customs until they reach their final destination. The Quad City area comprises the largest market of any major metropolitan region. A regional headquarters of United Parcel Service is located in Davenport; in all, six air freight carriers process cargo through the Quad City Airport. More than 100 motor freight companies maintain warehouses in the Quad Cities. Four rail carriers provide local switching services. Of the regions nearly 50 private and public barge terminals, more than half offer access by rail and/or highway. More than 60 truck terminals and more than 70 motor freight carriers serve the Quad Cities. Bulk commodity shippers find the Quad Cities barge service to be a highly cost-efficient shipping option.

Labor Force and Employment Outlook

Davenport claims a productive, skilled labor force that can be employed at a lower cost than the national average. Because of the area's long history as a manufacturing center, the work force possesses many of the traditional skills associated with equipment manufacturing and metal fabricating. The service sector is the fastest-growing, led by the proliferation of gambling casinos and attendant industries catering to tourists.

The following is a summary of data regarding the Davenport-Rock Island-Moline metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 182,600

Number of workers employed in . . .
mining and construction: 8,000
manufacturing: 24,300
trade, transportation and utilities: 39,800
information: 3,200
financial activities: 8,900
professional and business services: 22,300
educational and health services: 22,200
leisure and hospitality: 18,800
other services: 7,900
government: 27,300

Average hourly earnings of production workers employed in manufacturing: $16.17

Unemployment rate: 5.6% (March 2005)

Largest Quad City employers	*Number of employees*
Deere & Co.	7,750
Aluminum Co. of America (ALCOA)	2,500
IBP Inc. Slaughterhouse	2,200
Rock Island Arsenal	1,814
Oscar Mayer Food Corp.	1,800
Eagle Food Center	1,622

Cost of Living

Davenport offers tax-exempt housing mortgage revenue bonds to prospective homeowners. Health care costs are relatively low.

The following is a summary of data regarding several key cost of living factors in the Davenport area.

2004 (3rd Quarter) ACCRA Average House Price: $241,035 (Quad Cities)

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 0.36% to 8.98%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: $32.49 per $1,000 assessed valuation

Economic Information: Davenport Chamber of Commerce, 102 S. Harrison Street, Davenport, IA 52801; telephone (563)322-1706

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Davenport are part of the Davenport Community School District, which also serves the communities of Buffalo, Blue Grass, and Walcott. Iowa consistently ranks among the top states in the country for average ACT composite scores.

The following is a summary of data regarding the Davenport public schools as of the 2002–2003 school year.

Total enrollment: 16,544

Number of facilities
preschool center: 1
elementary schools: 19 (some with preschool)
middle schools: 6
high schools: 3
other: 1 alternative school

Student/teacher ratio: 20:1 K-1st; 21:1 2nd-3rd; 26:1 4th-5th

Teacher salaries
average: $45,493

Funding per pupil: $8,904 in 2002-2003

Several private and parochial schools offer education alternatives in the Davenport metropolitan region.

Public Schools Information: Davenport Community School District, 1606 Brady Street, Davenport, IA 52803; telephone (563)336-5000

Colleges and Universities

The Quad Cities is home to three private, four-year liberal arts colleges; a state university regional center; two community colleges; a world-famous chiropractic college; and a graduate-level consortium. Among the institutions of higher learning located in Davenport are Marycrest International University and St. Ambrose University, coeducational liberal arts colleges affiliated with the Catholic Church; both grant a masters degree in addition to baccalaureate degrees. The Palmer College of Chiropractic, the country's oldest chiropractic institute, provides a five-year course of study toward the doctor of chiropractic degree, as well as bachelor and master of science degrees. Eastern Iowa Community College, which awards associate degrees, offers continuing education and vocational and technical training. The Quad Cities Graduate Study Center represents a consortium of eight Iowa and Illinois institutions; the center coordinates course offerings and applies credit toward advanced degrees, including more than 80 master's degree programs.

Among colleges and universities within commuting distance of Davenport are Augustana College in Rock Island, Illinois; the University of Iowa in Iowa City; and Knox College in Galesburg, Illinois.

Libraries and Research Centers

The Davenport Public Library operates one branch and a bookmobile in addition to its main facility, which holds more than 294,000 volumes, including periodical subscriptions, CD-ROMs, and audio- and videotapes. Construction began on a second branch in 2005, and planning has begun for a third. Library patrons can also search for materials through the Quad-LINC library catalog, which provides access to more than 30 area libraries. The library, a depository for state and federal documents, maintains special collections on chess and Iowa authors. Also based in Davenport is Southeastern Library Services, which provides libraries in the region with reference back-up, continuing education classes, and library development and support services.

Specialized libraries and research centers in Davenport are affiliated with colleges, museums, corporations, the Scott County Genealogical Society, and the Scott County Bar Association.

Public Library Information: Davenport Public Library, 321 Main Street, Davenport, IA 52801-1490; telephone (563)326-7832; fax (319)326-7809

Health Care

Davenport is a health care center for the Quad City metropolitan area. Genesis Medical Center is a 502-bed facility in two campuses; the West Central Park and East Rusholme Street facilities offer more than 450 physicians and 3,100 staff members. Palmer College operates four chiropractic clinics in the city. Other medical facilities accessible from Davenport include Trinity Medical Center in Rock Island and Moline, Illinois, and Genesis Medical Center Illini Campus in Silvis. Davenport residents have access to the University of Iowa Medical Center, one of the world's largest university-owned research hospitals.

Recreation

Sightseeing

The Village of East Davenport was founded in 1851 and prospered from the logging industry along the Mississippi River, playing a significant role in western migration. Today, the village is 60 square blocks of more than 500 preserved and redeveloped homes and businesses; small shops, new businesses, and one-family residential homes are combined in a variety of historical styles. An elaborate recreation of nineteenth-century America at Christmas time takes place in the village each year on the first Friday and Saturday of December.

Among other historic sites are the Buffalo Bill Cody homestead in nearby McCausland, the Buffalo Bill Museum in LeClaire, and the Rock Island Arsenal, where Colonel George Davenport's home is located. The Davenport House is open for sightseeing from May to October on Thursday through Saturday. Attractions on Arsenal Island include the National Cemetery and the Confederate Cemetery, both dating back to the Civil War. The Vander Veer Botanical Garden, listed on the National Register of Historic Places, is a 33-acre park with annual and perennial beds, a formal rose garden, and a conservatory. The Conservatory is renowned for its floral shows and tropical plants. Another sightseeing attraction near Davenport is located on a 1,000-acre site that overlooks the Rock River Valley in Moline, Illinois, where the Deere & Company Administrative Center—the company's world headquarters—was designed by Eero Saarinen, the celebrated Finnish architect.

Arts and Culture

The Quad City Symphony Orchestra, founded in 1914, is housed in the Adler Theatre, a restored Art Deco movie

palace; the orchestra performs a six-concert season with international guest artists. The Adler is also the home of the Broadway Theatre League, which hosts touring shows. Other organizations that sponsor musical events are the Friends of Chamber Music, the Handel Oratorio Society, and the American Guild of Organists. New to Davenport's performing arts scene are the Cassandra Manning Ballet Theatre and Ballet Iowa. Additional restorations to the Adler will be carried out under funding from the River Renaissance initiative.

The Putnam Museum of History and Natural Science, situated on a bluff overlooking the Mississippi River, houses exhibits on natural science, tribal cultures, ancient civilizations, and the Mississippi River valley. The permanent exhibit, ''River, Prairie and People,'' illustrates the history of the Quad Cities from prehistoric times to the present. The museum also houses an IMAX theater and the Heritage Theatre. The Figge Museum, formerly the Davenport Museum of Art, is Iowa's first municipal art museum. It is located next door to the Putnam at the entrance to Fejervary Park and contains more than 13,000 square feet of gallery space, as well as five fully equipped art-making studios and an auditorium. The Winter Garden, a glass-walled structure on the top level of the museum, provides a beautiful view of the Mississippi River. The museum's s Regionalist Collection includes the Grant Wood Display, a permanent collection of the works of Iowas most famous artist. Other collections include European Old Masters, Mexican Colonial Art, and Haitian Art.

The Hauberg Indian Museum, part of Blackhawk State Historic Site in Rock Island, Illinois, preserves the heritage of the Sac and Fox tribes. Local history can be explored at the Family Museum of Arts & Science in Bettendorf. River Music Experience, a museum dedicated to American roots music, opened its doors in 2004. More than a museum, River Music Experience is also an entertainment center, as interactive exhibits expose visitors to the sounds of traditional American music.

Festivals and Holidays

The Mississippi River in the summertime is the focal point for many of Davenport's annual events. The Fourth of July holiday features the Mississippi Valley Blues Festival. The week-long Great Mississippi Valley Fair, featuring a carnival and entertainment, begins in late July. Top Dixieland bands from around the world flock to the Bix Beiderbecke Memorial Jazz Festival in July. During the festival, a nationally known seven-mile race called the Bix Seven is run. On Mother's Day weekend and the weekend after Labor Day, Midwestern artists and craftspeople display their works on the streets of downtown Davenport. Annually in late July or early August the Quad Cities host the Great River Tug Fest, where 10-member teams from Iowa and Illinois play tug-of-war across the Mississippi River.

Sports for the Spectator

The Quad-City Swing, a Midwest League Class A professional baseball affiliate of the Minnesota Twins of the American League, play a home schedule of 70 baseball games at the newly-renovated John O'Donnell Stadium in Davenport. The Quad-City Downs in East Moline sponsors televised harness racing year-round. The *Quad-City Times* Bix 7 Run is held in late July; more than 17,000 runners—including nationally known competitors—challenge the hills of Davenport. The John Deere Classic, a Professional Golfers Association event, is also held locally. Basketball action is provided by the Quad City Thunder, members of the Continental Basketball Association, who play 28 home games from November through March at the Mark of the Quad Cites in Moline. The Quad City Mallards United Hockey League team also plays at the Mark. Cordova Dragway Park offers drag-racing events throughout the summer, and stock car racing is available at several area tracks.

Sports for the Participant

The Davenport Parks and Recreation Department manages 70 sites, on 2,200 acres of parks and public facilities, for golf, tennis, swimming, jogging, and softball. Scott County Park, 6 miles north of Davenport on more than 1,000 acres of land, features picnic grounds, an Olympic-size pool, and an 18-hole golf course. Davenport's proximity to the Mississippi River provides easy access for boating and various other water sports; riverboat casino gambling out of Davenport and Bettendorf is offered November through March. Wacky Waters is a 30-acre amusement park with water rides and a 5-acre swimming lake. Skiing is possible from December to March in Taylor Ridge.

Shopping and Dining

Davenport's Northpark Mall is Iowa's largest mall; anchored by five major stores, it houses more than 165 specialty shops. A variety of specialty and gift shops, clothing stores, restaurants, and taverns are located in the historic Village of East Davenport. American and family dining is the focus of the majority of local restaurants, with a sampling of Chinese cuisine, pubs, and delis also offered.

Visitor Information: Quad Cities Convention and Visitors Bureau, 102 S. Harrison St., Davenport, IA 52801; telephone (563)322-3911; toll-free (800)747-7800; email cvb @quadcities.com

Convention Facilities

The RiverCenter, located in downtown Davenport and accessible to the airport and interstate highways, is a complex

consisting of an exhibition hall, a theater, and a luxury hotel. The exhibition hall contains 13,500 square feet of multipurpose space to accommodate up to 1,800 participants in convention, trade show, banquet, and concert settings. Separate meeting rooms, with customizing features, are designed for groups ranging from 20 to 250 people. Attached to RiverCenter are the 2,500-seat Art Deco-style Adler Theatre, President Casino Hotel, and Radisson Quad City Plaza Hotel.

Hotels and motels in Davenport offer meeting facilities; among them is the Davenport Holiday Inn, with six meeting rooms, a ballroom, and two conference halls; 35,228 square feet of space accommodates up to 1,500 participants. Accommodations are available at traditional hotels and motels as well as bed-and-breakfasts located in historic riverfront homes, mansions, and farmhouses.

Convention Information: Quad Cities Convention and Visitors Bureau, 102 S. Harrison St., Davenport, IA 52801; telephone (563)322-3911 or (800)747-7800

Transportation

Approaching the City

The Quad City International Airport, 15 minutes from downtown Davenport in Moline, Illinois, is served by 5 airlines offering 40 daily direct flights to and from Chicago, Detroit, Atlanta, Orlando, Memphis and Minneapolis-Saint Paul. Davenport Municipal Airport handles corporate aircraft and acts as a reliever airport for Quad City International Airport.

Four interstate, four U.S. highways, and five state highways connect Davenport with points throughout the Midwest and across the United States. I-280 is an outerbelt around the Quad City region. I-80 passes through the city from New York to San Francisco; I-74 links Davenport with Indianapolis and Cincinnati to the east. U.S. 61 runs north-south, from Minneapolis-St. Paul; U.S. 67 extends south to St. Louis; and U.S. 6 connects Davenport with the East and West Coasts.

Traveling in the City

Corresponding to a grid pattern, Davenport's north-south streets are named and east-west streets are numbered. River Drive follows the waterfront of the Mississippi River.

Citibus operates regularly scheduled bus routes in Davenport on weekdays and Saturday. Special bus service is available for the elderly and handicapped.

Communications

Newspapers and Magazines

The Davenport daily newspaper is the morning *Quad-City Times.* Weekly newspapers are *The Catholic Messenger* and *The Davenport Leader. Operations Research/Management Science* and a journal about quality control and applied statistics are also published in Davenport.

Television and Radio

Nine commercial television stations are based in Davenport; viewers receive broadcasts from several other stations in Rock Island and Moline, Illinois; cable television service is available. Radio listeners can tune to 11 AM and FM stations broadcasting from Davenport that offer sports plus country, light, oldies, classic hits, and rock music.

Media Information: *Quad-City Times,* 500 E. Third St., Davenport IA 52801 telephone (563)383-2200

Davenport Online

City and area information. Available www.fyiowa.com

Quad Cities Convention and Visitors Bureau. Available quadcities.com/cvb

Quad Cities online. Available www.quadcities.com

Quad City Development Group. Available www.quadcities.org

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Renkes, Jim. *The Quad Cities and Their People.* American World Geographic, 1994.

Des Moines

The City in Brief

Founded: 1843 (incorporated, 1851; chartered 1857)

Head Official: Mayor Frank Cownie (since 2004)

City Population
1980: 191,000
1990: 193,189
2000: 198,682
2003 estimate: 196,093
Percent change, 1990–2000: 2.8%
U.S. rank in 1980: 74th
U.S. rank in 1990: 80th
U.S. rank in 2000: 106th (State rank: 1st)

Metropolitan Area Population
1980: 368,000
1990: 392,928
2000: 456,022
Percent change, 1990–2000: 16.1%
U.S. rank in 1980: 86th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 91st

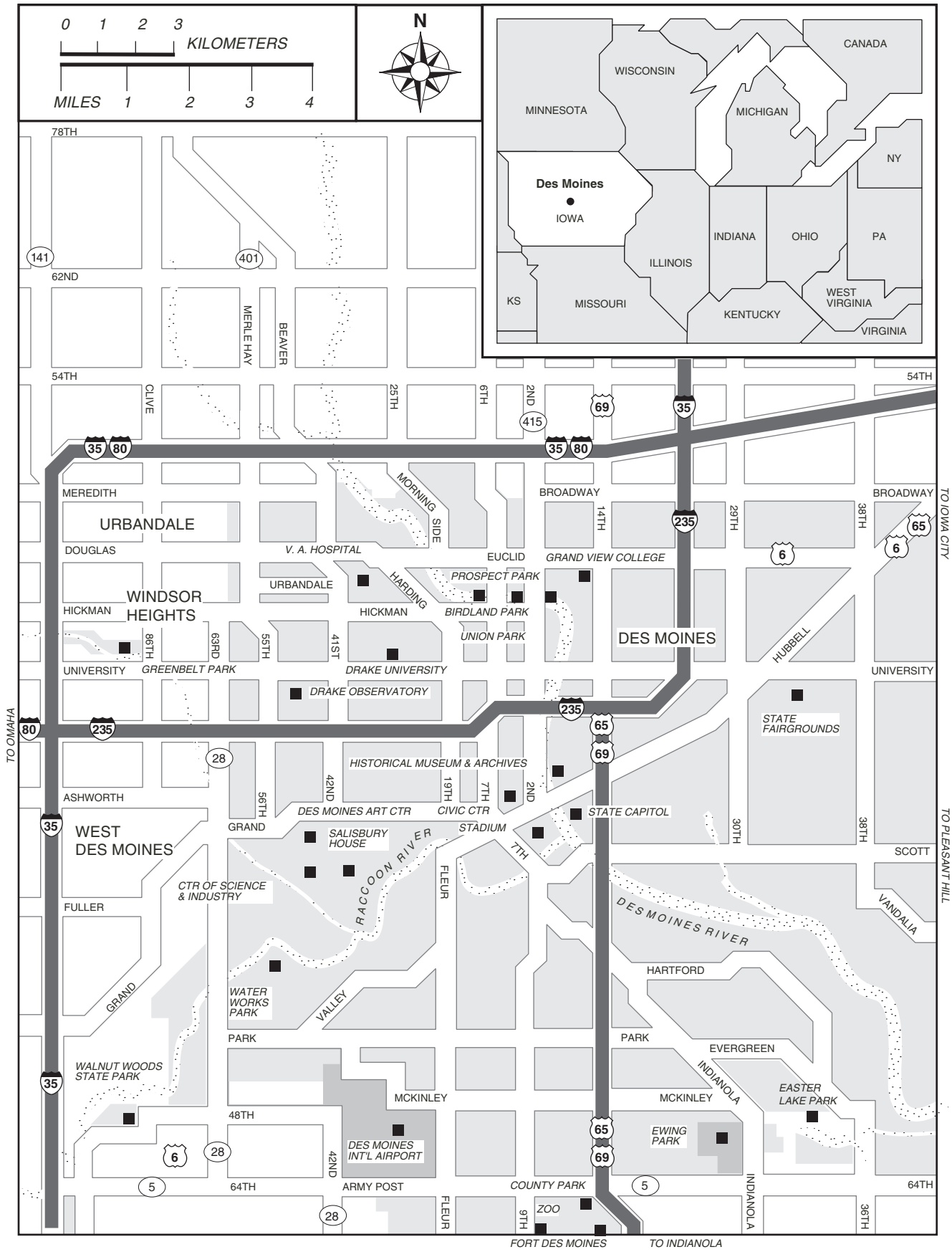
Area: 76 square miles (2000)
Elevation: 838 feet above sea level
Average Annual Temperature: 49.7° F
Average Annual Precipitation: 33.12 inches of rain, 33.3 inches of snow

Major Economic Sectors: Services; trade; finance, insurance, and real estate; government; manufacturing
Unemployment Rate: 5.1% (March 2005)
Per Capita Income: $19,467 (1999)

2002 FBI Crime Index Total: 13,776

Major Colleges and Universities: Drake University, Grand View College, Des Moines University

Daily Newspaper: *The Des Moines Register*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WEST VIRGINIA
VIRGINIA
78TH
62ND
54TH
MERLE HAY
BEAVER
CLIVE
25TH
6TH
2ND
MEREDITH
URBANDALE
DOUGLAS
MORNING SIDE
V. A. HOSPITAL
BROADWAY
14TH
29TH
38TH
EUCLID
GRAND VIEW COLLEGE
PROSPECT PARK
HARDING
HICKMAN
WINDSOR HEIGHTS
BIRDLAND PARK
UNION PARK
DES MOINES
HUBBELL
UNIVERSITY
GREENBELT PARK
DRAKE UNIVERSITY
DRAKE OBSERVATORY
TO OMAHA
TO IOWA CITY
STATE FAIRGROUNDS
HISTORICAL MUSEUM & ARCHIVES
ASHWORTH
56TH
42ND
19TH
7TH
2ND
DES MOINES ART CTR
CIVIC CTR
STATE CAPITOL
WEST DES MOINES
GRAND
SALISBURY HOUSE
STADIUM
SCOTT
TO PLEASANT HILL
CTR OF SCIENCE & INDUSTRY
RACCOON RIVER
FLEUR
FULLER
DES MOINES RIVER
VANDALIA
HARTFORD
WATER WORKS PARK
VALLEY
PARK
EVERGREEN
INDIANOLA
WALNUT WOODS STATE PARK
MCKINLEY
EASTER LAKE PARK
48TH
DES MOINES INT'L AIRPORT
EWING PARK
64TH
ARMY POST
COUNTY PARK
ZOO
9TH
36TH
FORT DES MOINES
TO INDIANOLA

Introduction

Des Moines is the capital of Iowa, the seat of Polk County, and the center of a metropolitan area consisting of West Des Moines, Urbandale, Ankeny, Johnston, Clive, Windsor Heights, Altoona, and Pleasant Hill. Des Moines is fixed in the national consciousness as the place where the Presidential race begins every four years. It is also acquiring a new identity as a ''post-industrial urban center,'' a term used by experts to describe midwestern communities that, like Des Moines, have acquired the characteristics of East and West Coast cities—impressive skylines, bustling commercial centers, suburban growth—but have at the same time retained their rural, agrarian roots.

Geography and Climate

Des Moines is situated on rolling terrain in south-central Iowa along the banks of the Des Moines River, the longest river in the state and an important tributary of the Mississippi River. Good drainage to the southwest produces fertile farmland, which is surrounded by coal fields. Marked seasonal changes occur in both temperature and precipitation. During winter, snowfall averages more than 30 inches; drifting snow often impedes transportation and sub-zero temperatures are common. Des Moines sits in a tornado zone. The growing season extends from early May to early October; approximately 60 percent of the annual precipitation occurs during this time, with maximum rainfall in late May and June. Autumn is generally sunny and dry, producing favorable conditions for drying and harvesting crops.

Area: 76 square miles (2000)

Elevation: 838 feet above sea level

Average Temperatures: January, 19.4° F; July, 76.6° F; annual average, 49.7° F

Average Annual Precipitation: 33.12 inches of rain, 33.3 inches of snow

History

River Fort Becomes State Capital

The city of Des Moines originated with the building of Fort Des Moines in 1843, at the confluence of the Raccoon and Des Moines rivers, as a military garrison to protect the rights of Sak and Fox tribes. Debate surrounds the correct origin of the name of Iowa's largest city. The Moingona, a native group, had located a village on the river and it appeared on the map of Jacques Marquette, the French explorer. The French expression ''la riviere des moines'' translates to ''the river of the monks,'' but may approximate the name of the Moingona, who inhabited the riverbank. ''De Moyen,'' meaning ''middle,'' was understood as a reference to the Des Moines River being the middle distance between the Mississippi and Missouri rivers.

The Iowa River Valley was opened to new settlers in 1845; a year later, when Iowa gained statehood, the population of Fort Des Moines numbered 127 residents. After the city charter was adopted in 1857, the word Fort was dropped from the name. Des Moines officially became the state capital—and its future growth was guaranteed—in January 1858 when two oxen-driven bobsleds hauled the state's archives into the city from Iowa City.

Des Moines played an active role in the Civil War. In May 1864 Des Moines women signed a petition pledging to replace working men to free them to fight for the Union cause, but enough male recruits were found to fill the quotas. After the Civil War, in 1875, Des Moines was the site of a nationally significant speech by President Ulysses S. Grant to a reunion of the Army of Tennessee, wherein he reiterated a commitment to universal equality.

During the last quarter of the nineteenth century, wood-frame buildings in Des Moines underwent extensive construction and renovation. The impressive state capitol building, situated on an 80-acre park and featuring a gold-gilded central dome of the revived classical Roman style, was completed in 1884. In the 1880s and 1890s, local businessmen built mansions and the city's cultural life continued to flourish.

Hospitality and Development Shape Des Moines

The history of Des Moines is filled with colorful events such as the arrival in the spring of 1894 of Kelly's Army, 1,000 unemployed men on their way to Washington, D.C., and led by Charles T. Kelly, ''King of the Commons.'' Citizens greeted them with hospitality to prevent trouble. When Kelly's Army seemed reluctant to leave, however, the townspeople bought lumber to construct an ''industrial fleet'' of 150 flatboats, under local union direction, to transport the men out of the city. Each man was issued a small American flag, and the waving of the flags was the last sight of Kelly's Army. Among them was the American writer Jack London.

Des Moines has distinguished itself in various ways throughout its history. The Des Moines Plan, one of the first of its kind in the nation, streamlined municipal government

and charted development, taking into consideration the city's natural setting. Fort Des Moines, dedicated as a calvary post in 1903, became the first training center for the Women's Army Corps, which gained national attention. The economic base of Des Moines was substantially expanded when the city became a national insurance and publishing center. In 1949, Des Moines was named an All-America City by the National Municipal League. The honor was repeated in 1971, then again in 1981 after Des Moines had addressed urban renewal issues by committing $313 million to the restoration of the historic districts of Court Avenue and Sherman Hills.

The city of Des Moines was immobilized in the summer of 1993 by flooding of the Des Moines and Raccoon rivers. The state of Iowa was declared a national disaster area, and preliminary estimates indicated the city alone suffered more than $253 million in damages. By the year 2000 Des Moines was humming with construction activity.

At the dawn of the twenty-first century, residents were enjoying a changing landscape in downtown Des Moines as new buildings were erected or underway, including a new science museum, new main library branch, and new conference venues. In 2003 Des Moines was again named an All-America City by the National Municipal League. Residents today appreciate the small-town atmosphere with big-city amenities afforded them in Des Moines in addition to the city's educational and cultural amenities and well-recognized quality of life.

Historical Information: State Historical Society of Iowa, 600 East Locust Street, Des Moines, IA 50319; telephone (515)281-6200. Polk County Historical Society, 317 SW 42nd St. Des Moines, IA 50312; telephone (515)255-6657

Population Profile

Metropolitan Area Residents

1980: 368,000
1990: 392,928
2000: 456,022
Percent change, 1990–2000: 16.1%
U.S. rank in 1980: 86th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 91st

City Residents

1980: 191,000
1990: 193,189
2000: 198,682
2003 estimate: 196,093
Percent change, 1990–2000: 2.8%
U.S. rank in 1980: 74th
U.S. rank in 1990: 80th
U.S. rank in 2000: 106th (State rank: 1st)

Density: 2,621.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 163,494
Black or African American: 16,025
American Indian and Alaska Native: 705
Asian: 6,946
Native Hawaiian and Pacific Islander: 95
Hispanic or Latino (may be of any race): 13,138
Other: 6,987

Percent of residents born in state: 70.7% (2000)

Age characteristics (2000)
Population under 5 years old: 14,893
Population 5 to 9 years old: 13,945
Population 10 to 14 years old: 13,049
Population 15 to 19 years old: 13,314
Population 20 to 24 years old: 15,198
Population 25 to 34 years old: 32,450
Population 35 to 44 years old: 30,760
Population 45 to 54 years old: 25,037
Population 55 to 59 years old: 8,689
Population 60 to 64 years old: 6,788
Population 65 to 74 years old: 11,934
Population 75 to 84 years old: 9,008
Population 85 years and older: 3,617
Median age: 33.8 years

Births (2002)
Total number: 3,446

Deaths (2002)
Total number: 1,904 (of which, 31 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,467
Median household income: $38,408
Total households: 80,621

Number of households with income of . . .
less than $10,000: 7,298
$10,000 to $14,999: 5,246
$15,000 to $24,999: 11,813
$25,000 to $34,999: 12,177
$35,000 to $49,999: 15,330
$50,000 to $74,999: 16,929
$75,000 to $99,999: 6,728
$100,000 to $149,999: 3,448
$150,000 to $199,999: 729
$200,000 or more: 923

Percent of families below poverty level: 7.9% (44.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 13,776

Municipal Government

Des Moines operates under a mayor/council form of government. The seven-member council is comprised of six council persons and a manager, who are elected to staggered terms in non-partisan elections. The manager serves a term of indefinite length at the pleasure of the council.

Head Official: Mayor Frank Cownie (since 2004; current term expires January 1, 2008)

Total Number of City Employees: 1,852 (2005)

City Information: Des Moines City Hall, Mayor and City Council Office, 400 Robert D. Ray Drive, Des Moines, IA 50309; telephone (515)283-4944

Economy

Major Industries and Commercial Activity

The Des Moines economy consists of a balance among the manufacturing, services, government, wholesale and retail trade, medical, insurance and financial services, printing, publishing, and agribusiness sectors. Manufacturing, while comprising a relatively small percentage of the city's total employment base, has a significant impact on the area economy. Manufacturing firms buy many of their supplies locally, generating more secondary jobs than any other industry. In addition, most of the goods produced are shipped outside the metropolitan area, and approximately 10 percent of manufacturing production is exported, thus contributing to the development of the local shipping industry. Some of the area's best-known manufacturers are Pella windows, Maytag and Amana appliances, and Rockwell Collins avionics equipment.

With the headquarters of nearly 70 insurance companies and the regional offices of 100 other firms located in the metropolitan area, Des Moines is a major insurance center. Other service businesses, including the health care industry, employ nearly one fourth of the work force. Many area firms are active in biotechnology, conducting research in such fields as human, plant, and animal disease cures; safer pesticides and herbicides; and new, higher crop yields.

A statewide employer based in Des Moines is Meredith Corporation, a diversified communications company specializing in printing, publishing, broadcasting, and real estate. An emerging industry in the Greater Des Moines area is fiber optics telecommunications, which is expected to replace conventional communications systems. Government employs a substantial portion of the city's work force, with the state of Iowa being among the largest employers.

Items and goods produced: flour, cosmetics, furnaces, stove and furnace parts, agricultural implements, automotive and creamery equipment, leather products, medicine, brick, food items, paint, electric switches, and elevators

Incentive Programs—New and Existing Businesses

The Greater Des Moines Partnership assists firms with an interest in applying for economic development financial assistance programs. Other public and private sector groups offer a variety of business assistance programs to businesses expanding in or relocating to Des Moines.

Local programs—A corporation intending to create 100 jobs may be eligible to receive a $400,000 low-interest or forgivable loan to help reduce its relocation cost. The City of Des Moines Office of Economic Development assists businesses in a variety of ways, including project management; identification of land, financing and other resources to facilitate projects; liaison with other city departments; referrals for business licenses; job training and recruitment; and redevelopment assistance. Qualifying Des Moines businesses are able to take advantage of several helpful tax policies, including single factor corporate income tax; tax abatement for new construction; and no property tax on machinery and equipment. Several small business loan programs and funds are available to assist qualifying small businesses in building improvements, equipment purchases, and operating costs.

State programs—Two areas within the City of Des Moines are designated as Iowa Enterprise Zones. New commercial and industrial businesses making a capital investment of at least $500,000 and creating 10 new jobs meeting wage and benefit targets within these designated areas may be eligible for a package of tax credits and exemptions. The State of Iowa New Jobs and Income Program provides a package of tax credits and exemptions to businesses making a capital investment of at least $10 million and creating 50 new production jobs meeting wage and benefit targets. The Iowa New Jobs Training Program offers funds for screening and assessment; travel for the purpose of training; on-the-job training; training facilities or supplies costs; and others. Qualifying businesses utilizing the Iowa New Jobs Training Program may take advantage of the New Jobs Tax Credit of

$1,224 per new employee. Iowa's Regulatory Assistance Program offers assistance to businesses in filling out permit applications for Iowa regulatory agencies.

Job training programs—Des Moines Area Community College (DMACC) has provides a variety of business training programs. A portion of the training dollars may be used for salary reimbursement.

Development Projects

Approximately $1.5 billion in construction projects were completed or underway in 2004 and into 2005, marking a renaissance for Des Moines. Among those projects were the new Science Center of Iowa, featuring an IMAX theater; a new riverfront amphiteater; the new downtown library; and the Jordan Creek shopping complex in West Des Moines.

Construction at the Iowa Events Center, a four-venue multi-use complex, has city planners expecting record numbers of both conventions and convention attendees. The new Hy-Vee Hall opened in winter 2004 at the complex, featuring 250,000 square feet of exhibit space 14,000 square feet of meeting room space, and another 23,700 square feet of pre-function space. Hy-Vee also contains the Iowa Hall of Pride, an interactive center that honors the people and places of Iowa's history. The Wells Fargo Arena at the complex is slated for debut in July 2005. The new arena will seat 17,000 for sports and entertainment events and will be home to the Iowa Stars hockey organization.

Economic Development Information: Greater Des Moines Partnership, 700 Locust Street, Suite 100, Des Moines, IA 50309; telephone (515)286-4950; email info@desmoinesmetro.com. City of Des Moines, Office of Economic Development, 400 E. First Street, Des Moines, IA 50309; telephone (515)283-4004; email oed@ci.des-moines.ia.us

Commercial Shipping

Des Moines is served by four major railroads that provide full-time switching and piggyback ramp service. A host of motor freight carriers provide overnight and one– to five–day shipping to points throughout the United States; more than 50 terminals are maintained in the community. The Des Moines airport serves as a regional hub for UPS' second-day air service. Approximately 100 companies in the Des Moines area engage in export or import activity.

Labor Force and Employment Outlook

Local analysts contend that the best measurement of the quality of the work force is the site location decisions made by businesses. They say the greatest testimony to the quality of the Des Moines work force is that once a company locates in Des Moines, it continues to expand. Beyond a higher-quality work force, a low crime rate, short commute times in metro Des Moines, affordable housing, a broad array of education options, and attractive quality of life help local businesses recruit employees.

The major employment industries in Des Moines are financial services, insurance, government, manufacturing, trade, and services. Des Moines businesses draw employees from a five-county area consisting of more than 500,000 residents; in addition, Iowa's work force, with an 80 percent high school graduation rate, ranks among the top five states. Wages are somewhat lower than the national average in Des Moines. Vocational and technical skills training programs are widely available.

The following is a summary of data regarding the Des Moines metropolitan area labor force, 2004 annual average:

Size of nonagricultural labor force: 298,900

Number of workers employed in . . .
construction and mining: 16,900
manufacturing: 19,700
trade, transportation and utilities: 64,100
information: 9,200
financial activities: 46,800
professional and business services: 30,700
educational and health services: 34,700
leisure and hospitality: 26,500
other services: 12,100
government: 38,200

Average hourly earnings of production workers employed in manufacturing: $17.47

Unemployment rate: 5.1% (March 2005)

Largest employers	*Number of employees*
Principal Life Insurance Co.	7,900
Iowa Health–Des Moines	4,750
Mercy Hospital Medical Center	4,500
Hy-Vee Food Stores Inc.	4,475
City of Des Moines	1,852
United Parcel Service	1,800
Nationwide Mutual Insurance Co.	1,675
Pioneer Hi Bred International Inc.	1,450
Wells Fargo Home Mortgage Inc.	1,320

Cost of Living

Des Moines is often ranked in the top metro areas for housing affordability and a favorable cost of living. State and local taxes are lower than the U.S. average.

The following is a summary of data regarding several key cost of living factors in the Des Moines area.

2004 (3rd Quarter) ACCRA Average House Price: $266,690

2004 (3rd Quarter) ACCRA Cost of Living Index: 94.9 (U.S. average = 100.0)

State income tax rate: Ranges from 0.36% to 8.98%

State sales tax rate: 5.0% (2005)

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $17.04857 per 1,000 of assessed valuation (2005)

Economic Information: Greater Des Moines Partnership, 700 Locust Street, Suite 100, Des Moines, IA 50309; telephone (515)286-4950; email info@desmoinesmetro.com

Education and Research

Elementary and Secondary Schools

The Des Moines Independent Community School District, the largest in the state, is governed by a seven-member board of directors who are elected at large to three-year staggered terms. The head administrator is the superintendent of schools.

The Des Moines public schools implement a variety of curriculum options for students at all levels. The district's Central Academy, established in 1985 for gifted students in grades 8 through 12, brings students together for half of the school day to learn among other gifted students; the other half is spent at their home school. At the middle and secondary levels, several school-to-work programs bring students into the real world of health care, agriculture, and business. The unique Downtown School offers small classes (16:1 student/teacher ratio), a year-round calendar with a six-week summer break and week-long breaks throughout the year, in three downtown locations accessible by skywalk to many downtown businesses. The Downtown School utilizes local businesses and the surrounding neighborhood as opportunities for learning; its locations are accessible to parents working downtown as well. Students in the Downtown School program number 160 and are ages 5 to 11. These and other innovative programs are possible because of the cooperative spirit between the school district and business community in the greater Des Moines area.

A ''Schools First'' plan is underway, utilizing some $317 million in funds to renovate or replace all schools in the district over a period of 10 years. By August of 2004 construction was completed on 14 schools.

The following is a summary of data regarding Des Moines public schools as of the 2003–2004 school year.

Total enrollment: 32,150

Number of facilities
elementary schools: 40
middle schools: 10
senior high schools: 5
other: 10 special schools and programs

Student/teacher ratio: 13.5:1

Teacher salaries
minimum: $29,863
average: $43,174

Funding per pupil: $7,098

Five private and parochial school districts providing the Des Moines metropolitan area with educational alternatives are Des Moines Christian, Diocese of Des Moines Catholic Schools, Des Moines Jewish Academy, Grandview Park Baptist, and Mount Olive Lutheran. These schools educate approximately 5,700 students in the Des Moines area.

Public Schools Information: Des Moines Public Schools, 1801 16th Street, Des Moines, IA 50314; telephone (515)242-7911; fax (515)242-7579

Colleges and Universities

Drake University, a private institution founded in 1881, enrolls about 4,300 students and grants undergraduate and graduate degrees in a range of disciplines through the College of Arts and Sciences, the College of Business Administration, the School of Journalism and Mass Communication, the School of Education, the College of Pharmacy and Health Sciences, and the Law School. Drake operates a work experience program that includes cooperative education and internships.

Grand View College, a private, Lutheran-affiliated liberal arts school, educates approximately 1,750 students and awards associate and baccalaureate degrees in several fields of study; cross-registration with Drake University and Des Moines Area Community College is available. The Des Moines University College of Osteopathic Medicine offers baccalaureate, master's, and first-professional degrees in a variety of health care areas such as osteopathic medicine and surgery, podiatric medicine and surgery, health care administration, and physical therapy.

Vocational, technical, and pre-professional education in Des Moines is provided by Des Moines Area Community College and AIB College of Business. Within commuting distance of the city are Iowa State University, an internationally renowned research university in Ames, Iowa, and Simpson College, a four-year liberal arts college in Indianola, Iowa.

Libraries and Research Centers

The Public Library of Des Moines houses more than 500,000 volumes and about 950 periodical subscriptions in addition to audiotapes, videotapes, audio CDs, and CD-ROMs. The library system includes five branches in addition to its main building. As part of a $48 million renovation, building, and expansion project, construction on the New Central Library began in 2004 and is expected to be completed in 2005. Renovations at other branches were underway at that time as well. The library system is a depository for federal and state documents and government publications. The State Library of Iowa is also located in downtown Des Moines in the State Capitol Building; holdings include more than 453,000 volumes as well as a complete range of audio-visual materials and special collections on state of Iowa publications, law, medicine, public policy, and patents and trademarks. The library is a depository for state and patent documents.

The Iowa Library for the Blind and Physically Handicapped provides Braille books, large print books, and cassettes and disks. The Drake University Library houses extensive holdings in all major department areas; the law library maintains an Iowa legal history collection. The Iowa Genealogical Society Library and the Grand View College Library also serve the community. The State Historical Society of Iowa Library maintains several collections, some of which reside in Des Moines.

A variety of specialized libraries and research centers located in the city are affiliated with hospitals, corporations, government agencies, law firms, the Blank Park Zoo and the Des Moines Art Center.

Public Library Information: Public Library of Des Moines, 100 Locust Street, Des Moines, IA 50309; telephone (515)283-4152

Health Care

Providing all levels of care in more than 50 specialty fields, the health care network in metropolitan Des Moines consists of 8 hospitals with more than 3,000 beds. A regional trauma center and a helicopter ambulance service are also based in Des Moines.

Iowa Health Des Moines, with 3 hospitals and a total of 1,139 beds, is the city's largest medical group. The complex includes Blank Children's Hospital, Iowa Methodist Medical Center, and Iowa Lutheran hospitals. Mercy Medical Center, an acute care, not-for-profit Catholic-affiliated hospital with 917 beds, provides general care through its 3 Des Moines clinic and hospital campuses; the Des Moines Division of the Veterans Administration Central Iowa provides care to veterans; Broadlawns Medical Center consists of an acute care hospital; Mercy Capitol offers emergency, diagnostic, and surgical services and is a teaching hospital affiliated with Des Moines University's medical program.

Recreation

Sightseeing

The starting point for a tour of Des Moines is the State Capitol, one of the nation's most beautiful public buildings and one of the largest of its kind. The 275-foot main dome is covered with 23-karat gold leaf and is flanked by four smaller domes. The capitol's interior features more than 10 different wood grains mixed with 29 types of marble in detailed stone and wood carvings, ornately painted ceilings, and mosaics and murals. Another popular site is Terrace Hill, the present residence of Iowa's governor; considered to be one of the finest examples of Second Empire architecture in the country, Terrace Hill was designed by W.W. Boyington, architect of the Chicago Water Tower. Donated to the state by the Frederick M. Hubbell family, the mansion has been refurbished to its original Victorian elegance.

In both the Courthouse and Sherman Hill districts of Des Moines, residential and commercial buildings dating to 1850 reflect changing tastes and styles in architecture; especially interesting are doorway and entrance designs. The Hoyt Sherman Place, home of one of Des Moines' most successful businessmen and an example of ornate Victorian design, is now owned by the city and open for tours. The Iowa State Historical Building, completed in 1987 and housing the State Historical Library, is dedicated to Iowa's past with exhibits on natural history, Indian lore, and pioneer life. A large outdoor neon sculpture named *Plains Aurora* is displayed on top of the building.

The Des Moines Botanical Center cultivates plants and flowers under one of the biggest geodesic domes in the nation. The Center preserves a permanent collection of more than 1,000 different species of tropical and subtropical plants and cultivars, growing in their natural cycle; six thematic displays are presented each year. Living History Farms in nearby Urbandale is a 600-acre agricultural museum focusing on the history and future of farming in the Midwest; buildings, planting methods, and livestock are authentic to the five time periods represented. At Adventureland Park, more than 100 theme park rides and activities combine with permanent exhibits germane to Iowa. Salisbury House, a 42-room country manor, patterns itself after King's House of Salisbury, England, duplicating Renaissance luxury and splendor; it is

The Iowa State Capitol building.

owned by the Iowa State Education Association, which arranges tours. Temporarily closed in mid-2005 for interior renovations, the home had undergone exterior renovations two years prior. The Science Center of Iowa covers all fields of science; the center's new facility opened to the public in May 2005, featuring a 226-seat IMAX Dome Theater, a 175-seat theater for live performances, and a 50-foot Star Theater, in addition to six ''experience platforms'' and a changing exhibition platform. At Blank Park Zoo, where more than 1,400 animals from 104 different species inhabit 49 acres, special attractions include the Myron and Jackie Blank Discovery Center, featuring a butterfly garden and a bat cave.

Arts and Culture

One beneficiary of the city's development has been its cultural life. Funds have been invested to house the city's cultural institutions in architecturally significant facilities. The most impressive is the Des Moines Art Center, designed by international architects Eliel Saarinen, I. M. Pei, and Richard Meier. Housing art of the nineteenth and twentieth centuries in a permanent collection, the Center also sponsors international exhibits, educational programs, and film and music series. Nollen Plaza, adjacent to the Civic Center of Greater Des Moines, is a block-square amphitheater and park with a tree-lined ''peace garden,'' a waterfall, and a reflecting pool; Claes Oldenburg's sculpture *The Crusoe Umbrella* is on view in the plaza.

The Des Moines Symphony performs at the Civic Center. The Des Moines Playhouse produces a main stage season of drama, musicals, and light drama as well as Theatre for Young People. The Ingersoll Dinner Theater presents a ten-show season, which features local and guest artists in Broadway musicals and plays, in addition to special attractions.

Festivals and Holidays

In February the downtown skywalk is transformed into a 54-par putt-putt golf course for a tournament with more than 1,300 players competing for prizes. The Drake Relays Downtown Festival, a week-long celebration in April, pits city corporations against one another in the ''Fake Relays''; other festival events include a whimsical ''most beautiful bulldog'' contest, mascot relays, and musical entertainment. The Des Moines Arts Festival features three days of art, entertainment, and children's activities in late June. July's Taste of Des Moines offers visitors a taste of local fare. Summer ends with the Iowa State Fair in August. The Festival of Trees raises money for a local hospital with the decorating of 100 downtown trees in November during Thanksgiving week.

Sports for the Spectator

For nearly 100 years, the Drake Relays hold the distinction of being the country's largest such event, with more than 200 colleges and universities participating from nearly every state and more than 60 countries. The relays, held in Drake Stadium at Drake University the last weekend in April, sell out each year; the competition also includes track and field events. A variety of other events are held throughout the city, making the Relays the focal point for an entire festival.

In addition to the Drake Relays, Drake University offers sporting events, including basketball, football, soccer, tennis, track, crew, softball, and golf.

The Iowa Cubs, the National League Chicago Cubs's top farm team, compete in baseball's Triple A international professional baseball league at Sec Taylor Field at Principal Park. The Des Moines Menace offer soccer action at Waukee Stadium, and the Des Moines Buccaneers, part of the United States Hockey League, play at Buccaneer Arena.

Sports for the Participant

The Des Moines Parks and Recreation Department maintains 62 city parks with a variety of facilities, including softball fields, horseshoe pits, volleyball courts, tennis courts, fitness and bicycle trails, golf courses, trails, soccer fields, play equipment, swimming pools, community centers, gardens, and an amphitheater. The city offers swimming and tennis lessons and arts and crafts programs; softball, volleyball, and tennis leagues are also sponsored by the recreation department. The Des Moines metro area offers nearly 100 public tennis courts, and many golf courses, swimming pools, and country clubs. Both indoor and outdoor sports can be enjoyed during the winter at community center gyms and ice rinks. Swimming, water skiing, fishing, and boating are popular at local rivers and lakes.

Shopping and Dining

The Des Moines downtown shopping district is 20 square blocks connected by a second-level skywalk system that encompasses 150 shops. Altogether, more than 40 shopping squares and plazas serve shoppers throughout the metropolitan area, including five major enclosed malls, one of which is located downtown. The Downtown Farmers Market runs May through October on Saturday mornings and offers shoppers fresh fruits and vegetables, home-baked breads and pastries, hand-made clothing and jewelry, specialty cheeses and wines, and music and entertainment.

Des Moines restaurants offer choices ranging from American and Midwestern fare to ethnic and continental cuisine. Prime rib and steak entrees are specialties at a number of the better restaurants. Chinese cuisine is another local favorite; barbeque, sandwich shops, cafes, vegetarian eateries, and other ethnic restaurants are popular as well. A local seafood restaurant is considered to have one of the largest selections of fresh seafood in the Midwest. Imported Italian pasta is

the specialty at one of the city's oldest and most popular eateries.

Visitor Information: Greater Des Moines Convention and Visitors Bureau, 405 Sixth Avenue, Suite 201, Des Moines, IA 50309; toll-free (800)451-2625; email info@desmoines cvb.com

Convention Facilities

Several meeting and convention facilities serve Des Moines. Opened in 1985, the Des Moines Convention Center offers the Polk County Convention Complex and the new Hy-Vee Hall, opened in 2004. Two levels furnish space for trade shows, conventions, meetings, banquets, and other activities at the Polk County Convention Complex, including a 47,000-square-foot exhibit hall with up to 27 meeting rooms. The new Hy-Vee Hall offers 100,000 square feet of expo hall space, up to 150,000 square feet of contiguous expo space, 14,000 square feet of meeting room space, and 23,700 square feet of pre-function space. Also part of the Des Moines Convention Center complex, Veterans Memorial Auditorium provides seating for 7,200 to 14,000 people; a total of 98,000 square feet of space can be used for exhibitions, sporting events, and entertainment. Two other principal meeting places in the city are the Civic Center, located downtown, and the Iowa State Fairgrounds. Area hotels and motels maintain banquet and meeting facilities for large and small groups. Nearly 9,000 rooms (1,500 of them downtown) in 82 hotels and motels are available for lodging in metropolitan Des Moines.

Convention Information: Greater Des Moines Convention and Visitors Bureau, 405 Sixth Avenue, Suite 201, Des Moines, IA 50309; toll-free (800)451-2625; email info @desmoinescvb.com

Transportation

Approaching the City

Des Moines International Airport, 10 minutes from downtown, is served by 12 commercial airlines with daily flights handling nearly two million passengers annually. The airport recently added direct flights to Washington, D.C.

Principal highways that intersect northeast of the city are I-80, running east to west, and I-35, extending north to south. Federal highways include east-west U.S. 6 and north-south U.S. 69.

Traveling in the City

Downtown Des Moines is laid out on a grid pattern; in the northeast sector, streets near the Des Moines River, still conforming to a grid, follow the configuration of the river. North-south streets are numbered and east-west streets are named.

Des Moines is noted for its more than 3.5-mile skywalk system, which makes the city virtually ''weatherproof.'' Forty-four climate-controlled, glass-enclosed bridges provide access to 30 blocks that comprise the downtown core.

Public transportation is provided by the Des Moines Metropolitan Transit Authority, locally known as The Metro; special service for the handicapped is available.

Communications

Newspapers and Magazines

The daily newspaper in Des Moines is the morning *The Des Moines Register,* many time Pulitzer Prizewinner. *Des Moines Business Record,* a weekly newspaper, covers local business news and banking and financial information. *Cityview,* an alternative newspaper featuring investigative journalism, is distributed free throughout the metro area.

Home to the Meredith Corporation and other printing and publishing firms, Des Moines is a major center for the publication of nationally-circulated magazines. Among the popular magazines produced in the city are *Better Homes and Gardens, Ladies' Home Journal, Country Home, Midwest Living,* and *Successful Farming.* A wide range of special-interest publications based in Des Moines are directed toward readers with interests in such subjects as religion, agriculture, hunting, education, and crafts.

Television and Radio

Five commercial television stations are based in Des Moines. Cable service is available. Radio listeners receive programming from 13 AM and FM stations.

Media Information: *The Des Moines Register,* Gannett Co., Inc., PO Box 957, Des Moines, IA 50304; telephone (515)284-8000

Des Moines Online

City of Des Moines home page. Available www.ci.desmoines.ia.us

City of Des Moines Office of Economic Development. Available www.dmoed.org

Des Moines Public Library. Available www.pldminfo.org

Des Moines Public Schools. Available www.dmps.k12.ia.us

The Des Moines Register online. Available www.dmregister.com

Greater Des Moines Convention and Visitors Bureau. Available www.desmoinesia.com

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KANSAS

Kansas City 157
Overland Park 167
Topeka 179
Wichita 191

The State in Brief

Nickname: Sunflower State
Motto: *Ad astra per aspera* (To the stars through difficulties)

Flower: Native sunflower
Bird: Western meadowlark

Area: 82,276 square miles (2000; U.S. rank: 15th)
Elevation: Ranges from 680 feet to 4,039 feet above sea level
Climate: Temperate, but with seasonal extremes of temperature as well as blizzards, tornadoes, and severe thunderstorms; semi-arid in the west

Admitted to Union: January 29, 1861
Capital: Topeka
Head Official: Governor Kathleen Sebelius (D) (until 2007)

Population
- **1980:** 2,364,000
- **1990:** 2,495,000
- **2000:** 2,688,824
- **2004 estimate:** 2,735,502
- **Percent change, 1990–2000:** 8.5%
- **U.S. rank in 2004:** 33rd
- **Percent of residents born in state:** 59.5% (2000)
- **Density:** 32.9 people per square mile (2000)
- **2002 FBI Crime Index Total:** 110,997

Racial and Ethnic Characteristics (2000)
- **White:** 2,313,944
- **Black or African American:** 154,198
- **American Indian and Alaska Native:** 24,936
- **Asian:** 46,806
- **Native Hawaiian and Pacific Islander:** 1,313
- **Hispanic or Latino (may be of any race):** 188,252
- **Other:** 90,725

Age Characteristics (2000)
- **Population under 5 years old:** 188,708
- **Population 5 to 19 years old:** 609,710
- **Percent of population 65 years and over:** 13.3%
- **Median age:** 35.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 40,609
- **Total number of deaths (2003):** 24,840 (infant deaths, 261)
- **AIDS cases reported through 2003:** 1,123

Economy
- **Major industries:** Agriculture, oil production, mining, manufacturing
- **Unemployment rate:** 5.4% (March 2005)
- **Per capita income:** $29,545 (2003; U.S. rank: 27th)
- **Median household income:** $43,622 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.3% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 3.5% to 6.45%
- **Sales tax rate:** 5.3%

Kansas City

The City in Brief

Founded: 1843 (incorporated, 1859)

Head Official: CEO/Mayor Joe Reardon (since 2005)

City Population
1980: 161,148
1990: 151,521
2000: 146,866
2003 estimate: 145,757
Percent change, 1990–2000: −3.0%
U.S. rank in 1980: 93rd
U.S. rank in 1990: 115th
U.S. rank in 2000: 161st

Metropolitan Area Population
1980: 1,433,000
1990: 1,582,875
2000: 1,776,062
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: 25th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 25th

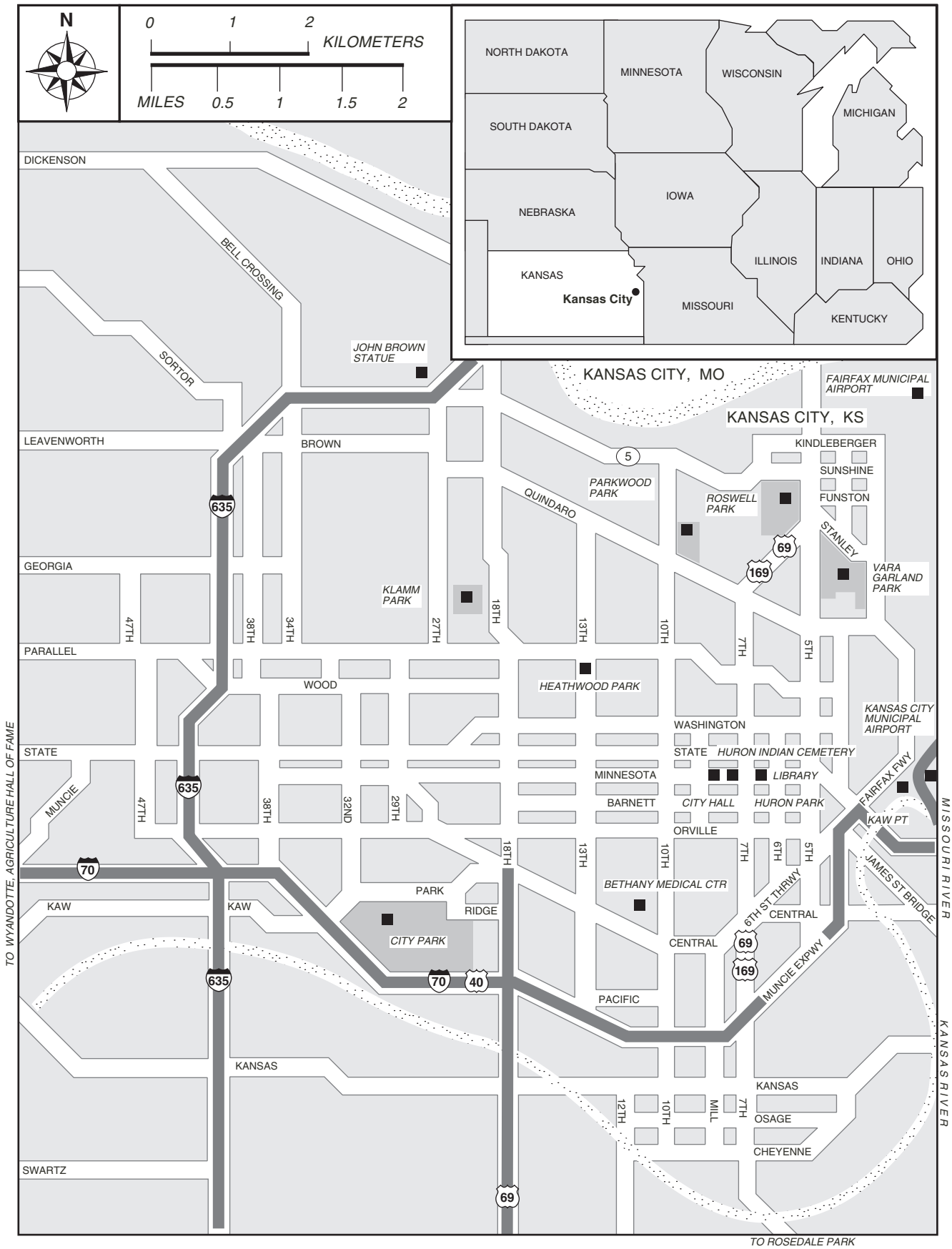
Area: 124 square miles (2000)
Elevation: 740 feet above sea level
Average Annual Temperature: 54.7° F
Average Annual Precipitation: 37.98 inches

Major Economic Sectors: Services, trade, government, manufacturing
Unemployment Rate: 5.6% (February 2005)
Per Capita Income: $15,737 (1999)

2002 FBI Crime Index Total: 4,087.0

Major Colleges and Universities: Kansas City Kansas Community College; University of Kansas Medical Center

Daily Newspaper: *Kansas City Kansan*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KANSAS
Kansas City
MISSOURI
KENTUCKY
DICKENSON
BELL CROSSING
SORTOR
JOHN BROWN STATUE
KANSAS CITY, MO
FAIRFAX MUNICIPAL AIRPORT
KANSAS CITY, KS
LEAVENWORTH
BROWN
KINDLEBERGER
SUNSHINE
FUNSTON
PARKWOOD PARK
QUINDARO
ROSWELL PARK
STANLEY
VARA GARLAND PARK
GEORGIA
KLAMM PARK
PARALLEL
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5

Introduction

Kansas City, Kansas, is part of a metropolitan complex that also includes Kansas City, Missouri. The seat of Wyandotte County, Kansas City is the center of a metropolitan statistical area that covers the counties of Johnson, Leavenworth, Miami, and Wyandotte in Kansas, plus seven Missouri counties. The more industrialized of the two Kansas Cities, it nevertheless is bordered by rich farmland and serves as an agricultural trade center. Established by Wyandot Native Americans, Kansas City was the site of the drafting of the state constitution and played a crucial role in the slavery issue in the Civil War.

Geography and Climate

Gently sloping terrain and forested hills surround Kansas City, which is located on the Kansas-Missouri border at the confluence of the Kansas and Missouri Rivers. The area is laced with lakes, streams, and small rivers. A four-season climate prevails, with a substantial range in temperatures; the average annual snowfall is 20.1 inches.

Area: 124 square miles (2000)

Elevation: 740 feet above sea level

Average Temperatures: January 26.9° F; July, 78.5° F; annual average, 54.7° F

Average Annual Precipitation: 37.98 inches

History

Wyandot Tribe Establishes Townsite

Kansa Native Americans were the first inhabitants to occupy land near both banks of the Kansas (Kaw) River at its confluence with the Missouri River, the site of Kansas City. The explorers Meriwether Lewis and William Clark camped on Kaw Point, the land between the two rivers and now part of Kansas City, in 1804 during their exploration of the Louisiana Purchase. The land became part of the Delaware Indian reservation in 1829, and the Delaware sold the land in 1843 to the Wyandot.

The Wyandot, an integrated tribe of Native Americans and whites from western Lake Erie and the last of the migrating tribes, founded a town called Wyandott in the eastern part of the Wyandott Purchase. An educated and cultured agrarian society, they built the first free school in Kansas and reestablished their Ohio church; they also opened a community-owned store. The Wyandot, knowing their land would be highly prized by white settlers, decided to approach Congress on the issue of establishing a Territory, and elected Abelard Guthrie, a white member of the tribe by marriage, as a delegate to the Thirty-Second Congress. Guthrie was not admitted but Wyandot leaders decided to organize Kansas-Nebraska into a provisional territory on July 26, 1853, thus focusing national attention on their community.

Slavery Issue Dominates Territory

The next year Congress passed the Kansas-Nebraska Act, which inflamed sectional sentiments on the issue of slavery in the territories and helped to contribute to the outbreak of the Civil War. The Wyandot petitioned for and received the rights of citizenship, which enabled them to divide their land among the individual members of the tribe and open the reserve to settlement. The Wyandott City Town Company was formed in 1856 to plan and develop the town, which was incorporated as a town in 1858 and as a city the next year. In July 1859 members of a convention at Wyandott wrote the constitution by which Kansas would enter the Union as a free state; however Senate politics delayed the signing of the bill until January 29, 1861. The state was known as Bleeding Kansas in the decade before the Civil War, as settlers on both sides of the slavery controversy populated the area. Wyandott citizens became active in antislavery efforts and African-Americans began moving to the region after the Civil War, their migration reaching a peak between 1878 and 1882.

Beginning in 1860, when James McGrew opened the first slaughter house, and continuing when eight years later Edward Patterson and J. W. Slavens started a packing house, the city was a meat processing center. This industry received its biggest boost when Charles Francis Adams, descendant of two former presidents, built the first stockyards in the city and convinced Plankington and Armour to relocate their meat packing business from Missouri in 1871.

Stockyards, Consolidation Contribute to Growth

Small towns around Wyandotte such as old Kansas City, Armstrong, and Armourdale sprouted up near the rail lines and packing houses. Through consolidation and legislative annexation, the city of Kansas City was created in 1886 when these towns combined with the larger Wyandotte, which vied for the naming of the new city after itself. The name Kansas City was picked, however, because it would be a more attractive inducement for the selling of municipal bonds. Argentine became part of Kansas City via petition in 1909, and Rosedale followed suit by legislative enactment in 1922. Quindaro Township, once a town named after Guthrie's Wyandot wife, was absorbed through expansion.

Turner was added in 1966, thus continuing the expansion of Kansas City's borders. In 1992, the city annexed part of Wyandotte County.

Kansas City was one of the nation's first cities to locate a model industrial park away from residential areas, the Fairfax Industrial District. The city completed a two-decade urban renewal project in 1980. Still, like many other aging, working- class cities, Kansas City was plagued by a loss of population to the suburbs. Seeking to reverse that trend, a group called the Citizens for Consolidation, backed in part by Kansas City, Missouri, businesses, spearheaded a movement to consolidate city and county governments. In 1997 Kansas City voters overwhelmingly approved the consolidation into a system called the Unified Government of Wyandotte County/Kansas City, Kansas. Former schoolteacher Carol Marinovich was elected the first mayor/CEO of the new government. By 2000, the consolidation had resulted in a considerable increase in government efficiency. With city and county officials on the same team, the city was able to lure the $283 million Kansas International Speedway to Kansas City; the project was completed in 2001.

Today, the Kansas City area is recognized as one of the fastest-growing labor markets in the country. *Entrepreneur* magazine ranks it among top U.S. cities for small business and *Expansion Management* magazine identifies it as one of the best places in the U.S. to locate a company. Kansas City's cultural and recreational attractions also make it a popular Midwest tourist destination.

Historical Information: Wyandotte County Historical Society and Museum, 631 N. 126th St., Bonner Springs, KS 66012; telephone (913)721-1078. Kansas City Kansas Public Library Kansas Collection, 625 Minnesota Avenue, Kansas City, KS 66101; telephone (913)551-3280; fax (913)279-2032

Population Profile

Metropolitan Area Residents
1980: 1,433,000
1990: 1,582,875
2000: 1,776,062
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: 25th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 25th

City Residents
1980: 161,148
1990: 151,521
2000: 146,866
2003 estimate: 145,757
Percent change, 1990–2000: −3.0%
U.S. rank in 1980: 93rd
U.S. rank in 1990: 115th
U.S. rank in 2000: 161st

Density: 1,181.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 81,910
Black or African American: 44,240
American Indian and Alaska Native: 1,103
Asian: 2,527
Native Hawaiian and Pacific Islander: 56
Hispanic or Latino (may be of any race): 24,639
Other: 12,645

Percent of residents born in state: 55.0% (2000)

Age characteristics (2000)
Population under 5 years old: 11,953
Population 5 to 9 years old: 11,868
Population 10 to 14 years old: 11,388
Population 15 to 19 years old: 11,314
Population 20 to 24 years old: 10,975
Population 25 to 34 years old: 21,341
Population 35 to 44 years old: 21,946
Population 45 to 54 years old: 17,717
Population 55 to 59 years old: 6,253
Population 60 to 64 years old: 5,072
Population 65 to 74 years old: 8,973
Population 75 to 84 years old: 6,056
Population 85 years and older: 2,010
Median age: 32.3 years

Births (2003)
Total number: 2,586

Deaths (2003)
Total number: 1,383 (of which, 33 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,737
Median household income: $33,011
Total households: 55,533

Number of households with income of . . .
less than $10,000: 7,289
$10,000 to $14,999: 4,310
$15,000 to $24,999: 8,784
$25,000 to $34,999: 8,694
$35,000 to $49,999: 9,962
$50,000 to $74,999: 9,683
$75,000 to $99,999: 4,222

$100,000 to $149,999: 2,005
$150,000 to $199,999: 280
$200,000 or more: 304

Percent of families below poverty level: 13.0% (45.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,087

Municipal Government

The Unified Government of Wyandotte County/Kansas City, Kansas serves as the local government for Kansas City, Kansas, while providing county services for the Cities of Bonner Springs and Edwardsville.

Head Official: CEO/Mayor Joe Reardon (since 2005; current term expires 2009)

Total Number of City Employees: 2,337 (2004)

City Information: Unified Government of Wyandotte County/Kansas City, Kansas, 701 North 7th Street, Kansas City, KS 66101; telephone (913)573-5000

Economy

Major Industries and Commercial Activity

Wyandotte County, which once could claim the second largest meat packing industry in the world, has diversified into a transportation, medical, and manufacturing center. Principal industrial activity involves automobile manufacturing, food production and distribution, railroads, bakery products, and meat processing. Agriculture continues to be important in the rural area west of the city.

Items and goods produced: fiberglass, cement, creamery products, soap, fiber box, brick, tile, automobiles

Incentive Programs—New and Existing Businesses

Local programs—The mission of Wyandotte Development Inc. is to foster, encourage, and assist new and existing businesses in Wyandotte County. Its Economic Development Team consists of the State of Kansas, municipal governments and utilities, and other entities as needed. Its goal is for each member to develop a proposal within 10 days of meeting with a potential business prospect. The Kansas City Kansas Area Chamber of Commerce offers networking opportunities, legislative efforts, community development and business/education partnerships to its 780 member companies.

State programs—The Kansas Department of Commerce is the state's leading economic development agency. It provides incentive programs in the form of tax credits, loans, grants, and services. Its Business Development Division is comprised of five different sections: Business Assistance, Business Finance, National Marketing, Workforce Training, and the Office of Minority and Women-Owned Business Development. The Kansas 1st program links qualified job seekers at post-secondary institutions with employers.

Job training programs—The state of Kansas helps fund the training needs of Kansas businesses through three major workforce training programs: Investments in Major Projects and Comprehensive Training (IMPACT); Kansas Industrial Training (KIT); and Kansas Industrial Retraining (KIR). Qualified businesses include those new to Kansas or existing businesses which are expanding or restructuring. Programs are custom designed to meet a company's specific training needs and can involve pre-employment or on-the-job training.

Development Projects

Adjacent to the Kansas Speedway, the 400-acre Village West project is still under construction. The Legends Shopping Center is scheduled to open in Village West in summer 2005. Kansas City International Airport will finish $218 million worth of terminal renovations in 2005. The University of Kansas Hospital has broken ground for a new state-of-the-art cardiac health facility with completion expected in June 2006. Federal Express has selected the Kansas City area for a new $76 million regional distribution center.

Economic Development Information: Wyandotte Development Inc., 727 Minnesota Avenue, PO Box 171337, Kansas City, Kansas 66117; telephone (913)371-3198; fax (913)371-3732. Kansas Department of Commerce, 1000 S.W. Jackson Street, Suite 100, Topeka Kansas 66612-1354; telephone (785)296-3339; fax (785)296-3490

Commercial Shipping

Kansas City is one of the largest transportation hubs in the nation. Local firms provide a complete range of intermodal services, including rail, air, truck, and water, for the receiving and shipping of goods. The Greater Kansas City area is served by four Class I rail carriers, three regional lines and a local switching carrier.

The Kansas City business community profits from commercial freight activity at Downtown Airport, a general aviation facility in neighboring Kansas City, Missouri. A transshipment point for 225 motor freight carriers, Kansas City is part of the Kansas City Commercial Zone, where exemption from Interstate Commerce Commission tariff supervision is

granted to shipments originating from and received within this region. Shippers and motor carriers independently negotiate rates. A number of warehouses are maintained in the area.

Seven barge lines offer shipping from the Kansas City area of the Missouri River. There are 41 docks and terminals in the city. The shipping season runs from March through November.

Labor Force and Employment Outlook

The following is a summary of data regarding the Kansas City, Kansas—Kansas City, Missouri metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 965,900

Number of workers employed in . . .
construction and mining: 50,800
manufacturing: 83,700
trade, transportation and utilities: 202,200
information: 45,300
financial activities: 70,900
professional and business services: 127,700
educational and health services: 108,900
leisure and hospitality: 92,300
other services: 40,400
government: 143,900

Average hourly earnings of production workers employed in manufacturing: $16.57 (Kansas State)

Unemployment rate: 5.6% (February 2005)

Largest employers	*Number of employees*
University of Kansas Medical Center	4,900
Kansas City, Kansas Public Schools, USD #500	3,500
General Motors	3,350
Unified Government of Wyandotte County	2,300
Associated Wholesale Grocers	1,300
Burlington Northern-Santa Fe Railroad	1,200
United Parcel Service	907
Teletech	825
Kansas City Kansas Community College	750
U.S. Bulk Mail Center	600
Swift Transportation	600
Keebler Foods	550

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Kansas City area.

2004 (3rd Quarter) ACCRA Average House Price: $228,375 (MSA)

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.5 (MSA) (U.S. average = 100.0)

State income tax rate: Ranges from 3.5% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: city, 1.25%; county, 1.0%

Property tax rate: 1.83% per $1,000 assessed value

Economic Information: Kansas City Area Development Council, 2600 Commerce Tower, 911 Main Street, Kansas City, MO 64105-2049; telephone (816)221-2121; fax (816)842-2865; email kcadc@thinkKC.com

Education and Research

Elementary and Secondary Schools

The Kansas City, Kansas Public Schools District is responsible for public education in Kansas City. It recently implemented a Great IDEAS award program to fund innovation in teaching. In 2001, municipal voters approved a $120 million bond issue to fund upgrades to school technology and infrastructure.

The district offers four instructional programs designed to recruit and support aspiring educators.

The following is a summary of data regarding the Kansas City, Kansas Public Schools as of the 2002–2003 school year.

Total enrollment: 20,810

Number of facilities
elementary schools: 30
middle schools: 8
senior high schools: 4
other: Sumner Academy of Arts and Science (grades 8-12); one alternative school program; one technical school

Student/teacher ratio: 13.1:1

Teacher salaries
average: $43,511 (Kansas State, 2004)

Funding per pupil: $6,906 (Kansas State, 2004)

Nine accredited private schools provide educational alternatives in Kansas City.

Public Schools Information: Kansas City, Kansas Public Schools, 625 Minnesota Avenue, Kansas City, KS 66101; telephone (913)551-3200; fax (913)551-3217

Colleges and Universities

The University of Kansas Medical Center offers a range of degree programs through its faculties of Allied Health, Medicine, Pharmacy, Nursing, and Graduate Studies. It maintains a prestigious biomedical research facility and provides medical care to the community. Kansas City Kansas Community College provides two-year programs in professional or general studies as well as transfer programs leading to baccalaureate degrees. Donnelly College is a two-year Catholic liberal arts college. The Central Baptist Theological Seminary awards a Master of Divinity degree, a Master of Arts in Religious Studies, and a Diploma in Theological Studies.

Libraries and Research Centers

The main facility of the Kansas City Kansas Public Library is located downtown; three branches and a bookmobile are operated within the system. Holdings total nearly 500,000 items, including books, periodicals and newspapers, microfiche, films, records, tapes, and art reproductions. Special collections include The Kansas Collection, comprised of local historical and genealogical resources, an African American Collection, and a Spanish Language Collection. The Dykes Library, one of the largest health sciences libraries in the Midwest, is open to the public as well as staff and students of the Kansas University Medical Centre. Other specialized libraries and research centers in Kansas City are affiliated with educational institutions, hospitals, and government agencies.

Public Library Information: Kansas City Kansas Public Library, 625 Minnesota Avenue, Kansas City, KS 66101; telephone (913)551-3280; fax (913) 279-2033

Health Care

With two major hospitals and a county health department, Kansas City is a regional leader in health care. The 418-bed University of Kansas Hospital is a teaching hospital for the University of Kansas Medical School. A Carnegie Research I institution, it receives at least $40 million in annual federal research funding. Areas of specialty include cancer treatment and prevention, neurology, kidney disease, liver and kidney transplants, and pain management. A cancer consultation service is available 24 hours a day, 7 days a week. Providence Medical Center is a 400-bed, not-for-profit community hospital. It offers an extensive array of services including cancer and cardiac care, a Family Care Centre for obstetrical, pediatric and gynecological services, and an outpatient Rehabilitation Center. The Wyandotte County Public Health Department provides clinics for adults and children as well as immunization and family planning information. Most services are available for a nominal or sliding-scale fee.

Recreation

Sightseeing

The National Agricultural Center and Hall of Fame in Bonner Springs was chartered by Congress in 1960 to honor the nation's farmers. Funded by private contributions, the 172-acre facility traces the history of agriculture in the United States with exhibits on rural life, customs, and material culture. Its many attractions include the Museum of Farming, the National Farmer's Memorial, a gallery of rural art, and a restored nineteenth century farming village.

The Huron Indian Cemetery located in the heart of downtown is the burial ground of the Wyandot Nation, founders of the first town in the evolution of Kansas City. Established in 1832, White Church Christian Church is the oldest church in the state that is still in use. The John Brown Statue at 27th Avenue and Sewell pays tribute to the Brown-led antislavery movement from Quindaro, Kansas. In council chambers at City Hall the history of Kansas City is told through stained-glass windows and a large mural. The Rosedale Memorial Arch, dedicated in 1923 as a memorial to World War I soldiers, replicates the Arc de Triomphe in Paris. In 1993 a monument was added underneath the arch in memory of soldiers who served in World War II, Korea and Vietnam. Grinter House, built in 1857 and furnished with authentic period furniture, is the restored home of one of the first white settlers in Kansas City, Moses Grinter, who operated a ferry across the Kaw (Kansas) River.

Children will be interested in the Children's Museum of Kansas City, featuring interactive discovery-based exhibits. Nearby Kansas City, Missouri is home to the Kansas City Zoo; Worlds of Fun, a theme park with more than 50 rides and shows; and Oceans of Fun, a tropical-theme water park.

Arts and Culture

The centerpiece for the performing arts in Kansas City is Memorial Hall, a 3,300-seat venue that hosts cultural, religious, and entertainment events year-round. The Wyandotte Players perform live family-oriented theatre at the Kansas City Kansas Community College Performing Arts Center. Com-

media Sans Arte is an improvisational comedy troupe performing at the historic Alcott Arts Center (formerly the Louise May Alcott Grade School). Open-air concerts take place at the Verizon Wireless Amphitheatre in Bonner Springs.

Kansas City, Kansas's Granada Theatre is home to the Grand Barton Theatre pipe organ. One of the most impressive instruments of its kind, it weighs more than 20 tons and rises more than two stories in height. Built in 1928–1929 by Boller Brothers in a Spanish-Mediterranean style, the Granada Theatre was restored in 1986 and operated as a nonprofit performing arts center during the 1980s and 1990s. It was under renovation in 2005.

The stone and brick foundations of the Quindaro Ruins and Underground Railroad, called ''the largest known archeological shrine to freedom,'' offer a rare glimpse into Kansas's abolitionist past. The Harry S. Truman Library and Museum in nearby Independence, Missouri contains documents and memorabilia from the Truman presidency, including a popular White House in Miniature exhibit.

The Wyandotte County Historical Museum in Bonner Springs displays local and regional artifacts, including Native American relics and other items from the county's early history. The Strawberry Hill Museum is dedicated to Kansas City's Eastern European heritage. It is located in the former St. John the Baptist Children's Home, an original Queen Anne-style building constructed in 1887. Neighboring Kansas City, Missouri, is the home of the nationally renowned Nelson-Atkins Museum of Art and a number of other museums of note.

Festivals and Holidays

Kansas City is nicknamed the ''City of Festivals.'' The city and Wyandotte County celebrate history, culture, tradition, and ethnic heritage with annual events in which crafts, foods, and music play an important part. Recognized as one of the top 100 attractions in North America, the Renaissance Festival spans six fall weekends beginning on Labor Day weekend. Several ethnic festivals are scheduled throughout the year including Polski Days, the Croatian Festival, the Kansas City Scottish Highland Games, and Oktoberfest. The Wyandotte County Fair takes place the last weekend in July. The Great American Barbecue takes place in May, featuring barbecue contests and a Barbecue Ball. Grinter House is the location of a number of special events, including the Applefest in autumn.

Sports for the Spectator

Greyhound, thoroughbred, and quarter horse racing take place at the dual-track Woodlands complex. The privately funded racetrack includes two separate enclosed spectator facilities, a one-mile horse track with a straightaway for thoroughbreds and quarter horses, and a greyhound track suitable for year-round racing. Lakeside Speedway has a half-mile asphalt oval track and is part of the NASCAR Winston Racing Series. The Speedway hosts many national touring series; racing takes place every Friday night from March through September. The recently completed Kansas Speedway is a state-of-the-art facility featuring a 1.5-mile racing track, 80,000 spectator seats, driving schools, custom car shows and more. In addition to NASCAR, IRL and ARCA races, the Kansas Speedway also hosts community events.

Nearby Kansas City, Missouri has much to offer the sports enthusiast. The American Royal, the world's largest combined livestock show, horse show, and rodeo, takes place in autumn at the American Royal Complex in the stockyard district. The Kansas City Chiefs play in the National Football League at Arrowhead Stadium, part of the Harry S. Truman Sports Complex. Major League Baseball's Kansas City Royals compete in the American League Central Division at Kauffman Stadium. The Kansas City Comets play indoor soccer and the Kansas City Knights play ABA basketball, both at Kemper Arena.

Sports for the Participant

The Unified Government Parks and Recreation Department manages 44 parks and 7 recreational centers with facilities for tennis, golf, swimming and picnicking. Wyandotte County Lake offers a 400-acre lake with marina, 1500 acres of wooded land, a model railroad, picnic shelters and excellent fishing. Private facilities can be reserved for small and large groups. The 360-acre Wyandotte County Park includes lighted softball fields, tennis courts and a soccer pitch. Meeting space is also available.

Wyandotte County has three first-rate golf courses. Painted Hills offers rolling fairways and a panoramic view of the city. Dub's Dread is a challenging 18 hole course. The newly-remodeled Sunflower Hills is considered the premier public course in the metropolitan area, with 18 hole championship design and PGA management staff.

Shopping and Dining

Legends Shopping Center, an open-air shopping and entertainment destination, is expected to open in the Village West district in summer 2005. Village West already offers 400 acres of retail, sports and dining venues. Indian Springs Marketplace is home to the Children's Museum of Kansas City as well as a range of shops and services. Country Club Plaza and Crown Center are located in Kansas City, Missouri. City Market, also in Missouri, is a colorful farmers' market open seven days a week. Union Station is a fully refurbished 1914 landmark, now featuring unique shops and restaurants, an interactive science centre and theatre facilities. Kansas City restaurants are known for their barbecue, steaks, chicken, and ethnic cuisine, including Mexican, Greek, Asian, and Italian.

Visitor Information: Kansas City, Kansas—Wyandotte County Convention and Visitors Bureau, 727 Minnesota Ave., PO Box 171517, Kansas City, KS 66101, telephone (913)321-5800; toll-free (800)264-1563

Convention Facilities

The Jack Reardon Convention Centre in downtown Kansas City is the site of conferences, meetings, banquets, and conventions. The facility contains 20,000 square feet of exhibit space with 12 meeting rooms and 60 booth spaces. Seating is available for up to 1,800 participants. Next door, the Hilton Garden Inn offers 147 rooms and meeting space ranging from 300 to 5,000 square feet. The Best Western Inn and Conference Centre has 113 rooms and meeting space for groups of 15 to 225. Great Wolf Lodge offers 3,000 square feet of meeting space and 281 rooms. Some hotels, motels, and bed-and-breakfasts in the area also maintain meeting and banquet rooms.

Convention Information: Jack Reardon Convention Center, 500 Minnesota, Kansas City, KS 66101; telephone (913)371-1610

Transportation

Approaching the City

Kansas City International Airport is just 16 miles north of downtown in Kansas City, Missouri. Its 15 commercial airlines serve more than 10 million domestic and international travelers each year.

A network of interstate highways links Kansas City with points throughout the nation. I-35 runs from Duluth, Minnesota, southward through Kansas City to Laredo, Texas. I-29, originating in North Dakota, terminates in Kansas City; the Kansas Turnpike, I-70, bisects the city and extends to St. Louis and Denver, Colorado. I-435, an outerbelt, spans western Wyandotte County and connects Kansas City with the airport to the north.

Traveling in the City

North-south streets in Kansas City are numbered and labeled ''street;'' east-west streets are named and designated ''avenue.'' Public bus transportation is operated by the Kansas City Area Transit Authority and Unified Government Transit. These two bus systems provide integrated service Monday through Saturday. Dial-A-Ride offers public transit service for persons with disabilities. Senior Group Transportation is also available. Amtrak passenger trains depart from the metro area four times daily.

Communications

Newspapers

The Kansas City, Kansas daily newspaper is the *Kansas City Kansan,* published Tuesday through Saturday. Several neighborhood, ethnic, and suburban newspapers are distributed weekly and monthly, including *Wyandotte West* and the *Kansas City Record*. *Freethought History* is a quarterly publication that discusses agnosticism, atheism, and free thought. The *Kansas State Globe* serves the African American community. *Dos Mundos* is a bilingual paper aimed at the Hispanic market.

Television and Radio

Kansas City television viewers receive broadcasts from five stations—four commercial network affiliates and one public—based in Kansas City, Missouri, and from one independent channel based in Kansas City, Kansas; cable service is available locally. Seven AM and FM radio stations from Kansas City, Kansas and Kansas City, Missouri provide a complete range of music, news, and special interest programming.

Media Information: *Kansas City Kansan,* 8200 State Avenue, Kansas City, KS 66112; telephone (913)371-4300; fax (913) 342-8620

Kansas City Online

Kansas City Area Development Council. Available www.smartkc.com

Kansas City Kansas Area Chamber of Commerce. Available www.kckchamber.com

Kansas City Kansas Public Library System. Available www.kckpl.lib.ks.us

Kansas City, Kansas School District. Available www.kckps.k12.ks.us

Kansas City Kansas—Wyandotte County Convention and Visitors Bureau. Available www.kckcvb.org

Kansas Department of Commerce and Housing. Available www.kansascommerce.com

Unified Government of Wyandotte County and Kansas City, Kansas. Available www.wycokck.org

Wyandotte County Historical Society and Museum. Available www.kumc.edu/wcedc/museum/wcmuseum.html

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Hemingway, Ernest, *Ernest Hemingway, Cub Reporter; Kansas City Star Stories* (Pittsburgh: University of Pittsburgh Press, 1970)

Schulz, Constance B., ed., *Bust to Boom: Documentary Photographs of Kansas, 1936–1949* (Univ. Press of Kansas, 1996)

Overland Park

The City in Brief

Founded: 1905 (incorporated 1960)

Head Official: Carl R. Gerlach (R) (since April 2005)

City Population
1980: 81,784
1990: 111,790
2000: 149,080
2003 estimate: 160,368
Percent change, 1990–2000: 33.4%
U.S. rank in 1990: 168th (2nd in state)
U.S. rank in 2000: 143rd (2nd in state)

Metropolitan Area Population (Kansas City, MO–KS MSA)
1980: 1,449,374
1990: 1,582,875
2000: 1,776,062
Percent change, 1990–2000: 12.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 44th

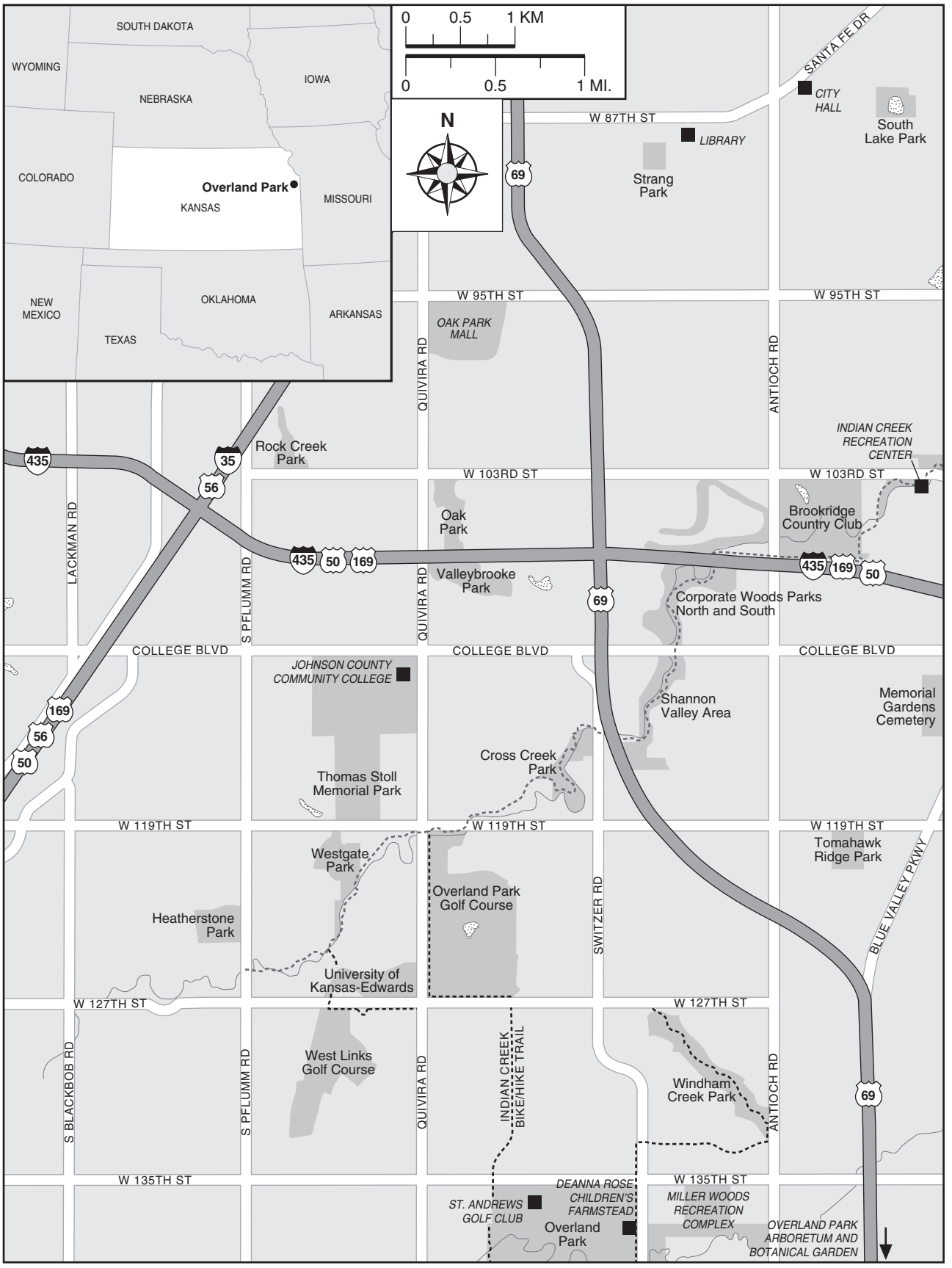
Area: 56.85 square miles
Elevation: 1,000 feet above sea level
Average Annual Temperature: 56.75° F
Average Annual Precipitation: 40.17 inches of rain; 20 inches of snow

Major Economic Sectors: Professional services, retail trade, manufacturing
Unemployment Rate: 4.4% (February 2005)
Per Capita Income: $32,069 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Kansas–Edwards Campus, Johnson County Community College, Baker University, National American University, Ottawa University–Kansas City Campus, St. Mary College–Kansas City Campus

Daily Newspapers: *The Kansas City Star*


SOUTH DAKOTA
WYOMING
IOWA
NEBRASKA
COLORADO
Overland Park
KANSAS
MISSOURI
NEW MEXICO
OKLAHOMA
ARKANSAS
TEXAS
0 0.5 1 KM
0 0.5 1 MI.
N
SANTA FE DR
CITY HALL
South Lake Park
W 87TH ST
LIBRARY
Strang Park
69
W 95TH ST
OAK PARK MALL
QUIVIRA RD
ANTIOCH RD
INDIAN CREEK RECREATION CENTER
Rock Creek Park
435
35
56
W 103RD ST
Oak Park
Brookridge Country Club
LACKMAN RD
50
169
S PFLUMM RD
Valleybrooke Park
Corporate Woods Parks North and South
COLLEGE BLVD
JOHNSON COUNTY COMMUNITY COLLEGE
Shannon Valley Area
Memorial Gardens Cemetery
Cross Creek Park
Thomas Stoll Memorial Park
W 119TH ST
Tomahawk Ridge Park
BLUE VALLEY PKWY
Westgate Park
Overland Park Golf Course
SWITZER RD
Heatherstone Park
University of Kansas-Edwards
W 127TH ST
S BLACKBOB RD
West Links Golf Course
INDIAN CREEK BIKE/HIKE TRAIL
Windham Creek Park
W 135TH ST
ST. ANDREWS GOLF CLUB
DEANNA ROSE CHILDREN'S FARMSTEAD
Overland Park
MILLER WOODS RECREATION COMPLEX
OVERLAND PARK ARBORETUM AND BOTANICAL GARDEN

Introduction

Growing up in the shadow of Kansas City, Overland Park has found myriad ways to distinguish itself as an affordable community populated by well-educated professionals. In 2003 Overland Park was ranked 3rd in *Money* magazine's ''Hottest Towns'' with more than 100,000 people in the central region. The city was also nationally recognized in 2003 as one of ''20 Best Places to Live & Work'' (*Employment Review* magazine). Other national honors indicate that Overland Park is a community that is child-friendly, welcoming and safe for women, and open for business. Overland Park is an urbane and thriving city in Kansas in the twenty-first century.

Geography and Climate

Located in the sub-basin of the Missouri River, Overland Park exists in the transition area between rolling green hills and the eastern edge of the Great Plains. Ice Age glaciers scoured the land and left silt deposits that have contributed to the rich agricultural history of Kansas. The meandering Missouri further softened the surface of one of the more geologically stable areas in the United States. Overland Park itself is perched on a bluff above Kansas City, protecting it from periodic floods.

Eastern Kansas experiences warm, slightly humid summers that can border on hot; winters can feel quite chilly thanks to the humidity level, but precipitation is relatively moderate. Spring ushers in a season of towering thunderstorms moving across the Plains, along with twisters that frequent the edge of Tornado Alley in which Overland Park resides.

Area: 56.85 square miles

Elevation: 1,000 feet above sea level

Average Temperatures: January, 29.0° F; July, 79.2° F; annual average, 56.75° F

Average Annual Precipitation: 40.17 inches of rain; 20 inches of snow

History

Early Kansas: Lying Low

The Kansas of long ago was wide open—plains scoured by a series of Ice Age glaciers and wandering rivers had become vast, level expanses under a limitless sky. Prior to the 1700s the area was sparsely populated; gradually, a growing number of native tribes discovered the richness of the glacial silt soil and the abundance of bison. The eastern portion of the state was home to many tribes which maintained individual languages and customs: Plains, Wyandotte, Sioux, Osage, Kickapoo, Shawnee, Kanza, Arkansas, Otto, Dahcotah and Ogillahah tribes all called the region home and helped establish the natural passage that would come to be known as the Santa Fe Trail.

A European presence extended into eastern Kansas in the early 1500s with the explorations of Francisco Vasquez de Coronado. The land was first claimed by France, then ceded to Spain as a sop after the country's loss in the French and Indian War. The area was contested until Spain ceded it back to France in 1800; the next year, France sold eastern Kansas to the United States as part of the Louisiana Purchase, and the region was fair game for the Manifest Destiny of the U.S. government.

Born Free: A Matter of Perspective

Kansas didn't have to wait long—in 1802, hunter and trapper James Pursley followed a well-traveled trail to New Mexico to do some trading, following a route that travelers started to call the Santa Fe Trail. As trade heated up between merchants in Missouri and trappers in New Mexico, the trail evolved into the Santa Fe Road. Increased traffic and commerce in the area resulted in friction with native tribes still attempting to live on the land's resources. As a solution, the U.S. government negotiated a treaty in 1825 with the Shawnee Indians in Missouri; in exchange for surrendered land in Missouri, the tribe received an equivalent amount of land on a reservation in what is now Johnson County, Kansas.

A new era began for the formerly nomadic tribe that had up until then lived in eastern woodlands; the move to the plains necessitated much adaptation as the Shawnees became farmers. In 1829 the Rev. Thomas Johnson (for whom the county is named) moved to the reservation, where an Indian Manual Labor School was created. Native American children were tutored in English, manual arts, agriculture, and Christianity.

Kansas Territory became official in 1854, populated by a curious mix of passionate abolitionists and independent pioneers who supported Kansas as a ''free state'' because it was economically advantageous to keep slave owners out of the territory. On the front edge of the Civil War, Kansas became a state in 1861 and joined the Union. Even prior to the advent of the Civil War, pro-slavery factions warred with abolitionists and free soil advocates in Kansas. Ironically, a number of the free soil advocates were less interested in abolishing slavery and more interested in keeping African Americans out of Kansas altogether. Soon after a ''free

state'' and Union victory, the U.S. government also recommended getting the Indians out, moving whole tribes south to what was being termed Indian Territory.

Overland Park Takes Shape

Since 1821, a large city just over the Kansas-Missouri state line had begun to evolve into a major stop on the trail, railroad, and road systems. By the early 1900s, Kansas City was a burgeoning metropolitan center and had changed from trading post to destination. In 1905 William B. Strang, Jr., was staying in Kansas City with a relative when he explored the area to the west of the city and recognized its potential as a bedroom community for the metro area. Strang was particularly intrigued by a plot of land owned by several farm families and situated on a bluff; the combination of high ground and proximity to the city led him to purchase the land and start laying out a series of new communities. Thus Overland Park was created—the name is reputed to be a combination of the vision of a ''park-like'' city crossed with the alternate name for the Santa Fe Trail (Overland Trail).

In support of his newly-created bedroom community, Strang went on to develop an interurban train line with trolley service to Kansas City. The Strang Land Company grew busy selling off individual lots of land in business and residential segments of the new town. The city founder also had his hand in the development of Airfield Park in 1909, which combined a landing strip, aviation school, hangars and a grandstand for the locals who were fascinated with flying. Many renowned aviators made Overland Park a stop, including the Wright Brothers; an airplane industry grew up around the airfield that has continued to present day.

Thanks to Strang and other early residents of the area, Overland Park was gradually becoming a viable entity on its own merits. As an attempt to manage the swift growth in Overland Park, Mission, and Prairie Village, these collective communities were organized into an urban township form of government under a law passed by the Kansas legislature in 1940. The reborn entity, Mission Urban Township, was able to form a governmental body but lacked the right to zone or plan independently. In combination with the repercussions of the Dust Bowl days and World War II, Mission Urban Township experienced a time of stasis in the late 1930s and early 1940s, followed by a boom in residential development. In 1951, the Kaw River flooded Kansas City while the community on the bluff stayed nice and dry, and Mission Township began to see an influx of slightly damp folks. The current system of government was insufficient to deal with the resultant growth and development, leading to separation of the township communities into municipalities and the incorporation of Overland Park in 1960.

Out of the Shadow of Kansas City

The 1960s and 1970s ushered in a period of individuation, as Overland Park established its own infrastructure of schools, businesses, and city services. Very early in its formal existence, Overland Park government initiated the practice of citizen surveys to target key concerns of the populace and to measure satisfaction with quality of life. This proactive approach has led to a balanced approach to development and growth, as well as innovative juvenile delinquency and learning disability programs created in the 1970s.

Since the 1980s, Overland Park has experienced a fairly consistent boom pattern, with growth in population, industry and reputation. While continuing to look forward, the city administration has also appreciated its past by supporting extensive renovations of the historic downtown area during the early 1990s. Present day Overland Park has been a regular on national ratings for quality of life, education, affordable housing, appeal to businesses, and population growth. It's a young community in many ways, with a mature approach to living and contributing.

Historical Information: Kansas State Historical Society, 6425 SW Sixth Avenue, Topeka, KS 66615; telephone (785)272-8681

Population Profile

Metropolitan Area Residents (CMSA)
1980: 1,449,374
1990: 1,582,875
2000: 1,776,062
Percent change, 1990–2000: 12.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 44th

City Residents
1980: 81,784
1990: 111,790
2000: 149,080
2003 estimate: 160,368
Percent change, 1990–2000: 33.4%
U.S. rank in 1990: 168th (2nd in state)
U.S. rank in 2000: 143rd (2nd in state)

Density: 2,627 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 135,137

Black or African American: 3,801
American Indian and Alaskan Native: 401
Asian: 5,703
Native Hawaiian and Pacific Islander: 52
Hispanic or Latino (may be of any race): 5,620
Other: 1,852

Percent of residents born in state: 28.9%

Age characteristics (2000)
Population under 5 years old: 10,646
Population 5 to 9 years old: 11,045
Population 10 to 14 years old: 11,027
Population 15 to 19 years old: 9,261
Population 20 to 24 years old: 7,391
Population 25 to 34 years old: 21,695
Population 35 to 44 years old: 26,758
Population 45 to 54 years old: 22,227
Population 55 to 59 years old: 6,825
Population 60 to 64 years old: 5,171
Population 65 to 74 years old: 8,679
Population 75 to 84 years old: 6,057
Population 85 years and over: 2,298
Median age: 36.3

Births (2003; Johnson County)
Total number: 7,475

Deaths (2003; Johnson County)
Total number: 2,847 (of which, 29 were infants under 1 year of age)

Money income (1999)
Per capita income: $32,069
Median household income: $62,116
Total households: 59,703 (2000)

Number of households with income of . . .
less than $10,000: 1,791
$10,000 to $14,999: 1,658
$15,000 to $24,999: 4,175
$25,000 to $34,999: 5,929
$35,000 to $49,999: 9,306
$50,000 to $74,999: 13,257
$75,000 to $99,999: 9,063
$100,000 to $149,999: 8,936
$150,000 to $199,999: 2,959
$200,000 or more: 2,821

Percent of families below poverty level: 2.1% (11.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Overland Park operates through the Mayor-Council-City Manager form of government, with the mayor and 12 council members forming the governing body for the municipality. The city is divided into six districts, each of which elects two council members who serve four-year terms with staggered elections. The mayor is elected by the general populace and also serves a four-year term in office. In April 2005 the city of Overland Park elected its first new mayor in 24 years. The governing body hires a city manager to effect established policies and to oversee the daily operations of the city.

Head Official: Carl R. Gerlach (R) (since April 2005; current term expires 2009)

Total Number of City Employees: 1,000 (2005)

City Information: City of Overland Park, 8500 Santa Fe Drive, Overland Park, KS 66212; telephone (913)895-6000

Economy

Major Industries and Commercial Activity

Overland Park is famous for its high percentage of citizens with baccalaureate or advanced degrees, making education a growth industry for the area. Professional service professions, whether in Overland Park or nearby Kansas City, make up a significant portion of employment in the area. Retail trade accounts for another large chunk of the local workforce, and transportation services and products are also contributors to the Overland Park economy.

Overland Park is the site of Sprint World Headquarters; the *Fortune* 100 company is the largest local employer and is a major supporter of the Overland Park community. Sprint provides telecommunication services and technology globally to businesses and the public.

The cattle industry remains powerful and influential in Kansas City, which certainly has an impact on Overland Park and other surrounding communities.

Items and goods produced: telecommunication technology, transportation equipment, beef

Incentive Programs—New and Existing Companies

The Chamber of Commerce in Overland Park acts as a bridge for businesses negotiating the local and state systems in expanding or creating a new project. Business owners can tap into the resources of the KSBusinessCenter from the

comfort of their own offices, in order to begin the business and tax registration process.

Local programs—The city of Overland Park encourages new building by allowing for abatement of up to 50 percent of property tax liability for as long as 10 years, dependent upon the size and use of construction projects.

State programs—Kansas offers a wide variety of programs designed to encourage location of new businesses and expansion of existing businesses in the state. The High Performance Incentive Program rewards employers who pay above-average wages by exempting them from sales taxes, and offers tax credits for investment and workforce development. The capital costs of a project's new jobs can be mitigated through Investments in Major Projects and Comprehensive Training (IMPACT), with the state picking up the financing for relocation expenses, recruitment and training costs, building expenditures and cost of equipment.

The State of Kansas additionally has created Enterprise Zones which make manufacturing and non-manufacturing companies eligible for tax credits and sales tax exemptions based on the number of net jobs created. The state can underwrite various business enterprises and expansions through loan programs developed to support the creation of new jobs in Kansas.

Job training programs—The Overland Park Chamber of Commerce schedules two professional development seminars per month and can additionally act as a referral agent for employers looking for advanced training for their employees. The State of Kansas oversees a network of regional and local workforce centers offering seminars and ongoing programs for military veterans, dislocated workers, youth, community members with disabilities, and older employees. Programs such as Trade Adjustment Assistance and the Kansas Industrial Retraining project address the changing face of economic development in the state. The Neighborhood Improvement and Youth Employment Act has provided funding for community enhancement projects for which high school students are hired.

Development Projects

Since opening in the 1970s, the Corporate Woods Business Park has undergone steady expansion and improvement every few years. In the 1990s, the facility added 800,000 square feet, bringing its total capacity to 3,200,000 square feet. New sections were added to the business park in the late 1990s, at the same time a number of older buildings were undergoing a renovation process. In 2004, a putting green was created on the already capacious grounds of Corporate Woods.

Corporate Woods Business Park is now the home of a regional service headquarters branch of QC Holdings, which operates more than 370 payday loan stores in 22 states. The company leased 38,000 square feet of space beginning in 2004 and will eventually employ 300 people in the facility. ProPharma International Partners, Inc., has also become a recent tenant in Corporate Woods; the company acts as a development consultant for biotechnology and pharmaceutical businesses.

Automatic Data Processing (ADP) brought a number of new jobs to the Overland Park area as it moved into the College Oaks Business Park. The company contracts to handle payroll and other human resource issues for companies around the world.

The City of Overland Park is in the process of designing a new community center as part of its 10-year capital improvement plan. Construction on the center is expected to commence in 2006 and end approximately a year later.

Commercial Shipping

Kansas City International Airport, located 24 miles from the heart of Overland Park, operates an Air Cargo Center complete with extensive cargo-handling capability, an onsite Foreign Trade Zone allowing for storage of imported goods without full U.S. Customs scrutiny, Enterprise Zone tax initiatives, and access to an adjacent interstate highway. The airport's central U.S. location means that most major metropolitan areas in the country are within a one-day shipping radius.

The headquarters for Yellow Roadway Corporation are in Overland Park, allowing easy access to a major cargo shipping and transportation resource. Yellow transports cargo to all 50 states, Canada, the Virgin Islands, and several other international destinations. Butler Transport, Inc. and Core Carrier Corporation are two of the more than 100 trucking companies located in nearby Kansas City, and the region is served by both FedEx and UPS cargo delivery companies. Five railroad companies cross paths in Kansas City as well, increasing shipping options.

Labor Force and Employment Outlook

Overland Park's adult population is one of the most highly educated in the United States, with more than 50 percent of adult residents having earned a baccalaureate degree at minimum. There appears to be a slight shift in philosophy regarding higher education, starting at the K-12 level, with more emphasis on real-world experiences through technical programs and vocational institutions prior to a four-year degree being earned.

It is expected that agricultural employment will continue to decrease in the area, while retail trade and professional services (education and government in particular) are likely to surge. In the past few years, manufacturing has recovered

somewhat from a pattern of decreasing productivity and employment; that trend is expected to continue in coming years.

The following is a summary of data regarding the Kansas City, MO-KS, metropolitan statistical area labor force, 2004 annual averages.

Size of nonagricultural labor force: 965,900

Number of workers employed in . . .
construction and mining: 50,800
manufacturing: 83,700
trade, transportation and utilities: 202,200
information: 45,300
financial activities: 70,900
professional and business services: 127,700
educational and health services: 108,900
leisure and hospitality: 92,300
other services: 40,.400
government: 143,900

Average hourly earnings of production workers employed in manufacturing: $16.92

Unemployment rate: 4.4% (February 2005)

Largest employers	*Number of employees (2005)*
Sprint Corporation	17,000
Shawnee Mission School District	2,900
Black & Veatch Engineers	2,600
Blue Valley School District	2,525
Internal Revenue Service	1,800
Yellow Roadway Corporation	1,100
City of Overland Park	1,000

Cost of Living

2004 (3rd Quarter) ACCRA Average House Price: $228,375 (MSA)

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.5 (MSA) (U.S. average = 100.0)

State income tax rate: 3.5% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: 7.525%

Property tax rate: Annual tax on a $150,000 house is $1,782 (Blue Valley District) or $1,342 (Shawnee Mission District)

Economic information: Overland Park Economic Development Center, 9001 W. 110th Street, Suite 150, Overland Park, KS 66210; telephone (913)491-3600

Education and Research

Elementary and Secondary Schools

In a 2001 report by Population Connection, Overland Park was chosen the number one ''Kid Friendly City'' in the nation, based on factors such as education, health, and public safety, which all impact overall achievement in the K-12 population. Overland Park is served by four public school districts: Blue Valley, Shawnee Mission, Spring Hill, and Olathe.

The Blue Valley School District covers 91 miles in southwestern Johnson County and boasts a growing enrollment that reached 19,104 students in the 2004-2005 academic year. One of its innovative programs is the Wilderness Science Center—this outdoor laboratory encompasses 30 acres of prairie, forest, river, and wetland ecosystems. Students at the WSC put their classroom science theories to work along the trails and learning stations sprinkled throughout the open space.

The Shawnee Mission School District has an enrollment of approximately 29,000 students in suburban Johnson County; each school serves students who live within prescribed attendance areas. Spring Hill School District is comprised of two elementary schools, a middle school, and a high school serving a primarily rural area located just south of Olathe.

The Olathe Unified School District (OUSD) was formerly five separate districts; its enrollment is the third largest in the state of Kansas. Besides its 30 elementary schools, 8 middle schools and 4 high schools, the OUSD provides the Heartland and Prairie Learning Centers for children with special needs and a Head Start program for pre-kindergartners. Approximately 10.5 percent of OUSD students reside in Overland Park, while the majority of the students are from Olathe. The student/teacher ratio in OUSD is 16.5:1, allowing for more individualized attention.

The following is a summary of data regarding Overland Park public schools as of the 2004–2005 school year.

Total enrollment: 73,427

Number of facilities
elementary schools: 87
middle schools: 24
high schools: 14

Student/teacher ratio: Elementary schools, 24:1; high school, 19:1 (Blue Valley School District)

Teacher salaries
minimum: $30,908
average: $60,641

Funding per pupil: $6,083 (Blue Valley School District)

Public Schools Information: Blue Valley School District, 15020 Metcalf, PO Box 23901, Overland Park, KS 66283-0901; telephone (913)239-4000. Olathe Unified School District, 14160 Black Bob Road, PO Box 2000, Olathe, KS 66063-2000; telephone (913)780-7000. Shawnee Mission School District, 7235 Antioch Road, Shawnee Mission, KS 66204; telephone (913)993-6200. Spring Hill School District, 101 East South Street, Spring Hill, KS 66083; telephone (913)592-7200

Colleges and Universities

Johnson County Community College (JCCC) offers its students a range of undergraduate courses in a two year post-secondary education program that further develops the local workforce and prepares students for transfer to four-year universities or colleges. JCCC is Kansas' third largest institution of higher learning, with an enrollment of more than 34,000 students in classes for credit or continuing education. The college encourages academic, career, and personal growth through programs such as Student Life and Leadership, the Gallaudet University Regional Center (hearing impairment technical assistance and seminars), International Student Services, the Writing Center, and the Math Resource Center.

Graduate and undergraduate studies in business and management make up the core of Baker University, a private college affiliated with the United Methodist Church. The campus in Overland Park is a branch of the main university and is dedicated to the School of Professional and Graduate Studies. Associate degrees and certifications in management, business, information management, medical assisting, and paralegal studies are available at the National American University.

Overland Park is also home to local branches of St. Mary's College, a Jesuit institution offering liberal arts education; Ottawa University, a small private college with Christian underpinnings offering baccalaureate and masters degrees in the Arts, Education, Human Resources, Professional Counseling and Business Administration; and the University of Kansas Medical Center, located within 15 miles and offering a range of undergraduate and graduate degrees in the health professions.

Vocational training facilities abound in the Overland Park area, as well as in nearby Kansas City.

Libraries and Research Centers

The Johnson County Library system's main location is the Central Resource Library, with 12 branch libraries covering the entire county. Library patrons can access more than one million items in formats such as audio books, video and DVD movies, magazines, newspapers, and hard and soft cover books. Computer services at the library allow visitors to tap into more than 70 databases and online services to search full-text articles and reference books. The Johnson County Library is a repository for federal government documents, available both in hard copy and online. Assistive technology is available for community members with disabilities, and the library serves homebound populations with outreach and delivery programs. Various special events for children and teens are offered throughout the year.

The Billington Library on the campus of Johnson County Community College contains more than 107,000 titles in book or audiovisual form, along with a collection of more than 400,000 microforms and 600 current periodicals.

The Dykes Library, the Clendening History of Medicine Library and the Farha Medical Library, all located at the Medical Center at the University of Kansas in Kansas City, contain a wealth of health-related books, periodicals, digital collections and databases. The Medical Center also houses several research institutes conducting investigations into life processes, function of the human body, disease processes and health care models.

Public Library Information: Johnson County Libraries, 9875 W. 87th Street, Overland Park, KS 66212; telephone (913)495-2400

Health Care

The Overland Park Regional Medical Center is licensed for 244 acute care beds, serving southern Johnson County and surrounding areas with emergency services, a diabetes center, a neonatal intensive care unit, a cardiac rehabilitation program, outpatient pharmacies, and a sleep disorder clinic.

Saint Luke's South Hospital offers emergency services, cardiac diagnostics, surgical intensive care, radiology, pain management, physical and occupational therapies, and the latest in birthing suites. The facility is licensed for 75 beds and is supported by a range of outpatient programs.

The Menorah Medical Center moved to Johnson County in 1996 and now occupies a medical campus that includes an acute care hospital licensed for 158 beds, a doctors' building, and a number of outpatient clinics. Menorah Medical is one of 20 facilities in the country to provide access to cutting edge treatment of previously inoperable tumors and lesions. Other specialties include radiation therapy, audiology services, cancer diagnostics, and a full range of neurological services.

Specialized care is provided at Mid-America Rehabilitation Hospital (physical rehabilitation treatment), Select Specialty Hospital (acute long-term care) and Children's Mercy Hospital (emergency and outpatient pediatric care).

Recreation

Sightseeing

Peace and tranquility are a bargain at the Overland Park Arboretum and Botanical Gardens located on 179th Street about a mile west of U.S. Highway 69. Three hundred acres of land have been dedicated to environmental initiatives that preserve and restore ecosystems while providing educational opportunities for children and adults. Wood chip hiking trails lead through the various gardens, including the Erickson Water Garden, a Xeriscape Garden, a Rotary Children's Garden, a Native American Medicine Wheel, and the Legacy Garden. Concrete paths extending from parking areas allow visitors with physical disabilities to enjoy the rare plant species and varied biodomes that can be viewed on the grounds. An interpretive Environmental Education and Visitors Center at the Gardens offers a peek into the biology of the facility while modeling environmentally-sustainable energy systems in use at the Center.

Families with younger children will enjoy a visit to the Deanna Rose Children's Farmstead located at 13800 Switzer, within the boundaries of the Overland Park Community Park. Named for a local police officer who was killed in the line of duty, the Farmstead is comprised of a petting zoo, farmhouse, a silo with slides, and picture-box gardens. Demonstration gardens depict methods of growing produce such as wheat, corn, and vegetables. The Farmstead is a seasonal operation, opening April 1st and closing for the year at the end of October.

Downtown Overland Park is a great place to wander amid centralized, locally-owned art galleries and interesting shops. The Strang Carriage House in downtown conveys visitors back to the town's beginnings, and the Farmers Market is a feast for the eyes as well as the belly.

Kansas City is just a few minutes away, with attractions as diverse as the Hallmark Visitors Center (the past and present of Hallmark cards), the Harley-Davidson Final Assembly Plant, the Federal Reserve Bank Visitors Center, and the Kansas City Market (an open-air farmers market). The 18th and Vine Historic Jazz District in Kansas City offers a concentrated selection of entertainment venues and museums such as the American Jazz Museum and the Negro Leagues Baseball Museum.

Arts and Culture

The City of Overland Park has created a gallery space at the Overland Park Convention Center; six art exhibitions are presented each year to supplement the permanent displays onsite. Art at the Center focuses on works of local and regional artists. The city also coordinates a new Sculpture Exhibition at the Arboretum and Botanical Gardens; the juried sculpture show features works distributed throughout the natural beauty of the trees and flowers.

The city is committed to an ambitious public art project incorporating sculpture, lighting design, and landform alteration in accessible spots around the community. Projects on deck include landscape art and sculptures at all gateways to Overland Park, beautification projects at parks that are near high-traffic areas, murals and sculpture along a major transport corridor, and landscape sculpture at St. Andrew's Golf Course.

The H&R Block Artspace at the Kansas City Art Institute features permanent and rotating exhibits. The Kemper Museum of Contemporary Art in Kansas City features an international roster of artists who work in all media. A superb Asian collection crowns the exhibits at the Nelson-Atkins Museum of Art in Kansas City, which also boasts nationally-recognized collections of African, American, Native American, European, and ancient art.

Local origins can be plumbed at the Johnson County Museum of History located in Shawnee and housed in a historic school. The museum contains archives documenting the development of Johnson County communities, a research library and an education center. The Arabia Steamboat Museum in Kansas City showcases a cache of well-preserved frontier supplies discovered in the cargo hold of a sunken steamer. The Historic Downtown Airport in Kansas City displays a collection of aeronautical memorabilia and artifacts in Hangar 9, the home of the Airline History Museum.

The greater Kansas City area puts on a great show in the performing arts; Overland Park proper touts its New Theatre Restaurant as one of the best dinner theaters in the country. The cuisine is five-star and the productions frequently feature recognizable stage, film, and television personalities. Martin City Melodrama and Vaudeville Company is a professional theater company in Overland Park, keeping audiences giggling with comedy productions and children's workshops. The Carlsen Center at Johnson County Community College proffers a season that includes 32 special events in six separate series: Center, Celebrity, Vocal Splendor, Dance, Recital, and Family. Internationally-known performers are intermingled with college performing artists in an eclectic mix of opera, jazz, and classical numbers.

Dance and music aficionados can rely on Kansas City to round out the repertoire—the Kansas City Ballet, Kansas

City Symphony, Lyric Opera of Kansas City, Folly Theatre, and the Music Hall host performances all along the spectrum of the arts. Community-based theater productions are held by the Theatre League in Kansas City, and professional theater performances are offered by the Kansas City Repertory Theatre. Outdoor theater can be experienced in Kansas City at the Starlight Theater and in Shawnee at the Theatre in the Park.

Arts and Culture Information: Overland Park Convention and Visitors Bureau, 9001 W. 110 Street, Suite 100, Overland Park, KS 66210; toll-free (800)262-7275

Festivals and Holidays

Comfortable spring temperatures allow for a variety of outdoor celebrations and events, including the farmers market that operates from early April until late September. Vendors of produce, crafts, and art items set up booths near the Clock Tower, attracting hordes of locals and visitors. The Clock Tower is also the scene for a concert series that begins in early April and ends in late September, running in tandem with the farmers market. Spring showers bring more than May flowers at the Arboretum in Overland Park—from mid-May through late October, the botanical gardens and arboretum are the site of a juried Sculpture Exhibition.

''Jazz in the Woods'' is a three-day music festival held in June on the grounds of Corporate Woods office park. Local and national jazz artists perform in Overland Park, with the proceeds going to several charities. The Downtown Overland Park Days and Art Festival in late June revolves around the resumption of an outdoor farmers market. The Fourth of July is celebrated with a bang at SpiritFest, a three-day party featuring local cuisine, three entertainment stages, and a midway.

Cooler fall temperatures bring street fairs and celebrations all around the area. The Kansas City Renaissance Festival in nearby Bonner Springs starts in early September and runs for seven weeks. Overland Park's Annual Fall Festival also occurs in late September and features art and craft booths, food vendors, and street entertainment in downtown Overland Park.

The winter holidays are kicked off in November with the Annual Holiday Market in the Farmer's Pavilion downtown. Vendors offer seasonal arts, crafts, produce, and holiday gifts on Saturdays throughout the month. The Mayor's Lighting Ceremony in mid-November features carolers, cookies, and Santa Claus as the city's communal tree is lit.

Sports for the Spectator

Overland Park's proximity to Kansas City allows sports fans to immerse themselves in professional and amateur sports all year long. The Kansas City Chiefs play in the Western Division of the National Football League American Conference, with home games taking place in the Arrowhead Stadium off I-70. The Kansas City Knights were a founding franchise in the American Basketball Association; home games are played in Kemper Arena from mid-November through mid-April. For the Kansas City Outlaws, the floor of the Kemper Arena is converted to an ice rink to accommodate United League Hockey play. Indoor soccer rounds out the winter season, with the Comets competing in the Major Indoor Soccer League from October through March.

Soccer heads outdoors for the Wizards' season—the team plays home games at Arrowhead Stadium and competes in the Major Soccer League. Summer brings baseball, and Kansas City is home of the Royals. The independent Northern League is also represented by the Kansas City T-Bones.

The newest spectator sport in the area takes place at the Kansas Speedway; completed in 2001, the raceway attracts NASCAR events.

Sports for the Participant

Classes in tai chi, yoga, aerobics, and weight training are offered through the Parks and Recreation department of the City of Overland Park, which also coordinates youth and adult team sports in season. The city maintains the Indian Creek Trail for bikers and hikers, which winds for almost 17 miles along Indian Creek as it passes through Overland Park on its way to a convergence with the Tomahawk Creek Trail system.

The Overland Park Skate Park was created in 1997 through the efforts of an Overland Park Community Resource Officer who saw the need for a safe place for youth to skate. The park challenges users with jumps, ramps, and rails based on the urban landscape often frequented by skaters.

The city operates two public golf courses. St. Andrew's Golf Club is an 18-hole course that underwent a renovation in 1997 that was guided by LPGA player Carol Mann. The front nine holes feature wide fairways with some water hazards, while the back nine are characterized by tighter fairways, doglegs and bunkers. The Overland Park Golf Club offers 27 regulation holes that form three 18-hole courses. Putting greens, chipping greens, a grill and a pro shop round out the amenities at the Overland Park Golf Club. Both public clubs provide adult and youth instruction and leagues.

Johnson County coordinates a wide variety of sports and recreation programs, ranging from nature centers, to golf courses, to stables. The Ernie Miller Park and Nature Center in Olathe contains 114 acres of diverse habitats, trails, a wildlife viewing room, and an aquarium. Outdoor Discovery Camps are offered for younger naturalists. Also located in

Olathe is the TimberRidge Adventure Center—in addition to a professionally-facilitated challenge (ropes) course, the center provides opportunities to hike, fish, and practice archery skills. Anglers can also cast lines at Regency Park Lake in Overland Park; three acres of surface area shelters channel catfish, bluegill, hybrid sunfish, green sunfish, and largemouth bass.

Shopping and Dining

Overland Park is home to two enclosed malls: Metcalf South Shopping Center is anchored by Jones Store Company and Sears, while Oak Park Mall is a 187-store facility anchored by Nordstrom's and Dillard's stores. The Hawthorne Plaza contains a collection of upscale shops, and a walk in downtown Overland Park will take shoppers by unique locally-owned antique stores, art galleries, and specialty stores. Overland Park's proximity to Kansas City means that locals and visitors are within easy reach of more than 90 shopping centers and 38 shopping plazas.

Barbecue figures largely on the menu of local eateries in Overland Park. Approximately 46 restaurants offer barbecue in one form or another. Mexican-American cuisine is also well-represented, with more than 50 establishments. Asian restaurants are almost 80 in number, and Italian food is served at 32 eating places. Other culinary offerings include French, Cajun, Greek, Indian, Irish, and Jewish fare. Coffee houses run the gamut from chain franchises to locally-owned espresso bars.

Convention Facilities

The Overland Park Convention Center hosts trade shows, corporate meetings, conferences, and social events. The facility boasts 60,000 square feet of exhibit space, a 25,000 square foot ballroom, 15,000 square feet for meetings, and a 25,000 square foot outdoor courtyard. Audio-visual connections and high-speed wireless service comprise only a portion of the state-of-the-art technology available to presenters and exhibitors. The Center is decorated with works from local and regional artisans, including a blown-glass chandelier.

Many of the local hotels in Overland Park, Shawnee, Olathe, and Kansas City offer convention areas, banquet halls, meeting rooms, and ballrooms. The Wyandotte County Fairgrounds and Sports Complex in Kansas City can seat 350 in the auditorium and 150 in the banquet hall, while the Community Diversity Center has facilities for meetings, health fairs, seminars and workshops. The Jack Reardon Civic Center at Hilton Garden Inn adds 20,000 square feet of exhibit and conference space; along with its banquet room, the facility can seat up to 2,000 people.

Transportation

Approaching the City

Situated in almost the center of the United States, Kansas City International Airport is a busy transportation hub that serves approximately 10 million passengers every year. The airport was developed with an innovative ''drive-to-gate'' design that gets passengers to the departure area efficiently and quickly. As part of a 10-year capital improvement plan, the airport is undergoing a variety of runway, equipment, and service upgrades. Travelers can arrive or depart on Air Canada, American Airlines, Delta Continental, America West, United, Southwest, Frontier, and Northwest, among others.

The Johnson County Executive Airport is located between Overland Park and Olathe; originally created as a Naval auxiliary field during the second World War, the airport now provides general aviation services for corporations and other users. Air charters, aircraft sales, and flight instruction are all available onsite.

Ground transportation in the Kansas City area is provided by Amtrak passenger rail service and Greyhound bus company. Greyhound has stops in the Overland Park area and a depot in Kansas City. The north-south Interstate 35 passes along the western edge of Overland Park, and the east-west Interstate 70 runs just to the north. The city is further accessible via a network of bypasses, U.S. highways (56, 69 and 71), and state highways (150 and 350).

Traveling in the City

The major streets in Overland Park are laid out in a grid pattern that is neatly oriented with name streets running due north-south and number streets running east-west. Interstate 35 runs along the western portion of Overland Park, with numerous exits to the community. Metcalf Avenue is a primary artery within Overland Park itself; the street, which runs north and south, makes a handy reference point as it drives right through the heart of the municipality.

Johnson County Transit operates a large number of buses, vans and smaller vehicles to support public transportation in the area. Passengers can take advantage of park-and-ride services, and special programs exist for seniors or disabled riders. Johnson County Transit also organizes shared rides to sporting events and festivals in the Kansas City metro area. A fleet of taxi companies further bolster transportation services within the city and beyond.

Bike commuters into Downtown Overland Park can navigate the street system or utilize the Indian Creek Trail system.

Communications

Newspapers and Magazines

Since 1880, *The Kansas City Star* has been delivering the news to eastern Kansas, with coverage of local, regional, national, and world events. *The Star* publishes three editions daily, including one edition specific to Johnson County. Business news, sports and entertainment are featured daily in the paper.

A number of special interest and religious newspapers are produced in the Overland Park-Kansas City area. Targeted audiences for local magazines include seniors, farmers, alternative health treatment seekers, computer buffs, the business community, and sports coaches.

Television and Radio

Overland Park tends to rely on Kansas City for its radio and television services. The local airwaves carry a variety of news, talk radio, sports and Christian programming on the AM frequency. FM radio locally offers alternative rock, National Public Radio, oldies, classical, country, Christian, and much more. One AM and one FM station broadcast directly from Overland Park.

Television stations broadcast from Kansas City and available in Overland Park include the networks of CBS, NBC and ABC, along with UPN, PAX and the WB. Public television, University of Kansas and Christian channels are also offered.

Media Information: Overland Park Convention and Visitors Bureau, 9001 W. 110 Street, Suite 100, Overland Park, KS 66210; toll-free (800)262-7275

Overland Park Online

City of Overland Park. Available www.opkansas.org

Overland Park Chamber of Commerce. Available www.opks.org

Overland Park Convention and Visitors Bureau. Available www.opcvb.org

Overland Park Economic Development Council. Available www.opedc.org

Johnson County Government. Available www.jocoks.com

Johnson County Library System. Available www.jocolibrary.org

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Kansas: A History, New York, NY: Kenneth S. Davis (1984)

Topeka

The City in Brief

Founded: 1854 (incorporated, 1857)

Head Official: Mayor William W. Bunten (since 2005)

City Population
1980: 118,690
1990: 119,883
2000: 122,377
2003 estimate: 122,008
Percent change, 1990–2000: 1.3%
U.S. rank in 1980: 136th
U.S. rank in 1990: 149th
U.S. rank in 2000: 197th

Metropolitan Area Population (Shawnee County)
1980: 154,916
1990: 160,976
2000: 169,871
Percent change, 1990–2000: 5.5%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 319th

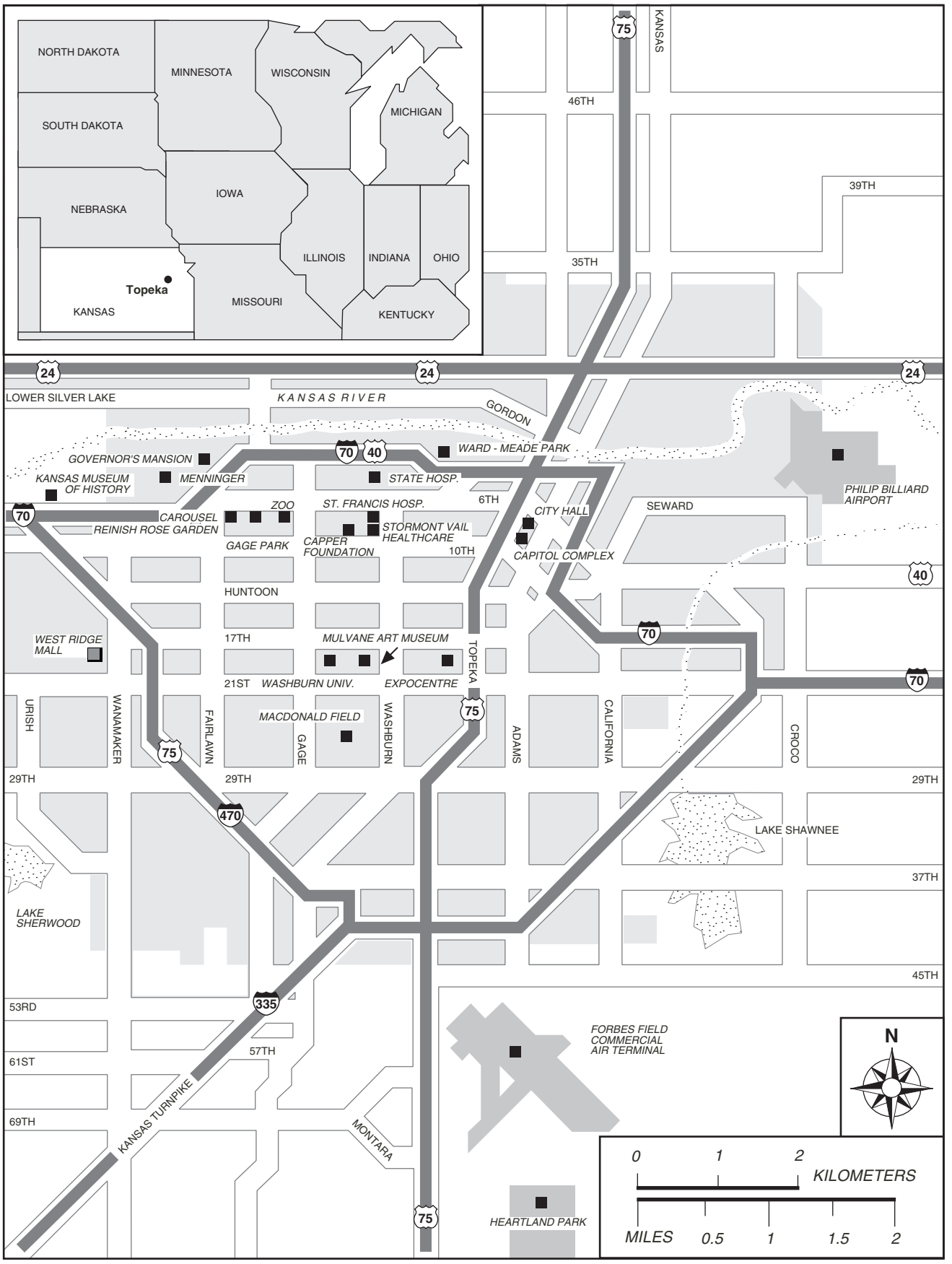
Area: 56 square miles (2000)
Elevation: Ranges from 876 feet to 971 feet above sea level
Average Annual Temperature: 65.1° F
Average Annual Precipitation: 33 inches of rain, 21 inches of snow

Major Economic Sectors: Services, government, trade, manufacturing
Unemployment Rate: 7.0% (February 2005)

2002 FBI Crime Index Total: 11,294

Major Colleges and Universities: Washburn University

Daily Newspaper: *The Topeka Capital-Journal*


NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
Topeka
KANSAS
MISSOURI
KENTUCKY
75
KANSAS
46TH
39TH
35TH
24
LOWER SILVER LAKE
KANSAS RIVER
GORDON
70
40
GOVERNOR'S MANSION
WARD - MEADE PARK
KANSAS MUSEUM OF HISTORY
MENNINGER
STATE HOSP.
6TH
PHILIP BILLIARD AIRPORT
SEWARD
CITY HALL
ZOO
ST. FRANCIS HOSP.
CAROUSEL
REINISH ROSE GARDEN
STORMONT VAIL HEALTHCARE
GAGE PARK
CAPPER FOUNDATION
10TH
CAPITOL COMPLEX
HUNTOON
WEST RIDGE MALL
17TH
MULVANE ART MUSEUM
TOPEKA
21ST
WASHBURN UNIV.
EXPOCENTRE
URISH
WANAMAKER
FAIRLAWN
MACDONALD FIELD
GAGE
WASHBURN
ADAMS
CALIFORNIA
CROCO
29TH
470
LAKE SHAWNEE
37TH
LAKE SHERWOOD
45TH
53RD
335
57TH
61ST
69TH
KANSAS TURNPIKE
MONTARA
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Introduction

Topeka is the seat of Shawnee County, the capital of Kansas, and center of a metropolitan statistical area that includes all of Shawnee County. Throughout its history, Topeka has been at the forefront of progress; created as a principal link in the westward expansion of the railroad and settled by New England antislavery supporters in the nineteenth century, the city was in the twentieth century a world leader in the treatment of mental illness. In the last two decades Topeka has experienced business growth with a number of *Fortune* 500 companies relocating or expanding in the area.

Geography and Climate

Topeka lies on both banks of the Kansas River about 60 miles upriver from the point where the Kansas joins the Missouri River. Two tributaries of the Kansas River, Soldier and Shunganunga Creeks, flow through the city. The valley near Topeka, bordered by rolling prairie uplands of 200 to 300 feet, ranges from 2 to 4 miles in width. Seventy percent of the annual precipitation falls from April through September. Heavy rains pose the threat of flooding, but the construction of dams has reduced the problem. Summers are usually hot, with low humidity and southerly winds; periods of high humidity and oppressively warm temperatures are of short duration. Winter cold spells are seldom prolonged; winter precipitation is often in the form of snow, sleet, or glaze. Severe or disruptive storms occur infrequently.

Area: 56 square miles (2000)

Elevation: Ranges from 876 feet to 971 feet above sea level

Average Temperatures: January, 26.0° F; July, 78.0° F; average, 65.1° F

Average Annual Precipitation: 33 inches of rain, 21 inches of snow

History

Westward Expansion Targets Kaw River Valley

Two historic nineteenth-century movements combined to create the city of Topeka—one was the antislavery issue and the other was the westward expansion made possible by the railroad, which connected the East with the vast unsettled territory in the West. Before the Kansas frontier was opened by the federal government to settlement, the first people of European descent to live on the site of present-day Topeka were the French-Canadian Pappan brothers. They each married a woman from the Kaw tribe in 1842 and opened a ferry service across the Kaw River. The ferry was temporarily replaced in 1857 when bridge builders ignored warnings from the local Native Americans, who insisted that structures built too close to the Kaw would not be secure against flood waters. The bridge was destroyed in a flood the following year.

Colonel Cyrus K. Holliday, a native of Pennsylvania, came to the Kansas Territory in 1854 with funding from Eastern investors to build a railroad. Holliday and a few pioneers had walked 45 miles from Kansas City to Lawrence, where Holliday approached Dr. Charles Robinson, agent of the New England Emigrant Aid Company, an antislavery organization, about his plan. Then Holliday and Robinson traveled 21 miles to Tecumseh, but businessmen there wanted too much money for their land. Holliday located a spot 5 miles from Tecumseh along the river and purchased land from Enoch Chase, who had previously bought it from the Kaws.

Holliday formed a company, naming himself as president and the Lawrence contingent and Chase as stockholders. Holliday wanted to name the town Webster after Daniel Webster, but the others preferred a name whose meaning was local; they chose Topeka, a Native American word meaning ''smokey hill,'' according to one version, or ''a good place to dig potatoes,'' according to another. The City of Topeka was incorporated February 14, 1857 with Holliday as mayor. Dr. Robinson attracted antislavery New Englanders to settle in Topeka, thus counteracting the influence of a proslavery group in Tecumseh. A Free State constitutional convention was held in Topeka but federal troops arrested the new legislators when they tried to meet on July 4, 1855.

Kansas Statehood Brings Capital to Topeka

The Kansas constitution was framed at Wyandotte (later named Kansas City), and Kansas was admitted to the Union in 1861. The constitution specified that the state capital would be selected by election. Dr. Robinson ran for governor, favoring Topeka over Lawrence as the site for the capital; he also supported the Atchison, Topeka & Santa Fe Railway system, which began laying its westward track in 1869. Holliday served as the company's first president, with general offices and machine shops located in Topeka. Topeka's population increased from 700 people in 1862 to 5,000 people in 1870; it then made another dramatic population jump in the late 1880s.

Foundation in Topeka Gains International Fame

During the 20th century Topeka was known internationally as the home of Menninger, a nonprofit organization dedicated to the study of mental illness and founded by Dr. Karl Menninger

and his father, Dr. Charles F. Menninger. In 1920 the Menningers opened a group psychiatric practice that they named the Menninger Clinic; they were joined in 1925 by William, Charles's younger son. The Menningers opened the Topeka Institute of Psychoanalysis in 1938 after the brothers had studied formally in Chicago. The family is credited with introducing psychiatry to America. Karl Menninger's *The Human Mind* was the first book on psychiatry to become a bestseller. The Menningers opened the nonprofit Menninger Foundation, the world's largest psychiatric training center, in 1941. The Menninger Clinic moved to Houston, Texas in 2003.

Today, Topeka is recognized for its strong economic development efforts and high quality of life. In 2003 *Business Facilities* magazine wrote, ''While the national economy lags, relocations and expansions are happening all over Kansas, with Topeka leading the way.''*Expansion Management* magazine gave the city its highest rating in the Annual Quality of Life Quotient survey.

Historical Information: Kansas State Historical Society, 6425 SW Sixth Ave, Topeka, KS 66615; telephone (785)272-8681; fax (785)272-8682

Population Profile

Metropolitan Area Residents
1980: 154,916
1990: 160,976
2000: 169,871
Percent change, 1990–2000: 5.5%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 319th

City Residents
1980: 118,690
1990: 119,883
2000: 122,377
2003 estimate: 122,008
Percent change, 1990–2000: 1.3%
U.S. rank in 1990: 149th
U.S. rank in 2000: 197th

Density: 2,185 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 96,093
Black or African American: 14,332
American Indian and Alaska Native: 1,603
Asian: 1,340
Native Hawaiian and Pacific Islander: 50
Hispanic or Latino (may be of any race): 10,847
Other: 4,969

Percent of residents born in state: 67.9% (2000)

Age characteristics (2000)
Population under 5 years old: 8,615
Population 5 to 9 years old: 8,224
Population 10 to 14 years old: 7,873
Population 15 to 19 years old: 8,363
Population 20 to 24 years old: 8,710
Population 25 to 34 years old: 17,169
Population 35 to 44 years old: 18,153
Population 45 to 54 years old: 16,553
Population 55 to 59 years old: 5,582
Population 60 to 64 years old: 4,717
Population 65 to 74 years old: 9,031
Population 75 to 84 years old: 6,821
Population 85 years and older: 2,566
Median age: 36.3

Births (2003)
Total number: 2,068

Deaths (2003)
Total number: 1,513 (of which, 18 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,555
Median household income: $35,928
Total households: 52,143

Number of households with income of . . .
less than $10,000: 5,297
$10,000 to $14,999: 3,929
$15,000 to $24,999: 8,125
$25,000 to $34,999: 8,001
$35,000 to $49,999: 9,675
$50,000 to $74,999: 9,875
$75,000 to $99,999: 3,864
$100,000 to $149,999: 2,413
$150,000 to $199,999: 479
$200,000 or more: 485

Percent of families below poverty level: 8.5% (42.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 11,294

Municipal Government

Topeka adopted a City Manager form of government in 2005. Council members from each of nine districts are elected to staggered four-year terms; the mayor is elected at

large and sets the council's agenda (but does not vote). A city manager handles daily operations.

Head Official: Mayor William W. Bunten (since 2005; current term expires 2009)

Total Number of City Employees: 1,735 (2005)

City Information: City Hall, 215 SE 7th Street, Topeka, KS 66603-3914; telephone (785)368-3710; fax (785)368-3958

Economy

Major Industries and Commercial Activity

Government and services comprise more than 50 percent of the metropolitan Topeka economy; total state, county, and city government employment accounts for almost one quarter of the work force, and more than 30 percent of area employees are on the service industry payroll. Nearly 15 percent of workers are employed in wholesale or retail trade. The construction and manufacturing industries made modest gains statewide amidst increasing demand for housing and aircraft production.

Fortune 500 companies that have established manufacturing or distribution facilities in Topeka include: Burlington Northern Santa Fe Railway, Frito-Lay, Inc., Goodyear Tire & Rubber, Hill's Pet Nutrition, Payless Shoe Source, and Hallmark Cards, Inc.

Other principal industries located in Topeka include flour mills, printing and publishing companies, iron foundries, and food processing plants.

Items and goods produced: flour, dairy products, meats and poultry, pet foods, tires, tents, awnings, serum, steel fixtures, culverts, tanks, boxes and baskets, medicines, and steel jetties.

Incentive Programs—New and Existing Companies

The state of Kansas and the city of Topeka offer a range of incentives for business expansion, including a state-maintained ''first-stop clearinghouse,'' tax credits and exemptions, utility rate discounts, fee waivers, and loan assistance. Organizations such as Topeka-Shawnee County Development Corporation and Kansas Venture Capital, Inc. promote development in the metropolitan area. *Expansion Management* magazine recently ranked Kansas State's employment training programs among the top ten in the U.S. for ease of access and value to clients.

Local programs—Shawnee County recently implemented a quarter-cent sales tax that will support local economic development activities. The anticipated $20 million revenue over the next four years will be earmarked for job creation and investment incentives. The city or county may grant up to 10 years of property tax exemptions to companies that promote employment growth or private investment in the area. GO Topeka offers loans to small businesses and startups owned by women or minorities, as well as job training and counseling. Topeka's One-Stop Business Development Office provides advice, funding and training in affiliation with the Washburn University Small Business Development Center, SCORE, GO Connection Microloan Program, and Wakarusa Certified Development Inc. Downtown Topeka Inc. provides grants to businesses in the downtown area.

State programs—Kansas State offers corporate income tax credits based on job creation and capital investment and sales tax exemptions on equipment purchases or facility construction. The High Performance Incentive Program provides tax exemption, job training credits and matching funds for consulting fees to companies paying above-average wages or investing in workforce training or capital. Tax credits are also available to companies that conduct research, contribute to the community, provide day-care facilities to employees, or invest in accessibility for persons with disabilities.

Job training programs—The Kansas Industrial Training program offers pre-employment training or on-the-job training for new and expanding businesses. The Kansas Industrial Retraining Program is for restructuring companies where existing employees may be displaced due to obsolete skills. The Investments in Major Projects and Comprehensive Training Program (IMPACT) is for companies hiring a large number of employees at higher-than-average wages. Job training programs are available through agencies such as KAW Area Technical School and Topeka Technical College.

Development Projects

The Kansas State Capitol is undergoing a nine-year restoration at a projected cost of $138 million. Components of this massive effort include restoring the historical integrity of the limestone exterior and the marble and wood interior; transforming the virtually unused basement into office space, a cafeteria and a visitor's center; updating mechanical and electrical systems; and conserving murals and decorative painting. Work is likely to continue until 2009.

Target's $80 million distribution centre was recently completed, bringing more than 600 new jobs to the area. A $22 million manufacturing plant expansion is underway at Reser's Fine Foods. Goodyear Tire & Rubber is completing a $100 million plant upgrade. Washburn University will spend $10 million on a Student Recreation and Wellness Center and new student apartments. An $11 million project to restore Monroe School as the Brown v. Topeka Board of

Education National Historic Site was completed in May 2004. Ramada Inn Downtown has been purchased by an investor group and will undergo a $2.5 million renovation. Forbes Field and Philip Billard airports are both in the midst of multi-million-dollar upgrades. Stormont-Vail HealthCare's new $35 million surgery center opened in 2004, replacing surgical facilities from the 1950s.

Economic Development Information: Greater Topeka Chamber of Commerce, 120 SE Sixth Street, Suite 110, Topeka, KS 66603-3515; telephone (785)234-2644; fax (785)234-8656

Commercial Shipping

Topeka is a shipping and distribution hub that links the corn- and wheat-growing region of northeastern Kansas and the cattle-producing states of the Southwest with markets throughout the country via an efficient transportation network. Burlington Northern Santa Fe Railway, Union Pacific, and St. Louis-Southwestern provide commercial rail service to the Topeka area; piggyback service is available within a 60-mile radius. More than 300 motor carriers serve the Topeka region. Two air carriers operate parcel and freight facilities at Forbes Field.

Labor Force and Employment Outlook

According to the Greater Topeka Chamber of Commerce, the entrepreneurial spirit of Topeka residents dates back to 1842 when a group of enterprising settlers founded a ferry service across the Kansas River. Today, Topeka area residents are more educated than the national average; 88 percent have a high school diploma and more than 25 percent have a college degree or higher. Statewide, more than half of Kansas employees have taken advantage of on-the-job training opportunities.

The following is a summary of data regarding the Topeka metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 111,400

Number of workers employed in . . .
construction and mining: 6,100
manufacturing: 8,000
trade, transportation and utilities: 20,900
information: 2,900
financial activities: 6,900
professional and business services: 8,400
educational and health services: 16,600
leisure and hospitality: 9,000
other services: 5,100
government: 27,600

Average hourly earnings of production workers employed in manufacturing: $16.57 (Kansas State)

Unemployment rate: 7.0% (February 2005)

Largest employers	*Number of employees*
State of Kansas	8,612
Stormont-Vail HealthCare	3,100
Unified School District #501	2,270
Blue Cross Blue Shield of Kansas	1,855
St. Francis Hospital & Medical Center	1,837
Payless Shoe Source	1,735
Goodyear Tire & Rubber	1,700
Washburn University	1,455
Burlington Northern Santa Fe Railway	1,100
Jostens Printing and Publishing	1,060

Cost of Living

According to the Greater Topeka Chamber of Commerce, Topeka offers a ''quality living experience at a below average cost.''

The following is a summary of data regarding several key cost of living factors in the Topeka area.

2004 (3rd Quarter) ACCRA Average House Price: $200,589

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.1 (U.S. average = 100.0)

State income tax rate: Ranges from 3.5% to 6.45%

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: city, 1.0%; county, 0.50%; Washburn University, 0.65%

Property tax rate: 141.24 mills per $1,000 of assessed value (2004)

Economic Information: Greater Topeka Chamber of Commerce, 120 SE Sixth Street, Suite 110, Topeka, KS 66603-3515; telephone (785)234-2644; fax (785)234-8656. State of Kansas, Department of Human Resources, Labor Market Information Services, 401 SW Topeka Blvd., Topeka, KS 66603; telephone (785)296-5058; fax (785)296-5286

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools within the Topeka corporation limits are administered by Topeka Public Schools (TPS) United School District #501. The school

superintendent is appointed by a nonpartisan, seven-member board of education.

Six elementary schools in the district met the Kansas Standards of Excellence in 2004, a challenging target that no TPS school had attained since 1996. Superintendent W.L. Sawyer credited the hard work of teachers and administrators as well as an increased focus on professional development. Six additional schools posted gains exceeding 15 percent on state reading or math assessments.

The district features two state-of-the-art elementary magnet schools—one emphasizing computer technology and the other with a science and fine arts theme. The district has an extensive special education program, a business partnership program, a school volunteer program, full-day kindergarten in several schools, preschool programs, out-of-district enrollment options, alternative education, and a Kids Voting program.

The following is a summary of data regarding the Topeka public schools as of the 2003–2004 school year.

Total enrollment: 14,058

Number of facilities
elementary schools: 21
middle schools: 6
senior high schools: 4
other: 4

Student/teacher ratio: 13.1:1 (2002–2003)

Teacher salaries
minimum: $26,655
maximum: $45,554

Funding per pupil: $4,946

Educational alternatives are offered by 15 private and parochial private schools in Topeka. Special schools include the Capper Foundation and TARC (the Topeka Association for Retarded Children).

Public Schools Information: Topeka Public Schools, USD 501, 624 W 24th Street, Topeka, KS 66611; telephone (785)575-6100

Colleges and Universities

Washburn University, a public institution enrolling nearly 7,000, offers more than 100 programs in its College of Arts and Sciences and its faculties of Law, Business, Nursing, and Applied and Continuing Education. Washburn's law school counts nationally recognized lawyers, judges and politicians among its alumni. The University of Kansas in Lawrence, Kansas State University in Manhattan and Emporia State University are within 50 miles of Topeka. Friends University and Baker University offer adult education at campuses in Topeka.

Among the eight occupational/technical schools located in the Topeka area are Kaw Area Technical School and Topeka Technical College.

Libraries and Research Centers

Topeka is home to several major libraries. The Topeka & Shawnee County was reopened in 2002 after a 100,000 square foot expansion designed by renowned architect Michael Graves. The library holds approximately 538,000 items including books, periodicals, microfilms, compact discs, slides, audiotapes and videotapes. Its Alice C. Sabatini Gallery houses the oldest public art collection in the city. The library also offers an outreach program with two Bookmobiles and an Adventure Mobile for children.

The Kansas State Library maintains an extensive collection of books, documents and videos with a focus on government and public affairs. The library also operates a free talking book program for patrons with visual impairments, physical impairments or reading disabilities in Emporia. The Kansas State Historical Society Library contains a state archival collection as well as archaeological and genealogical materials, manuscripts, maps, photographs and federal documents. Washburn University's Mabee Library and Law Library, the Kansas Supreme Court Law Library, the Topeka Genealogical Society Library, and libraries associated with corporations, hospitals, and state agencies are also located in Topeka.

Public Library Information: Topeka & Shawnee County Public Library, 1515 SW Tenth Avenue, Topeka, KS 66604; telephone (785)580-4400

Health Care

The Topeka medical community has expanded with renovation and new construction at the city's major facilities, which include two general and five specialized hospitals. St. Francis Hospital offers 378 patient beds and a premier cancer care centre including the only PET image scanner in the Topeka area. It also specializes in heart disease and rehabilitation. Stormont-Vail Regional Health Center is a 586-bed acute care facility providing a range of inpatient and outpatient services. It operates the only Level III Neonatal Intensive Care Unit in the county and recently completed a new $35 million surgical center. The hospital is part of the Stormont-Vail HealthCare integrated system, which serves 14 counties in northeast Kansas. Both general hospitals maintain emergency departments.

The Colmery-O'Neil Medical Center provides a range of services for veterans, including medical, surgical, psychiatric and nursing home care. The Kansas Neurological Institute is recognized for its programs for persons with developmental disabilities. The Kansas Rehabilitation Hospital provides inpatient and outpatient care in all areas of physical rehabilitation. The Select Specialty Hospital is an acute care facility for patients requiring care for extended periods of time; the average stay is 25 days. Tallgrass Surgical Center provides cost-effective outpatient care.

The nonprofit Capper Foundation provides education and assistive technology for physically handicapped children. It also offers preschool and childcare services.

There are 37 retirement and adult care homes in the Topeka area.

Health Care Information: Ask-A-Nurse referral line, telephone (785)295-8333. Health Connections, telephone (785)354-5225. St. Francis Hospital, telephone (785)295-8000. Stormont-Vail Health Center, telephone (785)354-6000

Recreation

Sightseeing

Historic Ward-Meade Park overlooks the Kansas River valley from its position on a bluff. At the center of the park is the ancestral home of the Anthony Ward family, a Victorian mansion built in 1870. Also on the grounds are the Ward frontier log cabin, a country schoolhouse, botanical gardens, and a restored 1900s Kansas village called Old Prairie Town.

Gage Park includes the 160 acre Topeka Zoo, featuring a gorilla encounter habitat, providing for close observation of great apes through a glass partition; a Lion's Pride exhibit; Black Bear Woods; and a Tropical Rain Forest. Also at Gage Park are the Reinisch Rose Garden and Carousel in the Park.

Topeka's copper-domed state Capitol building is well known for its frescoes and woodworking, but it is the Kansas Murals that give the Capitol its artistic focal point; these murals by John Steuart Curry capture dramatic events in the state's history that proved so controversial at the time they were executed that the project was not finished. The Brown v. Board of Education National Historic Site opened in 2004 at the former Monroe School, marking the 1954 Supreme Court decision that ended segregation in public schools. Topeka High School displays the mast spar from *Old Ironsides* on its lawn.

Great Overland Station is a museum and education center commemorating Topeka's railroad heritage. Future redevelopment of the adjacent Kansas Riverfront Park and Historic North Topeka Business District will turn the area into a rich cultural destination for locals and tourists. Potwin Place is an exclusive section of Topeka with Italianate, Victorian, and nineteenth-century farmhouse-style homes. Cedar Crest Governor's Residence, built by Topeka State Journal publisher Frank P. MacLennan in 1928, has been the home of Kansas Governors since 1962. First Presbyterian Church is one of a handful of churches in the nation decorated with Tiffany windows.

Arts and Culture

Musical entertainment in Topeka is provided by the Topeka Symphony Orchestra, the Topeka Community Concert Association, the Topeka Opera Society, the Fine Arts Society, and the Topeka Jazz Workshop. Performances take place at the Kansas Expocentre, the Topeka Performing Arts Center, and elsewhere.

The Topeka Performing Arts Center hosts touring Broadway musicals, dance companies, major symphonies, and other entertainment. The Topeka Civic Theater is one of the nation's oldest and most highly regarded dinner theaters. Other Topeka theater companies include Helen Hocker Theatre in Gage Park and the Washburn University Theatre.

More than 20 art galleries as well as public buildings, businesses, and corporations in Topeka display an array of art. Among the more outstanding pieces are John Steuart Curry's *John Brown* in the State Capitol and Peter Felton's *Amelia Earhart* in the rotunda of the State Capitol. The Mulvane Art Museum on the campus of Washburn University exhibits works by Duerer, Goya, Picasso, and Dali in its permanent collection. The Kansas Museum of History chronicles the history of Kansas from the earliest native cultures to the present, using interactive exhibits, programs and videos. The Combat Air Museum at Forbes Field displays airplanes, missiles, military vehicles and aircraft memorabilia dating back to 1917.

Arts and Culture Information: Topeka Performing Arts Center Box Office, telephone (785)297-9000; Kansas Expocentre Box Office, telephone (785)297-1000; Arts Council of Topeka, telephone (785)234-0378

Festivals and Holidays

Kansas Day Celebration in late January commemorates Kansas's admission into the Union. The featured attraction in March is the St. Patrick's Day Parade and Street Fair. Washburn University hosts the Sunflower Music Festival and the Mountain Plains Art Fair in June. The Spirit of Kansas Celebration, Mexican Fiesta, and Shawnee County Fair make for an active July. The Huff 'N' Puff Balloon Rally is a popular September event, as well as Cider Days and the Kansas River Valley Art Festival. Apple Festival,

The Kansas Mural, as well as frescoes and woodworking, are popular attractions at Topeka's State Capitol building.

held at Historic Ward-Meade Park in October, celebrates Kansas's folk life. Festival of Trees and Miracle on Kansas Avenue take place during December.

Sports for the Spectator

The Central Hockey League's Topeka Tarantulas play at the Kansas Expocentre. Washburn University fields teams in intercollegiate competition in a number of sports. The Great Plains Rowing Championship takes place in April on Lake Shawnee. The Kansas State High School Rodeo Championships are held at the Kansas Expocentre Livestock Arena in early June. Drag racing action takes place at Heartland Park in Topeka, while sprint car racing happens at Thunder Hill Speedway.

Sports for the Participant

The Topeka Parks and Recreation Department maintains parks with 7 community centers, 69 public tennis courts, 5 public swimming pools, 26 baseball or softball diamonds and a number of playgrounds, picnic facilities and soccer fields. Nine public golf courses are located in the area. East of Topeka is Lake Shawnee, providing opportunities for swimming, fishing, camping, and sailing. Gage Park, in addition to being the home of the Topeka Zoo, features recreational facilities including swimming, volleyball, and tennis. A number of hiking, jogging and nature trails can be found in Topeka. The Topeka Tinman Triathlon takes place at Lake Shawnee in June. Indoor ice skating is offered at the Kansas Expocentre.

Shopping and Dining

The 1.1 million-square-foot West Ridge Mall is Topeka's main shopping venue. More than 30 other shopping areas range from enclosed malls to neighborhood shopping centers.

Steakhouses serving Kansas beef are the main attraction in Topeka. Other dining choices include French, Mexican, Oriental, and Cajun Creole. Topeka's most popular family restaurants specialize in traditional American fare such as Kansas steaks, Southern fried chicken, country fried steaks, barbecued ribs, and homemade pies and pastries. Fine dining is also available.

Visitor Information: Topeka Convention and Visitors Bureau, 1275 SW Topeka Blvd., Topeka, KS 66612-1852; telephone (785)234-1030; toll-free (800)235-1030; fax (785)234-8282

Convention Facilities

The Kansas Expocentre, a multipurpose complex which houses an arena, concert hall, and a convention center accommodates meetings, conventions, trade shows, and entertainment events. The arena seats up to 10,000 people and contains 210,000 square feet of unobstructed space. Parking is provided on-site and catering service is available. The Ramada Inn Downtown is the largest hotel in Topeka with 34,000 square feet of meeting space. Thirty additional hotels and motels, several of which include complete meeting facilities, offer nearly 3,000 rooms for lodgings.

Convention Information: Kansas Expocentre, One Expocentre Drive, Topeka, KS 66612; telephone (785)235-1986; fax (785)235-2967. Topeka Convention and Visitors Bureau, 1275 SW Topeka Blvd., Topeka, KS 66612-1852; telephone (785)234-1030; toll-free (800)235-1030; fax (785)234-8282

Transportation

Approaching the City

Commercial airlines fly into Forbes Field, 7 miles south of downtown Topeka. Daily commuter service is available from Kansas City International Airport, 75 miles from Topeka. The destination for general and business aviation traffic is Phillip Billiard Field, 3 miles northeast of the city. Passenger rail service to Topeka is provided by Amtrak. Greyhound Bus service is also available.

An efficient highway network facilitates access into Topeka. Three interstate and three U.S. highways converge in Topeka: I-70, I-470, and I-335; and U.S. 24, U.S. 40, and U.S. 75.

Traveling in the City

Topeka is laid out on a grid pattern. Streets running east to west are numbered; streets running north to south are named. Topeka Transit schedules 14 public bus routes in the city Monday through Saturday; evening and Sunday service is available by advance reservation. Topeka Transit's Lift Service provides door-to-door service for persons with disabilities. During weekday mornings and afternoons, Topeka Transit operates the Topeka Trolleys, a downtown shuttle and lunchtime circulator service.

Communications

Newspapers and Magazines

Topeka's major daily newspaper is *The Topeka Capital-Journal.* The city is also a center for magazine publishing.

Among the widely circulated periodicals based in Topeka are *Capper's,* a biweekly human interest magazine established in 1879; and *Grit,* a weekly family-oriented tabloid. *Mother Earth News,* a leading environmental magazine, moved from New York City to Topeka in 2001. Other publications pertain to agriculture, commerce and industry, history, food, and rural living.

Television and Radio

Topeka television viewers select programming from two stations based in the city—one commercial network affiliate and one public station. Six AM and FM radio stations schedule a variety of formats such as educational, talk, adult contemporary, and news and sports.

Media Information: *Topeka Capital-Journal,* 616 SE Jefferson Street, Topeka, KS 66607; telephone (785)295-1111

Topeka Online

City of Topeka home page. Available www.topeka.org

Greater Topeka Chamber of Commerce. Available www.topekachamber.org

The Topeka Capital-Journal online. Available www.cjonline.com

Topeka Public Schools. Available www.topeka.k12.ks.us

Topeka & Shawnee County Public Library. Available www.tscpl.org

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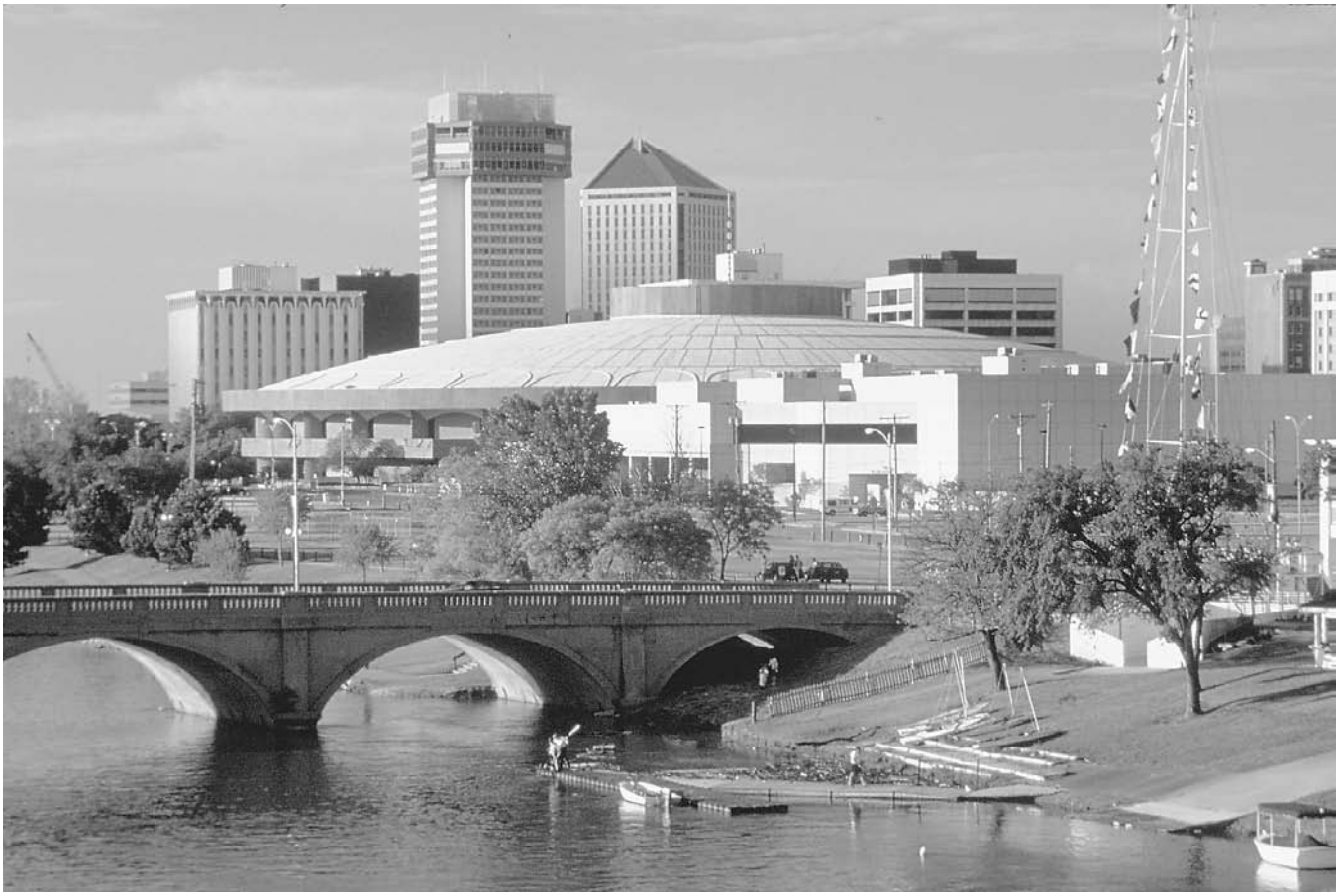
Cox, Thomas C. *Blacks in Topeka, Kansas: 1865-1915, a Social History.* Louisiana State University Press, 1982.

Wichita



The City in Brief

Founded: 1868 (incorporated, 1871)

Head Official: Mayor Carlos Mayans (since 2003)

City Population
1980: 279,838
1990: 304,017
2000: 344,284
2003 estimate: 354,617
Percent change, 1990–2000: 13.2%
U.S. rank in 1980: 51st
U.S. rank in 1990: 51st (State rank: 1st)
U.S. rank in 2000: 59th (State rank: 1st)

Metropolitan Area Population
1980: 442,000
1990: 485,270
2000: 545,220
Percent change, 1990–2000: 12.4%
U.S. rank in 1980: 75th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 77th

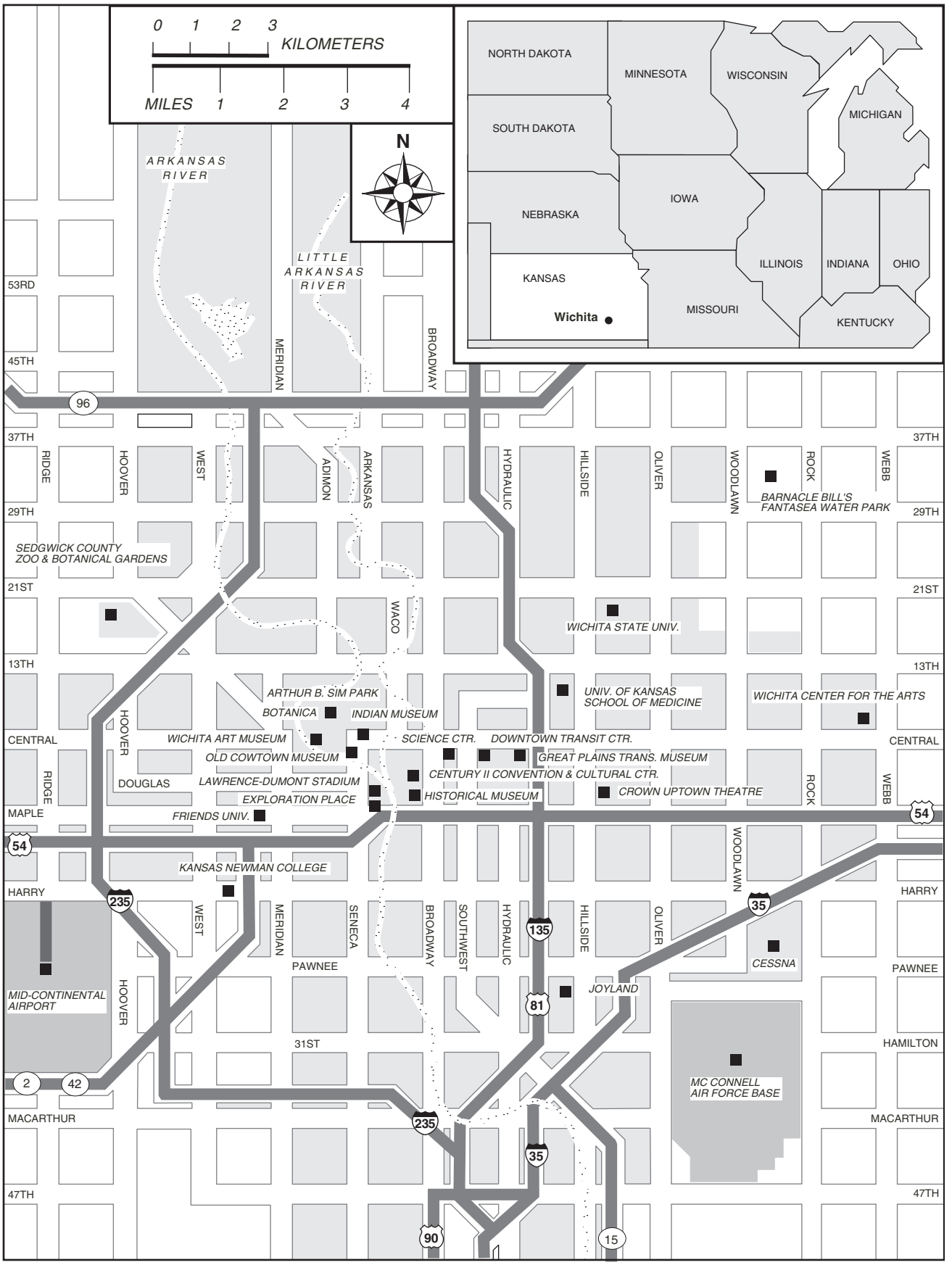
Area: 138.93 square miles (2000)
Elevation: 1,300 feet above sea level
Average Annual Temperature: 56.4° F
Average Annual Precipitation: 14.48 inches of rain, 15.9 inches of snow

Major Economic Sectors: Services, manufacturing, trade
Unemployment Rate: 6.3% (February 2005)
Per Capita Income: $20,647 (1999)

2002 FBI Crime Index Total: 24,104

Major Colleges and Universities: Wichita State University; Friends University; Newman University; University of Kansas School of Medicine-Wichita

Daily Newspaper: *Wichita Eagle*


0 1 2 3 KILOMETERS
MILES 1 2 3 4
N
NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
Wichita
MISSOURI
KENTUCKY
ARKANSAS RIVER
LITTLE ARKANSAS RIVER
53RD
45TH
MERIDIAN
BROADWAY
96
37TH
RIDGE
HOOVER
WEST
ADMON
ARKANSAS
HYDRAULIC
HILLSIDE
OLIVER
WOODLAWN
ROCK
WEBB
BARNACLE BILL'S FANTASEA WATER PARK
29TH
SEDGWICK COUNTY ZOO & BOTANICAL GARDENS
21ST
WACO
WICHITA STATE UNIV.
13TH
ARTHUR B. SIM PARK
BOTANICA
INDIAN MUSEUM
UNIV. OF KANSAS SCHOOL OF MEDICINE
WICHITA CENTER FOR THE ARTS
CENTRAL
WICHITA ART MUSEUM
SCIENCE CTR.
DOWNTOWN TRANSIT CTR.
OLD COWTOWN MUSEUM
GREAT PLAINS TRANS. MUSEUM
DOUGLAS
LAWRENCE-DUMONT STADIUM
CENTURY II CONVENTION & CULTURAL CTR.
EXPLORATION PLACE
HISTORICAL MUSEUM
CROWN UPTOWN THEATRE
MAPLE
FRIENDS UNIV.
54
KANSAS NEWMAN COLLEGE
HARRY
235
SENECA
SOUTHWEST
135
35
CESSNA
PAWNEE
MID-CONTINENTAL AIRPORT
JOYLAND
81
31ST
HAMILTON
2
42
MC CONNELL AIR FORCE BASE
MACARTHUR
47TH
90
15

Introduction

Wichita, the largest city in Kansas and the seat of Sedgwick County, is the focus of a metropolitan statistical area that includes Butler and Sedgwick counties. The city's history reflects the major stages of western U.S. development. The primary stop on the Chisholm Trail, Wichita flourished first as a cattle town, then as a rail link and milling center for Kansas grain. Prosperity continued with the discovery of oil near the city limits. Today Wichita, three-time winner of the National Civic League's All-America City Award, is an important technology center, particularly in the aviation industry.

Geography and Climate

Wichita is located on the Arkansas River in the Central Great Plains. The collision of moist air from the Gulf of Mexico with cold air from the Arctic produces a wide range of weather in the Wichita area. Summers, which are generally warm and humid, can often be hot and dry; winters are mild, though cold periods are not infrequent. Temperature variations are extreme, reaching above 110 degrees in the summer and below negative 20 degrees in the winter. Spring and summer thunderstorms can be severe, accompanied by heavy rain, hail, strong winds, and tornadoes. Protection against floods is provided by the Wichita-Valley Center Flood Control Project.

Area: 138.93 square miles (2000)

Elevation: 1,300 feet above sea level

Average Temperatures: January, 30.2° F; July, 81.0° F; annual average, 56.4° F

Average Annual Precipitation: 14.48 inches of rain, 15.9 inches of snow

History

A Cow Capital

The city of Wichita is named after the Wichita tribe, who settled on the site of the present-day city along the banks of the Arkansas River during the U.S. Civil War to avoid conflict with pro-Southern tribes in Oklahoma. James R. Mead and Jesse Chisholm, who was part Cherokee, opened a trading post next to the tribe's village. Chisholm, on a return trip from the Southwest where he had ventured on a trading expedition, was traveling through a rain storm, and the wheels of his wagon carved deep tracks into the prairie soil. Thus the famous Chisholm Trail was blazed, and the route was used in subsequent years by cattlemen driving cattle to their eventual market destinations.

After the forced relocation of the Wichita tribe to Oklahoma in 1867, the Mead trading post became a center of commerce. As Texas cattlemen drove their longhorn steer up the Chisholm Trail to Abilene, the settlement around the trading post provided a stop on the way. The ''first and last chance saloon'' was opened there for thirsty cowboys. The settlement, named Wichita, was platted in 1870 and incorporated in 1871. When rail transport reached the town in 1872 and 350,000 cattle were driven in from the grazing ranges, Wichita became the ''cow capital'' of eastern Kansas. Wichita was a rough place despite signs posted at the corporation limits that warned visitors to check their guns before entering town.

Exit Cattle; Enter Wheat, Oil, and Airplanes

Boom times lasted until 1880, when the Chisholm Trail was blocked by barbed-wire fences protecting land planted with wheat, barring drivers from bringing their cattle to Wichita. Businessmen who made their livelihood from cattle relocated to Dodge City, and Wichita land values temporarily tumbled. But revenues from grain quickly outdistanced cattle when farmers brought their harvest to Wichita, transforming the city into a trading and milling center. Whereas the cattle business had supported dance halls and gambling houses, the wheat industry brought the civilizing forces of churches and schools.

Wichita's population steadily increased in the twentieth century, and new forms of wealth and business opportunity emerged. A major oil deposit discovered in Butler County in 1915 earned the nickname ''door-step pool'' because of its proximity to the city limits. Wichita's first airplane was manufactured the following year, and during the 1920s the city became known as the ''Air Capital of America'' in recognition of the number of airplane factories located there. By 1929 Wichita produced a quarter of all commercial aircraft in the United States. The aviation industry played an increased role in the city during World War II, and even more so after the establishment of McConnell Air Force Base in 1951. Beech Aircraft Corp. and Learjet Inc. were founded in Wichita, and such heavy-weights as the Boeing Co., Bombardier Inc., Cessna Aircraft Co., and Raytheon Co. established major facilities in the city. The population explosion that grew from the aviation industry attracted other types of companies. Two big names in the fast-food industry—Pizza Hut Inc. and White Castle System Inc.—were both founded in Wichita. By the turn of the century the city was headquarters for the Coleman Co. and Koch Industries Inc.

An All-American City

Three-time winner (since 1962) of the All American City award, Wichita's residents value the small-town atmosphere with modern-city amenities afforded them. A low crime rate, a nationally-recognized school system, low cost of living, ample opportunities for culture and recreation, and revitalized downtown are part of Wichita's success.

Historical Information: Wichita-Sedgwick County Historical Museum, 204 S. Main, Wichita, KS 67202; telephone (316)265-9314; fax (316)265-9319

Population Profile

Metropolitan Area Residents
1980: 442,000
1990: 485,270
2000: 545,220
Percent change, 1990–2000: 12.4%
U.S. rank in 1980: 75th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 77th

City Residents
1980: 279,838
1990: 304,017
2000: 344,284
2003 estimate: 354,617
Percent change, 1990–2000: 13.2%
U.S. rank in 1980: 51st
U.S. rank in 1990: 51st (State rank: 1st)
U.S. rank in 2000: 59th (State rank: 1st)

Density: 2,536.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 258,900
Black or African American: 39,325
American Indian and Alaska Native: 3,986
Asian: 13,647
Native Hawaiian and Pacific Islander: 198
Hispanic or Latino (may be of any race): 33,112
Other: 17,566

Percent of residents born in state: 59.9% (2000)

Age characteristics (2000)
Population under 5 years old: 27,524
Population 5 to 9 years old: 26,725
Population 10 to 14 years old: 24,688
Population 15 to 19 years old: 23,767
Population 20 to 24 years old: 25,565
Population 25 to 34 years old: 51,619
Population 35 to 44 years old: 53,980
Population 45 to 54 years old: 44,035
Population 55 to 59 years old: 14,377
Population 60 to 64 years old: 11,113
Population 65 to 74 years old: 20,616
Population 75 to 84 years old: 15,297
Population 85 years and older: 4,978
Median age: 33.4 years

Births (Sedgwick County, 2003)
Total number: 7,568

Deaths (Sedgwick County, 2003)
Total number: 3,834 (of which, 46 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,647
Median household income: $39,939
Total households: 139,127

Number of households with income of . . .
less than $10,000: 12,440
$10,000 to $14,999: 8,713
$15,000 to $24,999: 19,750
$25,000 to $34,999: 20,164
$35,000 to $49,999: 24,812
$50,000 to $74,999: 28,464
$75,000 to $99,999: 13,287
$100,000 to $149,999: 7,887
$150,000 to $199,999: 1,670
$200,000 or more: 1,940

Percent of families below poverty level: 8.4% (46.4% of which were female householder families with related children under 5)

2002 FBI Crime Index Total: 24,104

Municipal Government

The city of Wichita operates under a council-manager form of government, with six council members and a mayor elected to four-year terms.

Head Official: Mayor Carlos Mayans (since 2003; current term expires 2007)

Total Number of City Employees: 3,200 (2004)

City Information: City Hall, 455 N. Main, Wichita, KS 67202; telephone (316)268-4331; fax (316)268-4333; email cshull@wichita.gov.

Economy

Major Industries and Commercial Activity

Wichita's principal industrial sector is manufacturing, which accounted for 21.6 percent of area employment in 2003. Aircraft has long since dominated the industry, and plays such an important role that it has the ability to influence the economic health of the entire region. In the early 2000s a national and international recession combined with the after effects of the terrorist attacks on September 11th to depress the aviation subsector in and around Wichita. Orders for new aircraft plummeted, prompting Wichita's four largest aircraft manufacturers—Boeing Co., Cessna Aircraft Co., Bombardier Learjet Inc., and Raytheon Aircraft Co.—to slash a combined 15,000 jobs between 2001 and 2004. In response, these companies began developing small- and mid-sized airplanes to appeal to business and corporate users.

Healthcare is Wichita's second-largest industry, employing approximately 28,000 people in the local area. Since healthcare needs remain fairly consistent regardless of the economy, this field was not subject to the same pressures that affected other industries in the early 2000s. The Kansas Spine Hospital opened in 2004, as did a critical care tower at Wesley Medical Center.

Several Wichita companies are leaders in their respective fields. Vulcan Chemicals, which operates a manufacturing plant in Wichita, ranks among the country's top producers of chlorinated solvents used to make such products as plastics, film, soft drinks, and electronic circuitry. Cargill Inc., one of the nation's major agribusiness corporations, has made Wichita the corporate headquarters for its Cargill Meat Solution division. The Coleman Company, a pioneer in the production of outdoor recreational gear, was founded in the city in the early twentieth century and remains headquartered there. Other companies based in Wichita include Koch Industries Inc., a diversified company active in chemicals, energy, finance, and paper; Via Christi Health System, a Catholic healthcare system serving Kansas, Oklahoma, and California; and Chance Rides Inc., the nation's largest designer and manufacturer of amusement rides.

Items and goods produced: airplanes, airplane supplies, outdoor recreational equipment and supplies, chemicals, meat products, household appliances, amusement rides

Incentive Programs—New and Existing Companies

Local programs—The City of Wichita offers a number of incentive programs, including Industrial Revenue Bonds and a Neighborhood Revitalization Area Tax Rebate Program, which offers a 75- to 95-percent rebate on increased taxes due to new construction or refurbishment of property in certain areas within the city. The Wichita Business Loan Program has a loan pool of $9 million for existing and new small businesses within Revitalization Strategy Areas. The City of Wichita and the County of Sedgwick may extend tax exemptions for property used for manufacturing, research and development, or storing goods or commodities. Incentives offered by the Wichita Downtown Development Corp. include a Tenant Improvement Grant Fund, Housing and Pilot Landscaping grant programs, Douglas Street Facade Improvement Program, and Historic Preservation Tax Credits.

State programs—Kansas offers Enterprise Zone tax exemptions and credits to manufacturing companies that create at least two new jobs and to non-manufacturing businesses that create at least five new jobs. A Kansas Income Tax Credit may be available to firms that pay above-average wages to employees. The Kansas Existing Industries Expansion Program (KEIEP) and the Kansas Economic Opportunity Initiative Fund (KEOIF) provide loans to existing businesses that invest capital while keeping existing jobs or creating new ones. An income tax credit may be available for research and development expenses. A Kansas constitutional amendment exempts the inventories of merchants and manufacturers from property taxes.

Job training programs—The Investment in Major Projects and Comprehensive Training (IMPACT) program offers assistance in establishing training projects for new employees. The Kansas Industrial Training (KIT) program extends training assistance to new or expanding companies, while the Kansas Industrial Retraining (KIR) program assists companies that are diversifying or restructuring. Training services are also provided by the Wichita Area Technical College, the Kansas Technical Training Institute, and the Greater Wichita Economic Development Coalition, which was founded in 2003.

Development Projects

Downtown Wichita has attracted over $100 million in investment since 2002. In addition to several residential developments, downtown now features the Old Town Square, a $20 million complex encompassing a six-screen movie theater, retail space, and office space. The City Arts buildings opened in 2004, and the Kansas Sports Hall of Fame held its grand opening in April 2005. The largest project in the planning stage is the Wichita Waterwalk. Scheduled for completion in 2007, the $138 million development will house office, retail, and residential space. The River Corridor Improvement Project, which will open in 2006, will enhance public space along the Arkansas River by installing pedestrian bridges, constructing an amphitheater, and erecting the ''Keeper of the Plains'' statue.

Elsewhere in the city, developments of all sorts are in various stages. VoiceStream Wireless moved into Wichita

in 2000, adding 800 new jobs. Other new businesses include Acutel Inc., Advanced Plastic Coating Services Inc., Midwest Technologies Inc., and VeriPrime Inc. The recently renovated Kansas Coliseum opened the Park City Raceway, a dirt racetrack, in May 2003, and the Wichita Art Museum completed a $10 million renovation the following month. The Waterfront shopping district, a 165-acre multi-use complex, and Regency Lakes Shopping Center, a 60-acre retail and restaurant project, were in the works in 2004. The Kansas Spine Hospital opened in Wichita that same year, as did the $70 million critical care tower at Wesley Medical Center.

Economic Development Information: Greater Wichita Economic Development Coalition, 350 W. Douglas, Wichita, KS 67202; telephone (316)268-1133; fax (316)265-7502; email gwedc@wacc.org. Wichita Area Chamber of Commerce, 350 W. Douglas Ave., Wichita, KS 67202; telephone (316)265-7771; fax (306)265-7502; email info@wacc.org

Commercial Shipping

Wichita Mid-Continent Airport is the state's largest commercial and general aviation complex. In addition to transporting passengers, the airport handled 37,000 tons of cargo in 2004. Its major overnight carriers are Airborne Express, DHL, Emery, FedEx, and UPS. Wichita lies on Interstate 35, the only interstate highway that connects the United States with both Canada and Mexico. The city is served by 16 national and regional interstate common carriers. Three major railroads—Union Pacific, Burlington Northern Santa Fe, and Kansas & Oklahoma Railroad—link the city to most major continental markets. Wichita has access to the U.S. Inland Waterway System from two ports located within 200 miles: the Port of Kansas City and the Tulsa Port of Catoosa provide access to the Missouri and Arkansas rivers, respectively. Wichita is home to the Sedgwick County Foreign Trade Zone #161, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty.

Labor Force and Employment Outlook

Sedgwick County ranks second in the nation for concentration of manufacturing jobs and skilled labor, and first for employment in aircraft and parts manufacturing. The concentration of manufacturing firms utilizing high technology design is partially responsible for the highly-skilled workforce. Investment in training is also a contributor, as Kansas ranks second in the nation for workforce development spending per capita.

The following is a summary of data regarding the Wichita metropolitan area labor force, 2004 annual average:

Size of nonagricultural labor force: 282,800

Number of workers employed in . . .
construction and mining: 16,100
manufacturing: 58,400
trade, transportation and utilities: 49,500
information: 6,100
financial activities: 12,200
professional and business services: 26,300
educational and health services: 38,400
leisure and hospitality: 25,200
other services: 12,100
government: 38,500

Average hourly earnings of production workers employed in manufacturing: $19.45 (2004)

Unemployment rate: 6.3% (February 2005)

Largest employers (2004)	*Number of Employees*
The Boeing Co.	12,300
Cessna Aircraft Co.	8,000
Raytheon Aircraft Co.	7,000
U.S. Government	5,186
Unified School District No. 259	4,955
State of Kansas	4,800
Via Christi Health System	4,795
City of Wichita	3,200
Sedgwick County	2,695
Bombardier Aerospace Learjet	2,500

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Wichita area.

2004 (3rd Quarter) ACCRA Average House Price: $234,693

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.5 (U.S. average = 100.0)

State income tax rate: Ranges from 3.5% to 6.45% (personal); 7.35% (corporate)

State sales tax rate: 5.3%

Local income tax rate: None

Local sales tax rate: 1.0% county tax

Property tax rate: $113.387 per $1,000 assessed valuation (most areas; 2004)

Economic Information: Greater Wichita Economic Development Coalition, 350 W. Douglas, Wichita, KS 67202; telephone (316)268-1133; fax (316)265-7502; email gwedc @wacc.org. Wichita Area Chamber of Commerce, 350 W. Douglas Ave., Wichita, KS 67202; telephone (316)265-7771; fax (306)265-7502; email info@wacc.org

Education and Research

Elementary and Secondary Schools

Unified School District #259, or Wichita Public Schools, is the state's largest elementary and secondary public education system. It is administered by a nonpartisan, seven-member board elected to four-year staggered terms. Board members contract a superintendent.

In 2000 a five-year, $285 million bond issue was implemented to improve all of the district's existing schools and to construct new facilities. Stucky Middle School, the first new middle school in 37 years, opened its doors in 2003, and the Jackson Elementary School opened the following year. All other bond projects are scheduled for completion by the end of 2005.

The following is a summary of data regarding Wichita public schools as of the 2004–2005 school year.

Total enrollment: 48,818

Number of facilities
elementary schools: 57 (19 are magnet schools)
middle schools: 17 (5 magnet schools)
senior high schools: 11 (1 magnet school)
special schools: 14, including special education centers, early childhood education centers, a boys' ranch, an e-school, and other specialties

Student/teacher ratio: 16:1

Teacher salaries
minimum: $30,240
maximum: $46,534

Funding per pupil: $3,863

Wichita offers alternatives to the public school system through a strong parochial school system of approximately three dozen private schools ranging from preschool to high school. The majority of private schools are parochial. Nearly 10,400 students attend facilities of the Catholic Schools of the Diocese of Wichita, which has won numerous national awards from the National Catholic Educational Association. Non-denominational education is offered by Wichita Collegiate School, which offers a college-preparatory curriculum, and the Independent School, which provides the liberal arts education usually reserved for gifted students to average and above-average students.

Public Schools Information: Wichita Public Schools, 201 N. Water, Wichita, KS 67202; telephone (316)973-4000; email info@usd259.net

Colleges and Universities

Wichita State University is a four-year college with about 15,000 students. Six undergraduate colleges (arts and sciences, engineering, fine arts, education, business, and health professions) offer 60 degree programs in more than 200 areas of study. The graduate school offers 44 masters degrees, 10 doctoral programs, and three specialist degree programs in more than 100 areas of study.

Friends University, a liberal arts school founded by Quakers in 1898, is the fastest-growing private university in Kansas. With 3,200 students, it offers an associate degree program, 46 bachelor's degree programs, and nine master's degree programs in the colleges of arts and sciences, business, and continuing education. Newman University, formerly Kansas Newman College, was founded in 1993 as a Catholic two-year teacher's academy. It is now a four-year liberal arts college offering 6 associate's degrees, 27 bachelor's degrees, and 4 master's degree programs.

The University of Kansas School of Medicine-Wichita, at one time affiliated with Wichita State University and now a separate facility, provides medical education in most fields of specialization. The university, which ranks among the top 10 medical schools in the country whose focus is primary care, maintains cooperative programs with area hospitals and operates its own care center on campus and at clinics throughout the city. Other Wichita institutions of higher learning include Southwestern College, Wichita Area Technical College, and Wichita Technical Institute, as well as branches of Baker University, Butler and Cowley county community colleges, and Tabor College of Hillsboro.

Libraries and Research Centers

Nearly two dozen libraries, maintained principally by public institutions and agencies, hospitals, and corporations, are located in Wichita. The Wichita Public Library has 10 branches throughout the city, the newest of which is the Lionel Alford Regional Branch Library, which opened in April 2003. The collection contains more than 900,000 items including books, videos, music CDs, magazines, motor manuals, art prints, CD-ROMs, maps, and books on cassette. Among special collections are the Driscoll Piracy Collection, Kansas and local history, genealogy, motor manuals, music scores, and state documents. The Wichita State University operates a substantial campus library with about one million volumes, more than 4,000 periodical subscriptions, and numerous special collections on a range of subjects pertaining primarily to Kansas and American history. Also based at the university are the Milton Helpern International Center of Forensic Sciences, which specializes in materials relating to crime and forensic problems, and the Institute for Aviation Research.

Among other libraries and research centers in the city are those affiliated with Friends University, the Wichita Art

Museum, the *Wichita Eagle,* the Midwest Historical and Genealogical Society, the Wichita Sedgwick County Historical Society, and the Boeing Co.

The National Institute for Aviation Research, located at Wichita State University (WSU), is home to 15 laboratories for conducting research in such areas as aerodynamics, aging aircraft, crash dynamics, composites and advanced materials, aircraft icing, structural components, virtual reality, and computational mechanics. WSU's College of Engineering is active in a variety of research programs. The Center for the Improvement of Human Functioning conducts research at the far thresholds of disease management, and the John C. Pair Horticulture Research Center conducts turfgrass research.

Public Library Information: Wichita Public Library, 223 S. Main, Wichita, KS 67202; telephone (316)262- 0611; fax (316)262-4540

Health Care

Wichita is a regional center for medical treatment and referral as well as training and research, employing more than 28,000 health care professionals. The region supports 19 acute care and specialty hospitals with approximately 3,000 beds, as well as more than 50 nursing homes and assisted living facilities. Many medical workers and allied staff are educated at the University of Kansas School of Medicine-Wichita, which maintains training programs at three local hospitals. The Kansas Health Foundation, based in Wichita, provides funding in the areas of children's health, leadership, and public health.

Wesley Medical Center, a Level I trauma center and the largest emergency department in the state, provides such services as cancer care, child development, radiosurgery, low vision rehabilitation, senior behavioral health, and treatment of sleep disorders. The Robert J. Dole Department of Veterans Affairs Medical & Regional Office, one of the largest in the nation, treats more than 80,000 outpatients each year. Wesley Medical Center, with 504 beds, provides general medical and surgical care as well as cardiology, neurology, pediatric, and trauma care. Via Christi Health System, a teaching institution affiliated with the University of Kansas School of Medicine-Wichita, provides the largest integrated network of health care providers in Kansas, with such specialized services as gerontology, diabetes, epilepsy, and orthopedics. Other Wichita hospitals include Galichia Heart Hospital, Kansas Heart Hospital, Kansas Surgery & Recovery Center, Select Specialty Hospital of Wichita, Wesley Rehabilitation Hospital, and Kansas Spine Hospital, which opened in 2004.

Health Care Information: Via Christi Regional Medical Center, 929 N. St. Francis St., Wichita, KS 67214; telephone (316)268-5000

Recreation

Sightseeing

Wichita has retained its frontier roots while developing a cosmopolitan ambiance. The Old Cowtown Museum capitalizes on Wichita's past as a stop on the Chisholm Trail with forty-four original, restored, or replica buildings and displays depicting life between 1865 and 1880, along with programs celebrating Wichita's cattle-driving beginnings. Wichita turned the Arkansas River into a cultural asset by redesigning the riverside for public recreation and for popular events such as River Festival. Wichita's sophistication is evident in the city's outdoor sculptures, which number more than 125 and include such works as the large Joan Miro mosaic mural at Wichita State University. Price Woodward Park is located between Century II and the Arkansas River; on the park grounds are several sculptures.

The Botanica, or Wichita Gardens, is located near the banks of the Arkansas River and is the state's only such garden. Lake Afton Public Observatory, with its 16-inch telescope, is open on weekends for astronomy enthusiasts. At the Sedgwick County Zoo, more than 2,500 animals roam an imitation veldt, a tropical rain forest, and a herpetarium that switches night for day. The Great Plains Nature Center features the Koch Habitat Hall, two miles of hiking trails, and the Coleman Auditorium. Tanganyika Wildlife Park, located three miles west of Wichita in Goddard, allows humans to interact with such animals as giraffes, lemurs, and Bengal tigers. Children enjoy the rides and entertainment offered by Joyland, the largest amusement park in Kansas.

Arts and Culture

Wichita supports many organizations in the fine, performing, and visual arts. Century II, the city's center for cultural activities, houses the major performance organizations. The Wichita Symphony Orchestra plays a season of classical, chamber, and pops concerts in Century II's concert hall between September and May; a highlight of the symphony orchestra season is the performance of P.I. Tchaikovsky's *1812 Overture* that concludes the River Festival. The Wichita Pops series features the performances on the ''mighty'' Wurlitzer organ, which was housed in the New York Paramount Theater. The Metropolitan Ballet's season of concerts always includes a staging of Tchaikovsky's popular *Nutcracker Ballet* during the Christmas season.

The ''Keeper of the Plains'' statue was donated to the city by its creator, Blackbear Bosin.

Live theater is popular in Wichita. Music Theatre of Wichita features Broadway guest artists performing with a resident company at Century II; the summer season includes five productions in all. The Crown Uptown Dinner Theatre, one of the nation's ten largest dinner theaters, hosts professional performances of Broadway shows. Wichita Children's Theatre & Dance sponsors shows performed by children for children. Wichita Grand Opera offers a professional opera season at Century II, and Wichita Chorus Sweet Adelines International features female barbershop singers.

Museums in the Wichita area are plentiful. The Kansas Sports Hall of Fame opened in Old Town in April 2005 with 126 inductees from Kansas sports. The Wichita Art Museum, the largest museum in Kansas, houses a nationally renowned American Art collection. The Wichita Sedgwick County Historical Museum depicts historical life in the area through unique and informative exhibits. The Museum of World Treasures has an eclectic collection that includes dinosaurs, Egyptian mummies, armor and crown jewels of European royalty, the Hall of American Presidents, and Civil War and World War II artifacts. Exploration Place features interactive exhibits that stimulate curiosity and creativity. The Kansas Underground Salt Museum, located in nearby Hutchinson, will be the Western Hemisphere's only museum to exist in a working salt mine when it opens in late 2005 or early 2006. Other Wichita museums include the Frank Lloyd Wright–Allen Lambe House Museum, the Great Plains Transportation Museum, the Kansas African American Museum, the Kansas Aviation Museum, the Kansas Firefighters Museum, the Lowell D. Holmes Museum of Anthropology, the Mid-America All-Indian Center, the Museum of the Antique Fan Collectors Association, Ulrich Museum of Art at Wichita State University, and Wings Over Wichita.

Festivals and Holidays

The Wichita River Festival, the city's major festival, draws more than 350,000 people for 10 days each May in a celebration centered on the Arkansas River. Held in conjunction with the festival are several other events, including an art and book fair, trolley tours, and a garden party at Botanica. Also held in May is the three-day Kansas Polkatennial. The Old Cowtown Museum presents music and 1870s saloon shows on the weekends from June to Labor Day; the museum also sponsors the Traditional 1870s Independence Days event over the Fourth of July weekend. More than 10,000 people attend the Old Town Concert Series each summer.

Wichita celebrates its jazz heritage with two festivals: the Wichita Jazz Festival in April, and a jazz festival hosted by Friends University in February. The Midwest Winefest is held over three days in April, and the Taste of Wichita takes place in downtown Wichita in early July. The Kansas Flight Festival, founded in 2003 as the Wichita Aviation Festival, features three days of air shows, aircraft displays, and concerts at the Colonel James Jabara Airport in August. September brings the Chili & BBQ Cook-Off. At the Old Cowtown Museum in October the Old-Time County Fair recreates a 1870s Wichita fair.

A number of diversity-based celebrations take place in Wichita throughout the year. Spring brings Multi-Cultural Celebration Week, which features a variety of events celebrating the ethnicity of residents. Traditional Native American dancing is featured at the Intertribal Pow-Wow in July. The Martin Luther King Jr. Celebration is held in January, and an Asian Festival takes place each October. For three days in September, the Wichita Black Arts Festival showcases the artistic heritage of the African American culture. Other multi-cultural events include Cinco de Mayo and the Juneteenth celebration.

Sports for the Spectator

The Wichita Wranglers of the Double-A minor league Texas League play their home baseball games at the Lawrence Dumont Stadium. Each August, this stadium is also the venue for the nation's largest amateur baseball tournament, the National Baseball Congress World Series, which has been held in Wichita since 1931. The Wichita Thunder competes in the Central Hockey League at Kansas Coliseum from October through April.

The Wichita State University baseball team, the Shockers, consistently earns national ranking and holds the record for most victories in a season. Wichita State also fields winning basketball teams in National Collegiate Athletic Association play. Friends University teams, nicknamed the Falcons, play baseball and softball, football, men's golf, women's volleyball, and men's and women's basketball, cross country, soccer, tennis, and track and field. The Jets of Newman University compete in baseball and softball, wrestling, and men's and women's basketball, bowling, cross country, golf, soccer, tennis, and volleyball.

The Wichita International Raceway sponsors drag racing on Saturdays during the summer, while 81 Speedway features dirt track auto races each week between March and October. Parimutuel greyhound racing action takes place year-round at Wichita Greyhound Park.

Sports for the Participant

Wichita maintains 107 municipal parks on nearly 3,000 acres for such activities as volleyball, croquet, softball, and soccer. Eighty-three public tennis courts are augmented by two private clubs; Riverside Tennis Center has been named one of the best public complexes in the country by the U.S.

Tennis Association. For golfers, nine public and nine private courses are located in the area. Fishing and boating are permitted in authorized areas (El Dorado Lake is said to be the spot for prime bass fishing), and water skiing is allowed at Nims Bridge, North Riverside Park. A free fitness trail with 20 exercise stations is maintained in Sim Park. Cycling and rollerskating can be enjoyed in designated areas along the Arkansas River. The Soccer Club operates a regulation size indoor field for practice and league play.

Shopping and Dining

The Wichita area's shopping centers and malls include the state's two largest malls—Towne East and Towne West—with more than 270 stores and restaurants combined. Wichita is an antiques center; a number of antique stores and shops are located in historic houses and in the downtown district. Wichita Old Town, a historic warehouse district, has been restored and offers shops and restaurants. Old Town Underground near the railroad yards has blossomed into an area of unusual shops. Upscale shopping is the attraction on Rock Road, and shoppers also enjoy the Downtown Farm and Art Market. The Newton Factory Outlet Stores lie 20 minutes north of the city.

Wichita restaurants are famous for steaks, prime rib, and barbecue beef, but dining choices also include international cuisine such as Italian, French, Chinese, Mexican, and Indian.

Visitor Information: Greater Wichita Convention & Visitors Bureau, 100 S. Main, Ste. 100, Wichita, KS 67202; telephone (316)265-2800; toll-free (800)288-9424; fax (316)265-0162; email jrolfe@visitwichita.com

Convention Facilities

The principal meeting and convention facility in Wichita is the Century II Performing Arts & Convention Center. With 19 meeting rooms and 3 performance halls, this complex offers 198,000 square feet of exhibit space. The Brown Exposition Center encompasses 93,000 square feet of exhibition space. The Kansas Coliseum, the Cotillion, and the Wichita Scottish Rite Center provide alternatives for corporate events. Many of Wichita's hotels also have meeting space available. The Grand Eagle Ballroom at the Hyatt Regency has 10,164 square feet of meeting space, and the Kansas Grand Ballroom of the Wichita Marriott features more than 7,000 square feet. Two of the exhibit halls at the Radisson Broadview exceed 8,700 square feet of space.

Convention Information: Greater Wichita Convention & Visitors Bureau, 100 S. Main, Ste. 100, Wichita, KS 67202; telephone (316)265-2800; toll-free (800)288-9424; fax (316)265-0162; email jrolfe@visitwichita.com

Transportation

Approaching the City

Wichita Mid-Continent Airport, a 12-minute drive from downtown, is the destination for most air travelers to Wichita. Thirteen commercial carriers provide 47 daily flights from most cities throughout the United States. In 2004 nearly 1.5 million passengers passed through Mid-Continent, breaking the airport's record. Colonel James Jabara Airport is a general aviation facility accommodating jets and light planes. Amtrak provides passenger rail service 25 miles north of Wichita at Newton, and Greyhound Trailways brings buses into Wichita.

A network of interstate, federal, and state highways links Wichita with the East and West Coasts as well as the Canadian and Mexican borders. Interstates I-35 and I-135 pass directly through metropolitan Wichita, connecting the city with I-40, I-44, and I-70. Major U.S. highways are 54 and 81; state routes include K-42, K-2, K-15, K-254, K-96, and the Kansas Turnpike.

Traveling in the City

Public bus transportation on a fleet of modern, chairlift-equipped buses is operated by Wichita Transit. Nineteenth-century-style streetcars on the Discover Historic Wichita Trolley Tour connect major downtown hotels, Lawrence-Dumont Stadium, Century II Convention Center, and the Old Town area.

Communications

Newspapers and Magazines

Wichita's daily newspaper is the morning *Wichita Eagle.* The *Wichita Business Journal* is the city's weekly business newspaper. Special-interest newspapers and magazines published in Wichita focus on a variety of topics, such as business and economics, aging, antiques and art collectibles, aviation for farmers, shopping news, and community affairs. Feist Publications, publisher of Yellow Book directories, maintains an office in Wichita, and ASR Philanthropic Publishing, producer of books, newsletters, and brochures for fundraising and philanthropic organizations, are headquartered there. Other publications produced in the city include

Wichita Family Magazine, Wichita Kids Newspaper, and *Wichita Register Magazine.*

Television and Radio

Six television stations are based in Wichita; cable service is available. Eleven AM and FM radio stations serve the Wichita metropolitan area with music, news, information, and public interest features.

Media Information: *Wichita Eagle,* 825 E. Douglas, Wichita, KS 67201; telephone (316)268-6000

Wichita Online

City of Wichita home page. Available www.wichitagov.org

Greater Wichita Convention & Visitors Bureau. Available www.visitwichita.com

Greater Wichita Economic Development Coalition. Available www.gwedc.org

Wichita Area Chamber of Commerce. Available www.wichitakansas.org

Wichita Business Journal. Available wichita.bizjournals.com/wichita

Wichita Eagle. Available www.kansas.com/mld/kansas

Wichita Public Library. Available www.wichita.lib.ks.us

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MICHIGAN

Ann Arbor 207
Detroit 219
Grand Rapids 235
Kalamazoo 247
Lansing 259

The State in Brief

Nickname: Wolverine State; Great Lakes State
Motto: *Si quaeris peninsulam amoenam circumspice* (If you seek a pleasant peninsula, look about you)

Flower: Apple blossom
Bird: Robin

Area: 96,716 square miles (2000; U.S. rank: 11th)
Elevation: 572 feet to 1,980 feet above sea level
Climate: Temperate with well-defined seasons, tempered by surrounding water; colder in upper peninsula

Admitted to Union: January 26, 1837
Capital: Lansing
Head Official: Governor Jennifer Granholm (D) (until 2007)

Population
- **1980:** 9,262,000
- **1990:** 9,368,000
- **2000:** 9,938,480
- **2004 estimate:** 10,112,620
- **Percent change, 1990–2000:** 6.9%
- **U.S. rank in 2004:** 8th
- **Percent of residents born in state:** 75.4% (2000)
- **Density:** 175 people per square mile (2000)
- **2002 FBI Crime Index Total:** 389,366

Racial and Ethnic Characteristics (2000)
- **White:** 7,966,053
- **Black or African American:** 1,412,742
- **American Indian and Alaska Native:** 58,479
- **Asian:** 176,510
- **Native Hawaiian and Pacific Islander:** 2,692
- **Hispanic or Latino (may be of any race):** 323,877
- **Other:** 129,552

Age Characteristics (2000)
- **Population under 5 years old:** 672,005
- **Population 5 to 19 years old:** 2,212,060
- **Percent of population 65 years and over:** 12.3%
- **Median age:** 35.5 years (2000)

Vital Statistics
- **Total number of births (2003):** 131,024
- **Total number of deaths (2003):** 86,644 (infant deaths, 1,130)
- **AIDS cases reported through 2003:** 5,584

Economy
- **Major industries:** Manufacturing; trade; agriculture; finance, insurance, and real estate; services
- **Unemployment rate:** 6.9% (March 2005)
- **Per capita income:** $31,196 (2003; U.S. rank: 20th)
- **Median household income:** $45,176 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.8% (3-year average, 2001-2003)
- **Income tax rate:** 4.0%
- **Sales tax rate:** 6.0%

Ann Arbor

The City in Brief

Founded: 1824 (incorporated, 1833)

Head Official: Mayor John Hieftje (D) (since 2000)

City Population
1980: 107,966
1990: 109,608
2000: 114,024
2003 estimate: 114,498
Percent change, 1990-2000: 3.5%
U.S. rank in 1980: 146th
U.S. rank in 1990: 170th
U.S. rank in 2000: 195th

Metropolitan Area Population (Washtenaw County)
1980: 264,740
1990: 282,937
2000: 322,895
Percent change, 1990-2000: 14.1%
U.S. rank in 1990: 173rd
U.S. rank in 2000: 179th

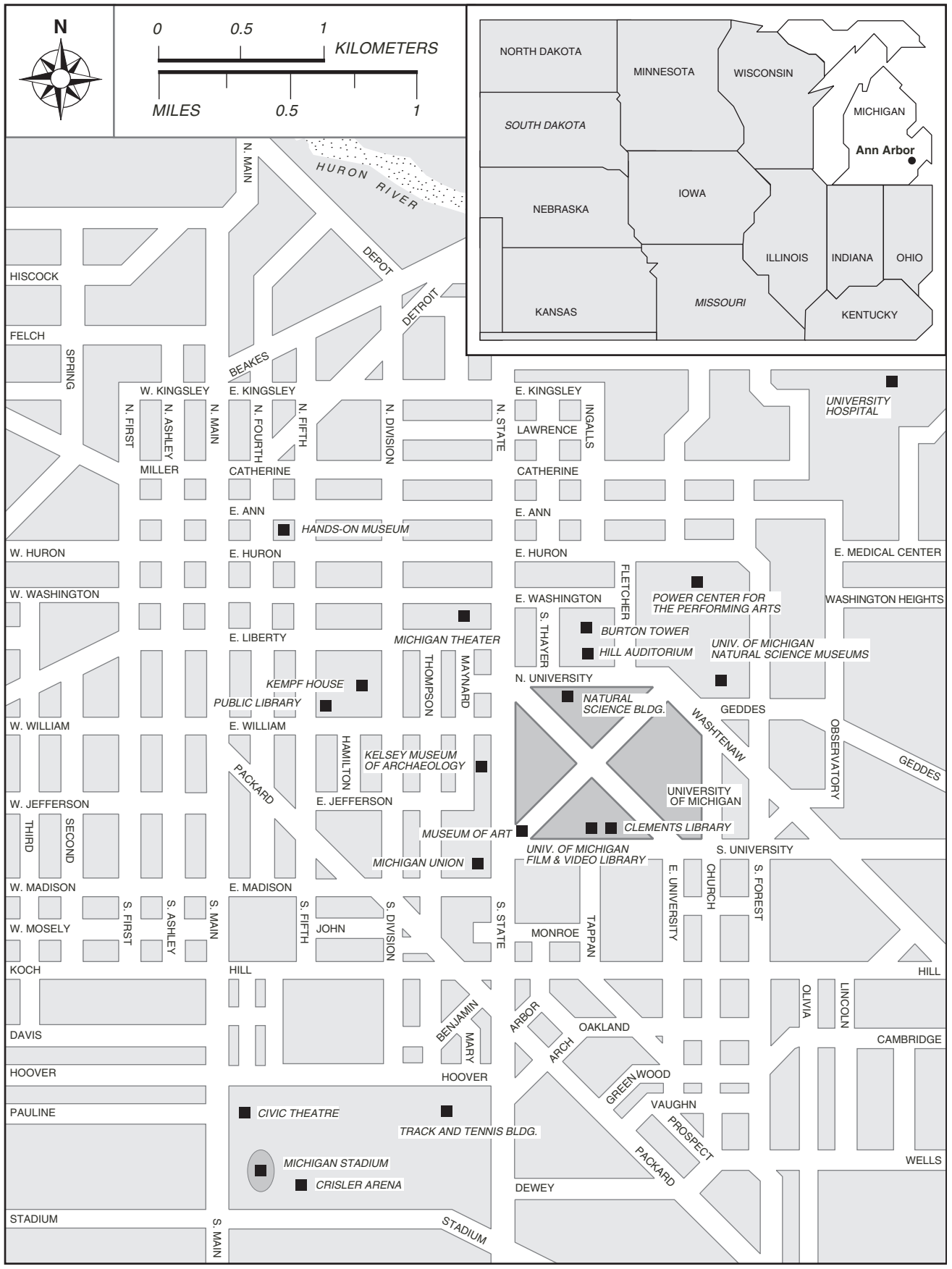
Area: 27.0 square miles (2000)
Elevation: 802 feet above sea level
Average Annual Temperature: 49.2° F
Average Annual Precipitation: 30.67 inches

Major Economic Sectors: Government, services, manufacturing, trade, information technology
Unemployment Rate: 4.7% (February 2005)
Per Capita Income: $26,419 (1999)
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 3,727

Major Colleges and Universities: University of Michigan; Washtenaw Community College

Daily Newspaper: *The Ann Arbor News*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ILLINOIS
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OHIO
KANSAS
MISSOURI
KENTUCKY
HURON RIVER
N. MAIN
DEPOT
DETROIT
HISCOCK
FELCH
SPRING
BEAKES
W. KINGSLEY
E. KINGSLEY
N. FIRST
N. ASHLEY
N. MAIN
N. FOURTH
N. FIFTH
N. DIVISION
N. STATE
INGALLS
LAWRENCE
MILLER
CATHERINE
UNIVERSITY HOSPITAL
E. ANN
HANDS-ON MUSEUM
W. HURON
E. HURON
E. MEDICAL CENTER
W. WASHINGTON
FLETCHER
POWER CENTER FOR THE PERFORMING ARTS
WASHINGTON HEIGHTS
S. THAYER
BURTON TOWER
HILL AUDITORIUM
E. LIBERTY
MICHIGAN THEATER
UNIV. OF MICHIGAN NATURAL SCIENCE MUSEUMS
THOMPSON
MAYNARD
KEMPF HOUSE
PUBLIC LIBRARY
N. UNIVERSITY
NATURAL SCIENCE BLDG.
GEDDES
W. WILLIAM
E. WILLIAM
WASHTENAW
OBSERVATORY
HAMILTON
KELSEY MUSEUM OF ARCHAEOLOGY
PACKARD
UNIVERSITY OF MICHIGAN
W. JEFFERSON
E. JEFFERSON
MUSEUM OF ART
CLEMENTS LIBRARY
THIRD
SECOND
UNIV. OF MICHIGAN FILM & VIDEO LIBRARY
S. UNIVERSITY
MICHIGAN UNION
W. MADISON
E. MADISON
E. UNIVERSITY
CHURCH
S. FOREST
S. FIRST
S. ASHLEY
S. MAIN
S. FIFTH
S. DIVISION
S. STATE
W. MOSELY
JOHN
MONROE
TAPPAN
KOCH
HILL
OLIVIA
LINCOLN
BENJAMIN
MARY
ARBOR
OAKLAND
CAMBRIDGE
DAVIS
ARCH
GREEN
WOOD
HOOVER
VAUGHN
PROSPECT
PAULINE
CIVIC THEATRE
TRACK AND TENNIS BLDG.
WELLS
MICHIGAN STADIUM
CRISLER ARENA
PACKARD
DEWEY
STADIUM
S. MAIN
STADIUM

Introduction

The seat of Washtenaw County, Ann Arbor is part of a metropolitan statistical area that includes Detroit. Ann Arbor is the home of the University of Michigan, nationally recognized for a tradition of excellence in education. Having gained prominence as a center for high-technology research and development firms, Ann Arbor consistently ranks high on lists of America's best places to live. Frequently noted are its thriving economy, low crime rate, excellent air and water quality, and cultural attractions befitting a much larger city.

Geography and Climate

Ann Arbor is located on the Huron River approximately 40 miles west of Detroit in the heart of southeastern Michigan. It is surrounded by rivers, lakes, forests, and farmland. The continental climate is characterized by four distinct seasons.

Area: 27.0 square miles (2000)

Elevation: 802 feet above sea level

Average Annual Temperature: 49.2° F

Average Annual Precipitation: 30.67 inches

History

Easterners Found Settlement; Industry Attracts Immigrants

By some accounts, Virginians John and Ann Allen and New Yorkers Elisha and Ana Rumsey arrived in the southeastern Michigan Territory in 1824 at a place named Allen's Creek. The men built an arbor for the wild grapevines they found there and named their settlement Anns' Arbor in honor of their wives. According to an unsubstantiated story, however, the settlement was named after a mysterious young woman guide named Ann D'Arbeur who led parties from Detroit westward into the wilderness as early as 1813. Local Native Americans called the settlement ''Kaw-goosh-kaw-nick'' after the sound of John Allen's gristmill. Settlers from Virginia and New York and immigrants from Ireland and Germany soon arrived as other mills, a tannery, and a general store were opened. Ann Arbor was made the seat of Washtenaw County in 1827; it was incorporated as a village in 1833 and chartered as a city in 1851. Ann Arbor's strategic location on the Huron River, the Territorial Road, and the Michigan Central Railroad contributed to its development as a trading center.

City Becomes Site of Major American University

The most significant event in the city's history was the relocation of the University of Michigan from Detroit to Ann Arbor in 1841 by the new state legislature after Ann Arbor citizens effectively lobbied for the move. But it was not until 1852 that the university's first president, Henry Philip Tappan, was appointed. President Tappan broke from academia's traditional classical curriculum and introduced a scientific program and elective courses. Erastus Otis Haven, the university's second president, secured an annual state subsidy to bring the institution's finances under control, and President James Burrill Angell's administration added new buildings and programs during a 38-year tenure. Today the University of Michigan is regarded as one of the nation's top public universities, noted for its undergraduate education, research and graduate programs, and athletic teams that compete in the Big Ten Conference.

The university has been the site of historically significant political announcements. Senator John F. Kennedy introduced his plan for a Peace Corps on the steps of the university's Student Union during his 1960 presidential campaign, and President Lyndon Baines Johnson unveiled his Great Society program at commencement exercises there in 1964. A high proportion of Michigan graduates have become astronauts; in fact, during the *Apollo 15* flight a flag was planted on the moon in recognition of University of Michigan alumni astronauts. The influence of the University of Michigan is such that Ann Arbor is the highest-ranked community in the United States for the educational and medical facilities available to its residents.

High-technology research and development has contributed to the growth in Ann Arbor's population, which also includes an increasing number of residents who commute to work in the Detroit area. Ann Arbor combines big-city amenities with a small-town atmosphere to produce a desirable quality of life. Multi-cultural influences can be seen in the city's shops, restaurants and arts offerings. The arts are a flourishing and integral part of the community, in part fueled by the university.

Historical Information: Kempf House Center for Local History, 312 S. Division, Ann Arbor, MI; telephone (734)994-4898. U of M Bentley Historical Library, 1150 Beal Ave., Ann Arbor, MI; telephone (734)764-3482 (research facility on U of M's North Campus that contains the Michigan Historical Collections)

Population Profile

Metropolitan Area Population (Washtenaw County)
1980: 264,740

1990: 282,937
2000: 322,895
Percent change, 1990-2000: 14.1%
U.S. rank in 1990: 173rd
U.S. rank in 2000: 179th

City Residents
1980: 107,966
1990: 109,608
2000: 114,024
2003 estimate: 114,498
Percent change, 1990-2000: 3.5%
U.S. rank in 1980: 146th
U.S. rank in 1990: 170th
U.S. rank in 2000: 195th

Density: 4,223 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 85,151
Black or African American: 10,070
American Indian or Alaska Native: 332
Asian: 13,566
Native Hawaiian and Pacific Islander: 41
Hispanic or Latino (may be of any race): 3,814
Other: 1,384

Age characteristics (2000)
Population under 5 years old: 5,744
Population 5 to 9 years old: 5,205
Population 10 to 14 years old: 5,129
Population 15 to 19 years old: 12,648
Population 20 to 24 years old: 20,918
Population 25 to 34 years old: 20,823
Population 35 to 44 years old: 14,771
Population 45 to 54 years old: 12,882
Population 55 to 59 years old: 4,065
Population 60 to 64 years old: 2,822
Population 65 to 74 years old: 4,683
Population 75 to 84 years old: 3,177
Population 85 years and over: 1,157
Median age: 28.1 years

Births (2003, Washtenaw County)
Total number: 4,210

Deaths (2003, Washtenaw County)
Total number: 1,924 (of which 27 were infants under the age of 1)

Money income (1999)
Per capita income: $26,419
Median household income: $46,299
Total households: 45,744

Number of households with income of . . .
less than $10,000: 4,744
$10,000 to $14,999: 2,543
$15,000 to $24,999: 5,221
$25,000 to $34,999: 4,894
$35,000 to $49,999: 6,873
$50,000 to $74,999: 8,046
$75,000 to $99,999: 5,024
$100,000 to $149,999: 5,129
$150,000 to $199,999: 1,594
$200,000 or more: 1,696

Percent of families below poverty level: 4.6% (26.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,727

Municipal Government

The City of Ann Arbor operates under a mayor-city manager form of government. Half of the ten council members are elected annually by ward (two per ward) to two-year terms. The mayor is elected in a city-wide election to a two-year term every even year.

Head Official: Mayor John Hieftje (D) (since 2000; current term expires 2006)

Total Number of City Employees: 827 permanent employees (2005)

City Information: City Hall, Guy C. Larcom, Jr. Municipal Building, 100 North Fifth Avenue, Ann Arbor, MI 48104; telephone (734)994-2650

Economy

Major Industries and Commercial Activity

The University of Michigan is Ann Arbor's largest employer, accounting for nearly 10 percent of the work force. The majority of remaining jobs are split between manufacturing, health care, automotive, information technology, and biomedical research fields.

Ann Arbor is now the western anchor of high-technology corridors extending from Detroit along I-94 and M-14. Aiding the increase in firms involved in research, development, or testing is the proximity of the University of Michigan and Eastern Michigan University in Ypsilanti, which provide technical resources and an educated workforce. In 2003 the Ann Arbor/Ypsilanti region of Washtenaw County

was named a SmartZone by the State of Michigan as one of ten high technology centers with the potential to create jobs of the future. This builds upon the 1999 designation of the Ann Arbor IT Zone. Together these organizations support the area's historically strong industries of information technology, networking and high-speed internet services, life sciences, nanotechnologies, and MEMS. Other high-technology industries include business services, computer and data processing, and instrument development. Ann Arbor's numerous software companies supply a significant amount of the computer programming and devices used in the auto industry.

Trade and information publishing are also strong industries in the region. The Borders Group began as a campus bookstore owned by two University of Michigan graduates and is now a worldwide chain and *Fortune* 500 company with its headquarters in Ann Arbor. The region is also strong in book printing and manufacturing.

Items and goods produced: books, software, computer technology and precision instruments, ball bearings, springs, baling presses, drill heads, tapping and reaming machinery, awnings

Incentive Programs—New and Existing Businesses

Local programs—The Washtenaw Development Council (WDC) is a centralized, free information source for expanding industrial, technological, and major commercial businesses. A public and private partnership, the WDC provides a one-stop source of information and services for new, existing, and relocating businesses in Washtenaw County. Services include company location as well as providing information on location space, financing, and workforce issues. The WDC also works with several industry groups in the county such as the Washtenaw County Manufacturers Council, the Ann Arbor IT Zone, the FastTrack Awards Program, and the Washtenaw Work/Life Consortium. Other areas of service include foreign initiatives, the Business Services Directory and the existing business call program. The WDC also provides community tours and introduction to key business leaders; listing of key resources for start-ups and expanding businesses; tax and financial incentives counseling; access to business, educational and community resources; and provision of business cost, demographic, and other statistical data.

State programs—Incentives on the state level include tax abatements, tax-exempt revenue bonds, public loans, and grants. The Michigan Economic Development Corporation provides a one-stop business assistance resource for any company already in Michigan or considering a location in the state. Professional account managers work with consultants, utilities, associations and local economic development agencies to match businesses with the best opportunities in Michigan. Free services include new business recruitment, business retention, information on the state and its industries, site location and selection, business incentives and financial assistance, employee recruitment and training, permit assistance, and other resources and services.

Job training programs—Michigan offers a coordinated job training system using federal, state, and local resources to provide a highly productive and trained workforce. Grants can provide funding for activities that increase worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts. State-sponsored job training programs offered through the Michigan Adult Education Training Initiative include the Job Training Partnership Act, summer youth employment programs, and pre-college programs in engineering and sciences. The Michigan Economic Development Corp. administers a $1.2 million Training Incentive Fund, which provides assistance to employers wishing to upgrade the skills of their current work force. Other programs include Targeted Jobs Tax Credits, and adult and vocational education.

Economic Development Information: Washtenaw Development Council, 3135 South State Street, Suite 205, Ann Arbor, MI 48108; telephone (734)761-9317; fax (734)761-9062

Development Projects

While high-paying automotive manufacturing jobs seem to be disappearing from Ann Arbor as they are throughout the region and, to a lesser extent, from the United States, several automakers continue to invest heavily in new research and development facilities in the area. In 2004 Korean automaker Hyundai broke ground on a new 190,000 square foot Hyundai America Technical Center in nearby Superior Township, a facility that will eventually employ 400. The world's largest pharmaceutical firm, Pfizer, purchased several acres of land in the early 2000s as part of an $800 million expansion and consolidation of its facilities in Ann Arbor. In 2004 Pro Quest, an information publisher, announced plans to sign a 15-year, $35 million lease with a southern Ann Arbor office complex, with plans to build an additional 110,000 square foot facility on the same site. The firm employs 900 workers in the Ann Arbor area.

Commercial Shipping

Air cargo service is available locally at Willow Run Airport, the nation's largest on-demand air charter freight airport. Detroit Metropolitan Airport is a 15-minute drive to the east off I-94. Conrail and three other railroads provide rail freight

shipping, and the city is served by six trucking companies. Within a 50-minute drive are the international port facilities of Detroit and Monroe.

Labor Force and Employment Outlook

Ann Arbor employers draw on a pool of well-educated, highly skilled workers. These workers include University of Michigan graduates reluctant to leave the city after graduation and willing to work for less money in exchange for the high quality of life in a small-town setting experienced there.

Still, the number one problem faced by Ann Arbor businesses is the inability to find qualified employees. The city's labor market boasts unemployment rates well below national and state averages, quashing any hopes businesses have of expanding. This problem is coupled with a shortage of land for business. Manufacturing jobs have been on a steady decline that is expected to continue. Additionally, Ann Arbor businesses must increasingly compete with firms located in Detroit and its western suburbs, which have become attractive to Ann Arbor residents willing to commute for higher-paying jobs.

The following is a summary of data regarding the Ann Arbor metropolitan area labor force, 2004 annual average:

Size of non-agricultural labor force: 201,900

Number of workers employed in . . .
mining and construction: 5,700
manufacturing: 23,100
trade, transportation and utilities: 27,400
information: 3,800
financial activities: 5,800
professional and business services: 26,900
educational and health services: 22,400
leisure and hospitality: 14,400
other services: 6,200
government: 66,000

Average hourly earnings of production workers employed in manufacturing: $25.64 (Detroit metropolitan area)

Unemployment rate: 4.7% (February 2005)

Largest county employers	*Number of employees*
University of Michigan	30,574
University of Michigan Health Centers	7,645
Visteon	5,581
General Motors Corp./Powertrain Division	4,394
Pfizer Global Research and Development	3,400
St. Joseph Mercy Hospital	3,300
Eastern Michigan University	2,200
Borders Group	1,295

Cost of Living

Ann Arbor residents enjoy the relative quiet and sophistication of a college town while being afforded tremendous cultural amenities (both in town and within an hour's drive in Detroit)—but all of that does come at a price. A 2004 study placed Ann Arbor housing at $40,000 above the national average. With little available land left within the city limits, homebuyers are increasingly looking to the nearby communities of Chelsea, Dexter, Pinckney, and Superior Township, where construction of new homes boomed throughout the late 1990s and early 2000s. Health care costs in Ann Arbor are above the national norm, a reflection of the high-cost, high-technology care available at the University of Michigan Medical Center.

The following is a summary of data regarding several key cost of living factors in the Ann Arbor area.

2004 (3rd Quarter) ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.9% (2005)

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $47.36 per $1,000 of assessed value (2004)

Economic Information: Washtenaw Development Council, 3135 South State Street, Suite 205, Ann Arbor, MI 48108; telephone (734)761-9317; fax (734)761-9062

Education and Research

Elementary and Secondary Schools

The Ann Arbor School District serves the city of Ann Arbor and parts of 8 surrounding townships covering an area of 125 square miles. The district's two conventional high schools, Pioneer and Huron, are among the highest-rated in the state of Michigan. In 2004 the district formulated a plan to build a third high school, an $85 million project to be completed in fall 2007. The alternative high school, Community High near the University of Michigan campus, enjoys tremendous popu-

larity and places students through a lottery program. The Ann Arbor school district is administered by a nine-member nonpartisan board that appoints a superintendent. The major emphasis of the system is on early childhood education, mathematics, science, and technology.

The following is a summary of data regarding the Ann Arbor public schools as of the 2003-2004 school year.

Total enrollment: 16,724

Number of facilities
elementary schools: 20
junior high schools: 6
senior high schools: 5 (2 comprehensive and 3 alternative)
other: 1 preschool

Student/teacher ratio: 16:1

Teacher salaries
median salary: $48,083

Funding per pupil: $11,125

The Ann Arbor area is also served by several private and religiously affiliated schools.

Public Schools Information: Ann Arbor Public Schools, 2555 South State Street, South, Ann Arbor, MI 48104; telephone (734)994-2200

Colleges and Universities

In Ann Arbor education extends to all facets of life: social, cultural, and economic. The city is home to the University of Michigan, Washtenaw Community College, Concordia College, and Cleary College; located in neighboring Ypsilanti is Eastern Michigan University.

At the heart of the Ann Arbor community is the University of Michigan, recognized as one of the nation's foremost public institutions of higher learning. According to a 2005 survey by *U.S. News & World Report,* the University of Michigan ranked 2nd among U.S. public universities and 22nd among all national universities. The university enrolls about 36,000 students and offers a complete range of programs leading to associate, baccalaureate, master's, and doctorate degrees in 17 schools and colleges. Primary areas of study include liberal arts, architecture and planning, art, business administration, education, engineering, music, natural resources, nursing, pharmacy, dentistry, law, medicine, information and library studies, public health, and social work. Rankings vary from year to year, but several schools, namely law, medicine, business administration, and engineering routinely rank among the top programs in the nation.

Concordia College, affiliated with the Lutheran Church-Missouri Synod, provides associate and undergraduate programs in such fields as business management, education, and theology. Eastern Michigan University in Ypsilanti is a full-scale state university with an enrollment of 24,000 students. The school is known for its Education program, as well as the colleges of Technology and Business. Washtenaw Community College specializes in vocational and technical training and is the site of a Robotics Repair Program. The school enrolls more than 20,000 annually and has transfer programs with the University of Michigan, Eastern Michigan University, and University of Michigan Dearborn.

Libraries and Research Centers

Approximately 25 libraries and research centers, maintained by a variety of organizations and agencies, are located in Ann Arbor. The Ann Arbor District Library maintains holdings of more than 425,000 materials, including more than 394,000 books and 28,000 CDs, cassette tapes, and books on tapes. There are also more than 315 CD-ROMs for checkout in the collection. In addition to the main Downtown Library, the system operates three branches (Creek, Northeast, and West), with a fourth (Pittsfield) to open soon, plus a bookmobile. In 2005 wireless internet access was added to the Downtown branch, with plans to add it to all branches; all branches currently have wired internet access through a T-1 line.

The Washtenaw County Library is the headquarters of the Huron Valley Library System. The library operates as a traditional public-use facility, and also, through its Library Learning Resource Center, as a center for organizational development to be used for training sessions, meetings, workshops and special events for County government and affiliated organizations. With holdings of more than 40,000 volumes, the library houses a facility for the blind and the physically handicapped; special services include a low-vision center, various aids for the handicapped, homebound service, volunteer taping, and a video library.

The Gerald R. Ford Library contains materials pertaining to the life and career of Gerald R. Ford, former President of the United States. Ford is a University of Michigan alumnus and grew up in Grand Rapids, Michigan, where the library's affiliated Gerald R. Ford Museum is located. The non-circulating collection, which is open to the public, includes 9,000 books, 21 million pages of memos, meeting notes, and other documents, plus papers relating to the war in Vietnam, Cambodia, and Laos, which were released to the public in April 2000.

The University of Michigan library system, consistently ranked among the top 10 research libraries in the country, includes facilities for all colleges within the university as well as for individual academic departments. Holdings of the 19 University Libraries total more than 7 million volumes; nearly 40 special collections include such subjects as American, British, and European literature, radical protest

and reform literature, manuscripts, theater materials, and United States and Canadian government documents. In 2005 the library's Shoah Foundation's Visual History Archive was launched, making available 52,000 digitized copies of videotaped testimonies to the persecution of the Nazi regime from nine worldwide Holocaust survivor and Nazi experience groups. The University of Michigan School of Business Administration maintains the Kresge Library; among the nine facilities within the Kresge Library system are the Law Library, the Bentley Historical Library, and the Transportation Institute Library.

Other libraries in Ann Arbor are affiliated with Washtenaw Community College, and corporations, hospitals, and churches.

Research centers are associated primarily with state and federal government agencies. Among the major research centers are the Environmental Research Institute of Michigan, the Institute for Social Research Library, the Michigan Department of Natural Resources Institute for Fisheries Research Library, the National Oceanic and Atmospheric Administration Great Lakes Environmental Research Laboratory, and the Van Oosten Library of the United States Fish and Wildlife Service.

Public Library Information: Ann Arbor Public Library, 343 South Fifth Avenue, Ann Arbor, MI 48104-2293; telephone (734)327-4200; fax (734)327-8309

Health Care

A vital part of the metropolitan Ann Arbor health care community is the University of Michigan Medical Center, ranked in a 2004 *U.S. News & World Report* article as the nation's 11th best hospital. It is a treatment, referral, and teaching complex that houses several facilities: University Hospital, Women's Hospital, Mott Children's Hospital, Holden Perinatal Hospital, Taubman Health Center, and the Medical School as well as emergency services, an adult psychiatric hospital, an anatomical donations program, a burn center, an outpatient psychiatric unit, and an eye care center. The *U.S. News & World Report* also ranked the Medical School 7th among the nation's top research-oriented medical schools; the school graduates about 170 physicians each year. A 2000 theme issue of the *Journal of the American Medical Association,* devoted entirely to the Medical School on its 150th anniversary, described how a university team pioneered extracorporeal membrane oxygenation (ECMO), a device that keeps gravely ill patients alive long enough to allow their bodies to build up their own defenses. ECMO is particularly effective when used on newborns with respiratory failure. The University of Michigan medical center staff includes more than 800 physicians; about 1,400 more physicians practice within the metropolitan area.

Offering general care are Catherine McAuley Health Center, which operates the Hospice of Washtenaw, home health services, and an Alzheimer's Care and Treatment Center; and St. Joseph Mercy Hospital, which maintains branch clinics in the city and in nearby Saline and the adjacent county of Livingston. Public and private chemical dependency, mental health, urgent care, physical therapy, and fitness programs are also available in Ann Arbor.

Recreation

Sightseeing

A number of museums and buildings of architectural significance are located on the University of Michigan campus. The Rackham Building, which covers two city blocks, is made of Indiana limestone, with bronze window and door frames, a copper-sheathed roof, and Art Deco interior. The University of Michigan Exhibit Museum of Natural History is devoted to Michigan's prehistoric past; it houses the state's largest collection of dinosaur bones, including a 15-foot-tall dinosaur that was the forerunner of the Tyrannosaur, and more than 200 species of birds native to Michigan. There are also exhibits on minerals and biology, Native American life, culture, and artifacts, a planetarium, and a hall of evolution. The most popular exhibit is the Michigan Mastodon, an elephant-like creature that became extinct more than 6,000 years ago.

The Kelsey Museum of Archaeology in Newberry Hall exhibits artifacts, statues, and glass discovered on university excavations in Egypt and Iraq. The Museum of Art in Alumni Memorial Hall is the state's second-largest fine arts collection and exhibits a diverse permanent collection that includes a number of works by James Abbott McNeill Whistler. The Burton Memorial Tower is the world's third-largest carillon and presents weekly concerts during the summer. On the steps of the Michigan Union building, in the heart of the campus, a plaque records the place where in 1962 President John F. Kennedy announced the formation of the Peace Corps.

The Ann Arbor Hands-On Museum displays more than 250 participatory exhibits on the sciences and arts; it is housed in a century-old former fire house. Matthaei Botanical Garden, the university's conservatory and outdoor garden, is a favorite winter oasis.

Domino's Farms is the world headquarters of Domino's Pizza, among several other corporations on a sprawling 217-

acre campus in eastern Ann Arbor. The Prairie House headquarters building was based on a design by architect Frank Lloyd Wright. The site also maintains a petting farm and a herd of American bison. Cobblestone Farm and Kempf House are among the area's other historical tourist attractions. Ann Arbor is rich in architectural history; among some of the city's distinctive buildings are St. Andrew's Church and several homes dating from the early to mid-nineteenth century.

Arts and Culture

The city of Ann Arbor and the University of Michigan offer a broad selection of music, dance, theater, and cinema. The university's Hill Auditorium is considered to rank with the Kennedy Center in Washington, D.C., and Carnegie Hall in New York City as one of the nation's premier performing arts facilities. Built in 1913 and designed by renowned architect Albert Kahn, the venue underwent a massive $40 million renovation before re-opening in 2004. Renovation included interior restorations and improved seating access, but also important infrastructure upgrades to the heating system and the addition, for the first time in its history, of air conditioning. Featuring excellent acoustics, Hill Auditorium houses the Henry Freize Pipe Organ, which was originally unveiled at the 1883 Chicago World's Fair. The University Musical Society, founded in 1879, has hosted virtually all of the world's great performers, conductors, and orchestras throughout its more than 100-year history. The Society schedules dozens of music and dance concerts each year at Hill and other local venues featuring international artists and performing groups.

The Ann Arbor Symphony Orchestra plays a season of concerts at the renovated Michigan Theater, where the Ann Arbor Chamber Orchestra also presents a series of concerts of classical and contemporary music featuring young artists. The Comic Opera Guild is a local amateur company that is the only one of its kind to tour nationally. The university's Gilbert and Sullivan Society presents light opera productions in the spring and winter.

The University's drama and music departments stage several large and smaller productions at campus theaters throughout the year. The Ann Arbor Civic Theater, drawing on experienced local artists, stages 11 dramatic productions a season. The Young People's Theater, recruiting young people from across the country, is an outlet for students to write and perform their own works. Since 1954 the Ann Arbor Civic Ballet has programmed dance performances. The Performance Network is a local studio and theater space for original work by local artists creating theater, film, video, music, and dance. Ann Arbor supports several local art galleries and film theaters, including the Michigan Theater, which shows classic and contemporary films. In addition, several film societies are active in the city—virtually every night of the week there are a variety of classic films held in small theaters and university lecture halls throughout the city and campus area.

National touring musical acts stage concerts at Hill Auditorium and the University's 13,000-seat Crisler Arena. Smaller acts play any of a number of local clubs, including the Blind Pig and Bird of Paradise for jazz. The Ark is an internationally-recognized venue on the folk music circuit, and also features acoustic blues, rock, and bluegrass.

Festivals and Holidays

The Ann Arbor Folk Festival is one of the largest and most renowned events of its kind, held each January and in 2005 celebrating its 28th year of existence. The Ann Arbor Film Festival (43 years running in 2005) is a week-long event held in March. The juried Spring Art Fair brings together hundreds of artists in all media at the University of Michigan Track and Tennis Building on an early April weekend; a Winter Art Fair is held in October/November. More than 300 dealers gather at the Ann Arbor Antiques Market to sell antiques and collectibles every Sunday from April through November.

''Taste of Ann Arbor'' on Main Street on a Sunday in June offers specialties from participating Ann Arbor restaurants. The Summer Festival, taking place over several weeks in June and July, presents mime, dance, music, and theater. The Ann Arbor Summer Art Fairs, which comprise one of the oldest and largest street art fairs in the country, bring artists from around the country to Ann Arbor to exhibit and sell their work in three separate fairs that spread throughout the entire city and run simultaneously for four days in July; more than a million people attend the Art Fairs. Edgefest, a three-day celebration of jazz and improvised music featuring world-class acts, is held in early October. One hundred fifty artists participate in the Christmas Art Fair at the University of Michigan Coliseum on Thanksgiving weekend.

Sports for the Spectator

The University of Michigan fields some of the country's finest college sports teams, which compete in the Big Ten athletic conference. The Michigan Wolverines football team is among the most storied and recognizable athletic traditions in the nation. Football Saturdays are like a statewide holiday and near-obsession in Ann Arbor during home games; more than 100,000 fans pack Michigan Stadium, the largest college-owned stadium in the country. The Wolverines strongly compete each season for the Big Ten championship and a berth in the Rose Bowl. The Michigan basketball program (home games at Crisler Arena) likewise has a long and celebrated tradition, and the Michigan hockey team (Yost Arena) has won more NCAA championships than any other institution. Other University of Michigan team sports include men's and women's teams competing in gymnastics, wrestling, softball, soccer, baseball, and swim-

ming, golf, and other sports. Professional sporting events in nearby Detroit feature the Tigers (baseball), Pistons (basketball), Lions (football), and Red Wings (hockey).

Sports for the Participant

Among the popular participatory sports that can be enjoyed in Ann Arbor are cycling, running, ice skating, racquetball, paddleball, handball, roller skating, downhill and cross-country skiing, swimming, and tennis. Cycling lanes exist on many of Ann Arbor's main streets; paved paths for walking, running, cycling or skating run along the Huron River. The Ann Arbor Department of Parks and Recreation maintains the city's more than 147 parks and sponsors programs for all age groups. The Nichols Arboretum on the university campus is a 123-acre natural area that serves as a research area for the university and is open to the public for picnicking and hiking. There are more than 50 lakes in Washtenaw County, offering water sports and fishing. The Dexter-Ann Arbor Half-Marathon and 10-K Run is sponsored by the Ann Arbor Track Club and held on a Saturday in May. Ann Arbor is one of the ten best cycling cities in North America, and the Ann Arbor Bicycle Touring Society is the state's largest group for cyclists. The nearby Pinckney-Waterloo Recreation Area has several lakes and miles of trails for hiking and mountain biking. The Huron River can be fished and canoed, and golf is played at city, university-owned, and private courses.

Shopping and Dining

Ann Arbor's Main Street area, consisting of several blocks of specialty shops, brew pubs, nightspots, and restaurants, forms the central commercial district. State Street, the university's major business district, consists of a cluster of retail stores, restaurants, coffee shops, and several record and book shops that include Shaman Drum, one of the nation's best independent book stores, and the original Borders Book Shop. Nickels Arcade, built in 1915 and modeled after a European arcade, houses shops and galleries. South University is a collection of shops and eateries anchoring the other end of central campus. Kerrytown and the Farmers' Market are three restored historic buildings in the Kerrytown district, just east of the Main Street downtown area, that contain more than 30 semi-enclosed shops and other stores offering farm-fresh produce, baked goods, and craft items. Briarwood Mall is anchored by the J.C. Penney and Marshall Field's department stores and has more than 130 stores. Ann Arbor and nearby Saline are considered antiques centers.

The presence of a major state university in Ann Arbor helps explain the city's many fine restaurants and varied cuisines. Hundreds of Ann Arbor restaurants, far more than what is offered in comparably-sized cities, make this a dining destination city. New American cuisine, traditional American fare, Northern Italian, French, Greek, Korean, Ethiopian, Indian, Japanese, Caribbean, Thai, Turkish, and other cuisines are represented here. A number of restaurants are located in historic or unusual buildings, such as a train depot. Cafe, deli, and pub settings are also popular choices. Zingerman's Delicatessen, near Kerrytown, is an Ann Arbor institution and recognized as one of the top delicatessens in the country. The small shop and its attendant bakery, mail-order business, and catering operations earned it the distinction as *Inc.* magazine's Coolest Small Company in America designation.

Visitor Information: Ann Arbor Convention and Visitors Bureau, 120 West Huron, Ann Arbor, MI 48104; telephone (734)995-7281; toll-free (800)888-9487; email a2info @annarbor.org

Convention Facilities

The major convention and meeting facilities in metropolitan Ann Arbor are situated on the University of Michigan campus. The ballroom of the Michigan Union, containing 6,000 square feet of space, can accommodate 30 exhibit booths and seat 420 people for a banquet and 600 people in a theater setting. The union provides 21 meeting rooms that can be used as break-out rooms. The Rackham Auditorium and Amphitheater seat 1,129 people and 240 people respectively; galleries totaling nearly 4,000 square feet of space hold 25 exhibit booths; and the Assembly Hall hosts receptions for up to 300 participants. The Michigan League offers 5,238 square feet, banquet space for 350, 50 booths, 500 theater seats, and 16 break outs. The Towsley Center for Continuing Medical Education in the medical complex offers two auditoriums, four meeting rooms, a reception area, and a dining room. The Chrysler Center for Continuing Education houses a 225-seat auditorium and four meeting rooms. Among other campus meeting sites for large and small groups are Crisler Arena, Hill Auditorium, Power Center for the Performing Arts, and the Track and Tennis Building.

Washtenaw Community College on Huron River Drive has up to 9,200 feet of space, 8 meeting rooms, and an auditorium. Groups of 30 up to 500 can be accommodated. The Convocation Center at Eastern Michigan University can easily accommodate large groups of up to 9,780 people; floor space in the arena with the seats retracted measures 20,000 square feet or 10,000 with the seats pulled out. The atrium area is 7,000 square feet and is ideal for dinners and receptions; the Convocation Center offers 8 luxury suites and parking for 1,053 cars. Additional meeting facilities are available at the Corporate Training Center on the campus of Eastern Michigan University, Concordia University on Geddes Road, Domino's Farms, the Ypsilanti Marriott (10,000 square feet of function space), the Sheraton (with 2 ballrooms of 6,000 square feet

each), Webber's Inn, and the North Campus Holiday Inn. Nearly 3,000 hotel and motel rooms are available.

Convention Information: Ann Arbor Convention and Visitors Bureau, 120 West Huron, Ann Arbor, MI 48104; telephone (734)995-7281; toll-free (800)888-9487; email a2info @annarbor.org

Transportation

Approaching the City

The destination of the air traveler to Ann Arbor is most likely Detroit Metropolitan Airport, which is only 15 minutes east of the city. Served by 14 major commercial airlines, Detroit Metropolitan serviced more than 32 million passengers in 2003, making it the 10th busiest terminal in North America and 17th busiest in the world. 18,000 people are employed at the facility, which also moves more than 500 million pounds of freight each year. Local general aviation facilities include Ann Arbor City Airport and Willow Run Airport. Passenger rail transportation is available from east and Detroit, as well as from the west and Chicago via Amtrak.

Principal highways leading into Ann Arbor are east-west I-94 and M-14 and north-south U.S. 23.

Traveling in the City

Ann Arbor Transit Authority buses link all parts of the city. The University of Michigan also provides free bus service to all campus areas. Downtown, Main Street, and the University of Michigan campus are easily explored on foot.

Communications

Newspapers and Magazines

The Ann Arbor News, which appears evenings Monday through Friday and on Saturday and Sunday mornings, is Ann Arbor's daily newspaper. The student newspaper is *The Michigan Daily,* published daily during the academic year. The *Ann Arbor Observer* is a monthly magazine offering features, profiles, historical articles, business items, restaurant reviews, and a listing of events and exhibits; it also publishes an annual City Guide.

Automobile Magazine, a popular magazine for automobile enthusiasts, is published monthly in Ann Arbor. Other special-interest magazines and scholarly journals cover such subjects as health care, Michigan history, religion, and Asian studies.

Television and Radio

Ann Arbor receives local affiliate television channels, including their national network feeds, broadcasting from surrounding cities such as Lansing and Detroit, plus PBS, and three independents. In addition, local access television is available from CTN on Channels 16-19 via Comcast Cable.

Four AM and FM radio stations based in Ann Arbor furnish diverse programming choices, including jazz, oldies, and middle-of-the-road music; news and information; sports; as well as National Public Radio broadcasting on the Michigan Radio network. Listeners also choose from stations in Detroit; Windsor, Ontario; and other cities.

Media Information: *The Ann Arbor News,* 340 E. Huron Street, Ann Arbor, MI 48106; telephone (734)994-6989; *Ann Arbor Observer,* 201 Catherine, Ann Arbor, MI 48104; telephone (313)769-3175

Ann Arbor Online

Ann Arbor Area Convention and Visitors Bureau. Available www.annarbor.org

Ann Arbor District Library home page. Available www .annarbor.lib.mi.us

The Ann Arbor News. Available aa.mlive.com

Ann Arbor Public Schools. Available www.aps.k12.mi.us

City of Ann Arbor. Available www.ci.ann-arbor.mi.us

Gerald R. Ford Library. Available redbud.lbjlib.utexas.edu/ford

Historical Society of Michigan. Available www.atl46.atl .msu.edu/hsm.html

The Michigan Daily. Available www.pub.umich.edu/daily

The University of Michigan home page. Available www .umich.edu

Washtenaw Development Council. Available www.wdc-econdev.com

Selected Bibliography

Along the Huron: The Natural Communities of the Huron River Corridor in Ann Arbor, Michigan (Ann Arbor: University of Michigan Press, 1999)

University of Michigan Museum of Art, et al., *From Ansel Adams to Andy Warhol: Portraits and Self-Portraits from the University of Michigan Museum of Art* (Ann Arbor: University of Michigan Press, 1994)

Detroit

The City in Brief

Founded: 1701 (incorporated, 1815)

Head Official: Mayor Kwame Kilpatrick (D) (since 2001)

City Population
1980: 1,203,339
1990: 1,027,974
2000: 951,270
2003 estimate: 879,575
Percent change, 1990–2000: −7.4%
U.S. rank in 1980: 6th
U.S. rank in 1990: 7th
U.S. rank in 2000: 14th

Metropolitan Area Population (CMSA)
1990: 4,266,654
2000: 4,456,428
Percent change, 1990-2000: 5.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 7th (CMSA)

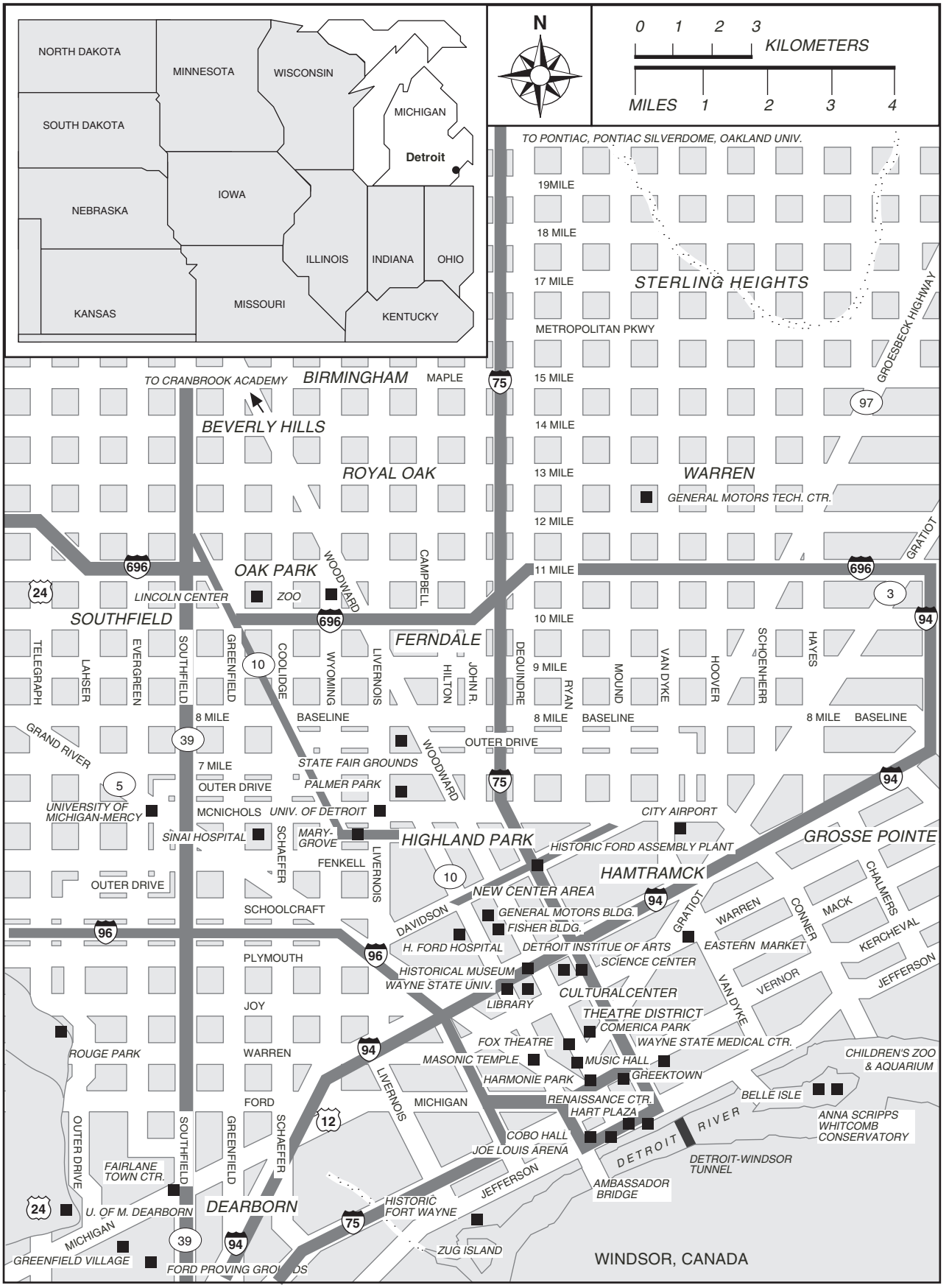
Area: 138.7 square miles (2000)
Elevation: 581 feet above sea level at Detroit River
Average Annual Temperature: 48.6° F
Average Annual Precipitation: 30.97 inches of rain, 45 inches of snow

Major Economic Sectors: Services; trade; manufacturing; finance, insurance, and real estate
Unemployment Rate: 8.2% (February 2005)
Per Capita Income: $14,717 (1999)

2002 FBI Crime Index Total: 85,035

Major Colleges and Universities: Wayne State University, University of Detroit-Mercy

Daily Newspapers: *Detroit Free Press; Detroit News*


NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
Detroit
SOUTH DAKOTA
IOWA
NEBRASKA
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STERLING HEIGHTS
METROPOLITAN PKWY
GROESBECK HIGHWAY
TO CRANBROOK ACADEMY
BIRMINGHAM
MAPLE
15 MILE
BEVERLY HILLS
14 MILE
ROYAL OAK
13 MILE
WARREN
GENERAL MOTORS TECH. CTR.
12 MILE
GRATIOT
OAK PARK
WOODWARD
CAMPBELL
11 MILE
LINCOLN CENTER
ZOO
SOUTHFIELD
10 MILE
FERNDALE
TELEGRAPH
LAHSER
EVERGREEN
SOUTHFIELD
GREENFIELD
COOLIDGE
WYOMING
LIVERNOIS
HILTON
JOHN R.
DEQUINDRE
9 MILE
RYAN
MOUND
VAN DYKE
HOOVER
SCHOENHERR
HAYES
8 MILE
BASELINE
GRAND RIVER
OUTER DRIVE
7 MILE
STATE FAIR GROUNDS
PALMER PARK
UNIVERSITY OF MICHIGAN-MERCY
MCNICHOLS
UNIV. OF DETROIT
CITY AIRPORT
SINAI HOSPITAL
SCHAEFER
MARY-GROVE
HIGHLAND PARK
HISTORIC FORD ASSEMBLY PLANT
GROSSE POINTE
FENKELL
LIVERNOIS
HAMTRAMCK
NEW CENTER AREA
SCHOOLCRAFT
DAVIDSON
GENERAL MOTORS BLDG.
FISHER BLDG.
H. FORD HOSPITAL
DETROIT INSTITUTE OF ARTS
EASTERN MARKET
CHALMERS
MACK
CONNER
WARREN
KERCHEVAL
PLYMOUTH
HISTORICAL MUSEUM
SCIENCE CENTER
WAYNE STATE UNIV.
CULTURALCENTER
VERNOR
JEFFERSON
VAN DYKE
JOY
LIBRARY
THEATRE DISTRICT
COMERICA PARK
ROUGE PARK
WARREN
FOX THEATRE
WAYNE STATE MEDICAL CTR.
MASONIC TEMPLE
MUSIC HALL
CHILDREN'S ZOO & AQUARIUM
HARMONIE PARK
GREEKTOWN
FORD
MICHIGAN
RENAISSANCE CTR.
BELLE ISLE
HART PLAZA
ANNA SCRIPPS WHITCOMB CONSERVATORY
COBO HALL
JOE LOUIS ARENA
DETROIT RIVER
DETROIT-WINDSOR TUNNEL
FAIRLANE TOWN CTR.
AMBASSADOR BRIDGE
DEARBORN
HISTORIC FORT WAYNE
U. OF M. DEARBORN
ZUG ISLAND
GREENFIELD VILLAGE
FORD PROVING GROUNDS
WINDSOR, CANADA

Introduction

Detroit is the seat of Michigan's Wayne County, the center of a consolidated metropolitan statistical area that includes Ann Arbor and Flint, and the center of a metropolitan area that includes Oakland County, third wealthiest in the country. One of the oldest settlements in the Midwest, Detroit played an instrumental role in the development of the Northwest Territory. During the War of 1812 Detroit became the only major American city ever to surrender to a foreign power; in 1847 the city lost its status as state capital when the legislature moved the state headquarters to Lansing. Detroit was a leading regional economic power in the nineteenth century. The invention of the automobile and its mass production in Detroit headed by Henry Ford changed American and world culture. As more and more manufacturing jobs moved to lower-wage areas of the U.S. and increasingly overseas, Detroit's population declined and the economy struggled. In the early 1990s Detroit's position as the automobile capital of the world was being challenged by foreign competition. Throughout, though, the city's metropolitan area has grown and the regional economy diversified, making metropolitan Detroit still one of the largest and most prosperous areas of the country. Detroit has a long history of producing groundbreaking and influential musical talent, such as the Motown greats Iggy Pop, Bob Seger, and the White Stripes, known throughout the world. City sports franchises such as the Detroit Tigers, Red Wings, and Pistons are among the most storied in American history.

Geography and Climate

Detroit is set on the Detroit River; the metropolitan area includes the St. Clair River, Lake St. Clair, and the west end of Lake Erie. The land is nearly flat, rising gently northwestward from the waterways, then becoming rolling terrain. The climate is influenced by the city's location near the Great Lakes and its position in a major storm track; climatic variations also arise from the urban heat island, the effect becoming most apparent at night, when temperatures downtown will remain significantly higher than those in suburban locations. The city enjoys four distinct seasons. Winters are generally long and cold, and storms can bring combinations of rain, snow, freezing rain, and sleet with heavy snowfall possible at times. Annual snowfalls average around 45 inches. During the summer, storms pass to the north, allowing for intervals of warm, humid weather with occasional thunderstorms that are followed by days of mild, dry weather. Autumn colors can be spectacular, particularly to the north of the city. Air pollution coming from heavy industry in the area is said to have been minimized with state-of-the-art pollution control efforts.

Area: 138.7 square miles (2000)

Elevation: 581 feet above sea level at Detroit River

Average Daily Temperatures: January, 28.1° F; July, 72.3° F; annual average, 48.6° F

Average Annual Precipitation: 30.97 inches of rain, 45 inches of snow

History

Riverside Stronghold Established by French

In July 1701, Antoine de la Mothe Cadillac and his party landed at a riverbank site chosen because the narrow strait there seemed strategically situated for protecting French fur trading interests in the Great Lakes. The river was called d'Etroit, a French word meaning ''strait.'' Cadillac and his men built Fort Pontchartrain on the site, naming the fort after Comte de Pontchartrain, French King Louis XIV's minister of state; soon a palisaded riverfront village developed nearby. Cadillac named the settlement ''ville d'etroit,'' or city of the strait. Eventually the name was simplified to Detroit.

The control of Detroit changed hands three times during the eighteenth century. At the conclusion of the French and Indian War, the resulting treaty specified the surrender of Detroit to Great Britain. Under Henry Hamilton, the settlement's British governor, armies of Native Americans were encouraged to scalp frontier settlers for rewards, earning Hamilton the sobriquet, ''Hair Buyer of Detroit.'' France's tribal allies, led by Ottawa chief Pontiac, plotted to capture Detroit; when the plot failed, they continued their siege of the fort.

At the end of the American Revolution, the United States claimed lands west of the Alleghenies by treaty, but the British refused to leave Detroit and other western forts, encouraging allied tribes to attack settlers. It was not until two years after General Anthony Wayne defeated the Native Americans at the Battle of Fallen Timbers in 1796 that the British finally left Detroit. During the War of 1812, General William Hull turned Detroit's fort over to the British without a fight, thus making Detroit the only major American city ever to be occupied by a foreign power. The United States regained control of the settlement in 1813 following Oliver H. Perry's victory in the Battle of Lake Erie.

Manufacturing Center Becomes Automobile Capital

Detroit was incorporated as a town in 1802 and as a city in 1815. In 1805 Detroit was selected the capital of the newly created Michigan territory. On June 11, 1805, a fire totally

destroyed the city, and while all residents survived, 200 wood structures were reduced to ashes. Local Catholic leader Father Gabriel Richard observed at the time, ''Speramus meliora; resurget cineribus (We hope for better things; it will arise from the ashes).'' His statement became the city's motto. Augustus B. Woodward, one of the new territory's judges, awarded a larger piece of land to each citizen who had lost his home. To create a street design for Detroit, Woodward selected Pierre Charles L'Enfant's plan for Washington, D.C.: a hexagon with a park in the middle and wide streets radiating outward in a hub-and-spoke pattern. As Detroit grew, additional hexagons could be added parallel to the original one. This idea was adopted then eventually abandoned and a grid street pattern was superimposed over the hexagonal design. Michigan gained statehood in 1837; ten years later, fearing Detroit's vulnerability to foreign invasion, the young legislature relocated Michigan's capital from Detroit to Lansing.

Detroit's early economic development was spurred by a combination of factors: the opening of the Erie Canal in 1826, the city's Great Lakes location, the increasing use of rail transport, the growing lumber and flour-milling industries, and the availability of a skilled labor force. The Detroit Anti-Slavery Society was organized in 1837 and the city was a station on the Underground Railroad. Abolitionist John Brown brought slaves to Detroit in 1859 and there purportedly planned with Frederick Douglass the notorious raid on Harpers Ferry, Virginia. During the Civil War Detroit provided supplies and provisions to the Union cause. By the end of the century Detroit had emerged as an important industrial and manufacturing center.

In 1896 Charles B. King determined Detroit's destiny when he drove a horseless carriage on the city streets. Soon Henry Ford introduced his own version of the conveyance, and Detroit was on its way to becoming the automobile capital of the world. Along with Ford, such automotive pioneers as W.C. Durant, Walter P. Chrysler, Ransom Olds, Henry Leland, and the Dodge brothers laid the foundation for the companies that emerged as the Big Three auto makers—Ford, General Motors, and Chrysler—by the latter half of the twentieth century.

Development Brings New Challenges

The automotive industry brought thousands of immigrants into Detroit during the 1920s. Then during the Great Depression the industry was severely shaken, leaving one-third of the workforce out of jobs in 1933. The rise of the union movement under the leadership of Walter Reuther led to sit-down strikes in Detroit and Flint in 1937, resulting in anti-union violence. Federal legislation helped the United Automobile Workers win collective bargaining rights with General Motors and Chrysler in 1937 and with Ford Motor Company in 1941. During World War II, Detroit turned its energies to the war effort as Ford opened a bomber factory and Chrysler a tank plant, leading to a new nickname for Detroit—''the arsenal of democracy.''

Detroit's racial tension, traceable to a race riot in 1863, erupted in 1943 when violence resulted in the deaths of 35 people and injury to more than 1,000 others. Much progress was made in solving Detroit's race problems after the 1943 outbreak. Like many urban areas in the late 1960s, however, the city was forced to confront the issue once again when civil disturbances exploded in July 1967; 43 people were killed, hundreds injured, and entire city blocks burned to the ground. The organization New Detroit was founded as an urban coalition to resolve issues of education, employment, housing, and economic development, which were seen as the root causes of race problems.

A Modern Detroit Emerges

In 1970 a group of business leaders formed Detroit Renaissance to address questions of Detroit's future. The following year the group, restructured under chairman Henry Ford II, announced plans for construction of the Renaissance Center, the world's largest privately financed project, as a symbol of the new Detroit. In 1996 General Motors Corporation purchased the Renaissance Center for its new global headquarters.

In 1974 Detroit elected its first African American mayor, Coleman A. Young. In common with mayors of other large ''rust belt cities,'' Mayor Young oversaw a city in which white residents fled to the suburbs and Detroit went into a severe economic decline. In 1993 Mayor Young announced that he would not seek a sixth term. The following year Dennis W. Archer assumed the mayorship of Detroit. Highly regarded by citizens and business leaders, Archer won national recognition for himself and his city. By the mid-1990s, after many years of headlines that linked the city with words like ''crime,'' ''decay,'' and ''arson,'' Detroit was being described as ''the comeback city,'' where according to the *Chicago Tribune,* ''a new day may be dawning on this most maligned of America's big cities.''

The early years of the twenty-first century saw mixed results in Detroit's resurgence. New Mayor Kwame Kilpatrick, a charismatic, young politician born and bred in the city, took over the reins at City Hall in 2001. While several large-scale development projects, including three new casinos, continued downtown's transformation, the neighborhoods continued to struggle with problems of blight, poor city services, and declining population. The 2005 elections would be a referendum on Mayor Kilpatrick's direction for the city.

Historical Information: Detroit Public Library, Burton Historical Collection, 5201 Woodward Ave., Detroit, MI

48202; telephone (313)833-1480. Detroit Historical Museum, 5401 Woodward Ave., Detroit, MI 48202; telephone (313)833-1805

Population Profile

Metropolitan Area Residents
1990: 4,266,654
2000: 4,456,428
Percent change, 1990–2000: 5.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 7th (CMSA)

City Residents
1980: 1,203,339
1990: 1,027,974
2000: 951,270
2003 estimate: 879,575
Percent change, 1990–2000: −7.4%
U.S. rank in 1980: 6th
U.S. rank in 1990: 7th
U.S. rank in 2000: 14th

Density: 6,858 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 116,599
Black or African American: 775,772
American Indian and Alaskan Native: 3,140
Asian: 9,268
Native Hawaiian and Other Pacific Islander: 251
Hispanic or Latino (may be of any race): 47,167
Other: 24,199

Percent of residents born in state: 70.6% (2000)

Age characteristics (2000)
Population under 5 years old: 76,232
Population 5 to 9 years old: 93,882
Population 10 to 14 years old: 83,361
Population 15 to 19 years old: 68,707
Population 20 to 24 years old: 65,654
Population 25 to 34 years old: 144,323
Population 35 to 44 years old: 136,695
Population 45 to 54 years old: 115,971
Population 55 to 59 years old: 38,045
Population 60 to 64 years old: 29,344
Population 65 to 74 years old: 52,863
Population 75 to 84 years old: 35,213
Population 85 years and over: 10,980
Median age: 30.9 years

Births (1999)
Total number: 15,800

Deaths (1999)
Total number: 10,104

Money income (1999)
Per capita income: $14,717
Median household income: $29,526
Total households: 336,482

Number of households with income of . . .
less than $10,000: 64,304
$10,000 to $14,999: 27,914
$15,000 to $24,999: 54,133
$25,000 to $34,999: 45,063
$35,000 to $49,999: 49,930
$50,000 to $74,999: 50,432
$75,000 to $99,999: 23,430
$100,000 to $149,999: 15,291
$150,000 to $199,999: 2,887
$200,000 or more: 3,098

Percent of families below poverty level: 21.7% (of which, 48.6% were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 85,035

Municipal Government

The government of the city of Detroit is administered by a mayor and a nine-member council. The mayor, who is not a member of council, and councilpersons are elected to four-year terms. Council members are elected in city-wide elections, as opposed to a ward system.

Head Official: Mayor Kwame Kilpatrick (D) (since 2001; current term expires December 31, 2005)

Total Number of City Employees: 13,468 (2004)

City Information: Office of the Mayor, Coleman A. Young Municipal Center, 2 Woodward Ave., Detroit, MI 48226; telephone (313)224-3400

Economy

Major Industries and Commercial Activity

Automobile manufacturing continues to be a primary force in the Detroit economy, and Detroit is the nation's only older city that is home to a state-of-the-art auto assembly plant. In recent years, however, dependence on the auto industry has decreased—the city lost 39 percent of its manufacturing

jobs in the 1980s—while the services sector has increased. Still, the automobile rules, and as go auto sales, so goes the Detroit area economy. While manufacturing has globalized, virtually all of the key engineering, administrative, and testing functions of the Big Three take place in the Detroit area, employing thousands of highly-skilled and well-paid workers. Most of the world's suppliers of auto parts, such as Delphi and Guardian Industries are also located in Detroit, and advertising firms such as Campbell-Ewald, BBDO, and McCann-Erickson, do millions of dollars in annual business with the large automakers.

There is also a budding industry growing up around firms researching hydrogen fuel cells and other non-petroleum power generating technologies that may drive the automobiles of the future. More than 75 percent of the labor force is employed in non-manufacturing jobs in such areas as research and development; accounting, law, and financial services; computer services; and personnel and clerical support. The Henry Ford Health System is the sixth largest employer in the state and is a major research center. Detroit ranks among the five major financial centers in the United States; offices of all the ''Big Eight'' accounting firms are also located there.

Metropolitan Detroit is the world headquarters for General Motors Corp., Ford Motor Co., DaimlerChrysler Corp., and Volkswagen of America. Other national and international corporations headquartered there include Kmart (which merged with Chicago-based Sears & Roebuck in 2004), Compuware, The Budd Company, American National Resources, and Federal Mogul. Oakland County, one of the country's wealthiest counties and directly north of the city, promotes its Auburn Hills area as ''Automation Alley'' due to the large number of robotics firms that have located there in recent years.

Items and goods produced: automobiles and automobile products, gray iron, machine tools and fixtures, foundry products, paints, varnishes, lacquers, chemicals, pleasure boats, paper and twine, air conditioning equipment, aircraft bearings and cushions, bolts, screws, nuts, boilers, tanks, ball bearings, tools, steel plates, flues and tubes, rubber goods, non-electrical machinery and automation equipment in pharmaceuticals, rubber products, synthetic resins, computer software, and robotics equipment and technology.

Incentive Programs—New and Existing Companies

Local programs—Revitalization of Detroit's downtown and neighborhoods is a top priority for city leaders. The Mayor's Office of Neighborhood Commercial Revitalization offers help via grants to community organizations operating or opening shops in city neighborhoods.

State and federal programs—Parts of Detroit are designated Michigan Renaissance Zones, which are virtually tax free for any business or resident presently in or moving there. Detroit is one of only five cities nationwide designated a federal empowerment zone. Businesses in the 18.35-square-mile zone are eligible for federal incentives. Other incentives on the state level include tax abatements, tax-exempt revenue bonds, public loans and grants. The state administers an award-winning brownfield redevelopment program, community development block grants, long-term fixed rated financing for small and medium-sized businesses, and more.

Job training programs—In 2003 new mayor Kwame Kilpatrick created the Detroit Economic Development Organization, which has an Employment and Training Department. Several outstanding nonprofit organizations also maintain job training facilities, including Goodwill Detroit and Focus:HOPE, a now-legendary Detroit organization founded by a Catholic priest and other community leaders in the aftermath of the devastating 1967 riots. The center provides training in everything from basic reading to high-technology machining and computer-aided design.

Michigan offers a coordinated job training system using federal, state, and local resources to provide a highly productive and trained workforce. Grants can provide funding for activities that increase worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts. Michigan Economic Development Corp. (MEDC) administers a $30 million job training program, which provides assistance to employers to train or retrain workers to meet marketplace needs. MEDC also administers Michigan Economic Growth Authority grants, which award credits against Michigan's single business tax to new or expanding businesses.

Development Projects

While Detroit continues to experience population loss similar to other large industrial cities, significant incentives such as the availability of inexpensive land and federal empowerment zone money have led to a development boom over the last decade. Since the late 1990s and the administration of former Mayor Dennis W. Archer, business investment in the city of Detroit has surpassed $15 billion. So many projects were announced that in 1999 *Site Selection* magazine named Detroit its number one metropolitan area for business development for the third consecutive year. Detroit attracted 1,133 new or expanded facilities that year, almost double the nearest competitor, Chicago. Among the new projects in Detroit completed in the early 2000s are Campus Martius, a giant office (housing the headquarters of Compuware, one of the world's largest software development companies), retail, and hotel development considered the most important downtown

project in decades; two stadiums—the $450-million Ford Field, a domed multi-use stadium built in part from the massive Hudson's warehouse building, and the $285 million Comerica Park, which opened in 2000 as the new home of the Major League Baseball's Detroit Tigers; and three casinos, which generate hundreds of millions of dollars in much-needed tax revenue and provide hundreds of jobs. Further south, Wayne State University broke ground on an expansion of its 200-acre Detroit campus by establishing a research and technology park amid an evolving residential and office district. The Detroit Symphony Orchestra also got into the action, with a privately funded renovation of Orchestra Hall on Woodward, along with construction of the adjacent Max M. Fisher Music Center, a new 450-seat recital hall, and a multi-million dollar, state-of-the-art music education center.

Economic Development Information: Detroit Regional Chamber of Commerce, One Woodward Ave., Suite 1900, PO Box 33840, Detroit, Michigan 48232-0840; telephone (313)964-4000.

Commercial Shipping

Detroit is a major international market. The Greater Detroit Foreign Trade Zone, the largest zone in the country, processes $2 billion in goods annually. The passage in 1989 of the United States/Canada Free Trade Agreement established the largest free trading block in the world, further expanding the parameters of the Detroit market. Detroit is adjacent to Windsor, Ontario, Canada, and more foreign trade passes through the port than any other in the United States.

The Port of Detroit has direct access to world markets via the Great Lakes/St. Lawrence Seaway System. The Port is comprised of seven privately-owned terminals with thirteen berths on the Detroit and Rouge Rivers. All types of cargo can be processed through port facilities; in 2000 cargo volume totaled more than 17 million tons. Service is provided by four tug and barge lines as well as two auxiliary companies, one of which operates a mail boat that is the only boat in the United States with its own zip code.

The tremendous amount of goods produced in Detroit requires a vast distribution system relying not just on the waterways, but also rail and truck carriers. More than 700 motor freight carriers use Greater Detroit's extensive highway system to transport goods to points throughout the United States and Canada. Trucking service is coordinated with that provided by the four rail lines maintaining facilities in Detroit.

Labor Force and Employment Outlook

Despite the efforts of Governor Jennifer Granholm to maintain the state's manufacturing base and recruit new companies to Michigan, Michigan's unemployment rate of 7.2 percent in 2005 was among the highest in the U.S. in the early 2000s. Reflecting a nationwide trend, the biggest loss of jobs was in the generally high-paying manufacturing sector. In addition, the nation's deep recession following the 2001 World Trade Center attack brought deep job cuts and layoffs in the automotive industry; not surprisingly Detroit fared even worse, and in 2005 the jobless rate in the city was at 8.2 percent. Much of an anticipated rebound in the region's economy and job growth the second half of the decade was expected to come in the high-growth regions of Oakland County (to the north of Detroit), Macomb County (northeast), and Washtenaw County and greater Ann Arbor (to the west).

The following is a summary of data regarding the Detroit metropolitan area labor force, 2004 annual average:

Size of non-agricultural labor force: 2,051,000

Number of workers employed in . . .
construction and mining: 85,800
manufacturing: 297,800
trade, transportation and utilities: 383,000
information: 36,200
financial activities: 117,000
professional and business services: 357,700
educational and health services: 256,200
leisure and hospitality: 181,600
other services: 98,500
government: 237,300

Average hourly earnings of production workers employed in manufacturing: $24.85

Unemployment rate: 8.2% (February 2005)

Largest employers (2002)	*Number of employees*
Detroit Public Schools	26,000
City of Detroit	20,799
The Detroit Medical Center	11,836
U.S. Government	11,363
Chrysler Group	9,707
Henry Ford Health System	7,337
General Motors Corp.	6,865
U.S. Postal Service	6,157
St. John Health	5,767
State of Michigan	5,637

Cost of Living

A 2004 worldwide survey conducted by Mercer Human Resource Consulting ranked Detroit the 16th costliest American city to live in, and the 101st most expensive worldwide. In 2003 the median home price in the city was $145,000, compared to $163,000 nationally.

The following is a summary of data regarding several key cost of living factors in the Detroit area.

2004 (3rd Quarter) ACCRA Average House Price: $324,420

2004 (3rd Quarter) ACCRA Cost of Living Index: 107.5 (U.S. Average = 100.0)

State income tax rate: 3.9% (2005)

State sales tax rate: 6.0%

Local income tax rate: 3.0% residential; 1.5% non-residential

Local sales tax rate: None

Property tax rate: $67.97 per $1,000 assessed valuation (2003 millage)

Economic Information: Detroit Regional Chamber of Commerce, One Woodward Ave., Suite 1700, PO Box 33840, Detroit, MI 48232-0840; telephone (313)964-4000.

Education and Research

Elementary and Secondary Schools

Like many large urban school districts, the Detroit Public School District has struggled mightily to maintain a quality level of education in the face of such daunting problems as loss of population, budget shortfalls due to a dwindling local tax base and state-supplied resources, political infighting, and the enormous social implications of a largely impoverished city population. In 1999 the Michigan state legislature authorized the Detroit mayor's office to take control of the Detroit Public Schools after years of failed efforts at reform by the school board. The mayor appoints six of seven school board members, but the chief executive of the school district makes all the decisions. By 2005, under new CEO Kenneth C. Burnley, the district was able to report some positive gains in state-mandated test scores, as well as an ongoing school consolidation plan that sought to make the district more financially workable. A large number of state-mandated charter schools also provided some relief to the district, giving parents more options in placing children in smaller schools, many of which stress discipline, fundamental education in reading and mathematics, and even institute a dress code or school uniform policy. In addition, Rogers High School, Renaissance High, and Detroit Cass Technical High School consistently rank among the best schools in the state in the numbers of students that graduate and go on college.

The following is a summary of data regarding the Detroit public schools as of the 2003–2004 school year.

Total enrollment: 173,742

Number of facilities
elementary schools: 168
middle schools: 85
high schools: 40
other: 12 alternative education; 4 vocational-technical schools

Student/teacher ratio: 30.6:1

Teacher salaries
average (statewide): $54,020

Funding per pupil: $10,031

Several private and parochial school systems offer educational alternatives at pre-school, elementary, and secondary levels, including at the highly regarded University of Detroit Jesuit High School. In 2004 the Roman Catholic Archdiocese was forced to close several of its schools within the city limits and suburbs due mainly to declining populations in some parishes. Specialized curricula have been designed by the Japanese Society of Detroit Hashuko-Saturday School, Burton International School, Liggett and Waldorf schools, Friends School, and W.E.B. DuBois Preparatory School.

Public Schools Information: Detroit Public Schools, 5057 Woodward Ave., Detroit, MI 48202; telephone (313)494-1010

Colleges and Universities

Wayne State University is Detroit's largest institution of higher learning and Michigan's only urban research university. Approximately 33,000 students are enrolled in 12 schools and colleges, including the colleges of medicine, nursing, and pharmacy and allied health, and the law school. More than 350 major courses of study are offered; particularly strong programs are offered in the college of engineering and the school of fine and performing arts, which includes a nationally recognized drama program. Wayne State is one of 98 universities nationwide to be designated a Carnegie One Research University. The university's 203-acre campus forms part of downtown Detroit's cultural center along the Woodward Avenue corridor; nearby are the Detroit Institute of Arts, the main branch of the Detroit Public Library, and the Museum of African American History.

The University of Detroit-Mercy, a Roman Catholic institution run by the Jesuit order of priests for more than 125 years, enrolls more than 6,000 students in baccalaureate, master's, and doctorate programs in the arts and sciences; the university also administers schools of law and dentistry. Approximately one-third of its students are minorities, and the university has been called one of the most diverse and one of the best educational values in the Midwest by *U.S. News and World Report* magazine. Marygrove College,

located adjacent to the University of Detroit campus, is also affiliated with the Catholic Church.

The Center for Creative Studies in Detroit's Cultural Center is a private, four-year college that offers bachelor of fine arts degrees in animation and digital media, crafts, communication design, fine arts, industrial design, interior design, and photography. Colleges located in neighboring suburbs include Detroit College of Business in Dearborn, Lawrence Technological University in Southfield, the Dearborn campus of the University of Michigan, Cranbrook Academy of Art in Bloomfield Hills, and Oakland University in Rochester. Greater Detroit has a wide selection of community colleges. Central Michigan University maintains centers throughout metropolitan Detroit. Additionally, Eastern Michigan University and the University of Michigan are within a 40-minute drive to the west of the city; Michigan State University in East Lansing is about a 90-minute drive northwest.

Libraries and Research Centers

The Detroit Public Library, founded in 1865, is not only the city's largest library, it is the largest municipal library system in the state, maintaining 23 branches. The main facility houses more than 3 million book volumes and bound periodicals in addition to 7,200 periodical subscriptions, more than 738,000 microfiche and microfilms, and recordings and videos. Special collections include materials pertaining to national automotive history, Michigan, the Great Lakes, the Northwest Territory, and African Americans in the performing arts.

The Wayne State University Libraries system ranks among the top 60 libraries in the Association for Research Libraries. It is comprised of a central facility with about 3 million volumes and five departmental libraries with separate holdings, including law and medical libraries. In addition, the university offers a nationally ranked American Library Association-accredited Library and Information Science Program. A United States documents depository, the library has special collections in oral history, children and young people, photography, social studies, chemistry, and women and the law.

The University of Detroit-Mercy Library system maintains four separate libraries—the McNichols Campus Library, the Outer Drive Urban Health Education and Dental Library, the Instructional Design Studio/Outer Drive, and the Kresge Law Library. Together they house more than one-half million volumes, 5,000 leading literary, health, scientific and professional print and electronic journals, 11,000 audiovisual titles, and a collection of over 90,000 U.S. Federal and State government documents.

Research centers affiliated with Wayne State University conduct activity in such fields as labor and urban affairs, ethnic studies, folklore, bioengineering, human growth and development, automotive research, manufacturing, and technology. At centers affiliated with the University of Detroit-Mercy, research is conducted in aging and polymer technologies. The Budd Company, an engineering and manufacturing resource specializing in automotive design, recently opened four research and development centers in southeastern Michigan.

Public Library Information: Detroit Public Library, 5201 Woodward Ave., Detroit, MI 48202-4007; telephone (313)833-1000; fax (313)832-0877

Health Care

Detroit is the primary medical treatment and referral center for southeastern Michigan. Vital factors in the health care industry are the education, training, and research programs conducted by the city's institutions of higher learning. The Wayne State University and University of Michigan schools of medicine, nursing, and pharmacy and allied health services provide area hospitals and clinics with medical professionals and support staff. The University of Detroit-Mercy offers programs in dentistry, nursing, and medical technology, and Madonna University provides a baccalaureate program in nursing.

The Detroit-area health care network is dominated by six health care providers. Those based in Detroit are the Detroit Medical Center and Henry Ford Health System. The Detroit Medical Center is affiliated with Wayne State University; the complex includes Children's Hospital of Michigan, Detroit Receiving Hospital, Harper Hospital, Hutzel Hospital, Sinai-Grace Hospital, Kresge Eye Institute, Karmanos Cancer Center, and the Rehabilitation Institute. The medical center is also home to the Wayne State University School of Medicine.

Henry Ford Hospital operates 32 centers and clinics, with more than 2,800 physicians serving 2.5 million patients throughout Southeastern Michigan each year. Among them are the Center for Chemical Dependency and the new Hermelin Brain Tumor Center, one of only a handful of such facilities in the country. The flagship 903-bed Henry Ford Hospital near Detroit's New Center is consistently ranked among the nation's best hospitals. The Henry Ford Health System is affiliated with the medical school of Case Western Reserve University of Cleveland. Other large hospitals in the metro region include the Renaissance Hospital and Medical Centers, one of Michigan's few minority-owned health systems; St. John Hospital on the city's east side; William Beaumont Hospital in suburban Royal Oak; and the University of Michigan Medical Center in Ann Arbor.

Health Care Information: Detroit Medical Center Referral Service, telephone (800)666-3466

Recreation

Sightseeing

Signs of Detroit's revitalization are particularly apparent in the downtown district. The People Mover, an elevated computerized rail transit system, features 13 stations with some of the most impressive publicly commissioned works of art in the country, all viewable from the train cars. Hart Plaza, named in honor of the late Senator Philip A. Hart, stands adjacent to Detroit's most visible symbol of renewal—the recently renovated Renaissance Center, headquarters of General Motors. Hart Plaza is the center of many downtown festivals, parades, and the Freedom Festival fireworks, and includes the Dodge Memorial Fountain, designed by sculptor Isamu Noguchi. Nearby, at the foot of Woodward Avenue, sits Robert Graham's sculpture *The Fist,* commemorating fighter Joe Louis and considered the city's most controversial piece of art. Another more conventional statue of Joe Louis stands inside the Cobo Hall Convention Center, where a museum dedicated to the boxer's life is open to the public on weekends.

During its heyday in the post-World War I 1920s, Detroit saw the construction of several high-rises built in ornate Art Deco style. Not all of those buildings are still standing, but those that are include the Penobscot, Guardian, and Buhl buildings downtown, as well as the original General Motors and Fisher buildings further uptown, and several magnificent theaters, including the Fox, the Fisher, the Masonic Temple, and Orchestra Hall. Just west of downtown, the Ambassador Bridge, the world's longest international suspension bridge built in 1929, spans the Detroit River and connects Detroit to Windsor, Ontario, a small Canadian city with a casino and charming Italian and Chinese neighborhoods.

The Detroit Zoo in Royal Oak was the first zoo in the United States to make extensive use of barless exhibits; the zoo is home to more than 1,300 animals representing 286 different species. The new ''Arctic Ring of Life'' exhibit displays several polar bears, arctic foxes, seals, and sea lions in a massive simulated arctic tundra environment. In 2004 the zoo opened the National Amphibian Conservation Center to educate and provide research facilities on amphibians. The ''Chimps of Harambee'' exhibit covers four acres of naturalistic habitat. Other popular exhibits are the penguinarium, reptile house, free-flying aviary, butterfly garden, and giraffe house.

Belle Isle, located in the Detroit River two miles from downtown, was purchased from the Chippewa and Ottawa native Americans and was landscaped as a 1,000-acre city park in 1879 by Frederick Law Olmsted. Belle Isle is the home of the Anna Scripps Whitcomb Conservatory, a nature center, the nation's oldest fresh water aquarium, the Dossin Great Lakes Museum, the Scott Fountain, and the Floral Clock.

The Cranbrook Institute of Science is a natural history museum and planetarium located north of the city in Bloomfield Hills.

The Detroit area is graced by a number of mansions built by automobile industrialists that are now open to the public. Meadow Brook Hall, a 100-room mansion on a 1,400-acre estate on the campus of Oakland University in Rochester, was built by auto baron John Dodge in 1926. Henry Ford's final home, the 56-room Fairlane, is located on the University of Michigan's Dearborn campus. The Edsel and Eleanor Ford House, overlooking Lake St. Clair in Grosse Pointe Shores on a 90-acre estate, is built with an authentic Cotswold stone roof and leaded glass windows with heraldic inserts. The Fisher mansion on the Detroit River features original Eastern art works, Italian Renaissance and vintage Hollywood architecture, and more than 200 ounces of pure gold and silver leaf on the ceilings and moldings.

Other historic structures in Detroit include Moross House, Old Mariners Church, Sibley House, and Pewabic Pottery, where ceramic Pewabic tiles were first developed. The International Institute of Metropolitan Detroit is an agency for the foreign-born founded by the Young Women's Christian Association (YWCA) in 1919, with a ''gallery of nations'' featuring the arts and crafts of 43 nations.

Arts and Culture

The Detroit Symphony, one of the country's few orchestras with international stature, plays a September-to-May season of classical and pops concerts at Orchestra Hall as well as a summer season at Meadow Brook, an outdoor amphitheater in Rochester. While Maestro Neeme Jarvi planned to step down as Conductor in 2005, a worldwide search for his successor was underway; meanwhile, famed violinist Itzhak Perlman continues his tenure as principal guest conductor with the Symphony. Michigan Opera Theatre produces classical grand opera in seasons at the magnificently restored 1922 Detroit Opera House, with two productions each fall and three more each spring. In 2005 the Opera premiered one of the most anticipated new American operas in decades when *Margaret Garner* was performed with a cast of international stars, including Denyce Graves. The opera was based on author Toni Morrison's classic novel *Beloved,* with the author also penning the libretto.

Detroit supports an active theater community; performances are staged in some of the finest restored facilities in the country. The Attic Theatre presents the best of the new and the offbeat. The intimate Gem and Century theaters offer

The décor of the Fox Theater, designed by C. Howard Crane in 1928, boasts Far Eastern, Egyptian, Babylonian, and Indian themes.

Broadway-style shows, comedy acts, and other productions in cabaret style seating. The Fox Theatre, the largest movie theater in the United States, was designed by movie palace architect C. Howard Crane in 1928; it has undergone renovation to preserve its ''Siamese Byzantine'' interior featuring Far Eastern, Egyptian, Babylonian, and Indian themes, and is the site of performing arts events. Another opulent theater facility is the Fisher Theatre, designed by Albert Kahn; it sponsors Broadway shows.

The Music Hall Center for the Performing Arts and Masonic Temple Theatre bring professional touring theater and dance companies to Detroit audiences. Meadow Brook Theatre at Oakland University presents an eight-play season of musicals, classics plays, and new works. Wayne State University's Hilberry Theatre produces classic drama performed by graduate student actors; undergraduate productions are staged at the Bonstelle Theatre. The Cranbrook Performing Arts Theatre in Bloomfield Hills offers orchestra, band, and vocal concerts, in addition to dance and drama, by high school students at the Cranbrook Educational Community. Other venues for the performing arts are the Riverfront Music Theatre in Chene Park, Joe Louis and Cobo arenas, the outdoor amphitheaters DTE Energy Music Theater in Clarkston and Meadow Brook Music Theater in Rochester, and the Palace of Auburn Hills, frequently named Arena of the Year by *Performance Magazine.*

The Detroit Institute of Arts, established in 1885, is the nation's fifth-largest fine arts museum. Art treasures from throughout the world and covering a historical period of 5,000 years are housed in 100 galleries. The museum's collection has literally outgrown its space and many major works had to be warehoused; a major renovation and expansion is set to be completed in 2007, adding 77,000 square feet of additional exhibit space. Among the institute's most prized holdings is the four-wall mural *Detroit Industry* by Diego Rivera. Also known worldwide is the Henry Ford Museum and Greenfield Village in Dearborn, which Henry Ford founded in 1929 to document America's growth from a rural to an industrial society by exhibiting objects from the nation's material culture. Henry Ford Museum is a fourteen-acre complex housing major collections in transportation, industry, agriculture, and the domestic arts; the museum features one of the world's most comprehensive car collections, including the vehicle President John F. Kennedy was traveling in when he was assassinated. A state-of-the-art IMAX Theatre was part of a $125 million makeover that started in 1999. Greenfield Village, a 240-acre outdoor museum, gathers on a single site one of the largest collections of historic American homes, workplaces, and communities; among them are Thomas Edison's Menlo Park laboratory, the Wright brothers' bicycle shop, and Noah Webster's Connecticut home.

The Detroit Historical Museum in the Detroit Cultural Center was founded in 1928 as an archive of the history and customs of Detroiters. The museum's collection of more than 250,000 urban historical artifacts is one of the largest such collections in the country. An educational unit of the Detroit Public Schools, the Children's Museum displays collections that focus on African musical instruments, the Inuit, and American folk crafts and toys. The Charles H. Wright Museum of African American History is dedicated to the contributions of African Americans in the humanities and creative arts. The Motown Historical Museum, a Michigan Historic Site, is quartered in the former home of Berry Gordy, Jr., Motown's founder, and preserves the music studio and recording equipment used in pioneering the Motown Sound. The Graystone International Jazz Museum preserves the city's jazz history. Fort Wayne is home to the National Museum of the Tuskegee Airmen, an all-African American unit of World War II fighter pilots.

Arts and Culture Information: Detroit Department of Culture, Arts & Tourism, 2 Woodward Ave., Detroit, MI 48226; telephone (313)224-3470; fax (313)244-3399.

Festivals and Holidays

From April until Labor Day, Detroit's downtown riverfront is the scene of a program of ethnic festivals (the largest is the African World Festival in August) and the Downtown Hoedown. June events include the Annual Heritage Fair at the Dearborn Historical Museum; Art on the Pointe, a juried art show at the Ford Estate; and the Muzzle Loaders Festival at Greenfield Village. The International Freedom Festival, begun in 1959, is a summer celebration of the friendship between Canada and the United States; it attracts more than 3 million people and culminates in a large fireworks display on the Detroit River.

On the Fourth of July weekend the Colonial Music and Military Muster at Greenfield Village features uniformed American and British troops in simulated encampment activities. Also in July at Greenfield Village is the Fire Engine Muster with hand-pulled rigs and horse-drawn pumpers in a re-creation of early fire-fighting techniques. The Blues Festival of Detroit, the Henry Ford Day at the Fairlane Mansion, and the Wyandotte Street Art Fair conclude July activities. The Michigan State Fair at the State Fairgrounds, the nation's oldest state fair, takes place in August, as does the Spirit of Detroit Car Show and the Swap Meets at Historic Fort Wayne. The Montreux Detroit Jazz Festival over Labor Day weekend brings together over 100 international artists and local jazz musicians in the nation's largest free jazz festival. The Autumn Harvest Festival in Dearborn, the Detroit Festival of the Arts, the Hamtramck Polish Festival, and the Old Car Festival at Greenfield Village are popular activities in September.

A major event in November is America's Thanksgiving Day Parade, which presents 20 floats, 15 helium balloons, 25 marching bands, more than 1,000 costumed marchers, and

Santa Claus in one of the nation's largest Thanksgiving Day parades; televised coverage of the parade is broadcast around the country. Other November events include Detroit Aglow and the Festival of Trees and Christmas Carnival at Cobo Conference Center. Christmas at Greenfield Village in December features Christmas past and present at more than two dozen historic village sites, with yuletide meals cooked at open hearths. Other seasonal shows are Noel Night at the Detroit Cultural Center, the Wassail Feast at the Detroit Institute of Arts, and the Christmas dinner at the Fairlane Manor.

Detroit's automotive era is evoked at numerous local events. The North American International Auto Show is among the most important auto shows in the world and is held each January. Autorama comes to Michigan each March and features classic and custom hot rods. The Concours d'Elegance, an exhibition of the world's finest classic cars, is held at Meadow Brook Hall in the summer. And the Woodward Dream Cruise bills itself as the world's largest one-day celebration of car culture, attracting over 1.7 million visitors from around the U.S. and even foreign countries, and more than 40,000 muscle cars, street rods, custom, collector, and special interest vehicles. Cruisers travel a 16-mile, spectator lined section of Woodward Avenue through nine communities on the third Saturday in August, though cruising often begins several days before the official event.

Sports for the Spectator

A tough, gritty, blue-collar town throughout much of its history, Detroit identifies itself through nothing else—except perhaps its rich musical legacy—as it does its passion for the local sports franchises. Detroit supports professional franchises in all the major sports, and each team has a rich tradition of all-time great players, oddball characters, and world championships. The Detroit Red Wings of the National Hockey League host visiting competitors at Joe Louis Arena, located downtown on the riverfront. The Red Wings have won hockey's fabled Stanley Cup 10 times, including 3 between the years 1997-2002. The Detroit Tigers, the city's oldest team, began play in the American League of Major League Baseball in 1901; a few years later the club acquired Ty Cobb, who played 22 years in a Detroit uniform and became one of the most legendary players in the history of the game. The club has won four World Series titles, the latest in 1984. In 2000 the Tigers moved to the new Comerica Park, across from the Fox Theater. The Detroit Lions compete in the National Football Conference of the National Football League. In 2002 the team moved its home field to downtown Detroit, adjacent to Comerica Park. The $450-million, enclosed Ford Field was privately financed and is set to host the 40th Super Bowl in February 2006. The Detroit Pistons of the National Basketball Association play their home games at the Palace of Auburn Hills, a 22,000-seat arena north of the city. Club attendance has led the NBA from 2003-2005, and the 2004 Pistons defeated the Los Angeles Lakers in five games to win the 2004 World Championship, the third title in club history. The Detroit Shock of the Women's National Basketball Association also plays at the Palace. The University of Detroit Mercy plays NCAA Division I basketball and other sports in the Horizon League. Both the University of Michigan Wolverines and the Michigan State Spartans compete in Big Ten athletics within an hour's drive of the city.

The Spirit of Detroit Thunderfest brings super-power hydroplanes to race on the Detroit River in June. Harness Racing is on view at the Hazel Park Harness Raceway and at Northville Downs.

Sports for the Participant

The Detroit Riverfront Conservancy was formed in 2003 with an initial $50 million grant from the Kresge Foundation, to develop and beautify the land along the city's Detroit River frontage. The group's ultimate goal is to raise $110 million and build a five-mile-long RiverWalk connecting the Belle Isle Bridge (east of downtown) and the Ambassador Bridge to the west. The 62-foot wide pathway, expected to be completed by 2006, will have landscaping, lighting, benches, picnic areas, and paved trails for cyclists, skaters, and walkers, and will provide views of the river, its nonstop boating and freighter traffic, and the city of Windsor, Ontario. In addition to this project, the Detroit Department of Parks and Recreation oversees 6,000 acres of park land. More than 350 city parks contain a total of 318 baseball diamonds, 257 tennis courses, six golf courses, and two marinas. Detroit has developed four smaller downtown riverfront parks, and there are miles of paved walkways for walking, running, and biking on Belle Isle. Outdoor sports such as swimming, boating, hiking, fishing, and skating are available at metropolitan parks. There are 170 public golf courses and six ski resorts in the Detroit region.

Runners of the Detroit International Marathon cross borders twice—taking in stunning views on the Ambassador Bridge on the way to Windsor and then hoofing it through the tunnel on the way back to Detroit—as they tour both Detroit and Windsor's downtowns over 26.2 miles.

Shopping and Dining

Detroit offers unique shopping venues like Eastern Market, the largest flower-bedding market in the world and an outlet for fresh meats and produce from neighboring states and Canada. Adjacent to Eastern Market are specialty stores selling fresh meat, poultry, gourmet foods, and wines. Pewabic Pottery, founded in 1903, continues to produce handcrafted vessels and architectural tiles for public and private installations from its East Jefferson factory and gallery. There are numerous shops and restaurants throughout the sprawling Renaissance Center complex, and at the Millender Center directly across Jefferson.

Greektown and International Center, a popular Detroit tourist spot, features bakeries, restaurants, bars, and coffeehouses. Bricktown, located in a refurbished sector of downtown, is anchored by an art gallery selling Oriental vases, Persian rugs, and antique furniture.

Metropolitan Detroit offers about 150 shopping centers of at least 100,000 square feet. Vibrant downtown shopping areas can be found in communities like Birmingham, Grosse Pointe, and Royal Oak. The Somerset Collection and Somerset Collection North in suburban Troy rival the nation's finest shopping areas; the twin centers are anchored by Neiman Marcus, Saks Fifth Avenue, Nordstrom, and Marshall Field's.

Detroit offers elegant dining experiences downtown at Opus One, the Rattlesnake Club, and Sweet Georgia Brown. The Coach Insignia, situated 70 floors atop the Renaissance Center, has dining and panoramic views of Detroit, the river, the Ambassador and Belle Isle bridges, and Windsor, Ontario. Also in the Renaissance Center, Seldom Blues has fine dining, riverfront views, and a lively late-night club scene with some of the best jazz in the city. At the corner of Michigan and Lafayette, the side-by-side Lafayette Coney Island and American Coney Island have been Detroit legend for decades, especially for late-night after-hours crowds, serving up their unique hot dogs on steamed buns with chili, onions, and mustard, plus chili fries, and even a cold beer. Heading north from downtown diners will find sushi at Oslo, the Whitney in a restored Victorian mansion, Agave, Atlas Bistro, and Union Street. West of downtown, near the Ambassador Bridge, Mexican Village has several Mexican restaurants, as well as Spanish and Guatemalan fare. To the east of the city, Grosse Pointe has several excellent restaurants, including The Hill; in the northern suburbs the Lark in West Bloomfield and Tribute in Farmington Hills are consistently given five-star ratings by international publications. Detroit is home to the largest Arab population outside of the Middle East, and many of those immigrants live in Dearborn where a number of authentic Lebanese and Syrian restaurants thrive. Detroit is home to some outstanding Italian restaurants; Creole, Japanese, Chinese, Ethiopian, Thai, Indian, and Turkish cuisine are included among the other ethnic choices.

Visitor Information: Detroit Metropolitan Convention & Visitors Bureau, 211 W. Fort St., Ste. 1000, Detroit, MI 48226; telephone (313)202-1800; toll-free (800)DETROIT

Convention Facilities

Detroit's principal meeting facilities are clustered in the Detroit Civic Center, which stands at the edge of the Detroit River on the approximate site where the city's founder landed in 1701. The Civic Center consists of five complexes: Cobo Conference/Exhibition Center, Cobo Arena, Joe Louis Arena, Hart Plaza, and the Veterans Memorial Building.

Cobo Conference/Exhibition Center contains a total of 700,000 square feet of meeting space and 85 meeting rooms in five halls. The hall hosts the North American International Auto Show each January and a huge boat show every March, but by 2004 city officials began discussions to expand the Cobo complex even further so the city could attract even larger conventions. The adjacent Cobo Arena, with a seating capacity of 11,000 people, is used for conventions and shows as well as large functions such as concerts and sports events. Joe Louis Arena, named for the heavyweight boxing champion, was the site of the 1980 Republican National Convention and hosts major events. The Veterans Memorial Building, the original Civic Center structure built in 1950, houses a ballroom and meeting rooms.

Convention and meeting facilities are also available at the Detroit Historical Museum, the Detroit Institute of Arts, the Detroit Fox Theatre, Orchestra Hall, the Michigan Exposition and Fairgrounds, and Ford Field, as well as at Henry Ford Museum, the Detroit Zoo, restored estates and historic sites, suburban civic centers, college and university campuses, and on yachts and riverboats. All major downtown and suburban hotels and motels offer meeting accommodations for both large and small functions.

Convention Information: Detroit Metropolitan Convention & Visitors Bureau, 211 W. Fort St., Ste. 1000, Detroit, MI 48226; telephone (313)202-1800; toll-free (800) DETROIT

Transportation

Approaching the City

Served by 14 major commercial airlines, Detroit Metropolitan Airport serviced more than 32 million passengers in 2003, making it the 10th busiest terminal in North America and 17th busiest in the world. The major hub for Northwest Airlines, Metro has more than 100 national and 20 international nonstop flights daily. Since the opening of the new $1.2 billion midfield McNamara terminal in 2002, with its 97 gates, elevated tram, and new parking facilities and access roads, the airport is now mentioned among the most efficient and highly-rated in the country. In 2004 the airport authority announced plans to replace the old Smith and Davey terminals with a new 29-gate terminal set for complete in 2006. Approximately18,000 people are employed at

the facility, which also moves more than 500 million pounds of freight each year. Destinations for charter and private air traffic are Willow Run Airport and Oakland-Pontiac Airport. Amtrak provides passenger rail transportation to Detroit from Chicago. Detroiters have easy access from Windsor via train to Toronto and virtually all of Canada through that country's excellent Via Rail system.

Detroit was built around the automobile; there is no commuter rail system. Hence, the freeways are many and excellent, as they must be in order to get commuters around the sprawling city. Six interstate highways and several limited-access expressways serve the Greater Detroit area. Interstate-75, with its northern terminus in Michigan's Upper Peninsula, extends through the city from north to southwest; north of downtown it is called the Chrysler Freeway, and southwest of downtown it is the Fisher Freeway. I-75 extends all the way to southern Florida. Interstate-375 connects the Fisher and Chrysler Freeways. East-west I-94, known as the Ford Freeway, is the primary connection from Detroit Metropolitan Airport and heads across southern lower Michigan to Chicago and Minneapolis. West-northwest I-96, the Jeffries Freeway, approaches Detroit from Muskegon, Grand Rapids, and Lansing. Interstate-696, the Walter Reuther Freeway, is the main east-west route across the northern suburbs in Macomb and Oakland counties. Interstate-275 is a north-south bypass on the city's west side, linking I-75 and I-96. Other major routes leading into Detroit are north to west U.S. 10 (Lodge Freeway) and north-south S.R. 39 (Southfield Freeway). Canadian Highway 401 enters Detroit from Windsor via the Detroit/Windsor International Tunnel and the Ambassador Bridge.

Traveling in the City

Most Detroit streets conform to a grid system. East-west streets are labeled ''mile road'' in ascending order northward. The northern boundary of the city is Eight Mile Road. Superimposed on the downtown grid are hubs and squares, the focal point being Kennedy Square and Cadillac Square in the center of the business district. Radiating from this hub are east-west Michigan Avenue, northeast Monroe Street, and east-west Fort Street. The largest hub is Grand Circus Park, which is bisected by Woodward Avenue, a main north-south thoroughfare. Jefferson Avenue follows the curve of the Detroit River and Lake St. Clair past Belle Isle through the Grosse Pointes into Harrison Township and downriver past Wyandotte to Grosse Ile.

Detroit is served by two public transportation systems: the Detroit Department of Transportation (D-DOT) and the Suburban Mobility Authority for Regional Transport (SMART). The People Mover, a 2.9-mile elevated rail circuit, provides travel to major downtown sites from 13 stations.

Communications

Newspapers and Magazines

The Detroit News and the *Detroit Free Press* are the city's two major daily newspapers; they publish joint editions on Saturday, Sunday, and holidays. *Hour Detroit* is a glossy metropolitan lifestyle and interview magazine that aims ''to feature Detroit in its finest hour.'' *Real Detroit* and *Metro Times* provide weekly entertainment schedules as well as reviews, humor, and commentary. The monthly newspaper *Latino Press* aims to help Detroit's growing Hispanic community. The *Michigan Chronicle* is geared toward African American readers.

A number of nationally circulated periodicals originate in Detroit. Among them are *Solidarity,* a monthly publication of the United Automobile Workers; *Better Investing; Manufacturing Engineering; Autoweek,* a weekly magazine for car enthusiasts; and *Automotive News, Ward's Automotive Report* and *Auto World,* auto industry magazines. *Football News* publishes 20 issues during the football season.

Television and Radio

Detroit television viewers receive broadcasts from eight stations: three national networks affiliates, three independent, one public, and the Canadian Broadcasting Corporation (CBC). Pay and cable television services are available in the Detroit metropolitan area. AM and FM radio stations schedule a full range of formats. The most popular is adult contemporary music; other formats include adult-oriented rock, African American and African American contemporary, Motown, classic rock, easy listening, jazz, middle of the road, modern country, news and news-talk, pop, oldies, solid gold, and urban contemporary rhythm and blues. Two of the AM stations with 50,000-watt capacity enjoy a longstanding popularity throughout the Midwest; one FM station was the first in the country to offer a full-time news-talk format. Detroit's public radio station originates from Wayne State University, but other National Public Radio programming can be picked up from Ypsilanti, Ann Arbor, and Lansing stations.

Media Information: *Detroit News* and *Detroit Free Press,* 321 W. Lafayette Blvd., Detroit, Michigan 48226; telephone (313)222-6400

Detroit Online

City of Detroit home page. Available www.ci.detroit.mi.us

Detroit Free Press. Available www.freep.com

Detroit Institute of Arts. Available www.dia.org

Detroit Metropolitan Convention & Visitors Bureau. Available www.visitdetroit.com

Detroit News. Available www.detnews.com

Detroit Regional Chamber of Commerce. Available www .detroitchamber.com

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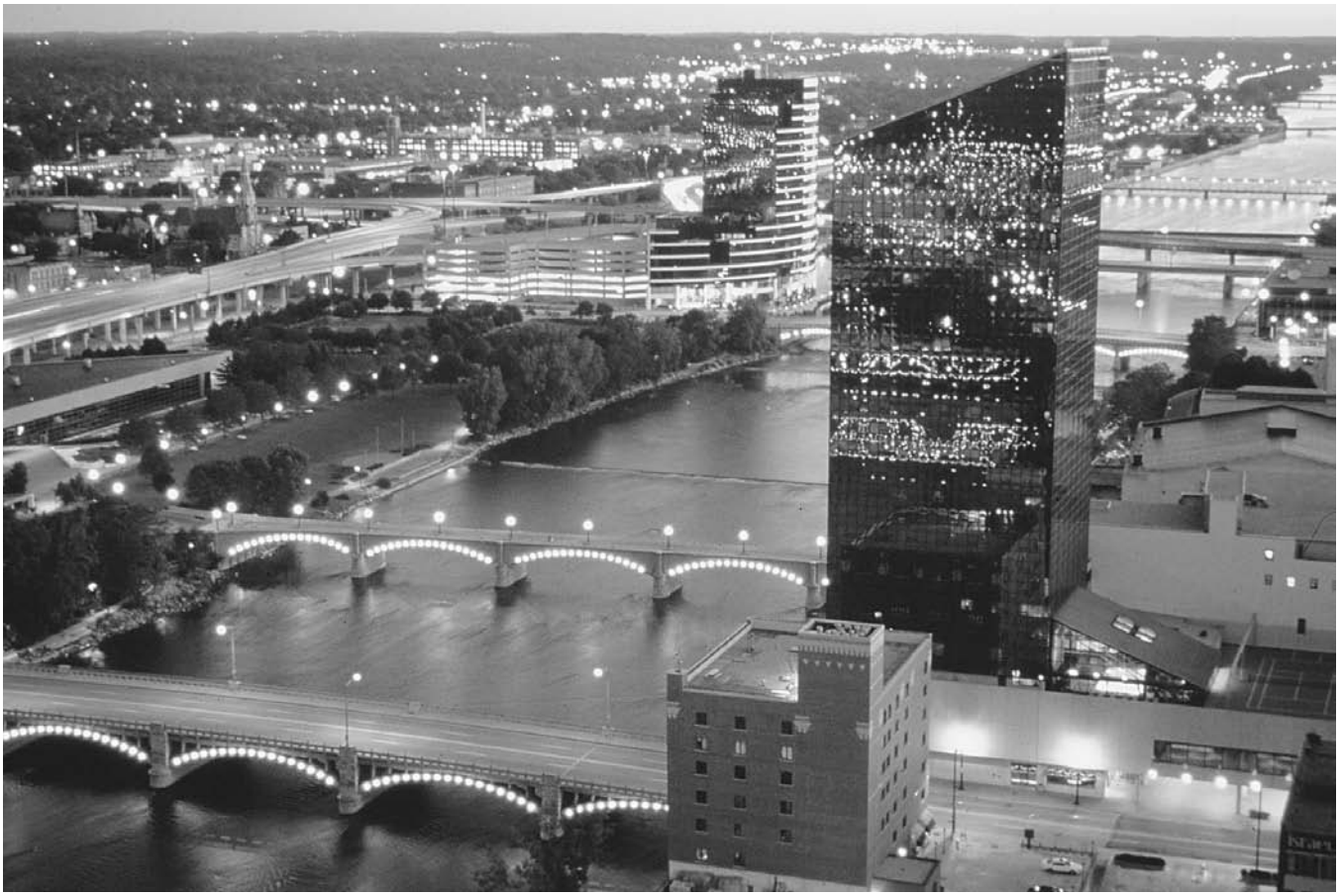
Grand Rapids



The City in Brief

Founded: 1831 (incorporated, 1850)

Head Official: City Manager Kurt Kimball (since 1987)

City Population
1980: 181,843
1990: 189,126
2000: 197,800
2003 estimate: 195,601
Percent change, 1990–2000: 4.3%
U.S. rank in 1980: 75th
U.S. rank in 1990: 83rd
U.S. rank in 2000: 107th (State rank: 2nd)

Metropolitan Area Population
1980: 602,000
1990: 937,891
2000: 1,088,514
Percent change, 1990–2000: 16.1%
U.S. rank in 1980: 56th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 48th

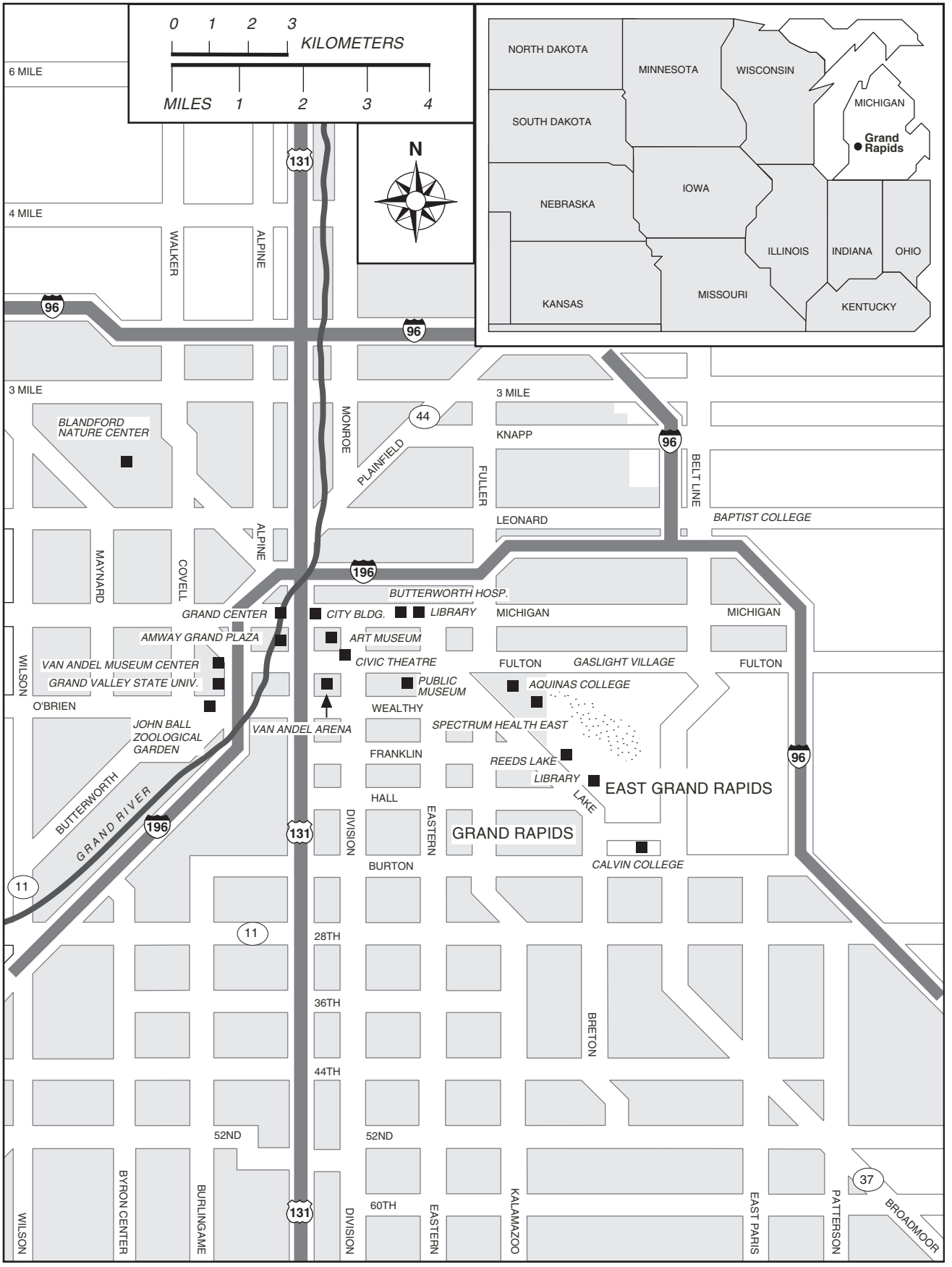
Area: 45 square miles (2000)
Elevation: Ranges from 785 to 1,075 feet above sea level
Average Annual Temperature: 47.4° F
Average Annual Precipitation: 37.13 inches of rain, 71.9 inches of snow

Major Economic Sectors: Manufacturing, services, retail trade
Unemployment Rate: 6.6% (March 2005)
Per Capita Income: $17,661 (1999)

2002 FBI Crime Index Total: 11,292

Major Colleges and Universities: Grand Valley State University

Daily Newspaper: *The Grand Rapids Press*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OHIO
KANSAS
MISSOURI
KENTUCKY
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WALKER
ALPINE
MONROE
PLAINFIELD
FULLER
KNAPP
BELT LINE
LEONARD
BAPTIST COLLEGE
BLANDFORD NATURE CENTER
MAYNARD
COVELL
BUTTERWORTH HOSP.
GRAND CENTER
CITY BLDG.
LIBRARY
MICHIGAN
AMWAY GRAND PLAZA
ART MUSEUM
CIVIC THEATRE
FULTON
GASLIGHT VILLAGE
VAN ANDEL MUSEUM CENTER
GRAND VALLEY STATE UNIV.
PUBLIC MUSEUM
AQUINAS COLLEGE
WILSON
O'BRIEN
WEALTHY
JOHN BALL ZOOLOGICAL GARDEN
VAN ANDEL ARENA
SPECTRUM HEALTH EAST
FRANKLIN
REEDS LAKE
LIBRARY
EAST GRAND RAPIDS
HALL
LAKE
BUTTERWORTH
GRAND RIVER
DIVISION
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28TH
36TH
BRETON
44TH
52ND
60TH
KALAMAZOO
EAST PARIS
PATTERSON
BROADMOOR
BYRON CENTER
BURLINGAME
131
96
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44
11
37

Introduction

The seat of Kent County, Michigan, Grand Rapids is the center of a metropolitan statistical area that includes Kent, Ottawa, Muskegon, and Allegan counties. The Grand River, on which the city is located, shaped the future of Grand Rapids first as a leader in the logging industry, then as one of the world's primary furniture manufacturing centers, and now as the office furniture capital. The city's identity also was determined by thousands of Dutch immigrants who settled in Grand Rapids to work in the furniture factories. Today, the Grand Rapids metropolitan area has more than one million inhabitants, innovative cultural institutions, a revitalized downtown core, a diverse economy, and high marks for quality of life factors.

Geography and Climate

Bisected by the Grand River, Michigan's longest river, Grand Rapids is located in the Grand river valley approximately 30 miles east of Lake Michigan. The region's climate is influenced by the lake, which tempers cold waves from the west and northwest during the winter and produces a regulating effect on both frost and vegetation during the growing season. Consequently, seasonal extremes are infrequent, although hot, humid weather can be expected for about three weeks during the summer and drought occasionally occurs for a short duration; snow cover sometimes remains throughout the winter.

Area: 45 square miles (2000)

Elevation: Ranges from 785 feet to 1,075 feet above sea level

Average Temperatures: January, 21.8° F; July, 71.6° F; annual average, 47.4° F

Average Annual Precipitation: 37.13 inches of rain, 71.9 inches of snow

History

Grand River Valley Site of Land Feud

About 2,000 years ago, the Hopewell Indians planted roots at the rapids near the Grand River. Their presence is still seen in the preserved burial mounds southwest of the city. By the late 17th century, the Ottawa tribe had set up villages on the west bank of the Grand River at the site of present day Grand Rapids. Several Baptist mission buildings were completed in the vicinity in 1826. That same year Louis Campau, a French fur trader, settled in the region, establishing a trading post on the east river bank. Local Native Americans nicknamed him ''The Fox'' for his shrewd trading skills. Campau purchased 72 acres for $90 in 1831 in what is now the downtown area and named it the Village of Grand Rapids. A land surveyor named Lucius Lyon acquired the platted land to the north and named it the Village of Kent, causing a raging land feud with Campau. By 1838 the Michigan legislature combined both tracts of land to form the Village of Grand Rapids. The area incorporated as a city in 1850.

Inexpensive, fertile land and abundant timber and mineral resources attracted settlers to the area, and by 1860 the population numbered 8,000, more than tripling in 10 years. By then, rail and telegraph had come to Grand Rapids, connecting the community to all parts of the country with travel from the eastern seaboard taking only two days.

Logging Fuels Grand Rapids Development

Grand Rapids began a period of rapid development in the 1850s when logs from Michigan's rich pine and oak forests floated down the Grand River to the city's new mills. After the Civil War, many soldiers found jobs as lumberjacks cutting logs and guiding them down the river with pike poles, peaveys, and cant hooks. The men wore bright red flannel, felt clothes, and spiked boots to hold them onto the floating logs; these boots chewed up the wooden sidewalks and flooring of the local bars, leading one hotel owner to supply carpet slippers to all river drivers who entered his hotel. The ''jacks'' earned $1 to $3 per day and all the ''vittles'' they could eat, which was usually a considerable amount.

Upstream mill owners often stole the logs headed for Grand Rapids in a practice called ''hogging.'' To prevent hogging, the mills hired men called river drivers, who rode the logs downstream to their rightful destination. In addition, like cattle, all logs were stamped with the brands of their owners so they could be sorted at the log booms and sent to a specific sawmill. From 1865 to the 1880s the logging industry dominated the local economy. The river also harnessed energy. One of the first hydro-electric plants in the United States was built in Grand Rapids.

River ice and log jams proved to be a continual problem for Grand Rapids. A series of floods and heavy rains that launched runaway logs caused repeated damage to the town, notably in 1838, 1852, and 1883. In 1883, so much rain fell one summer's day that an estimated 80 million board feet of logs broke free and jammed against a railroad bridge, creating what some called the biggest log jam in the nation's history. The bridge swayed, bent, groaned, and finally broke away as part of it was carried steadily down the river. Called

the Great Log Jam of 1883, the event was spectacular but also marked the beginning of the end for logging on the Grand River.

Furniture Craftsmanship Gains World Attention

Because of the plentiful supply of fine wood, furniture had been manufactured in Grand Rapids as early as 1838, but it was not until the Philadelphia Centennial Exposition in 1876 that the city gained national recognition for its furniture craftsmanship. Bedroom, dining room, library, and hall furniture made of oak, ash, and maple gained mass popularity. Two years later Grand Rapids held its first furniture mart, attracting buyers worldwide who appreciated the fresh styles and quality work. One of the innovations Grand Rapids manufacturers brought to the furniture industry was catalogs of photographs and color drawings that were distributed throughout the nation.

By 1890, Grand Rapids was home to the nation's largest furniture companies; they set the tone for creative designs, new manufacturing processes and equipment, retailing networks, and inventive marketing schemes. The city ranked third, behind only New York and Chicago, in the amount of furniture its factories produced. Nearly one-third of all city laborers worked in the industry. The high paying and plentiful jobs attracted a large number of immigrants—Dutch, German, Polish, and other northern Europeans. Grand Rapids grew from slightly more than 10,000 residents at the end of the Civil War to nearly 90,000 by 1900. One-third of the city's population had been born in another country by that time.

In Europe, Grand Rapids was best known as the home of Tanglefoot rather than producer of fine furniture. Flies were a nuisance, then as now. An ordinary druggist named Otto Thum developed a sticky paper that not only caught and held flies, but even attracted them. The company is still in existence along with its century old ''secret formula.''

Another long lived, prosperous Grand Rapids company is Bissell, founded in 1876 and considered the pioneer in the carpet sweeper industry. With the death of company head Melville Bissell in 1889, his wife Anna assumed leadership and became America's first female corporate CEO. She was light-years ahead of her time as an aggressive and innovative manager. Under her guidance, the company developed many new products and expanded the business internationally. Still privately owned, Bissell continues to be an industry pioneer, bringing innovative home- and floor-care products to the international marketplace.

Turn of the Century Brings Changes to Grand Rapids

Depletion of Michigan's forests put an end to the logging industry, requiring furniture companies to import lumber, as they still do today. Due to a nationwide industry slump between 1905 and 1910, furniture workers received only minimal raises or none at all. This, combined with extremely long hours and poor working conditions, led to 3,000 workers striking in 1911 demanding a 9-hour day, a 10 percent wage increase, and the abolition of pay based on piecework. After four months, the strike ended, but later management granted most of the laborer's requests.

The Grand Rapids residential furniture industry never fully recovered after that strike. World War I, the Great Depression, and World War II led to lessening demand for residential furniture and the Grand Rapids furniture companies did not make the transition well during the war economies. Many companies went under or moved south to be closer to a larger lumber supply.

With the end of World War II, a two decades long construction boom began and countless new office buildings were erected throughout the nation and worldwide. Some Grand Rapids companies had begun making fine wood and metal furniture for offices in the early 1900s; they now saw tremendous demand. Steelcase grew from 34 employees in 1912 to become the largest office furniture company worldwide with more than 19,000 people. Because of the many office furniture companies in close proximity, Grand Rapids is now known as the nation's office furniture capital. Experience with wood and metal and a traditional entrepreneurial spirit led to a diversifying economy. No one industry dominates the metropolitan area manufacturers, but furniture, industrial machinery, metals, plastics, food processing, and printing are core industrial clusters.

As with other cities after World War II, many Grand Rapids-based families fled to the suburbs and the city's population began to decline along with the downtown area. In the mid 1990s, Grand Rapids began experiencing a renaissance, with more than $200 million in new cultural, recreational, and sports facilities. Downtown revitalization included the 12,000-seat Van Andel Arena for sports, concerts, and entertainment events; the Van Andel Institute, an independent medical research center; and the refurbishing of many warehouses into retail space and loft apartments. The new millennium has seen even more new projects and expansions. The $210 million De Vos Place project incorporates De Vos Hall and the old Grand Center convention space in a new one-million-square-foot facility, which was completed in 2005. Millennium Park is a 10-year restoration of 1500 acres of industrial land that includes a new beach. New parks, residences, shopping venues, restaurants, and other revitalization projects that mark a new beginning for Grand Rapids abound.

Historical Information: Grand Rapids Public Library, Michigan and Family History Collection, 111 Library St., NE, Grand Rapids, MI 49503; telephone (616)456-3640

Population Profile

Metropolitan Area Residents
1980: 602,000
1990: 937,891
2000: 1,088,514
Percent change, 1990–2000: 16.1%
U.S. rank in 1980: 56th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 48th

City Residents
1980: 181,843
1990: 189,126
2000: 197,800
2003 estimate: 195,601
Percent change, 1990–2000: 4.3%
U.S. rank in 1980: 75th
U.S. rank in 1990: 83rd
U.S. rank in 2000: 107th (State rank: 2nd)

Density: 4,431.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 133,116
Black or African American: 40,373
American Indian and Alaska Native: 1,454
Asian: 3,195
Native Hawaiian and Pacific Islander: 238
Hispanic or Latino (may be of any race): 25,818
Other: 13,115

Percent of residents born in state: 69.6% (2000)

Age characteristics (2000)
Population under 5 years old: 16,335
Population 5 to 9 years old: 15,198
Population 10 to 14 years old: 13,903
Population 15 to 19 years old: 15,613
Population 20 to 24 years old: 18,413
Population 25 to 34 years old: 33,965
Population 35 to 44 years old: 28,350
Population 45 to 54 years old: 21,269
Population 55 to 59 years old: 6,681
Population 60 to 64 years old: 5,115
Population 65 to 74 years old: 10,204
Population 75 to 84 years old: 8,930
Population 85 years and older: 3,824
Median age: 30.4 years

Births (2003)
Total number: 3,785

Deaths (2003)
Total number: 1,748 (of which, 46 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,661
Median household income: $37,224
Total households: 73,217

Number of households with income of . . .
less than $10,000: 3,389
$10,000 to $14,999: 2,002
$15,000 to $24,999: 5,633
$25,000 to $34,999: 5,740
$35,000 to $49,999: 8,640
$50,000 to $74,999: 10,439
$75,000 to $99,999: 5,072
$100,000 to $149,999: 2,736
$150,000 to $199,999: 710
$200,000 or more: 573

Percent of families below poverty level: 11.9% (47.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 11,292

Municipal Government

Grand Rapids operates under a ''weak mayor,'' commission-manager form of government, in which the seven council members—one of whom serves as mayor—are elected to four-year terms. The city manager, who runs the government, is appointed.

The Grand Valley Metro Council, formed in 1990, is a voluntary coalition of 31 units of government assigned to coordinate the region's services and investments which have environmental, economic and social impact.

Head Official: City Manager Kurt Kimball (since 1987)

Total Number of City Employees: 1,800 (2005)

City Information: City Hall, 300 Monroe NW, Grand Rapids, MI 49503; telephone (616)456-4648

Economy

Major Industries and Commercial Activity

The furniture industry has been a mainstay of the Grand Rapids economy since the late 1800s. Today the metropolitan area is home to five of the world's leading office furniture companies: Steelcase, Herman Miller, Haworth, Knoll,

and American Seating. Several firms also produce residential furniture. The Grand Rapids metropolitan manufacturing base is among the largest county employers. Steelcase and Amway, manufacturer of home care products, along with Meijer, a supermarket chain, are the largest private companies in the county. In October 2000 Amway became a subsidiary of a newly created company, Alticor.

Grand Rapids has always thrived because of its entrepreneurial, family owned businesses. Among the national firms that began as family operations are Meijer; Bissell, carpet sweeper makers; Wolverine World Wide, makers of Hush Puppies; and Howard Miller, the world's largest manufacturer of grandfather clocks.

Automotive parts, industrial machinery, printing, graphic arts, plastics and chemicals, grocery wholesalers, and food processors comprise a substantial portion of the economic base. International businesses also play an important role, with more than 50 foreign-owned firms in the county and many metropolitan area firms involved in international trade. Tourism is an emerging industry as West Michigan increasingly becomes a popular vacation and convention destination.

Items and goods produced: office furniture and hardware, home furniture, automobile parts, plastics, industrial machinery, tool and dies, home-care products, home appliances, commercial printing, electronic equipment, scientific instruments, food, leather

Incentive Programs—New and Existing Companies

In 2004, the Michigan Economic Development Commission approved a total of more than $10.3 million in Single Business Tax credits for the expansion and consolidation of Steelcase and the redevelopment of two contaminated brownfield sites in the city's downtown. Gaines Township will support the Steelcase expansion with a tax abatement valued at approximately $96,000 over four years.

Local programs—The city of Grand Rapids and its downtown development authority have committed approximately $6.3 million in local incentives toward the brownfield projects through tax abatements and tax increment financing incentives. The Right Place Program (RPP), founded in 1985, is a regional non-profit organization headed by business and government leaders to encourage economic growth through expansion and retention of area businesses and attraction of national and international companies.

State programs—More than 800 properties within 10 areas of the city are designated Renaissance Zones, where Michigan Single Business Tax, the state education tax, Michigan personal and real property taxes, and city income taxes are waived. Tax credits and exemptions are also available in the city's SmartZone, an area adjacent to downtown where the city is seeking to locate high tech and life sciences companies.

Job training programs—Through the Michigan Economic Development Corporation, employees have the opportunity to improve their skills through three Michigan Technical Education Centers (M-TEC) operated through Grand Rapids Community College.

Development Projects

Rosa Parks Circle, a small, downtown park, opened in 2002. It was designed by architect Maya Lin, who also designed the Vietnam Memorial in Washington, D.C. Millennium Park is a $25 million, 10-year restoration of 1,500 acres of industrial land. A 200-acre section of the park, including Millennium Park Beach, opened in 2003. The $210 million De Vos Place project incorporates De Vos Hall and the old Grand Center convention space in a new one-million-square-foot facility, which was completed in 2005.

Economic Development Information: The Right Place Program, The Waters Building, 111 Pearl Street NW, Grand Rapids, MI 49503; telephone (616)771-0325; fax (616)771-0329

Commercial Shipping

Because of its strategic location, Grand Rapids is no more than two delivery days away from all Midwest, East Coast, mid-south, and eastern Canadian markets. Ground transportation is available through more than 40 motor carriers, several of which operate terminals in Grand Rapids, and three rail freight systems provide a range of services such as piggyback shipments, bulk handling, and refrigeration. The South Beltline Corridor, currently under construction, connects I-96 on the East with I-196 on the West, with U.S. 131 in the center. Portions of this highway opened in 2001 and 2004, with the remainder scheduled to open in 2005. Seven air cargo carriers and a deep-water port on Lake Michigan, 35 miles away in Muskegon, link Grand Rapids with world markets.

Labor Force and Employment Outlook

Employers in the Grand Rapids area have access to a young and growing population with a Midwestern work ethic. Employer relations are said to be excellent and work stoppages rare.

The city and region enjoy a high rate of employment overall. With a designated foreign trade zone, Grand Rapids importers and exporters expect to continue to expand markets internationally.

The following is a summary of data regarding the Grand Rapids metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 384,100

Number of workers employed in . . .
construction and mining: 19,300
manufacturing: 74,100
trade, transportation and utilities: 73,200
information: 5,700
financial activities: 20,900
professional and business services: 52,900
educational and health services: 51,400
leisure and hospitality: 31,700
other services: 17,100
government: 37,800

Average hourly earnings of production workers employed in manufacturing: $17.56

Unemployment rate: 6.6% (March 2005)

Largest employers	*Number of employees*
Spectrum Health	14,000
Meijer	9,785
Steelcase	5,400
Johnson Controls	5,000
Herman Miller, Inc.	4,400
Alticor, Inc.	4,000
Farmers Insurance Group	3,500
Grand Rapids Public Schools	3,490

Cost of Living

Grand Rapids is noted for its quality of life and affordable health care costs.

The following is a summary of data regarding several key cost of living factors in the Grand Rapids area.

2004 (3rd Quarter) ACCRA Average House Price: $229,900

2004 (3rd Quarter) ACCRA Cost of Living Index: 97.7 (U.S. Average = 100.0)

State income tax rate: 4.3%

State sales tax rate: 6.0%

Local income tax rate: 1.3% for residents; 0.65% for nonresidents

Local sales tax rate: None

Property tax rate average: varies from 22.1515 to 29.0215 mills per $1,000 of assessed home value (2004)

Economic Information: The Right Place Program, The Waters Building, 111 Pearl Street NW, Grand Rapids, MI 49503; telephone (616)771-0325; fax (616)771-0329

Education and Research

Elementary and Secondary Schools

Grand Rapids Public School District is the largest in the area. The distict's goal is that by 2007 all students will be at or above grade level in reading, writing, and math, and that 80 percent of incoming ninth graders will graduate.

The following is a summary of data regarding the City of Grand Rapids public schools as of the 2003–2004 school year.

Total enrollment: 24,219

Number of facilities
elementary schools: 44
middle schools: 6
high schools: 5
other: 31

Student/teacher ratio: 14.3:1

Teacher salaries
average: $53,517 (2002)

Funding per pupil: $11,274

At least 122 parochial, private, church-affiliated, alternative, and specialty schools offer educational curricula from preschool through grade 12 in the Grand Rapids area.

Public Schools Information: Grand Rapids Public Schools, 1331 Franklin SE, PO Box 117, Grand Rapids, MI 49501; telephone (616)771-2182. Kent County Intermediate School District, 2930 Knapp NE, Grand Rapids, MI 49525; telephone (616)364-1333

Colleges and Universities

A variety of institutions of higher learning offer undergraduate and graduate degrees in the Kent County; among them are Aquinas College, Calvin College, Central Michigan University, Cornerstone University, Davenport College, Ferris State University, Grand Valley State University, Kendall College of Art and Design (of Ferris State University), Michigan State University, Spring Arbor College, University of Phoenix, and Western Michigan University. Two-year programs are available at Grand Rapids Community College and ITT Technical Institute. Colleges and seminaries providing religious training are Calvin Theological Seminary, Grace Bible College, Grand Rapids Baptist Seminary, and Reformed Bible College.

Libraries and Research Centers

The Grand Rapids Public Library is the second largest public library system in Michigan; it operates seven

branches in addition to its main facility, which is a depository for federal and state documents. Library holdings consist of 660,000 books, tapes, films, maps, and compact discs; periodicals; and special collections covering several fields, such as furniture, foundations, and Michigan history.

Kent District Library maintains 19 branches and houses about 774,000 books plus magazines, videos, and compact disks. Lakeland Library Cooperative serves 1 million people in the area. Several libraries have in-depth collections in fields such as law, personal finance, business, art and architecture, antiques and collectibles, and materials for the blind and handicapped.

Research is conducted at Grand Valley State University in water resources, aquatic conservation, land use change, air quality, and waste management. At Steelcase Inc.'s $111 million Pyramid research center, behavioral scientists, designers, and engineers study emerging trends such as ergonomics and translate them into office products. The Van Andel Research Institute (VARI) opened its $60 million, 162,000-square-foot building in May 2000. Its Board of Scientific Advisors includes four Nobel Laureates; cancer research is the primary focus.

Public Library Information: Grand Rapids Public Library, 111 Library St. NE, Grand Rapids, MI 49503-3268; telephone (616)588-5400; fax (616) 588-5420

Health Care

Spectrum Health is ranked as one of the top 100 hospitals in the country, especially in orthopedics and cardiac bypass surgery. The hospital also serves as the western Michigan regional center for cancer, diabetes, poisons, sleep disorders, and burn treatment. It has a nationally recognized children's hospital. The $137 million Fred and Lena Meijer Heart Center opened on the hospital's Butterworth Campus in 2004. In March 2005, the hospital announced it would be upgrading its Blodgett Campus at a cost of $7.5 million.

St. Mary's Health Care is an integrated health care system that has specialists in kidney transplantation, cardiac care, bloodless medicine, psychiatric medicine, neonatology, gastroenterology and endocrinology. St. Mary's opened a $42 million, 180,000-square-foot, five-story Lacks Cancer Center in January 2005. The Wege Institute offers traditional services, such as family practice, internal medicine and general surgery, side by side with complementary therapies, including massage, acupuncture, biofeedback, manipulation, and Feldenkrais.

Recreation

Sightseeing

The Gerald R. Ford Museum in Grand Rapids honors the 38th President of the United States; permanent exhibits, including a replica of the Oval Office, highlight the significant events of the Ford presidency, such as the Bicentennial celebration, President Nixon's resignation, and the Cambodian conflict. The contributions of Betty Ford as First Lady are also represented.

The Public Museum of Grand Rapids concentrates on the furniture industry, Michigan mammals, archeology, costumes, an 1890s gaslight village and Native American artifacts.

Heritage Hill is one of the largest urban historic districts in the country. Located near downtown, it contains more than 1,300 structures built in 60 different architectural styles, including Frank Lloyd Wright's Meyer May house.

A Grand Rapids highlight is Alexander Calder's *La Grande Vitesse* (The Grand Rapids), a large-scale outdoor sculpture located in the center of the city. Another Calder work, an abstract painting, has been installed atop the County Building adjacent to the sculpture. Joseph Kinnebrew's *Fish Ladder* sculpture has been placed on the Sixth Street dam. Noted architect and artist Maya Lin (designer of the Vietnam Memorial in Washington D.C.) designed Rosa Parks Circle, a park and amphitheater located in the downtown Monroe Center.

The 150-passenger sternwheeler Grand Lady offers a narrated river cruise pointing out the river landings and town sites of the 1800s.

The John Ball Zoo features more than 237 species and 1,183 specimens. Recent additions include a komodo dragon and a chimpanzee exhibit.

Arts and Culture

The Arts Council coordinates the Festival of the Arts, the largest volunteer-run festival in the nation and a showcase of the arts. The arts in Grand Rapids are celebrated for three days each June with more than one-half million attendees. During the regular season, the Grand Rapids Symphony, an award-winning orchestra recognized for its innovative programming, presents a program of classical, pops, and family concerts. Opera Grand Rapids is the oldest opera theater in Michigan and stages both classical operas and musical theater productions. The Grand Rapids Ballet presents *The Nutcracker* in December plus several other productions each year. Founded in 1883 and designated as a Landmark of American Music, the St. Cecilia Music Society presents public programs and educational opportunities for youth and

Exhibits at the Gerald R. Ford Museum highlight Ford's time in the presidency.

adults at Royce Auditorium. Other organizations perform at DeVos Hall and the Van Andel Arena.

Grand Rapids Civic Theatre, the second largest community theater in the country and Michigan's oldest community theater, presents six main stage productions and two children's plays annually. Its School of Theater Arts offers a complete range of theatrical training courses as well as one-day workshops and summer programs. Circle Theatre, one of the country's largest summer community theaters, is housed at Aquinas College and features children's theater and a cabaret series in addition to its standard summer offerings. Spectrum Theatre, located downtown at Grand Rapids Community College, features innovative and local plays and is the performance home for Actors' Theatre, GRCC Players, the Jewish Theatre Grand Rapids, and Heritage Theatre Group.

The Grand Rapids Art Museum, opened in 1913 and renovated in 1981, houses a permanent collection of paintings, sculpture, and graphic and decorative arts in ten galleries and hosts traveling art exhibits. The furniture-design wing features period furniture from the Renaissance to the present. The Urban Institute for Contemporary Arts provides exhibition and performance space for concerts, performance art, lectures, and readings. The 125-acre Frederik Meijer Gardens and Sculpture Park hosts the largest tropical conservatory in Michigan, in addition to indoor and outdoor plant and butterfly gardens, nature trails, a boardwalk, three indoor art galleries, and the three-story-tall Leonardo da Vinci's Horse, plus 100 other world-class sculptures from classical and contemporary artists.

Arts and Culture Information: Arts Council of Greater Grand Rapids, 532 Ottawa NW, PO Box 2265, Grand Rapids, MI 49503 telephone: (616)459-2787 fax: (616)459-7160

Festivals and Holidays

The major festival in Grand Rapids is a three-day arts celebration in June that initiates the summer season. Ethnic festivals take place nearly every summer weekend: Irish, Italian, Polish, German, Native American, Mexican, Latino, and African American celebrations of cultural heritage feature song, food, art, and costumes. The Covered Bridge Bike Tour lets cyclists explore Kent County by bicycle in mid-July. The summer season concludes with the Celebration on the Grand during the second weekend in September. Pulaski Days celebrate Polish heritage in October. One of the state's original nighttime parades starts off the Christmas festivities in early December in nearby downtown Coopersville.

Sports for the Spectator

The Grand Rapids Hoops team competes in the semi-professional Continental Basketball League. The Grand Rapids Griffins belong to the International Hockey League, and the Grand Rapids Rampage to the Arena Football League. All three teams play at Van Andel Arena. The West Michigan Whitecaps, a Class A minor affiliate of the Detroit Tigers baseball team, play at Fifth Third Park. Berlin Raceway features stock car racing, and Gratton Raceway presents auto, motorcycle, and go-cart races.

Sports for the Participant

Sports enthusiasts are provided numerous opportunities to enjoy the outdoors in Grand Rapids and the vicinity. Cross-county ski trails wind through scenic apple orchards and across golf courses. The Winter Sports Complex in nearby Muskegon provides the longest lighted ski trail in the Midwest; the center also maintains a 600-meter chute for luge, one of only four in the nation. Three local resorts feature downhill skiing. Year-round fishing is another popular sport, especially trout and perch fishing.

Charter boats on Lake Michigan are available for salmon and lake trout fishing. Swimmers and sunbathers populate the miles of sandy beaches of Lake Michigan and the many inland lakes during the summer. Rowers are often seen on the Grand River, as are salmon fishers in October and November. The Fifth Third River Bank Run, a 25K event attracts runners from around the country. The Gus Macker three-on-three basketball tournament began in Kent County and happens each summer in downtown Grand Rapids.

Recreational facilities within a 60-mile drive include 11 public and several private golf courses, 21 inland lakes, and dozens of tennis courts and baseball fields. Also under development is Millennium Park, a 10-year project launched in 2004, which will return approximately 1,500 acres of industrial land along the Grand River to publicly-owned green space. Once completed, the park will be nearly two and a half times larger than New York's Central Park, making it one of the largest urban parks in the country. Millennium Park currently features a beach house, playground, picnic areas, and fishing ponds. The Grand Rapids recreation department sponsors hundreds of softball teams in league competition, as well as programs in swimming, soccer, baseball, basketball, tennis, golf, scuba diving, and social dancing.

Shopping and Dining

While Grand Rapids doesn't have a true downtown shopping district, it does offer several smaller neighborhood shopping areas in addition to several malls and a strip on 28th Street off of I-96, with many restaurants, larger shops, and strip malls. Woodland Mall offers three major department stores and 120 smaller shops. Breton Village Shopping Center features 40 stores, many locally-owned. RiverTown Crossings contains 120 stores, including six anchor stores, as well as a movie theater. Small shopping districts located

throughout the city and surrounding towns include the quaint Squire Street Square in Rockford and the Gaslight Village district in East Grand Rapids, a residential district where fine shops are located in period homes.

The city's best restaurants are clustered downtown. The 1913 Room in the Amway Grand Plaza Hotel is Michigan's only five-diamond restaurant. The award-winning Sierra Room serves Southwestern cuisine in an old warehouse. The B.O.B. features five restaurants, a micro-brewery, night club, comedy club, 2,500 bottle cellar, and billiards.

Visitor Information: Grand Rapids/Kent County Convention and Visitors Bureau, 171 Monroe Ave NW, Suite 700, 49503; telephone (616)459-8287; toll-free (800)678-9859; fax (616)459-7291. Grand Rapids Area Chamber of Commerce, Chamber of Commerce Building, 111 Peal St. NW, Grand Rapids, MI 49503; telephone (616)771-0300; fax (616) 771-0318

Convention Facilities

Grand Rapids was one of the first cities in the country to build a convention center. The 1933 Art Deco-style Civic Auditorium, renamed Welsh Auditorium, was demolished in 2003 to make way for expansion around De Vos Hall, a performing arts venue, which reopened as part of De Vos Place in 2003. De Vos Place features one million square feet of new and renovated space, including a 160,000-square-foot exhibit hall and 21 meeting rooms. Additional convention facilities include the Amway Grand Plaza Hotel, the Courtyard by Marriott Downtown, and Van Andel Arena. The convention centers are all located within a five block area and are connected by a skyway.

Kent County offers 6,600 hotel rooms, with 1,071 of those in Grand Rapids; many hotels also provide meeting and convention accommodations.

Convention Information: De Vos Place, 303 Monroe St., Grand Rapids, MI 49503 telephone: (616)742-6500; fax: (616)742-6590

Transportation

Approaching the City

Michigan's second-largest airport, Gerald R. Ford International Airport is located 30 minutes from downtown Grand Rapids. Eight airlines provide direct service to and from 15 major cities.

A network of interstate, federal, and state highways provides access into Grand Rapids from surrounding communities as well as points throughout the United States and Canada. Interstate highways serving the metropolitan area are I-96, I-196, and I-296. U.S. highways extending through the city are 16 and 131; state routes include 11, 44, 50, 21, and 37. Daily rail passenger transportation from Chicago is provided by Amtrak.

Traveling in the City

Grand Rapids Area Transportation Authority (GRATA) schedules public bus service in the metropolitan area. Go Bus provides door-to-door transportation for the elderly and disabled; the Gus Bus, a commuter shuttle, operates from near-downtown parking lots to the downtown district.

Communications

Newspapers and Magazines

The Grand Rapids Press is the city's daily newspaper, appearing in the evening. Other newspapers circulating in the community include *The Grand Rapids Times,* targeted to African American community interests, and *Grand Rapids Business Journal. Grand Rapids Magazine* is a monthly publication that features articles of regional interest. Several special-interest magazines are also published in Grand Rapids; a number of them focus on religious topics.

Television and Radio

Six television stations broadcast in Grand Rapids—affiliates of PBS, NBC, ABC, Fox, UPN, and PAX. Twenty-three AM and FM radio stations are based in the city; several of them broadcast Christian inspirational programming, others broadcast sports, music, news, and information.

Media Information: *The Grand Rapids Press,* Booth Newspapers, Inc., 155 Michigan Street NW, Grand Rapids, MI 49503; telephone (616)459-1567. *Grand Rapids Magazine,* Gemini Publications, 549 Ottawa Ave. NW, Ste. 201, Grand Rapids, MI 49503; telephone (616)459-4545

Grand Rapids Online

De Vos Place. Available www.devosplace.org

Grand Rapids Area Chamber of Commerce. Available www.grandrapids.org

Grand Rapids/Kent County Convention and Visitors Bureau. Available www.grcvb.org

Grand Rapids Press. Available gr.mlive.com/grpress

Grand Rapids Public Library. Available at www.grpl.org

Selected Bibliography

Bratt, James D., et al. *Gathered at the River: Grand Rapids, Michigan, and Its People of Faith* (Wm. B. Eerdmans Publishing Co, 1993)

Ford, Gerald R., et al. *Greater Grand Rapids: City that Works* (Towery Publishing, 1998)

Kalamazoo

The City in Brief

Founded: 1829 (incorporated, 1883)

Head Official: Mayor Robert B. Jones (since 1998)

City Population
1980: 79,722
1990: 80,277
2000: 77,145
2003 estimate: 75,312
Percent change, 1990–2000: −3.9%
U.S. rank in 1980: 271st
U.S. rank in 1990: 322nd
U.S. rank in 2000: 390th

Metropolitan Area Population (MSA)
1980: 279,192 (SMSA)
1990: 429,453 (MSA)
2000: 452,851 (MSA)
Percent change, 1990–2000: 5.4%
U.S. rank in 1990: 82nd (MSA)
U.S. rank in 2000: 91st (MSA)

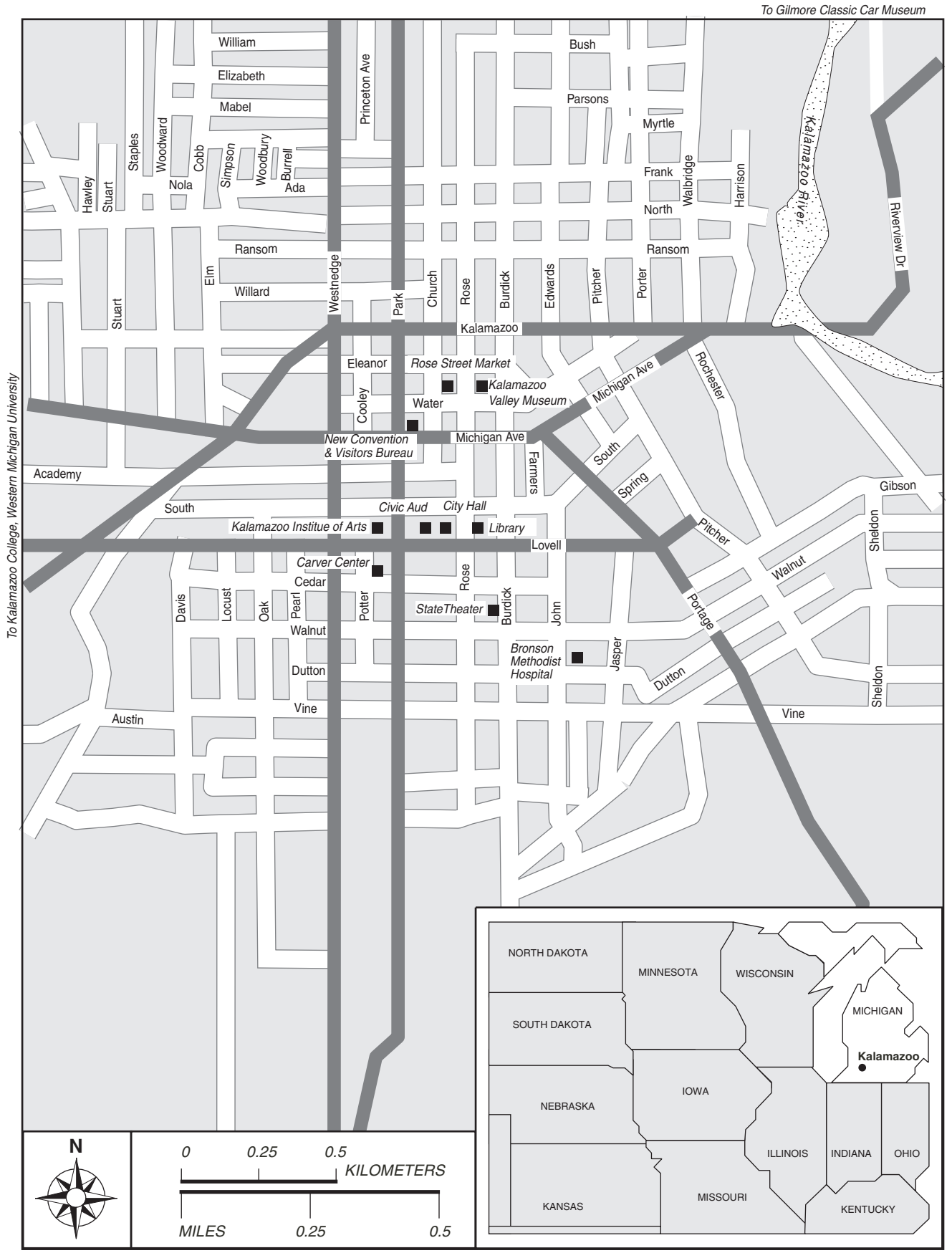
Area: 25.18 square miles (2000)
Elevation: Ranges from 700 to 1,000 feet above sea level
Average Temperatures: January, 24.7° F; July, 72.9 ° F
Average Annual Precipitation: 36.4 inches of rain, 70 inches of snow

Major Economic Sectors: Services, manufacturing, trade, government
Unemployment Rate: 6.5% (February 2005)
Per Capita Income: $16,897 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 6,315

Major Colleges and Universities: Western Michigan University, Kalamazoo College, Davenport University, Kalamazoo Valley Community College

Daily Newspaper: *Kalamazoo Gazette*


To Gilmore Classic Car Museum
To Kalamazoo College, Western Michigan University
William
Elizabeth
Mabel
Princeton Ave
Bush
Parsons
Myrtle
Kalamazoo River
Riverview Dr
Staples
Woodward
Cobb
Simpson
Woodbury
Burrell
Ada
Nola
Hawley
Stuart
Frank
Walbridge
Harrison
North
Ransom
Elm
Willard
Westnedge
Park
Church
Rose
Burdick
Edwards
Pitcher
Porter
Kalamazoo
Eleanor
Rose Street Market
Kalamazoo Valley Museum
Michigan Ave
Rochester
Cooley
Water
New Convention & Visitors Bureau
Farmers
South
Spring
Academy
Civic Aud
City Hall
Kalamazoo Institue of Arts
Library
Gibson
Sheldon
Lovell
Carver Center
Cedar
Davis
Locust
Oak
Pearl
Potter
StateTheater
John
Walnut
Portage
Bronson Methodist Hospital
Jasper
Dutton
Vine
Austin
N
0 0.25 0.5
KILOMETERS
MILES 0.25 0.5
NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
Kalamazoo
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY

Introduction

Kalamazoo, whose name has inspired songs and poems by Carl Sandburg, Glenn Miller, and others, is a small Midwestern town whose several colleges, symphony orchestra, and arts institute lend it a sophistication not usually found in a town its size. The seat of Kalamazoo County, Kalamazoo is an industrial and commercial center in a fertile farm area that produces fruit, celery, and peppermint. The addition of a substantial research and development park along with community leaders willing to collaborate to overcome economic challenges has created a positive business climate; the area's 83 lakes offer fantastic tourist appeal especially for water sports enthusiasts.

Geography and Climate

Kalamazoo lies on the lower reaches of the Kalamazoo River at its confluence with Portage Creek, 35 miles east of Lake Michigan, 107 miles west of Ann Arbor, and 70 miles west of Lansing. The city also represents the halfway point between Chicago and Detroit. The mucky marshland between the river and the creek once supported vast celery fields; today the fertile soil supports large bedding-plant fields.

Nearby Lake Michigan and the prevailing westerly winds produce a lake effect, which increases cloudiness and snowfall during the fall and winter months. Kalamazoo rarely experiences prolonged periods of hot, humid weather in summer or extreme cold during the winter. Precipitation is generally well distributed throughout the year, and the wettest month is usually June. Average seasonal snowfall is nearly 70 inches annually.

Area: 25.18 square miles (2000)

Elevation: Ranges from 700 to 1,000 feet above sea level

Average Temperatures: January, 24.7° F; July, 72.9° F

Average Annual Precipitation: 36.4 inches of rain, 70 inches of snow

History

Early Days as ''Celery City''

Sometime before the early seventeenth century, the Potawatomi Indians moved from the east coast of the United States and established settlements in southern Michigan, where they fished and hunted for wild game. They called the river that flows through present-day Kalamazoo ''Kikalamazoo,'' which means ''boiling water'' because of the hundreds of bubbling springs in it. In 1823, a trading post called Kikalamazoo was established on the banks of the river.

In 1827 the Potawatomi ceded their Michigan lands to the United States, and permanent settlers began to arrive in 1829. They were led by Titus Bronson, who called the town Bronson. But Titus Bronson was an outspoken man who voiced strong political opinions, and some critics say he was overly fond of alcohol. Historians say his crankiness and restless, erratic behavior, symptomatic of what is today called Tourette's syndrome, did not endear him to settlers who came after.

In 1833, with a population of about 100 people, Kalamazoo demonstrated its commitment to higher education by establishing Kalamazoo College. During the winter of 1835, a movement began to officially change the name of the town from Bronson back to its Indian name in the shortened form Kalamazoo. This was finalized before the state of Michigan was entered into the Union in January 1837.

The years 1834 to 1837 were a time of prosperity in the United States and the greatest land sales in American history took place. In 1835, the land office at Kalamazoo sold more acres than any other land office in the history of the country. More than 1.6 million acres were sold, accounting for more than $2 million in receipts. According to the *Detroit Democratic Free Press* newspaper: ''We are informed that the village of Kalamazoo is literally thronged with purchasers. The public and private houses are full and . . . in some instances, they are compelled to retire to the barns for . . . lodging.''

In 1847, a group of religious refugees from The Netherlands settled in Kalamazoo at the same time a Scotsman named James Taylor was experimenting with celery seeds imported from England. Taylor could not convince the townsfolk of the joys of eating celery (they thought it was poisonous). His experiment languished for 10 years until a Dutchman named Cornelius De Bruin began to cultivate celery in the rich black muck along the Kalamazoo River. The De Bruin children sold the celery door to door. Before long, the celery fields of ''Celery City'' were flourishing and it was not uncommon to see Kalamazoo peddlers selling celery on the streets of the little town.

Transition to ''Paper and Rice City''

With their marshes proving so profitable, civic leaders turned their attention to advertising the city's water resources to potential investors in a paper mill. In 1874, Kalamazoo Paper was established, just the first of many companies that would make Kalamazoo a paper mill center.

Soon other industries were attracted to the town, which was strategically located between Detroit and Chicago.

One early entrepreneur was William Erastus Upjohn, who graduated from the University of Michigan Medical School in 1875 and opened up a private practice and a pharmaceutical laboratory in Kalamazoo. He developed a process for making pills and granules that resulted in 1885 in the Upjohn Pill and Granule Company. Upjohn's experiment became Pharmacia & Upjohn Company then Pharmacia Corp. More industries followed at the end of the nineteenth century, and Kalamazoo was turning out stoves, essential oils, and iron and allied products.

Growth as Educational Center

Kalamazoo was incorporated as a city in 1883 and began a rapid modernization, installing a horse-car line that year and following two years later with an electric light and power plant. The city's educational system also experienced steady growth with the opening of the all-women's Nazareth College in 1871 then Western Michigan University's founding in 1903.

In 1918, Kalamazoo was one of the first cities in Michigan to adopt the commission-manager form of government, led by Dr. Upjohn as the inaugural mayor. Many fine buildings were constructed, including city hall in 1931, the five-story county building in 1937, and fine homes representing several architectural styles, including a number of Frank Lloyd Wright's ''Usonian'' homes constructed during the 1940s.

By 1937, Kalamazoo boasted 151 industrial establishments manufacturing goods valued at more than $70 million. Thirteen paper mills dominated the industrial scene; other industries included cultivated peppermint and the manufacture of taxicabs, furnaces, auto bodies, transmissions, caskets, clothing, fishing rods and reels, playing cards, and musical instruments. Kalamazoo has nurtured cultural activities as well as industry. The Kalamazoo Symphony Orchestra was established in 1921; the city also boasts the Kalamazoo Institute of Arts, founded in 1924, and numerous performing arts groups.

Kalamazoo opened the country's first permanent outdoor pedestrian shopping mall in 1959. Despite economic turbulence in the early 2000s, the city remains a prosperous center of diverse industries and agricultural products. City planners have worked actively to overcome the loss of major area businesses. One such example is the flourishing of the Business Technology and Research Park at Western Michigan University to compensate for job losses tied to Pfizer's acquisition of Kalamazoo's largest employer, Pharmacia & Upjohn Company. In July 2002 the multimillion-dollar producer of pharmaceuticals and agricultural seeds was bought out for $60 billion in stock by New York City-based Pfizer, but retains the Kalamazoo laboratories. The area appeals to workers for its small-town charm coupled with a wide variety of cultural activities. A variety of tax incentives make it enticing to high-growth businesses as well.

Historical Information: Western Michigan University Archives & Regional History Collection, Rm. 111, East Hall, Western Michigan University, Kalamazoo, MI 49008; telephone (269)387-8490; fax (269)387-8484; email arch_collect@wmich.edu

Population Profile

Metropolitan Area Residents
1980: 279,192 (SMSA)
1990: 429,453 (MSA)
2000: 452,851 (MSA)
Percent change, 1990–2000: 5.4%
U.S. rank in 1990: 82nd (MSA)
U.S. rank in 2000: 91st (MSA)

City Residents
1980: 79,722
1990: 80,277
2000: 77,145
2003 estimate: 75,312
Percent change, 1990–2000: −3.9%
U.S. rank in 1990: 322nd
U.S. rank in 2000: 390th

Density: 3,125.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 54,593
Black or African American: 15,924
American Indian and Alaska Native: 445
Asian: 1,847
Native Hawaiian and Pacific Islander: 50
Hispanic or Latino (may be of any race): 3,304
Other: 1,836

Percent of residents born in state: 69.2% (2000)

Age characteristics (2000)
Population under 5 years old: 4,786
Population 5 to 9 years old: 4,530
Population 10 to 14 years old: 4,121
Population 15 to 19 years old: 9,315
Population 20 to 24 years old: 14,179
Population 25 to 34 years old: 11,585
Population 35 to 44 years old: 9,095
Population 45 to 54 years old: 7,434
Population 55 to 59 years old: 2,458

Population 60 to 64 years old: 1,845
Population 65 to 74 years old: 3,505
Population 75 to 84 years old: 2,919
Population 85 years and over: 1,373
Median age: 26.1 years (2000)

Births (2003)
Total number: 1,411

Deaths (2003)
Total number: 640 (of which, 15 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,897
Median household income: $31,189 (1999)
Total households: 29,415

Number of households with income of . . .
less than $10,000: 4,527
$10,000 to $14,999: 2,757
$15,000 to $24,999: 4,932
$25,000 to $34,999: 3,790
$35,000 to $49,999: 4,801
$50,000 to $74,999: 4,733
$75,000 to $99,999: 1,880
$100,000 to $149,999: 1,305
$150,000 to $199,999: 316
$200,000 or more: 374

Percent of families below poverty level: 13.6% (46.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 6,315

Municipal Government

Kalamazoo, seat of Kalamazoo County, has a commission/manager form of government. The city commissioners are elected on an at-large basis during odd-numbered calendar years. The mayor is the commissioner who received the largest number of votes at the preceding election, and is responsible for representing the city at ceremonial functions and signing contracts; the city manager transacts the city's daily business affairs.

Head Official: Mayor Robert B, Jones (since 1998; current term expires 2005)

Total Number of City Employees: 915 (2005)

City Information: Mayor's Office, City of Kalamazoo, 241 W. South St., Kalamazoo, MI 49007-4796; telephone (269)337-8046; fax (269)337-8182; email jonesr@kalamazoocity.com

Economy

Major Industries and Commercial Activity

Kalamazoo is located close to the automobile manufacturing center of Detroit, Michigan, and the Kalamazoo area has automotive components companies and plastics firms that make automotive testing equipment and hydraulic systems. Eaton Corporation's North American truck component headquarters and Checker Motors are also based in the city.

Kalamazoo's diversified economic base also includes the production of pharmaceutical and medical products, cereals, and paper products, as well as financial services.

Downtown Kalamazoo remains the site of Pfizer's offices, manufacturing facilities, and research labs following its buyout of the homegrown Pharmacia & Upjohn Company (whose presence in the community dated back more than a century) which has helped to keep the local economy somewhat stable. Once a giant paper production area, Kalamazoo's importance in this field has greatly diminished. However, several paper manufacturing firms, such as the James River Corporation, continue to manufacture paper items locally.

Western Michigan University, which employs nearly 2,900 people, also makes a significant contribution to the local economy. One of Kalamazoo County's fastest growing employers is National City Bank. Farms near the city produce hay and corn, as well as fruit.

Items and goods produced: fruit, flowering plants, peppermint, and other agricultural products; pharmaceuticals; paper and paper products; metal products; machinery; guitars

Incentive Programs—New and Existing Companies

Local programs—Kalamazoo's Community Planning and Development Department assists local businesses and industries by providing technical assistance with site selection for expansion or relocation, through tax abatements, and by providing help with permits and other paperwork. The Brownfield Redevelopment Financing Act is operated by the city and provides many tax relief benefits to redevelopers. Southwest Michigan First is an organization dedicated to developing and implementing a successful long-term economic strategy for the area. Kalamazoo College's Stryker Center provides small businesses with infor-

mation in obtaining commercial loans. The Small Business Revolving Fund can supply up to $40,000 in funding.

State programs—The Michigan Economic Growth Authority (MEGA) was created to further the formation of new jobs that feed into a prosperous economy. Small Business Tax (SBT) credits are available for fiscally-responsible companies in the fields of manufacturing, research and development, wholesale trade, or office operations. Michigan communities can abate up to 50 percent of local property taxes for up to 12 years. Since 2001 the Kalamazoo area has six designated Renaissance Zones that, if a business locates inside the zone, allows for waiving a variety of taxes such as the single business tax, local real property tax, and utility users tax. State law also exempts inventory, pollution control equipment, and certain tools, dies, jigs, and fixtures from local property taxes.

Job training programs—Michigan offers a coordinated job training system called ''Michigan Works!'' using federal, state, and local resources to provide a highly productive and trained workforce. The federal Workforce Investment Act (WIA) and state Michigan Department of Labor and Economic Growth (MDLEG) provide funding for the grants that assist in increasing worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts. However, all hiring decisions belong to the company.

Development Projects

Kalamazoo's Neighborhood and Economic Development office helps in identifying and promoting properties that are prime for building. A $2.83 million grant from the Clean Michigan Initiative Waterfront Redevelopment is playing a part in the ''Riverfront Redevelopment Plan'' that strives to utilize the land for a mix of business and residential purposes.

Western Michigan University's Business Technology and Research Park continued expansion of its Southwest Michigan Innovation Center (SMIC) and ability to draw advanced engineering, life sciences, and information technology companies has proved to be a major economic catalyst for the area. When Pfizer acquired Pharmacia & Upjohn Company in 2002, the Southwest Michigan First organization played a vital role in retaining scientists with its ''Stick Around'' campaign. This effort has allowed for nearly two dozen companies to move into the research park including VDDI Pharmaceuticals in 2003 and TEKNA Solutions Inc., who announced in March 2005 that it will build a 24,000-square-foot facility.

In a continued effort for a new justice center in the downtown area to centralize Kalamazoo's public safety and court facilities, a bond proposal was put into action in April 2005 by the Kalamazoo County Board of Commissioners. A new $32 million wing terminal was to begin construction in the summer of 2005 that will increase the Kalamazoo/Battle Creek International Airport to 93,000 square feet.

In 2005 a groundbreaking was planned for a new Michigan Space & Science Center at the Air Zoo. It will host a $30 million space artifact collection acquired from the previous facility at Jackson Community College and be located on 30,000 square feet of land that will include a 120-seat theater. Nearby Gilmore Car Museum expanded their facilities by 50 percent with the addition of three exhibit buildings in 2004.

Economic Development Information: Southwest Michigan First, 346 W. Michigan Ave., Kalamazoo, MI 49007; telephone (269)553-9588; fax (269)553-6897; email info @southwestmichiganfirst.com

Commercial Shipping

Kalamazoo County has 26 motor carriers; ConRail and Grand Trunk Western railways provide freight rail service.

Labor Force and Employment Outlook

Kalamazoo is said to have a diverse labor force with a wide range of skills. Local colleges assist job seekers via training and placement programs in conjunction with area businesses. The economic recession in the early 2000s took a toll on area employment opportunities, though, with dramatic declines in the manufacturing sector. According to the W. E. Upjohn Institute, as of March 2005 the manufacturing industry failed to progress at a similar rate to national levels resulting in the loss of several hundred potential positions. Private education and healthcare were great performers for Kalamazoo, both exceeding national growth. Overall, the Institute does project modest gains in total employment, particularly in the service industry, with manufacturing looking toward slight improvement.

The following is a summary of data regarding the Kalamazoo-Portage metropolitan area labor force, 2004 annual average.

Size of nonagricultural labor force: 144,300

Number of workers employed in . . .
construction and mining: 6,500
manufacturing: 24,500
trade, transportation, and utilities: 25,500
information: 1,500
financial activities: 7,600
professional and business services: 14,100
educational and health services: 19,800
leisure and hospitality: 14,900

other services: 6,700
government: 23,300

Average hourly earnings of production workers employed in manufacturing: $15.90

Unemployment rate: 6.5% (February 2005)

Largest employers (Kalamazoo-Portage area)	*Number of employees*
Pfizer	6,100
Bronson Hospital	3,000
National City Bank	2,922
Western Michigan University	2,887
Borgess Health Alliance	2,410
Meijer, Inc.	2,400
Kalamazoo Public Schools	2,300
Portage Public Schools	2,300
Stryker Corporation (hospital equipment)	1,400
Kalamazoo Valley Community College	1,100

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Kalamazoo area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: 3.9%

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: up to 25 mills per $1,000 (2005)

Economic Information: Kalamazoo Regional Chamber of Commerce, 346 W. Michigan Ave., Kalamazoo, MI 49007; telephone (269)381-4000; fax (269)343-0430; email editor @kazoochamber.com

Education and Research

Elementary and Secondary Schools

The students in Kalamazoo's schools have access to the Education for Employment (EFE) program, which helps them in planning for their future careers, as well as the Education for the Arts (EFA) program, which enhances their art education with dance, literary arts, media arts, music, theater, and visual arts classes. The Kalamazoo Area Mathematics & Science Center offers accelerated programs in math, science, and technology to public and private high school students.

The following is a summary of data regarding the Kalamazoo public school system as of the 2004–2005 school year.

Total enrollment: 10,500

Number of facilities
elementary schools: 16
middle schools: 3
senior high schools: 2
other: 8

Student/teacher ratio: 17:1

Teacher salaries
average: $54,020

Funding per pupil: $9,304 (2002-2003)

Approximately 1,500 Kalamazoo students attend local Christian schools, more than 1,700 attend Catholic schools, and about 500 attend other non-public schools.

Public Schools Information: Kalamazoo Public Schools, 1220 Howard St., Kalamazoo, MI 49008; telephone (269)337-0100

Colleges and Universities

Kalamazoo is the site of two universities and two colleges. Western Michigan University (WMU), one of the top public research universities in the country, offers 254 degree and certificate programs to its nearly 28,000 students. Its wide array of centers and institutes conduct research and share knowledge gained with business, government, and other organizations. *U.S. News and World Report* magazine has consistently ranked WMU as a leading national university throughout the 1990s and 2000s.

Kalamazoo College, Michigan's oldest (founded in 1833), is located in Kalamazoo's historic district and offers its 1,234 students bachelor of arts degree programs in 25 majors and 9 areas of concentration, such as international and area studies, environmental studies, public policy and urban affairs, and others. Among its 19 buildings and facilities are the Dow Science Center, and the Stryker Center, which offers seminars in business and management.

Davenport University, the largest independent university system in the state, is based in Grand Rapids but has more than 1,000 students on its Kalamazoo campus. The Kalamazoo campus offers bachelor of science, bachelor of applied science, associate of science, and associate of applied science degrees, as well as certificate programs, in a variety of

areas in business, health care, and legal studies. Kalamazoo Valley Community College offers its 9,300 students associate in arts, associate in science, and associate in applied science degrees, as well as certificates. It prides itself on its flexible scheduling and provides areas of study that include liberal arts, health and sciences, business, and the technologies.

Libraries and Research Centers

With a stunning granite and limestone exterior, the Kalamazoo Public Library has a four-level rotunda that admits natural light through a skylight via a 79-foot dome. The library's five buildings feature holographic materials and light sculptures that result in an ever-changing rainbow of colors. In addition to the main branch the library maintains four branches and one bookmobile, contains roughly 436,000 volumes and has special collections in history, culture, African American studies, and Kalamazoo history.

Davenport University, Kalamazoo College, Kalamazoo Valley Community College, and Western Michigan University all have libraries. The W. E. Upjohn Institute Library has titles focusing on labor market issues, and state and local economic development, among other topics. Borgess Health Information Library has a special community health information section, and Bronson Methodist Hospital Library focuses on allied and consumer health issues.

Two research centers in Kalamazoo are the Kalamazoo Nature Center and the W. E. Upjohn Institute for Employment Research. Western Michigan University is the site of several research and technology centers and also has centers focusing on computer graphics, design excellence, environmental signal transduction, and biological imaging, Black Americana studies, business, women's studies, and ethics.

Public Library Information: Kalamazoo Public Library, 315 S. Rose St., Kalamazoo, MI 49007; telephone (269)342-9837

Health Care

Kalamazoo is home to three major health care facilities. Borgess Medical Center, with 426 beds, has special units in coronary, cardiac surgery, intensive, and neuro-intensive care and offers a wide range of diagnostic and therapeutic facilities. Bronson Methodist Hospital, with 343 beds, is a Level 1 Trauma Center, designated Children's Hospital, and Level 3 Perinatal Center. The hospital has special care units that treat patients for burns and for cardiac and coronary problems. It also offers intensive care, neonatal intensive care, pediatric intensive care, trauma care, and a hyperbaric unit.

Kalamazoo Regional Psychiatric Hospital, established in 1859, provides inpatient service for up to 173 adults throughout the southwestern Michigan region.

Recreation

Sightseeing

Kalamazoo's Bronson Park is the centerpiece of the city's downtown and features sculptures, war monuments, and historical markers and hosts various festivals and cultural events. Maps for self-directed walking/driving tours of three historic districts throughout Kalamazoo are available from the Convention Bureau and at City Hall. The Village of Schoolcraft offers tours by appointment of the 1835 Underground Railroad Home where a local physician once hid escaped slaves.

Kalamazoo Valley Museum, in the city's downtown, features a Digistar theater and planetarium, a creative preschool activity area, and the Challenger Learning Center, in which children can take off on a simulated space mission. It also houses a 2,300-year-old mummy and hands-on science and history exhibits. The Kalamazoo Institute of Arts includes an interactive gallery called ARTworks, a new community auditorium, and a museum store.

The Kalamazoo Nature Center has an exhibit hall where visitors can perform experiments, learn about plants and animals, and view natural objects magnified 10-fold. Its Parfet Butterfly House provides an indoor tropical sun-rain room, an outdoor garden, and a barn which houses farm animals. Also on site are an 11-acre arboretum and nature trails that are wheelchair and stroller accessible. In nearby Augusta is the Kellogg Bird Sanctuary where year-round visitors can walk a self-guided trail and observe the native waterfowl and birds of prey along Wintergreen Lake. Also in Augusta is the Fort Custer National Cemetery, an official burial ground for U.S. veterans, which contains the graves of 26 German soldiers held as American prisoners during World War II.

The Kalamazoo Air Zoo presents a display of over 60 vintage aircraft and an area that allows visitors to climb into mock cockpits and pretend to fly. Rides include a virtual reality simulator and a four-dimensional theater that puts visitors in the middle of a World War II bombing mission. In nearby Hickory Corners, auto buffs can visit Gilmore Car Museum, rated one of the ten best in the country. The museum outlines the development of the American car in a six-barn, 90-acred, landscaped setting and features almost 200 vehicles from the past century.

Visitors to what was once known as ''Celery City'' can experience what life was like during the city's past in nearby

Portage, were the Celery Flats Interpretive Center features exhibits of the age of celery production. Music lovers can visit the Gibson/Heritage Guitar building, a factory where Gibson Guitars were built in the early 1900s.

The Wolf Lake State Fish Hatchery, eight miles west of Kalamazoo, has hourly tours, a slide show, and a display pond. The Kellogg Dairy Center in Hickory Corners provides various tours where visitors can learn about the dairy cycle and observe a computerized milking parlor.

Arts and Culture

Miller Auditorium at the Western Michigan University campus made its debut in 1968 and now is the site of touring Broadway shows, conventions, and jazz, rock, and symphonic concerts. Wings Stadium hosts arena-style concerts of popular music acts for audiences of about 8,000. The 1,569-seat State Theatre, built in 1927, features music and comedy performers under a star-spangled sky projected on the ceiling. Chenery Auditorium hosts concerts and travel-film series at this handsome 1,900-seat public facility. The intimate 200-seat Suzanne D. Parish Theatre carries several plays throughout the year while the Carver Center hosts the Civic Arena Theatre, Civic Black Theatre, and Kalamazoo Civic Youth Theatre, among others.

Western Michigan University's Miller Auditorium is also the home of the Kalamazoo Symphony Orchestra (KSO) that presents a full concert series, as well as chamber and family concerts year-round. KSO also offers free summer concerts at local parks. Fontana Chamber Arts presents chamber music concerts at various sites throughout the city. The Kalamazoo Concert Band, made up of adult musicians and founded in 1961, presents a series of concerts at several local venues. An array of dance performances, from ballet and folk to highland flings are presented by the Kalamazoo Ballet Company at the Comstock Community Auditorium and other sites throughout the city.

Several area theaters offer a variety of performances such as WMU's Irving S. Gilmore Theatre Complex, the Actors & Playwrights' Initiative (API) Theatre, and the Whole Art Theater Company. The New Vic Theatre presents both experimental and traditional fare, including an annual holiday schedule of *A Christmas Carol.* During its 16-week summer-stock season, the Barn Theatre in nearby Augusta draws about 50,000 patrons.

Festivals and Holidays

Autumn in Kalamazoo offers the National Street Rod Association race at the Kalamazoo County while the annual Festival of Trees takes place at the Radisson Plaza Hotel in November. December brings the New Year's Fest at Bronson Park and surrounding buildings.

The cold winter weather is perfect for January's Great Winter Adventure featuring ice sculpting, and at nearby Timber Ridge visitors can enjoy a variety of snow-related activities at the Winter Fest Fun event. March turns downtown green for the St. Patrick's Day parade; the Kalamazoo Nature Center is sticky sweet with the Maple Sugar Festival.

The Annual Spring Conference on Wind and Percussion takes place at WMU/Miller Auditorium in early April and proud canines are the focus of the West Michigan Apple Blossom Cluster A.K.C. Dog Show at the Kalamazoo County Fairgrounds in May.

Among June's activities are the Mayfair celebration at Bronson Park, the Dionysos Greekfest, and the Island Fest at Arcadia Festival Site. Also in June are the Kalamazoo Institute of Arts's Art Fair at Bronson Park, the Do-Dah Parade downtown, and the Parade of Homes, which takes place throughout the Kalamazoo area. The actors of the Michigan Shakespeare Festival take the stage at the Celery Flats Amphitheater at the end of the month.

In July, the Great Lakes Folk Festival is at Celery Flats and the Team U.S. National Hot-Air Balloon championship takes flight at Kellogg Airfield in Battle Creek. Other July events include the Blues Festival, a Taste of Kalamazoo at the Arcadia Festival Place, Warbirds Over Kalamazoo at the Kalamazoo Aviation History Museum, and the Silver Leaf Renaissance Faire, which is presented on certain weekends at the River Oaks County Park.

The Kalamazoo County Fair at the Fairgrounds brings food and fun to the citizenry in August, which is also the month for the Ribfest at the Arcadia Festival Site, the weeklong Black Arts Festival that can be seen at various downtown locations, the two-day Red Barns Spectacular at the Gilmore Car Museum, and the Scottish Fest at the Kalamazoo County Fairgrounds.

Arcadia Creek in downtown Kalamazoo is a popular festival area that features a natural river encased underground and surrounded by a park. Every other spring, Kalamazoo is the site of the Gilmore International Keyboard Festival, which involves more than 100 keyboard-related events that take place throughout western Michigan.

Sports for the Spectator

Kalamazoo's professional hockey team, the Michigan K-Wings, is in the United Hockey League (UHL) and plays at Wings Stadium. The Kalamazoo area is also home to the men's Kalamazoo Kingdom and women's Kalamazoo Quest of the United Soccer Leagues. Stowe Stadium at Kalamazoo College hosts the U.S. Tennis Association Boys' 18–16 National Championships every year. Since 1980 the Little League Girls' Softball Senior and Big League World Series

is held at Vanderberg Park. NASCAR racing has a weekly series at the Kalamazoo Speedway.

Fans of college sports have many events from which to choose. Western Michigan University has men's baseball, basketball, football, ice hockey, soccer, tennis, and track/cross country, while women compete in basketball, gymnastics, indoor and outdoor track, soccer, softball, tennis, volleyball, golf, precision ice skating, and track/cross country. Many of the competitions are open to spectators.

Kalamazoo College has varsity men's teams competing in baseball, basketball, cross-country, football, golf, soccer, swimming, and tennis. Women's teams compete in basketball, cross country, softball, soccer, swimming, tennis, volleyball, and golf. The Cougars of Kalamazoo Valley Community College have intercollegiate competitions in volleyball, basketball, softball, and tennis for women, and basketball, baseball, tennis, and golf for men.

Sports for the Participant

The city of Kalamazoo has 55 parks that cover nearly 1,300 acres. The city has three golf courses and many more are nearby. Kalamazoo County offers more than 100 public outdoor tennis courts including Kalamazoo College's Stowe Stadium and boating opportunities on nearby Gull Lake and Lake Michigan. The Kal-Haven Trail, which runs from the city to South Haven, Michigan, is a biking/hiking/snowmobile/cross country skiing trail that runs for 34 miles. Water sports are readily accessed via the area's 83 public-access lakes.

Shopping and Dining

Kalamazoo has four major shopping malls. Kalamazoo Mall, once famous as the first outdoor pedestrian shopping mall in the country, is now open to traffic and features a variety of shops, galleries, and dining establishments. Four large department stores anchor the Crossroads regional shopping mall, which has more than 100 specialty stores and restaurants. Maple Hill Mall, home to a major office store and discount and specialty stores, underwent renovations in 2001, expanding to 642,000 square feet. Southland Mall features office, book, and clothing shops, as well as other retail stores.

Southwestern Michigan is known for its wineries and microbreweries, whose products can be enjoyed at the wide selection of restaurants in Kalamazoo. Dining choices run from ethnic restaurants featuring Mexican, Italian, Greek, Australian, and Chinese to local and chain establishments that serve hearty American fare, such as St. Louis-style ribs, seafood, fresh fish, prime rib, and other favorites. The Black Swan provides gourmet continental cuisine with choices like leg of lamb or beef Wellington for two in its attractive location on Willow Lake. Webster's Restaurant at the Radisson Plaza hotel is western Michigan's only AAA Four Diamond Award-winning restaurant, and features seafood, chops, pasta, and fresh desserts.

Visitor Information: Kalamazoo County Convention & Visitors Bureau, The Chamber Building, 346 W. Michigan Ave., Kalamazoo, MI 49007-3783; telephone (269)381-4003; toll-free (800)530-9192

Convention Facilities

Among Kalamazoo's major conference facilities are Bernhard Center at Western Michigan University, which has 25 meeting rooms with a maximum capacity of 1,700 people in meeting-style and 1,250 in banquet-style rooms. The John E. Fetzer Center on the Western Michigan University campus has 13 meeting rooms that can handle 280 banquet-style, 90-seat lecture hall, and a 250-seat auditorium.

The Clarion Hotel offers 13 meeting rooms and features a 400-seat ballroom along with several banquet-style and classroom-style options in 5,000 square feet of meeting space. The Radisson Plaza Hotel & Suites has 44,000 square feet of meeting space including 21 meeting rooms with a capacity of 1,000 people, 850 for a banquet, or 544 in classrooms. Holiday Inn West has six meeting rooms including a 400-seat ballroom for receptions.

The County Center Building furnishes five meeting rooms that can accommodate 2,000 banquet-style; the largest exhibit space is 20,000 square feet. The James W. Miller Auditorium, on Western Michigan University's campus, has two meeting rooms that support 3,485 meeting-style or classroom-style. The Wings Stadium Complex has three meeting rooms that seats 8,032 in the stadium, 2,850 in ''The Annex,'' and 250 in ''The Cube.'' The largest exhibit space is 17,000 square feet and seats 5,113 arena-style.

Dr. William E. Upjohn's former home, Brook Lodge, provides 12,000 square feet of meeting space on an exquisite 637-acre estate. The Yarrow Golf & Conference Center has 12 meeting rooms for up to 300 guests with an 18-hole championship course as the backdrop.

Convention Information: Kalamazoo County Convention & Visitors Bureau, The Chamber Building, 346 W. Michigan Ave., Kalamazoo, MI 49007-3783; telephone (269)381-4003; toll-free (800)530-9192

Transportation

Approaching the City

Kalamazoo/Battle Creek International Airport is located on Portage Road in Kalamazoo, just south of Interstate 94. The airport serves about 500,000 passengers annually on American Eagle, ComAir, Continental Express, Northwest Airlines, and United Express. Major highways leading to Kalamazoo include Interstate-94 (running east-west) and U.S. highway 131 (running north-south).

With more than 75,000 riders in 2004, Amtrak provides daily rail service including Chicago and Detroit. In 2002 part of Michigan's Detroit-to-Chicago line, the 30-mile stretch between Kalamazoo and Niles, became the nation's first high-speed rail service outside the northeast. B & W Charters and Indian Trails Motorcoach offer bus transportation to other areas of the state and beyond.

Traveling in the City

Local bus service is provided by Kalamazoo Metro Transit, which also operates Metro Van service, a demand-response service for people with disabilities. Two charter bus lines along with several cab services are available.

Communications

Newspapers and Magazines

Kalamazoo's daily paper is the *Kalamazoo Gazette*. Western Michigan University's *The Western Herald* student newspaper is published Monday-Thursday throughout the academic year. *Flashes Shopping Guide* appears weekly.

Local magazines include *Bloodlines,* featuring various breeds of dogs; *Coonhound Bloodlines*; *Hunting Retriever*; *Business Outlook for West Michigan*; and *Third Coast,* a magazine by the Western Michigan University English Department.

A number of journals are associated with WMU that cover business, accounting, drama, Medieval studies, and sociology. Fetzer Institute publishes *Advances,* a journal on mind-body health.

Television and Radio

Kalamazoo has one network, one independent, and one cable television station. The city has four AM radio stations, two with news formats, one with a sports format, and one with a music format. Two of the seven local FM-radio stations have adult contemporary music formats, while the formats of the other five include Top 40, classic rock, alternative music, classical music, and an independent format.

Media Information: *The Kalamazoo Gazette,* 401 S. Burdick St., Kalamazoo, MI 49007; telephone (269)345-3511

Kalamazoo Online

City of Kalamazoo home page. Available www.ci.kalamazoo.mi.us

Kalamazoo County community profile. Available www.multi mag.com/county/mi/kalamazoo/demo.html

Kalamazoo County Convention & Visitors Bureau. Available www.kazoofun.com

Kalamazoo Gazette. Available www.mlive.com/kzgazette

Kalamazoo Public Library. Available www.kpl.gov

Kalamazoo Public Schools. Available www.kalamazoo publicschools.com

Kalamazoo Regional County Chamber of Commerce. Available www.kazoochamber.com

Selected Bibliography

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Lane, Kit, *Built on the Banks of the Kalamazoo* (Douglas, MI: Pavilion Press, 1993)

Massie, Larry B. and Peter J. Schmitt, *Kalamazoo: The Place Behind the Products* (Sun Valley, CA: American Historical Press, 1998)

Lansing

The City in Brief

Founded: 1837 (incorporated, 1849)

Head Official: Mayor Tony Benavides (NP) (since 2003)

City Population
1980: 130,414
1990: 127,321
2000: 119,128
2003 estimate: 118,379
Percent change, 1990–2000: −6.4%
U.S. rank in 1980: 122nd
U.S. rank in 1990: 142nd
U.S. rank in 2000: 204th

Metropolitan Area Population
1980: 420,000
1990: 432,684
2000: 447,728
Percent change, 1990–2000: 3.5%
U.S. rank in 1980: 81st
U.S. rank in 1990: Not reported
U.S. rank in 2000: 92nd

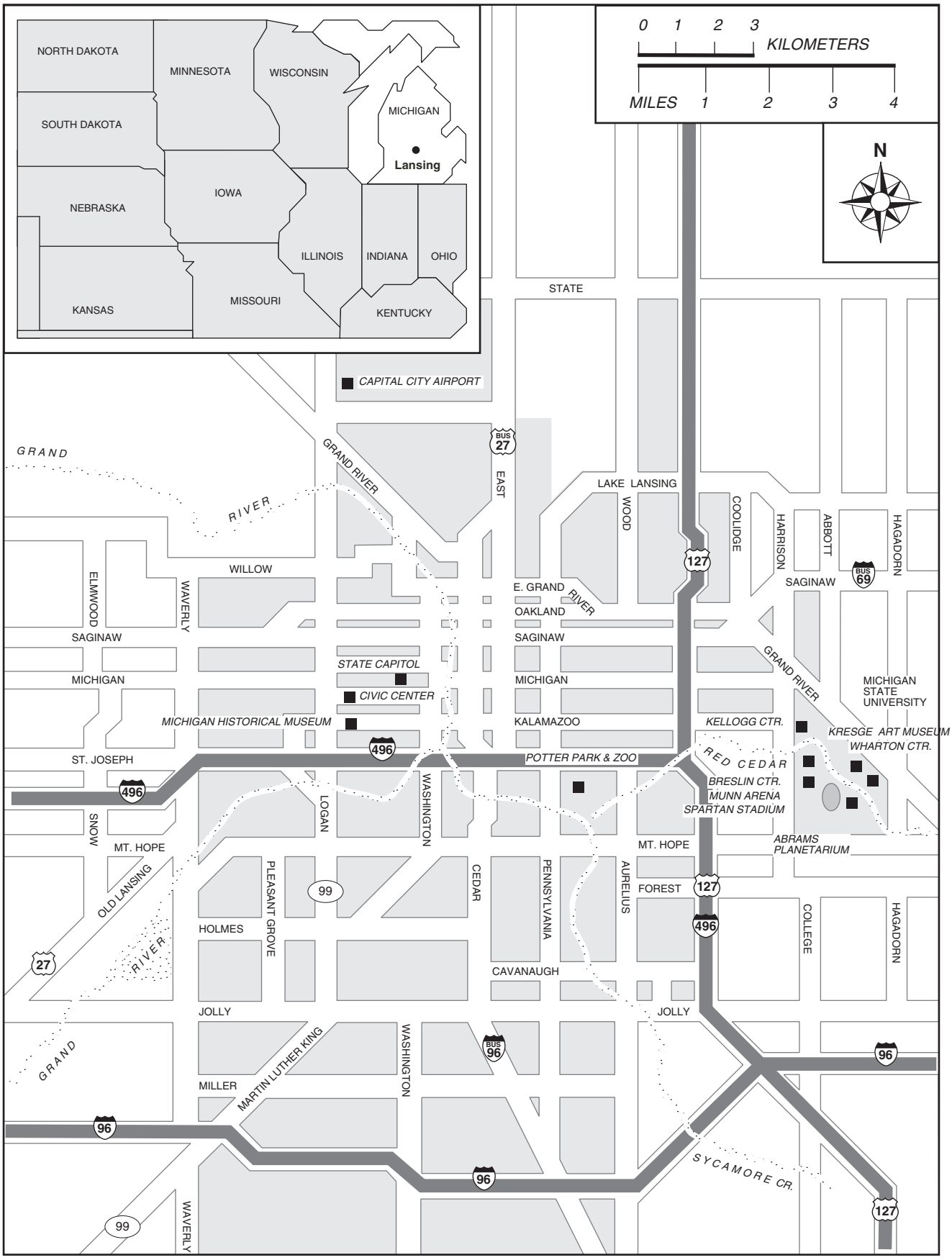
Area: 35.24 square miles (2000)
Elevation: 880 feet above sea level
Average Annual Temperature: 48° F
Average Annual Precipitation: 30.8 inches of rain, 48.9 inches of snow

Major Economic Sectors: Government, trade, services, manufacturing
Unemployment Rate: 6.4% (February 2005)
Per Capita Income: $17,924 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 6,601

Major Colleges and Universities: Michigan State University (in East Lansing), Lansing Community College

Daily Newspaper: *Lansing State Journal*


NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
Lansing
NEBRASKA
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GRAND RIVER
BUS 27
EAST
LAKE LANSING
WOOD
COOLIDGE
HARRISON
ABBOTT
HAGADORN
127
BUS 69
SAGINAW
WILLOW
ELMWOOD
WAVERLY
E. GRAND RIVER
OAKLAND
STATE CAPITOL
CIVIC CENTER
MICHIGAN HISTORICAL MUSEUM
KALAMAZOO
KELLOGG CTR.
MICHIGAN STATE UNIVERSITY
KRESGE ART MUSEUM
WHARTON CTR.
ST. JOSEPH
496
POTTER PARK & ZOO
RED CEDAR
BRESLIN CTR.
MUNN ARENA
SPARTAN STADIUM
ABRAMS PLANETARIUM
SNOW
LOGAN
WASHINGTON
MT. HOPE
OLD LANSING
PLEASANT GROVE
99
CEDAR
PENNSYLVANIA
AURELIUS
FOREST
COLLEGE
HOLMES
27
CAVANAUGH
JOLLY
MARTIN LUTHER KING
BUS 96
96
MILLER
SYCAMORE CR.

Introduction

Lansing is the capital of Michigan and the focus of a metropolitan statistical area that includes the city of East Lansing and Clinton, Eaton, and Ingham counties. Virtually a wilderness when the site was designated for the building of the state capital, Lansing was slow to develop until the arrival of the railroad. The nation's first land grant college was founded in Lansing, and the city became a world leader in the automotive industry through the pioneering work of the Olds Motor Vehicle Company. Today Lansing's status as the state capital, its industrial base including General Motors, a stable economy, and the presence of Michigan State University in East Lansing contribute to the city's overall strength. These attributes also led *Expansion Management* magazine to name Lansing as Michigan's only ''Five Star'' city for ''Quality of Life Quotient'' in 2003 and 2004.

Geography and Climate

Lansing is located on the Grand River at its junction with the Red Cedar. The area climate alternates between continental and semi-marine. When little or no wind is present, the weather becomes continental, producing pronounced fluctuations in temperature. The weather turns semi-marine with a strong wind from the Great Lakes. Snowfall averages about 49 inches annually. Tornadoes occur occasionally, as do thunder and wind storms. Flooding is likely one year out of three; floods cause extensive damage one year out of ten.

Area: 35.24 square miles (2000)

Elevation: 880 feet above sea level

Average Temperatures: January, 22° F; July, 71° F; annual average, 48° F

Average Annual Precipitation: 30.8 inches of rain, 48.9 inches of snow

History

Wilderness Site Chosen for State Capital

The original settlers of Lansing arrived at the junction of the Grand and Red Cedar rivers expecting to find New Settlement, a city that turned out to exist only on paper. Most of the pioneers were from the village of Lansing, New York, and some decided to settle the area, deciding to call it Lansing Township in honor of their former home. James Seymour, another resident of New York State, migrated to Detroit in the mid-1830s and acquired land holdings in the Michigan interior for purposes of speculation. Seymour was aware that the Michigan constitution of 1835 specified that a permanent site be found by 1847 for the state capital, which was then temporarily located in Detroit. The legislators feared Detroit's proximity to Canada would make it susceptible to foreign invasion, as had been the case in the War of 1812 when it fell under British rule. Since no mutually agreed-upon township could be found, Seymour pressed the idea of Lansing as the site, but his suggestion initially evoked laughter from the legislators. Seymour's persistence finally prevailed and Lansing, a wilderness spot with one log house and a sawmill, became the new center of Michigan's government.

By December 1847, a frame capitol building had been built, and the creation of a business district had begun at the point where Main Street and Washington Avenue now meet. Lansing was incorporated with a population of 1,500 inhabitants in 1849. Five years later a new brick capitol was constructed. Small agricultural implement industries began to introduce mechanical farming techniques to combat the manpower shortage caused by the Civil War. Development, however, was slowed by lack of transportation and the uncertainty of retaining the state capital at Lansing. But the arrival of the railroad boosted the economy by linking Lansing with the rest of the state. The legislature appropriated funding for a new capitol, which was completed in 1878 on a 10-acre park near the Grand River in the center of the city at a cost of more than $1.4 million.

Industry and Education Join Government

Automotive innovator Ransom E. Olds, who used gasoline power instead of steam, founded the Olds Motor Vehicle Company in 1897. Olds is credited with building the first practical automobile, and by the turn of the century his company was the world's largest car manufacturer and had earned a reputation for high quality. Olds's company lived on as the Oldsmobile Division of General Motors until its discontinuation in 2004. By 1904 Lansing was the base of more than 200 manufacturing businesses and a world leader in the production of agricultural implements, automobiles, and gasoline engines.

Farmers had created the Michigan Agricultural Society in 1850 as a means to be heard in the state legislature. Many of the settlers from the East placed high value on education and culture; they petitioned the state legislature through the Agricultural Society for a college of agriculture to be founded separately from the University of Michigan in Ann Arbor. The nation's oldest land-grant institution, created as

part of Michigan's state constitution of 1850, was thus granted authorization in 1855. The Michigan Agricultural College was founded on 676 acres in the woods three miles east of Lansing in present-day East Lansing, which was granted a city charter in 1907. The name of the college was changed to Michigan State College of Agriculture and Applied Sciences in 1923, and became a university upon its centennial celebration in 1955. Finally, in 1964, the name was shortened to Michigan State University.

Today, Lansing is a community where government, industry, education, and culture thrive. Although the city itself has witnessed a population decrease of 6.4 percent, the metropolitan area has increased by 3.5 percent. Residents enjoy the area for its economic stability and variety of activities. The business climate is active and was recognized by *Entrepreneur* magazine in 2003 as number seven on its list of ''Best Cities for Entrepreneurs: Top Midsize Cities in the Midwest.'' The nearby residence of Michigan State University fosters an academia-minded atmosphere that contributed to the area's seventh place ranking in Richard Florida's bestselling book ''Rise of the Creative Class'' in 2002 as one of the ''Top Ten Most Creative Small Cities.''

Historical Information: Library of Michigan, 702 W. Kalamazoo St., Lansing, MI 48909-7507; telephone (517)373-1580; fax (517)373-4480

Population Profile

Metropolitan Area Residents
1980: 420,000
1990: 432,684
2000: 447,728
Percent change, 1990–2000: 3.5%
U.S. rank in 1980: 81st
U.S. rank in 1990: Not reported
U.S. rank in 2000: 92nd

City Residents
1980: 130,414
1990: 127,321
2000: 119,128
2003 estimate: 118,379
Percent change, 1990–2000: −6.4%
U.S. rank in 1980: 122nd
U.S. rank in 1990: 142nd
U.S. rank in 2000: 204th (State rank: 6th)

Density: 3,399.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 77,766
Black or African American: 26,095
American Indian and Alaska Native: 953
Asian: 3,367
Native Hawaiian and Pacific Islander: 62
Hispanic or Latino (may be of any race): 11,886
Other: 5,410

Percent of residents born in state: 72.8% (2000)

Age characteristics (2000)
Population under 5 years old: 9,725
Population 5 to 9 years old: 9,247
Population 10 to 14 years old: 8,235
Population 15 to 19 years old: 7,828
Population 20 to 24 years old: 10,492
Population 25 to 34 years old: 20,931
Population 35 to 44 years old: 18,055
Population 45 to 54 years old: 14,772
Population 55 to 59 years old: 4,770
Population 60 to 64 years old: 3,468
Population 65 to 74 years old: 6,210
Population 75 to 84 years old: 4,121
Population 85 years and over: 1,274
Median age: 31.4 years

Births (2003)
Total number: 2,365

Deaths (2003)
Total number: 947 (of which, 18 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,924
Median household income: $34,833
Total households: 49,458

Number of households with income of . . .
less than $10,000: 2,240
$10,000 to $14,999: 1,620
$15,000 to $24,999: 3,766
$25,000 to $34,999: 4,322
$35,000 to $49,999: 5,287
$50,000 to $74,999: 6,552
$75,000 to $99,999: 2,983
$100,000 to $149,999: 1,366
$150,000 to $199,999: 220
$200,000 or more: 194

Percent of families below poverty level: 13.2% (48.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 6,601

Municipal Government

Lansing city government is administered by an eight-member council and a mayor, who does not serve as a member of council; all are elected to a four-year term.

Head Official: Mayor Tony Benavides (NP) (since 2003; current term expires 2007)

Total Number of City Employees: 1,292 (2005)

City Information: City Hall, 124 W. Michigan Ave., Lansing, MI 48933; telephone (517)483-4000

Economy

Major Industries and Commercial Activity

The state government is naturally the most significant employer within the city. Services, wholesale and retail trade, education, and manufacturing (primarily of transportation products) comprise the economic base of the Lansing metropolitan area. Health care accounts for the largest share of the services sector, followed by business services and trade associations. Many insurance companies have corporate or regional offices in Lansing; several are headquartered there. Other important sectors are education—with nearby Michigan State University having annual revenues of about $1.6 billion—along with transportation and public utilities.

The Lansing region is an important notch in the Midwest manufacturing belt. Despite the 2004 departure of the historic Oldsmobile plant, the city received a huge boost by the 2001 opening of the new General Motors (GM) plant. Industrial leaders such as GM adapt progressive manufacturing processes and new technology. Many firms are following GM's lead to institute advanced materials-handling techniques and to encourage participatory management, with the goal of improving product quality and increasing competitiveness. A variety of high-technology firms spawned at Michigan State University has pushed for rapid growth in that industry.

Incentive Programs—New and Existing Companies

Local programs—Promoting the local economy and providing assistance to businesses is the Lansing Economic Development Corporation. The Lansing Brownfield Redevelopment Authority (LBRA) is operated by the city and provides many tax relief benefits to redevelopers. Partnering with the Michigan Economic Development Corporation (MEDC), the LBRA assists in finding sites for businesses to locate and has also received two grants from the U.S. Environmental Protection Agency that it awards. Technology-based business growth in the area is encouraged by the MEDC and the Lansing Regional SmartZone program.

State programs—The creation of new jobs that feed into a prosperous economy is the purpose behind the Michigan Economic Growth Authority. Fiscally-responsible companies in the fields of manufacturing, research and development, wholesale trade, or office operations can make use of Small Business Tax credits. The Lansing area has two designated Renaissance Zones that, if a business locates inside the zone, allows for waiving a variety of taxes such as the single business tax, local real property tax, and utility users tax.

Michigan communities can abate up to 50 percent of local property taxes for up to 12 years. State law also exempts inventory, pollution control equipment, and certain tools, dies, jigs, and fixtures from local property taxes. State law also allows the city of Lansing to abate all new personal property taxes in certain geographic areas to spur economic development. Abatements include all millage, state and local. Eligible projects include manufacturing, mining, research and development, wholesale and trade, and office operations, but not retail businesses.

Michigan has created a system of financial institutions called BIDCOs (Business and Industrial Development Corporations). These semiprivate, independent operations are chartered and partially capitalized by the state and are designed to provide mezzanine-level financing. This is for capital of higher risk than traditional banks will consider and of lower return than venture-capital companies demand.

Job training programs—Michigan offers a coordinated job training system called ''Michigan Works!'' using federal, state, and local resources to provide a highly productive and trained workforce. The federal Workforce Investment Act and the Michigan Department of Labor and Economic Growth provide funding for the grants that assist in increasing worker productivity. The training itself is done through the institution of the company's choice. Free recruitment and screening services are available for new and expanding employers through the Michigan Employment Security Administration's job service and also through several local school districts.

Development Projects

Lansing's downtown area continues to undergo a facelift that began in the late 1990s. Loft development is bolstered by grant monies if certain criteria are met. One such project that is scheduled for completion in late 2006 is the $7 million conversion of the downtown Plaza One building into offices, retail stores, and about 50 apartments.

In 2001 General Motors (GM) built its first new assembly plant in the United States since 1986, an innovative 1.9 million-square-foot, $585 million Lansing factory whose 11,000 workers produce three different types of Cadillac automobiles. Nearby Delta Township witnessed the opening of a GM stamping plant in 2003 and another new assembly plant is expected to start operations in 2006.

A $67.5 million bond approved in 2003 has allowed for the building of a 175,000-square-foot middle school that represents the first new school in the Lansing School District in 30 years.

Economic Development Information: Lansing Regional Chamber of Commerce, 300 E. Michigan Ave., Ste. 300, PO Box 14030, Lansing, MI 48901; telephone (517)487-6340; fax (517)484-6910

Commercial Shipping

The CN North America, CSX, and Norfolk Southern rail freight lines serve Lansing. More than 30 motor freight carriers transport goods from the city to markets throughout the country. About 24 million pounds of air cargo is handled by several companies at Capital City Airport. Four interstate highways connect the area to all major North American markets, including Canada.

Labor Force and Employment Outlook

Lansing area employers draw from a large, stable pool of highly skilled, educated, professional workers. Michigan State University's thousands of graduates add to the pool; 31 percent of the labor force that is 25 years old and older has at least an undergraduate degree; 39 percent has a graduate or professional degree.

The forecast for occupational categories in the Lansing/East Lansing area by the Michigan Department of Labor & Economic Growth projects a 10 percent increase in all occupations by 2012. Professions such as healthcare, computer and mathematical, and personal care and service lead with gains of at least 20 percent.

The following is a summary of data regarding the Lansing-East Lansing metropolitan area labor force, 2004 annual average:

Size of non-agricultural labor force: 230,500

Number of workers employed in . . .
construction and mining: 9,300
manufacturing: 22,600
trade, transportation, and utilities: 37,000
information: 3,200
financial activities: 15,600
professional and business services: 21,100
educational and health services: 25,800
leisure and hospitality: 19,800
other services: 10,900
government: 65,400

Average hourly earnings of production workers employed in manufacturing: $25.03

Unemployment rate: 6.4% (February 2005)

Largest employers	*Number of employees*
State of Michigan	14,041
General Motors	11,000
Michigan State University	10,000
Sparrow Health System	8,000
Lansing School District	3,500
Ingham Regional Medical Center	2,450
Lansing Community College	2,200
Meijer Inc.	2,175
Jackson National Life	1,385
City of Lansing	1,292

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Lansing area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.9%

State sales tax rate: 6.0%

Local income tax rate: 1.0% resident, 0.5% non-resident

Local sales tax rate: None

Property tax rate: Varies widely from 34.7 to 52.7 mills per $1,000 assessed value

Economic Information: Lansing Regional Chamber of Commerce, 300 E. Michigan Ave., Ste. 300, PO Box 14030, Lansing, MI 48901; telephone (517)487-6340; fax (517)484-6910

Education and Research

Elementary and Secondary Schools

The Lansing School District, one of the largest in the state of Michigan, is administered by an elected nine-member, nonpartisan board of education that appoints a superintendent. Board members serve six-year terms and receive no salary

for their positions. In 2002, Superintendent Dr. E. Sharon Banks was recognized by the Michigan Association of School Administrators as ''Superintendent of the Year.'' The district has witnessed steady improvements in the students' standardized test scores since Banks assumed office in 2000.

The following is a summary of data regarding the Lansing public schools as of the 2003–2004 school year.

Total enrollment: 16,939

Number of facilities
elementary schools: 29
middle schools: 6
senior high schools: 3
other: 4

Teacher salaries
average: $54,020 (state)

Funding per pupil: $5,887

In addition to the public system, church-affiliated schools provide K-12 education, and independent private schools and charter schools offer elementary education. Ingham, Eaton, and Clinton counties have 25 private and parochial schools with an enrollment of approximately 3,500 students; denominations include Roman Catholic, Lutheran, Baptist, and Seventh Day Adventist. There are also five non-religious private schools, and charter schools enroll about 1,700 students.

Public Schools Information: Lansing School District, 519 W. Kalamazoo St., Lansing, MI 48933; telephone (517)325-6200

Colleges and Universities

Michigan State University (MSU) in East Lansing is the largest institution of higher learning in the area, with an enrollment of 44,836 students as of the fall of 2004. It maintains 660 buildings on about 5,200 acres of land for its diverse curriculum of more than 200 programs. According to a 2005 survey by *U.S. News & World Report,* MSU ranks 71st among the nation's top schools. The university has gained an international reputation for research and its sponsored funding topped $300 million in the 2003–2004 school year.

Cooley Law School in Lansing serves working professionals with a program leading to a Juris Law degree. Great Lakes Christian College offers undergraduate programs in theology, fine arts, and interdisciplinary studies. Lansing Community College in downtown Lansing provides vocational and technical curricula as well as training programs in more than 300 areas of study for its 40,000 annual students. Other schools in the three-county region are Olivet College, Davenport University, Capital Area Career Center, and Harry Hill Vocational Center.

Libraries and Research Centers

About 25 libraries located in Lansing are maintained by educational institutions, government agencies, and hospitals. The Lansing Library and Information Center is part of the Capital Area District Library. The Lansing branch houses about 400,000 items for patron usage including books, periodical titles, microfilm, audio and video tapes, maps, and art reproductions. Materials pertaining to local history are among the special collections; the district library operates 13 branches and a bookmobile. Michigan State University maintains a main library and nine branches on campus with a collection of 28,000 periodicals, 200,000 maps, and 40,000 sound recordings.

Established in 1928, the Library of Michigan maintains holdings of well over five million volumes and special collections in such fields as Michigan local and family history and eighteenth- and nineteenth-century periodicals. The library also provides Braille and large-type books and serves as a depository for federal and state documents. Thomas M. Cooley Law School, Lansing Community College, and Great Lakes Christian College also maintain campus libraries.

World-class research is conducted at Michigan State University (MSU) in diverse disciplines related to communications, packaging, food science, and environmental engineering. MSU is home to the National Superconducting Cyclotron Laboratory (NSCL), the Composite Materials and Structures Center, the Crop and Food Bioprocessing Center, the Digital Learning Center for Microbial Ecology, and WKAR, a top public broadcasting center. Adjacent to MSU, the University Corporate Research Park is comprised of building sites on four to 40 acres. Resident companies, including Montell's Research Headquarters for North America, enjoy access to MSU's scientific and technical facilities (laboratories, libraries, computerized data and research networks, closed circuit TV, and satellite systems).

The Composite Materials and Structure Center is a research partner with the Michigan Molecular Institute, the National Science Foundation, the Ford Motor Company, and the U.S. Department of Defense. The Pesticide Research Center works with pesticides and pest control. The Michigan Biotechnology Institute, a non-profit corporation, applies recombinant deoxyribonucleic acid, plant tissue culture, and immobilized enzymes to the commercialization of biotechnology in the state of Michigan.

Public Library Information: Lansing Library and Information Center, 401 S. Capitol Ave., PO Box 40719, Lansing, MI 48901-7919; telephone (517)367-7919; fax (517)367-6363

Health Care

Six hospitals, with a total of about 1,500 beds, serve metropolitan Lansing. Ingham Regional Medical Center (formerly the Michigan Capital Medical Center) is a general acute care, nonprofit hospital with 338 beds. Sparrow Health System, with 710 beds, maintains a wound center, a dialysis unit, and a family practice center. The 257-bed St. Lawrence Hospital, part of the Sparrow Health System, operates a poison control center, a health service for persons without physicians, and an alcohol detoxification and counseling unit. All major facilities in the city offer 24-hour emergency care and maintain maternity units. Michigan State University provides medical education and training through the College of Human Medicine and the College of Osteopathic Medicine; it also operates an outpatient clinic open to the public.

Recreation

Sightseeing

Completed in 1879, Lansing's Capitol was one of the first state edifices built to emulate the nation's Capitol, and this National Historic Landmark is the center of attraction in Lansing's downtown sector. Two blocks southwest of the Capitol is the Michigan Library and Historical Center, a modern facility with an outdoor courtyard. The museum traces the history of Michigan from its remote past to the twenty-first century, including the evolution of the state's economy in agriculture, timber, mining, and manufacturing to the rise and dominance of the automobile. Impression 5 Science Museum stimulates the senses with interactive displays including a ''Bubble Room'' that was remodeled in 2005. Next to Impression 5 is the R. E. Olds Transportation Museum, a major transportation museum recognizing the contribution of Ransom E. Olds to the automotive industry and the evolution of transportation in Lansing.

Michigan State University (MSU) in neighboring East Lansing provides many sightseeing opportunities beginning with the W.J. Beal Botanical Gardens, the oldest, continuously operated garden of its type in the country, with 5,000 different types of plants. The university's horticultural demonstration gardens cover seven-and-a-half acres. Abrams Planetarium presents programs on space science topics in the 150-seat Digistar sky theater along with an exhibition area and the astronomy-related paintings at the ''Blacklight Gallery.'' The MSU Museum houses displays on cultural and scientific development, and the MSU Dairy Plant and Dairy Store offers daily tours at milking time.

Potter Park Zoo places its 100 species of animals in natural settings, with a special display on Michigan animals. The zoo has been actively expanding to include an Education Center, an Animal Clinic with the zoo's first full-time veterinarian, and the planned construction of a new pool for the otter exhibit in 2005.

At the Rose Lake Wildlife Research Station, 3,000 acres of woods and marsh are accessible via hiking trails; Woldumar Nature Center stresses environmental education and its five miles of trails are open to the public for hiking or cross country skiing. Fenner Arboretum maintains self-guided trails leading to a prairie scene with live bison. Nature trails Red Cedar, Sanford Natural Area, and Baker Woodlot are islands of wilderness on the Michigan State University campus. The Ledges in Grand Ledge, 10 miles west of Lansing, is named for its rock formations, which rise along the Grand River and are over 300 million years old.

Arts and Culture

Many of Lansing's cultural events take place at the Wharton Center for Performing Arts' two theaters on the campus of Michigan State University. Cobb Great Hall seats 2,500 guests and hosts Broadway and variety shows, while the Pasant Theatre has 600 seats for family presentations. Founded in 1929, the Greater Lansing Symphony Orchestra presents a season of classical and pops concerts with an annual attendance of 15,000 for about one dozen performances. Stage and concert operas are put on by the Lansing Lyric Opera. Volunteer singers selected via auditions make up the Greater Lansing Arts Chorale, which presents three concerts per year.

Lansing is particularly strong in theater. The nationally known BoarsHead Theater, a residential professional company based at the Wharton Center, presents a season of modern and classical drama and comedy. Community theater companies are: the Lansing Civic Players Guild, the oldest group in the area, dating back to 1929; Lansing Community College's LCC Theater Program at Dart Auditorium; MSU's Department of Theatre, which features student productions; Riverwalk Theatre, the home to the Community Circle Players; and Spotlight Theatre in nearby Grand Ledge, with several American dramas running from May through early September.

The Greater Lansing Ballet Company is a semi-professional organization that presents classical and contemporary ballets and offers two international exchange programs with companies in Poland and Russia. The Children's Ballet Theatre of Michigan at the Wharton Center puts on holiday and spring shows.

The Lansing Arts Gallery, established in 1964, has two exhibition spaces with different exhibitions every month. At

Completed in 1879, the Michigan State Capitol is a National Historic Landmark.

Michigan State University, the Department of Art and Art History displays student art throughout the year at the Kresge Art Museum.

Arts and Culture Information: Arts Council of Greater Lansing, 425 S. Grand Ave., Lansing, MI 48933; telephone (517)372-4636; fax (517)484-2564; email info@lansingarts.org

Festivals and Holidays

Greater Lansing hosts dozens of festivals and special events year-round. In late winter and early spring, the East Lansing Film Festival previews over 30 independently-made films worldwide but also challenges local talent (Michigan, Illinois, and Wisconsin) to a competition. The East Lansing Art Fair is held the third weekend in May, followed by the Lansing Festival of Art in the Park the last weekend in June at Ferris Park. Also in May, the Fiesta celebrates the Hispanic community with music, folklore performances, and a ''Mexican Marketplace.'' The Lansing Concert Band gives a performance in Riverfront Park for the Fourth of July holiday with fireworks at dusk. Early August brings the Lansing Jazz Fest for two days of live jazz and music clinics; later in the month, the Great Lakes Folk Festival is three days of various activities including music, dance, and storytelling along with ethnic foods. The holiday season is celebrated in three major events: the MSU (Michigan State University) Holiday Arts & Crafts Show, held at the MSU Union for two days to present the works of about 200 regional artisans and crafters; Silver Bells in the City, which draws 80,000 to its parade and fireworks celebrating the lighting of Michigan's official holiday tree; and Wonderland of Lights at Potter Park, with thousands of lights adorning holiday displays along with carolers and other musical performances.

Sports for the Spectator

The Michigan State Spartans compete in the Big Ten athletic conference and field nationally competitive teams. The football team plays its home games in the 76,000-seat Spartan Stadium that was expanded in 2005 to accommodate 24 new suites and 862 club seats with access to an 18,500-square-foot club. Munn Ice Arena seats 6,470 fans and is the home of the Spartan hockey team. The Jack Breslin Student Events Center has been the home of the MSU basketball program since 1989; it seats 15,085 people.

Lansing's professional minor-league baseball team, the Lugnuts, play an April through September season at Oldsmobile Park. Playing in the western division of the Midwest League, the Lugnuts were previously affiliated with major league's Chicago Cubs but the 2005 season brought a switch to the Toronto Blue Jays. The Spartan Speedway attracts super and hobby stock car racing on Friday nights from mid-May through mid-September. Jackson Harness Raceway features seasonal parimutuel racing at night in nearby Jackson.

Sports for the Participant

Golf is particularly popular at about three dozen public and private courses of varying difficulty in the area, and many golf tournaments are held in the summer. East Lansing's Timber Ridge was rated one of the top 50 courses in America by *Golf Digest* magazine.

Nearly 200 city, county, and state parks, campgrounds, and recreation areas offer several thousand acres of green space and leisure opportunities in the Lansing region. River Trail features a canoeing route that follows the banks of the Grand and Red Cedar rivers through urban and natural environments and the campus of Michigan State University. The Brenke Fish Ladder is stocked with salmon and steelhead for urban fishing. Well supplied with bowling centers and ball fields, the Lansing area also has riding stables, about 300 indoor and outdoor tennis courts, and seven public access sites for boating.

The Summit at The Capital Centre is a modern, 180,000-square-foot facility that offers a wide array of sporting activities including ice hockey, soccer, dodge ball, and lacrosse. It also hosts one of the region's top gymnastics clubs, Geddert's Twisters. Other public ice skating facilities are available at Washington Park and Munn Arena at Michigan State University.

The region is noted for the variety of fish in rivers and lakes full of largemouth bass, northern pike, muskie, bluegill, crappie, and perch. Streams contain smallmouth bass, northern pike, walleye, and panfish. In addition, there are spawning runs of steelhead and Chinook salmon in several locations. Throughout the vicinity, state game lands and wooded areas offer rabbit, squirrel, pheasant, deer, and other game.

Shopping and Dining

The largest shopping center in the region is the Lansing Mall, with over 125 stores and restaurants. An antiques and collectibles store called Pennyless in Paradise opened in 2004. However, one of the state's biggest antiques shops is The Mega Mall with over 300 booths on 40,000 square feet of space. In East Lansing, near the Michigan State University campus, specialty shops that cater to students are clustered among small restaurants, bookstores, and record shops.

The Lansing City Market, at the corner of Cedar Street and Shiawassee since 1909, offers a large selection of fresh fruits and vegetables. The Nokomis Learning Center, next door to Meridian Historic Village, sells beaded jewelry and other items handcrafted by local Native American Artists. Several upscale restaurants are located near the university.

Visitor Information: Greater Lansing Convention and Visitors Bureau, 1223 Turner St., Ste. 100, Lansing, MI 48906; telephone (517)487-6800 or (800)252-6746

Convention Facilities

Meeting and convention planners can choose among several facilities in the Lansing area. The Lansing Center is situated downtown on the Grand River and Riverwalk near the Capitol Complex. It adjoins the Radisson Hotel and a 1,600-car parking area via an enclosed walkway. Accommodating up to 5,600 people and 71,000 square feet of exhibition space, the exhibit halls and meeting rooms function as separate units or in multiple combinations. In downtown Lansing, the Center for the Arts adjoins an art gallery and provides barrier-free space for functions with up to 240 participants.

The Breslin Center on the campus of Michigan State University (MSU) is a 254,000-square-foot facility offering 17,500 square feet of exhibition space, 30,000 maximum square feet of concourse area for product display, and state-of-the-art sound and lighting systems. MSU's Pavilion Agriculture and Livestock Education Center offers over 77,000 square feet in its facilities for trade shows, exhibitions, demonstrations, and livestock auctions.

Lansing-area hotels and motels, containing about 4,000 rooms for lodgings, also offer banquet and meeting rooms. One example is the Sheraton Lansing Hotel, with seven ballrooms and several rooms and suites that can handle from 10 to 1,500 guests in spaces varying from 480 to 8,600 square feet.

Convention Information: Greater Lansing Convention and Visitors Bureau, 1223 Turner St., Ste. 100, Lansing, MI 48906; telephone (517)487-6800 or (800)252-6746

Transportation

Approaching the City

Seven commercial airlines schedule regular daily flights into Capital City Airport, located 15 minutes from downtown Lansing. The airport has experienced increasing passenger numbers since 2003; in March 2005 more than 54,000 traveled on its airlines. Daily rail service to East Lansing from Chicago and Toronto is provided by Amtrak; Greyhound Bus Lines has terminals in Lansing and East Lansing.

An efficient highway system facilitates access to Lansing and its environs. Part of a beltway circling the southern half of the city, I-96 is intersected by several major and secondary routes; east-west I-69 completes the beltway around the northern sector. I-496 bisects the downtown area westward from north-south U.S. 127 in East Lansing. Other principal highways are U.S. 27 and M 99, both running north-south, and east-west M 43.

Traveling in the City

Downtown Lansing streets are laid out on a strict grid system with the Capitol Complex as the center of orientation; the web of one-way streets can be confusing. Public bus transportation is provided by Capital Area Transportation Authority (CATA), which operates seven days a week in Lansing and East Lansing as well as to points throughout the metropolitan region. CATA's shuttle service to downtown Lansing and the Capital Loop reduces rush-hour traffic and parking congestion in central city areas. Special service for elderly, handicapped, commuting, and rural patrons is available.

Communications

Newspapers and Magazines

The major daily newspaper in Lansing is the morning *Lansing State Journal.* A number of trade publications originate in Lansing, aimed at farmers, florists, grocers, and small business owners. Other Lansing publications include *Michigan History Magazine* and *The State News,* a daily published by Michigan State University.

Television and Radio

Two commercial television stations are based in Lansing, where cable television service is also available. Lansing radio listeners receive broadcasts from eight AM and FM radio stations in the city and several additional stations in neighboring communities. Musical programming includes country, classical, rock and roll, religious, top 40, and easy listening.

Media Information: *Lansing State Journal,* 120 E. Lenawee, Lansing, MI 48919; telephone (517)377-1000

Lansing Online

Arts Council of Greater Lansing. Available www.lansingarts.org

City of Lansing home page. Available www.cityoflansingmi.com

Greater Lansing Convention & Visitors Bureau. Available www.lansing.org

Lansing Regional Chamber of Commerce. Available www.lansingchamber.org

Lansing School District. Available www.lansingschools.net

Lansing State Journal. Available www.lansingstatejournal.com

Library of Michigan. Available www.michigan.gov/hal

Michigan Historical Center. Available www.michigan.gov/hal

Selected Bibliography

Celizic, Mike, *The Biggest Game of Them All: Notre Dame, Michigan State, and the Fall of '66* (New York: Simon & Schuster, 1992)

Lansing State Journal, *One Shining Season: The Amazing Story of Michigan State University's 1998–99 Men's Basketball Team* (Sports Publishing, Inc., 1999)

Seale, William, *Michigan's Capitol: Construction & Restoration* (University of Michigan Press, 1995)

MINNESOTA

Duluth 275
Minneapolis 285
Rochester 295
Saint Paul 305

The State in Brief

Nickname: North Star State
Motto: *L'etoile du nord* (Star of the north)

Flower: Pink and white lady's slipper
Bird: Common loon

Area: 86,938 square miles (2000; U.S. rank: 12th)
Elevation: Ranges from 600 feet to 2,301 feet above sea level
Climate: North part of state lies in the moist Great Lakes storm belt; western border is at the edge of the semi-arid Great Plains; spring is brief; summer is short, hot, and humid; winter is long and severe with heavy snowfall.

Admitted to Union: May 11, 1858
Capital: Saint Paul
Head Official: Governor Tim Pawlenty (R) (until 2007)

Population
- **1980:** 4,076,000
- **1990:** 4,432,000
- **2000:** 4,919,492
- **2004 estimate:** 5,100,958
- **Percent change, 1990–2000:** 12.4%
- **U.S. rank in 2004:** 21st
- **Percent of residents born in state:** 70.2% (2000)
- **Density:** 61.8 people per square mile (2000)
- **2002 FBI Crime Index Total:** 177,454

Racial and Ethnic Characteristics (2000)
- **White:** 4,400,282
- **Black or African American:** 171,731
- **American Indian and Alaska Native:** 54,967
- **Asian:** 141,968
- **Native Hawaiian and Pacific Islander:** 1,979
- **Hispanic or Latino (may be of any race):** 143,382
- **Other:** 65,810

Age Characteristics (2000)
- **Population under 5 years old:** 329,594
- **Population 5 to 19 years old:** 1,105,251
- **Percent of population 65 years and over:** 12.1%
- **Median age:** 35.4 years (2000)

Vital Statistics
- **Total number of births (2003):** 70,248
- **Total number of deaths (2003):** 37,558 (infant deaths, 325)
- **AIDS cases reported through 2003:** 1,900

Economy
- **Major industries:** Manufacturing; trade; finance, insurance, and real estate; agriculture; services
- **Unemployment rate:** 4.4% (March 2005)
- **Per capita income:** $34,039 (2003; U.S. rank: 9th)
- **Median household income:** $54,480 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 7.1% (3-year average, 2001-2003)
- **Income tax rate:** 3.0%
- **Sales tax rate:** 6.25%

Duluth

The City in Brief

Founded: 1852 (chartered, 1870)

Head Official: Mayor Herb W. Bergson, Jr. (NP) (since 2003)

City Population
1980: 92,811
1990: 85,493
2000: 86,918
2003 estimate: 85,734
Percent change, 1990–2000: 1.01%
U.S. rank in 1980: 184th
U.S. rank in 1990: 243rd
U.S. rank in 2000: 321st (State rank: 4th)

Metropolitan Area Population
1980: 266,650
1990: 239,971
2000: 243,815
Percent change, 1990–2000: 1.02%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 146th

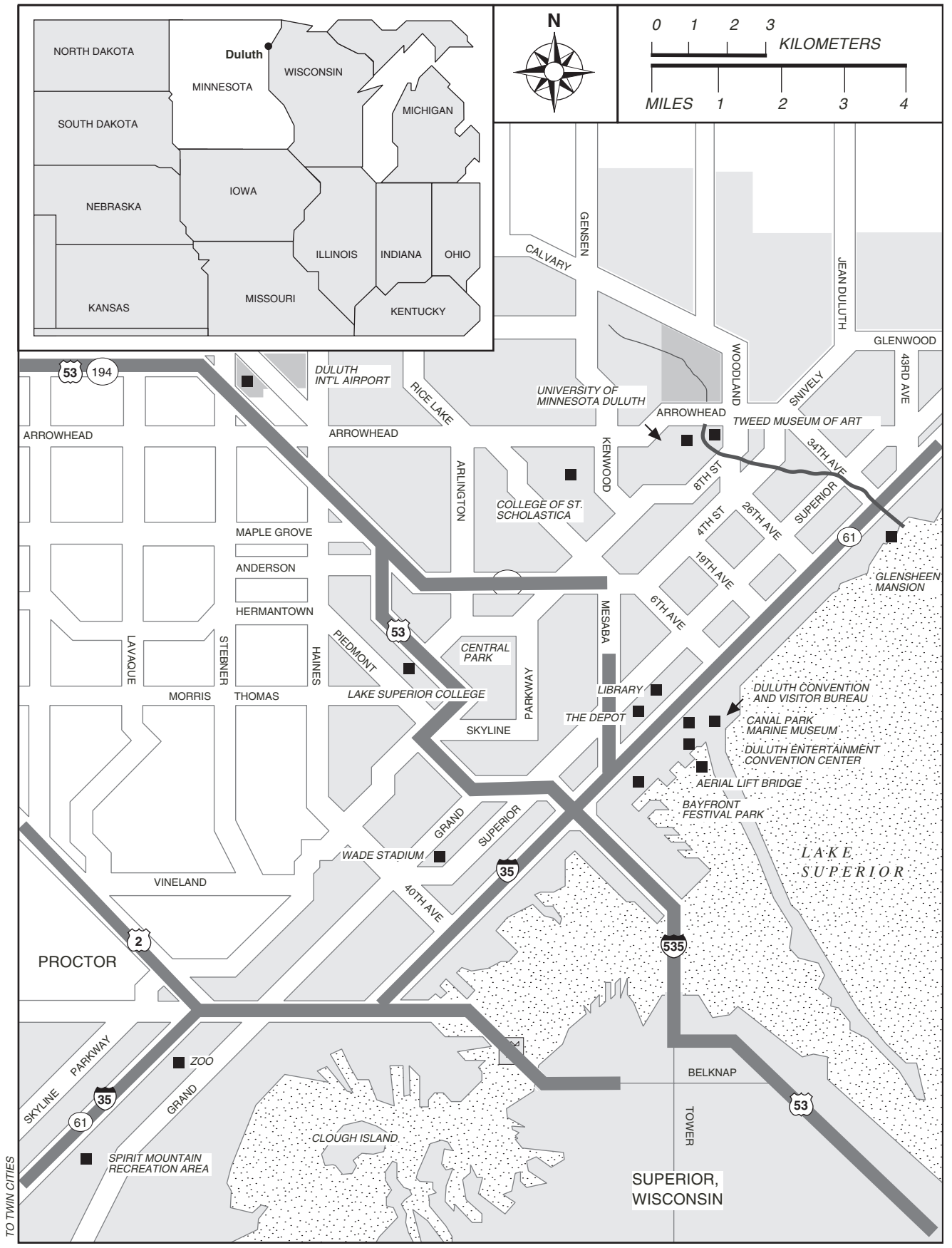
Area: 87.32 square miles (2000)
Elevation: Ranges from 605 to 1,485 feet above sea level
Average Annual Temperature: 39.8° F
Average Annual Precipitation: 30 inches of rain, 80.7 inches of snow

Major Economic Sectors: Services, trade, government
Unemployment Rate: 6.1% (February 2005)
Per Capita Income: $18,969 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 5,340

Major Colleges and Universities: University of Minnesota–Duluth; College of St. Scholastica

Daily Newspaper: *Duluth News-Tribune*


NORTH DAKOTA
Duluth
WISCONSIN
MINNESOTA
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
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GENSEN
CALVARY
JEAN DULUTH
GLENWOOD
WOODLAND
SNIVELY
43RD AVE
53
194
DULUTH INT'L AIRPORT
RICE LAKE
UNIVERSITY OF MINNESOTA DULUTH
ARROWHEAD
TWEED MUSEUM OF ART
34TH AVE
ARROWHEAD
ARROWHEAD
KENWOOD
ARLINGTON
8TH ST
COLLEGE OF ST. SCHOLASTICA
SUPERIOR
4TH ST
26TH AVE
61
MAPLE GROVE
ANDERSON
19TH AVE
GLENSHEEN MANSION
HERMANTOWN
6TH AVE
MESABA
53
PIEDMONT
CENTRAL PARK
LAVAQUE
STEBNER
HAINES
LIBRARY
DULUTH CONVENTION AND VISITOR BUREAU
MORRIS
THOMAS
LAKE SUPERIOR COLLEGE
PARKWAY
THE DEPOT
CANAL PARK MARINE MUSEUM
SKYLINE
DULUTH ENTERTAINMENT CONVENTION CENTER
AERIAL LIFT BRIDGE
BAYFRONT FESTIVAL PARK
GRAND
SUPERIOR
WADE STADIUM
LAKE SUPERIOR
35
VINELAND
40TH AVE
2
535
PROCTOR
PARKWAY
ZOO
BELKNAP
SKYLINE
35
GRAND
61
TOWER
53
CLOUGH ISLAND
SPIRIT MOUNTAIN RECREATION AREA
SUPERIOR, WISCONSIN
TO TWIN CITIES

Introduction

The seat of St. Louis County in Minnesota, Duluth is the focus of a metropolitan statistical area comprising both St. Louis County and Wisconsin's Douglas County. The city has developed into the second-largest port on the Great Lakes and is the commercial, industrial, and cultural center of northern Minnesota. Duluth is noted for its dramatic geographic setting. Steep inclines, dotted with buildings that seem to pop out of hillsides, provide the backdrop for Duluth's famous 30-mile-long Skyline Parkway, which winds above the city.

Geography and Climate

Duluth is located on a natural harbor at the western tip of Lake Superior and at the base of a range of hills overlooking the St. Louis River. This position below high terrain and along the lake permits easterly winds to cool the area automatically, thus earning Duluth the nickname of the ''Air-Conditioned City.'' During the summer a westerly wind flow abates at night, and the cool lake air moves back in toward the city. High and low pressure systems and proximity to Lake Superior, the coldest of the Great Lakes, have an important influence on the climate, which is predominantly continental. Summer temperatures are thus cooler and winter temperatures warmer; the frequency of severe storms—wind, hail, tornadoes, freezing rain, and blizzards—is also low in comparison to other areas at a distance from the lake. Fall is an especially pleasant season in Duluth, as the changing leaves produce a striking combination of reds, yellows, and browns.

Area: 87.32 square miles (2000)

Elevation: Ranges from 605 to 1,485 feet above sea level

Average Temperatures: January, 10.3° F; July, 65.8° F; annual average, 39.8° F

Average Annual Precipitation: 30 inches of rain, 80.7 inches of snow

History

Harbor, Timber, and Ore Attract Development

The western Lake Superior area was originally occupied by members of the Sioux and Chippewa tribes. One of the first explorers of European descent to arrive in the area now occupied by Duluth was Frenchman Pierre Esprit Radisson, who explored the region in the 1650s or 1660s. The city was ultimately named, however, for Daniel Greysolon, Sieur du Lhut (variously spelled Dulhut, Derhaut, and du Luth), who visited the southern shore of Lake Superior in 1679 in an attempt to make peace between the Ojibway and Sioux tribes and to secure trading and trapping rights. A fur trading outlet remained in the area until 1847. The site's first permanent resident was George P. Stuntz, who was attracted by the beautiful wilderness landscape surrounding Lake Superior and settled there in 1852.

In 1854 and 1855 settlers flocked to the unnamed town hoping to discover copper deposits, although the Grand Portage and Fon du Lac people had not yet signed the Treaty of La Pointe that relinquished their mineral rights. In 1856 the village was named Duluth and designated the seat of St. Louis County. Almost immediately Duluth was beset by troubles. The panic of 1857 devastated the economy, and in 1859 a scarlet fever epidemic caused a further setback to the community. By the end of the Civil War, only two houses remained occupied in Duluth.

The town's fortunes were quickly reversed when geologists found iron ore and gold-bearing quartz at nearby Lake Vermillion. Then the Eastern financier Jay Cooke selected Duluth as the northern terminus of the Lake Superior & Mississippi Railroad. Adding to the boom, Maine woodsmen relocated to the region to establish a lumber industry. By 1869 the population of Duluth had grown to 3,500 residents, and the city received its first charter a year later.

Growth Includes New Immigrants

The new prosperity was short-lived, however, as bank and real estate failures hurt the economy and plunged the city government into debt. Duluth was forced to revert to village status. The city's topsy-turvy early history reversed itself once again, however, when the lumbering industry was revitalized and grain business fueled the economy. By 1887 Duluth's population reached 26,000 residents, and the state legislature granted permission for reclassification as a city. Six lakeshore communities were absorbed into the city by the end of the nineteenth century.

Among the settlers who had made Duluth home were immigrants from the Scandinavian countries and Finland, who settled in the city's West End. These people possessed a commitment to cooperative undertakings, a strong sense of individualism, and a respect for organizational arrangements—qualities that have shaped the city's character. In addition to its residents, Duluth is defined by its topography. The natural harbor is the base of the economy and the source of the city's scenic beauty. Duluth, home to

institutions of higher learning, a symphony orchestra, a community theater, ballet, and museums, is highly rated among small Midwestern cities for its livability. In 2002 the American Lung Association State of the Air report ranked Duluth number 11 among cities with the cleanest air.

Historical Information: Northeast Minnesota Historical Center Archives, University of Minnesota, 10 University Dr., Duluth, MN 55812; telephone (218)726-8526. Minnesota Historical Society, 345 Kellogg Blvd. W., Saint Paul, MN 55102-1906; telephone (651)296-6126

Population Profile

Metropolitan Area Residents
1980: 266,650
1990: 239,971
2000: 243,815
Percent change, 1990–2000: 1.02%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 146th

City Residents
1980: 92,811
1990: 85,493
2000: 86,918
2003 estimate: 85,734
Percent change, 1990–2000: 1.01%
U.S. rank in 1980: 184th
U.S. rank in 1990: 243rd
U.S. rank in 2000: 321st (State rank: 4th)

Density: 1,278.1.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 80,532
Black or African American: 1,415
American Indian and Alaska Native: 2,122
Asian: 993
Native Hawaiian and Pacific Islander: 25
Hispanic or Latino (may be of any race): 921
Other: 251

Percent of residents born in state: 75.1% (2000)

Age characteristics (2000)
Population under 5 years old: 4,695
Population 5 to 9 years old: 4,924
Population 10 to 14 years old: 5,505
Population 15 to 19 years old: 7,886
Population 20 to 24 years old: 9,549
Population 25 to 34 years old: 10,484
Population 35 to 44 years old: 12,222
Population 45 to 54 years old: 11,615
Population 55 to 59 years old: 3,913
Population 60 to 64 years old: 2,978
Population 65 to 74 years old: 5,684
Population 75 to 84 years old: 5,116
Population 85 years and over: 2,347
Median age: 35.4 years

Births (2003)
Total number: 1,054

Deaths (2003)
Total number: 2,182 (of which, 10 were infants under the age of 1 year) (St. Louis County data)

Money income (1999)
Per capita income: $18,969
Median household income: $33,766
Total households: 35,547

Number of households with income of . . .
less than $10,000: 4,398
$10,000 to $14,999: 3,338
$15,000 to $24,999: 5,465
$25,000 to $34,999: 5,061
$35,000 to $49,999: 5,826
$50,000 to $74,999: 6,334
$75,000 to $99,999: 2,752
$100,000 to $149,999: 1,579
$150,000 to $199,999: 366
$200,000 or more: 428

Percent of families below poverty level: 8.6% (48.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 5,340

Municipal Government

The city of Duluth operates under a mayor-council form of government. The mayor and nine council members are elected to a four-year term. The city's mandatory arrest in domestic violence cases program is a national model.

Head Official: Mayor Herb W. Bergson, Jr. (NP) (since 2003; current term expires January 2008)

Total Number of City Employees: 1,258 permanent and approximately 160 seasonal workers (2002)

City Information: City Hall, Mayor's Office, 411 W. 1st St., Ste. 403, Duluth, MN 55802; telephone (218)730-5230

Economy

Major Industries and Commercial Activity

Principal manufacturing firms in Duluth include heavy and light manufacturing plants, food processing plants, woolen mills, lumber and paper mills, cold storage plants, fisheries, grain elevators, and oil refineries. The city is also a regional center for banking, retailing, and medical care for northern Minnesota, northern Wisconsin, northern Michigan, and northwestern Ontario, Canada. More than 8,000 jobs in Duluth are directly related to the hospital industry. Arts and entertainment offerings as well as year-round recreation in a natural environment have contributed to expansion of the tourist industry in Duluth. Some 3.5 million visitors each year contribute $400 million to the local economy.

Items and goods produced: steel, cement, metal and wood products, electrical equipment, textiles, prepared foods.

Incentive Programs—New and Existing Companies

Local programs—The Duluth Department of Planning and Development is responsible for overseeing Duluth's growth. Its Business Development Division is the focus of the city's efforts to attract new businesses to Duluth and retain existing firms. It promotes overall development in Duluth through agencies such as the Duluth Economic Development Authority, The 1200 Fund, Inc., the Duluth Airport Authority, The Seaway Port Authority of Duluth, Team Duluth, and others. It also coordinates economic development with the State of Minnesota and the U.S. Department of Commerce.

State programs—The Tax Increment Financing Program, a state authorized financing mechanism, is offered to assist basic businesses in financing their local expansion or location. Funds may be used to purchase land and make public improvements that support business development projects. Minnesota also offers programs to provide a mechanism for businesses to sell bonds at tax-exempt interest rates, allowing firms to receive long-term, low interest financing for fixed assets.

Job training programs—The Minnesota Department of Employment and Economic Development operates a network of workforce centers throughout the state. This WorkForce Center System, which has an office in Duluth, partners with local businesses to provide customized job training and other workforce development services. Additionally, the University of Minnesota–Duluth houses a College of Engineering and the Natural Resources Research Institute, while both the College of St. Scholastica and Lake Superior College provide customized training.

Development Projects

As the new century gets underway, expansion and retention of existing business continues to be Duluth's major focus. In recent years, more than $2 billion in private and public money has been invested in Duluth's projects. Among these over the past decade are a $20 million Duluth Entertainment Convention Center facility expansion, a $30 million University of Minnesota–Duluth library construction and Weber Music Center project, a $15 million United Health Care Claims processing center, a $26 million Air National Guard aircraft maintenance facility, a $34 million airport improvement program, a $11 million Airpark development project, a $10 million Port Terminal development plan, a $90 million St. Mary's/Duluth Clinic expansion, and a $10 million East First Street parking ramp.

Economic Development Information: Duluth Area Chamber of Commerce, 5 W. 1st St., Ste. 101, Duluth, MN 55802; telephone (218)722-5501; fax (218)722-3223; email commerce@chamber.duluth.mn.us. Duluth Office of Business Development, City Hall, Ste. 400, Duluth, MN 55802; telephone (218)723-3556

Commercial Shipping

A vital part of the Duluth economy is the Port of Duluth-Superior, which is designated a Foreign Trade Zone and ranks among the top ports in the country in total volume of international and domestic cargo shipped in a 10-month season. An average of 40 million tons of cargo is handled at Duluth-Superior each year. The impact on the local economy is $200 million annually, and some 2,000 jobs are dependent on the port. Duluth-Superior operates one of the largest grain-handling facilities in the world. Grain is the primary export product; domestic shipments consist mainly of iron ore and taconite, in addition to metal products, twine, machinery, coal, cement, salt, newsprint, lumber, and general cargo.

Connecting the port and the city of Duluth with inland markets are five railroads and 26 common motor freight carriers. Air cargo carriers serving Duluth International Airport with daily flights are Federal Express, United Parcel Service, and Northwest Airlines.

Labor Force and Employment Outlook

Duluth boasts an abundant, quality workforce, as well as a commitment to bringing new and expanded job opportunities into the community. Minnesota has the highest high school graduation rate in the nation; more than 70 percent of Duluth students go on to college or post-secondary education.

The following is a summary of data regarding the Duluth metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 127,800

Number of workers employed in . . .
construction and mining: 8,300
trade, transportation, and utilities: 25,800
information: 2,500
financial activities: 5,800
professional and business services: 7,100
educational and health services: 24,400
leisure and hospitality: 13,300
other services: 5,900
government: 27,200

Average hourly earnings of production workers employed in manufacturing: $12.73

Unemployment rate: 6.1% (February 2005)

Largest employers	*Number of employees*
St. Mary's/Duluth Clinic	3,800
Duluth Public Schools-ISD #709	1,700
St. Louis County	1,640
University of Minnesota-Duluth	1,571
City of Duluth	1,060
St. Luke's Hospital	1,143

Cost of Living

The median sale price of a home in Duluth during the first quarter of 2004 was $125,000, up from $116,900 in the first quarter of 2003.

The following is a summary of data regarding several key cost of living factors in the Duluth area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: Ranges from 5.85% to 7.85%

State sales tax: 6.5%

Local income tax rate: None

Local sales tax rate: 1.0% (food, clothing, and prescription drugs exempt)

Property tax rate: Single family homestead property—1.0% times the first $72,000 of estimated market value (EMV) plus 2.0% times the excess over $72,000

Economic Information: Duluth Area Chamber of Commerce, 5 W. 1st St., Ste. 101, Duluth, MN 55802; telephone (218)722-5501; fax (218)722-3223; email commerce @chamber.duluth.mn.us. Minnesota Department of Employment and Economic Development, 332 Minnesota St., Ste. E200, St. Paul, MN 55101; telephone (612)297-1291; toll-free 800-657-3858

Education and Research

Elementary and Secondary Schools

The Duluth School District (ISD #709) covers 337 square miles, including Duluth. It offers K-12 education, special services for students with handicaps and special needs, an Early Childhood Family Education program, Head Start, alternative schools, and community education.

The following is a summary of data regarding Duluth public schools as of the 2003–2004 school year.

Total enrollment: 10,824

Number of facilities
elementary schools: 13
middle schools: 4
high schools: 3
other: 5 (including magnet, academy, and adult education programs)

Student/teacher ratio: 22.1:1

Teacher salaries
minimum: $32,517
maximum: $54,323

Funding per pupil: $7,736 (2002 state figure)

The Marshall School, an independent, coeducational day school, offers college preparatory classes for students in grades 5–12. Holy Rosary offers Catholic education for grades K–8. Lakeview Christian Academy, an interdenominational, Christian school, serves students from preschool through grade 12 with a Bible-centered curriculum. Summit School is an independent school for children from kindergarten through grade four.

Public Schools Information: Independent School District #709, 215 N. 1st Ave. E., Duluth, MN 55802; telephone (218)723-4150

Colleges and Universities

The University of Minnesota–Duluth enrolls 10,300 students and offers a dozen bachelor's degrees in 75 majors, graduate programs in 19 fields, and the first two years of a medical program. The College of St. Scholastica, a private four-year institution enrolling about 3,000 students, has gained recognition in the areas of nursing, management, exercise physiology, health information management, occupational therapy, physical therapy, and education. Lake Superior College offers more than 70 majors to its 8,500 students and operates an Aircraft Rescue and Fire Fighting Center and a Computer Flex Lab. Business and medical

training and college-level general education is available at Duluth Business University. Fond du Lac Tribal and Community College in Cloquet is a joint effort between the Fond du Lac Reservation and the state of Minnesota.

Libraries and Research Centers

The Duluth Public Library houses more than 360,000 volumes, magazines, maps, charts, video and audio recordings, and framed prints; special collections relate to Duluth, the Great Lakes region, and Minnesota. The library, a depository for federal documents, operates two branches. The University of Minnesota–Duluth and the College of St. Scholastica maintain substantial campus libraries. Duluth is home to the Saint Louis County Health Department Library, the Saint Louis County Law Library, the Environmental Protection Agency library, the Karpeles Manuscript Library, and the Northeast Minnesota Historical Center Archives, in addition to the libraries of health service and religious organizations.

The Natural Resources Research Institute, affiliated with UMD and staffed by scientists, engineers, and business consultants, conducts research and development projects in fields such as forest products and the environment.

Public Library Information: Duluth Public Library, 520 W. Superior St., Duluth, MN 55802; telephone (218)723-3800

Health Care

Duluth is a regional health care center for the northern sections of Minnesota, Wisconsin, and Michigan and for northwestern Ontario, Canada. The St. Mary's/Duluth Clinic (SMDC) Health System was initially comprised of St. Mary's Medical Center and the Duluth Clinic, and in 2001 absorbed Miller-Dwan, further enhancing the services available to patients. These three hospitals, with a bed capacity of more than 600, provide complete medical services.

St. Mary's offers 24-hour emergency treatment and maintains trauma and poison information units in addition to outpatient services, home care, and community education programs. It also operates the Regional Heart Center and Regional Neuroscience Center, which and provides cardiac surgery, cancer care, orthopedic surgery, intensive care, and level three prenatal care.

Miller-Dwan administers the largest mental health program in the region and operates a burn clinic along with hemodialysis, medical rehabilitation, rheumatic disease, and radiation therapy units.

St. Luke's Hospital, which was the first hospital in Duluth, has been federally designated as a Level II Regional Trauma Center; it houses the Regional Vascular Institute, Poison Control Center, and Mental Health Services and has more than 400 physicians on its staff. A full range of general services is supplemented by such specialties as psychiatry, oncology, physical medicine, hospice care, high cholesterol treatment, occupational health services, lithotripsy, and magnetic resonance imaging.

Recreation

Sightseeing

The St. Louis County Heritage and Arts Center is housed in the 1892 Union Depot, a renovated railroad depot with four levels of history and arts exhibits. On display are antique doll and toy collections, a Victorian parlor, Indian crafts, and Depot Square, a recreation of 1910 Duluth that contains 24 old-time stores, a silent movie theater, and an ice-cream parlor. The old immigration room that once processed newcomers to the United States is preserved in its original condition. Railroad cars and locomotives, including the first locomotive in Minnesota and one of the largest steam locomotives ever built, are on exhibit.

The Canal Park Marine Museum houses exhibits on the history of Lake Superior Shipping, while the Lake Superior Museum of Transportation maintains one of the nation's finest collections of historical railroad equipment. At Lake Superior Zoological Gardens, animals from around the world can be viewed in facilities that include a nocturnal house and a children's zoo. Located on the shore of Lake Superior, Glensheen is a Jacobean-style mansion featuring original furnishings and a collection of carriages and sleighs.

The Skyline Parkway, a 30-mile boulevard above Duluth, provides a dramatic view of the city, the harbor, and Lake Superior. Lake Shore Drive parallels Lake Superior from Duluth to Thunder Bay and is considered one of the most scenic coastal highways in the nation. The Aerial Lift Bridge, which connects Minnesota Point with the mainland and spans Duluth harbor, is one of Duluth's most popular tourist attractions. The present bridge, built in 1930, is the world's largest and fastest lift bridge.

Arts and Culture

The Depot houses eight of Duluth's major arts and cultural institutions. The Duluth Art Institute sponsors major exhibitions in addition to its instructional programs. Rooted in classical ballet with contemporary dance influences, Minnesota Ballet stages three major performance series annually. The Duluth Playhouse, founded in 1914 and one of the nation's oldest community theaters, produces a variety of theatrical

The Beargrease Sled Dog Marathon is an annual event to honor the memory of John Beargrease.

presentations. Organized in 1932, the Duluth-Superior Symphony Orchestra presents seven concerts each season, as well as three Pops performances and an annual holiday concert. The Matinee Musicale, Duluth's oldest cultural organization, promotes promising young musicians. The Tweed Museum of Art at the University of Minnesota–Duluth presents historical and contemporary exhibitions in nine galleries and is home to the Sax Sculpture Conservatory.

Festivals and Holidays

The summer season in Duluth features Grandma's Marathon, a run along Lake Superior, and the Park Point Art Fair in June, the Fourth Fest in July, and Bayfront Blues Festival in August. The International Folk Festival presents music, ethnic foods, and dance at Leif Erikson Park in August.

Sports for the Spectator

The University of Minnesota–Duluth competes nationally in Division I hockey, playing a 20-home-game schedule at the Duluth Entertainment Convention Center (DECC). The Beargrease Sled Dog Marathon, the premier dog race of the lower 48 states, is a 400-mile wilderness race held every winter. The race's route, from Duluth to Grand Portage and back, includes 14 checkpoints along Lake Superior's North Shore.

The Duluth Winter Festival begins at the same time as the Beargrease and runs until the end of January. The Duluth Yacht Club sailboat races from Duluth and Port Wing take place on Labor Day weekend.

Sports for the Participant

Spirit Mountain Recreation Area offers downhill skiing, cross-country trails, tennis, camping, and hiking. Duluth maintains, on 11,000 acres of land, 105 municipal parks and playgrounds, two 27-hole golf courses, 41 tennis courts, 20 baseball and softball fields, and 22 community recreation centers. Athletic leagues are available for softball, basketball, no-check hockey, volleyball, touch football, broomball, and bocce. In addition are 45 miles of snowmobile trails, seven hiking trails, and 44 kilometers of groomed cross-country ski trails maintained by the city. Residents and visitors can compete in Grandma's Marathon, which is run along the North Shore the third weekend in June. The Fond-Du-Luth Gaming Casino, located in downtown Duluth, is another popular attraction.

Shopping and Dining

The development of Duluth's historic waterfront downtown and the conversion of a local brewery into a hotel, restaurant, and shopping complex on the shore of Lake Superior have modernized Duluth's shopping milieu. The three-mile-long downtown Skywalk system offers protected access to area shops and restaurants. Duluth restaurants offer freshwater fish from Lake Superior. Ethnic cuisine consists principally of Greek, Italian, and Chinese dishes.

Visitor Information: Duluth Convention and Visitors Bureau, 21 W. Superior St., Ste. 100, Duluth, MN 55802; telephone (218)722-4011; toll-free (800)4-DULUTH; email cvb@visitduluth.com

Convention Facilities

The Duluth Entertainment Convention Center is the principal site for conventions and a wide range of other functions. Attracting more than one million visitors each year, the complex houses 200,000 square feet of meeting and exhibit space along with an 8,000-seat arena and a 2,400-seat auditorium. The facility also includes a 26,000-square-foot ballroom, 15 meeting rooms, and exhibit space. Numerous hotels and motels, several of them with meeting facilities, provide more than 4,200 rooms for lodgings in the Duluth area.

Convention Information: Duluth Convention and Visitors Bureau, 21 W. Superior St., Ste. 100, Duluth, MN 55802; telephone (218)722-4011; toll-free (800)4-DULUTH; email cvb@visitduluth.com

Transportation

Approaching the City

The Duluth International Airport, located six miles from downtown, is the destination for most air traffic into the city. Domestic and international commercial carriers schedule daily flights into the passenger terminal.

Duluth is the terminus point for Interstate 35, which extends from the United States-Mexico border into northern Minnesota; federal highways providing easy access into the city include U.S. 53, 61, and 2. State routes running through Duluth are 23, 39, and 194.

Traveling in the City

Duluth Transit Authority (DTA) provides public bus transportation throughout the metropolitan area with a fleet of 65 modern transit buses. Among the DTA's special services are A Special Transit Ride (STRIDE) for handicapped passengers and carpool and rideshare programs. The DTA operates the Port Town Trolley, a downtown circulator, during the

summer months. Visitors may also explore the city on horse-drawn carriages or via the Canal Park waterfront tram.

Communications

Newspapers and Magazines

Duluth's major daily newspaper is the morning *Duluth News-Tribune.* Several suburban newspapers and shopping guides circulate weekly. *Labor World,* a labor newspaper established in 1895, appears biweekly on Wednesdays. *The Duluthian,* a bimonthly, is published by the Chamber of Commerce with a business and community orientation. *Lake Superior Magazine,* also published bimonthly, features articles and photography about the region. A number of special-interest magazines are published in the city on such subjects as mining and mineral processing, the restaurant industry, and the dental profession.

Television and Radio

More than a dozen television stations, representing the major networks and PBS, broadcast in Duluth, which also receives programming from Hibbing; cable programming is available by subscription. Some 30 AM and FM radio stations offer a variety of formats, including classical, contemporary, and country music, religious programming, news, and public interest features.

Media Information: *Duluth News-Tribune,* 424 W. 1st St., Duluth, MN 55802; telephone (218)723-5313. *The Duluthian,* Duluth Area Chamber of Commerce, 5 W. 1st St., Ste. 101, Duluth, MN 55802; telephone (218)722-5501

Duluth Online

City of Duluth home page. Available www.ci.duluth.mn.us

Duluth Area Chamber of Commerce. Available www.duluthchamber.com

Duluth Convention & Visitors Bureau. Available www.visitduluth.com

Duluth Entertainment Convention Center. Available www.duluthconventioncenter.com or www.decc.org

Duluth News-Tribune. Available www.duluthsuperior.com

Duluth Public Library. Available www.duluth.lib.mn.us

Duluth Public Schools. Available www.duluth.k12.mn.us

Minnesota Historical Society. Available www.mnhs.org

Northeast Minnesota Historical Society Archives. Available www.d.umn.edu/lib/collections

Selected Bibliography

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Sutter, Barton, *Cold Comfort: Life at the Top of the Map* (University of Minnesota Press, 1998)

Minneapolis

The City in Brief

Founded: 1849 (incorporated, 1866)

Head Official: Mayor R. T. Rybak (D) (since 2002)

City Population
1980: 370,951
1990: 368,383
2000: 382,618
2003 estimate: 373,188
Percent change, 1990–2000: 3.9%
U.S. rank in 1980: 34th
U.S. rank in 1990: 42nd
U.S. rank in 2000: 45th

Metropolitan Area Population
1980: 2,137,133
1990: 2,538,776
2000: 2,968,806
Percent change, 1990–2000: 19.6%
U.S. rank in 1990: 17th
U.S. rank in 2000: 16th

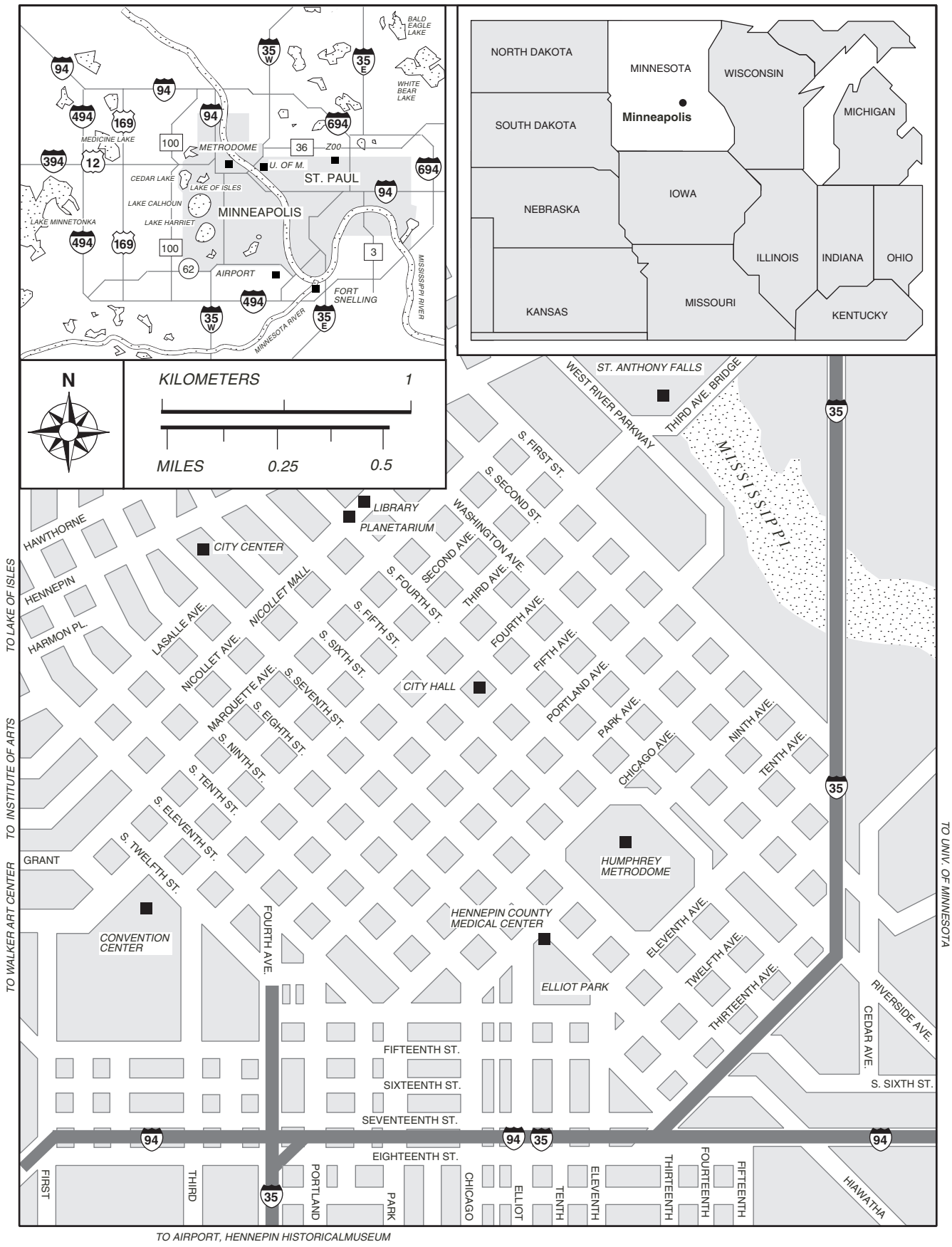
Area: 54.9 square miles (2000)
Elevation: Ranges from 687 feet to 1,060 feet above sea level
Average Annual Temperature: 44.7° F
Average Annual Precipitation: 26.36 inches

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 4.2% (February 2005)
Per Capita Income: $22,685 (1999)

2002 FBI Crime Index Total: 26,630

Major Colleges and Universities: University of Minnesota–Twin Cities; University of St. Thomas-Minneapolis

Daily Newspaper: *Star Tribune*


NORTH DAKOTA
MINNESOTA
WISCONSIN
Minneapolis
SOUTH DAKOTA
MICHIGAN
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
BALD EAGLE LAKE
WHITE BEAR LAKE
MEDICINE LAKE
METRODOME
U. OF M.
ST. PAUL
CEDAR LAKE
LAKE OF ISLES
LAKE CALHOUN
MINNEAPOLIS
LAKE MINNETONKA
LAKE HARRIET
AIRPORT
FORT SNELLING
MISSISSIPPI RIVER
MINNESOTA RIVER
N
KILOMETERS
1
MILES
0.25
0.5
ST. ANTHONY FALLS
WEST RIVER PARKWAY
THIRD AVE. BRIDGE
MISSISSIPPI
S. FIRST ST.
S. SECOND ST.
WASHINGTON AVE.
LIBRARY
PLANETARIUM
HAWTHORNE
CITY CENTER
HENNEPIN
HARMON PL.
NICOLLET MALL
SECOND AVE.
THIRD AVE.
S. FOURTH ST.
S. FIFTH ST.
FOURTH AVE.
LASALLE AVE.
NICOLLET AVE.
S. SIXTH ST.
FIFTH AVE.
MARQUETTE AVE.
S. SEVENTH ST.
CITY HALL
PORTLAND AVE.
S. EIGHTH ST.
PARK AVE.
S. NINTH ST.
CHICAGO AVE.
NINTH AVE.
S. TENTH ST.
TENTH AVE.
S. ELEVENTH ST.
S. TWELFTH ST.
GRANT
HUMPHREY METRODOME
CONVENTION CENTER
FOURTH AVE.
HENNEPIN COUNTY MEDICAL CENTER
ELEVENTH AVE.
TWELFTH AVE.
ELLIOT PARK
THIRTEENTH AVE.
RIVERSIDE AVE.
CEDAR AVE.
S. SIXTH ST.
FIFTEENTH ST.
SIXTEENTH ST.
SEVENTEENTH ST.
EIGHTEENTH ST.
FIRST
THIRD
PORTLAND
PARK
CHICAGO
ELLIOT
TENTH
ELEVENTH
THIRTEENTH
FOURTEENTH
FIFTEENTH
HIAWATHA
TO LAKE OF ISLES
TO INSTITUTE OF ARTS
TO WALKER ART CENTER
TO UNIV. OF MINNESOTA
TO AIRPORT, HENNEPIN HISTORICALMUSEUM

Introduction

The largest city in Minnesota, Minneapolis is the seat of Hennepin County and the sister city of Saint Paul, with which it forms the 15-county Minneapolis-Saint Paul metropolitan statistical area. Strategically located on the navigable head of the Mississippi River, Minneapolis traces its history to the early exploration of the Northwest Territory. The city encompasses within its boundaries 16 lakes (said to have been formed by Paul Bunyan's footprints) and is noted for its natural beauty and parklands. First a milling and lumbering center, Minneapolis today has one of the largest concentrations of high-technology firms in the nation. The combined cities of Minneapolis and Saint Paul are highly rated for their livability and rank among the country's best places for growing a business.

Geography and Climate

Minneapolis is part of a 15-county metropolitan statistical area. (In addition to Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, Carver, Wright, Sheburne, Chisago, and Isanti counties in Minnesota, and Pierce and St. Croix counties in Wisconsin, two counties in St. Cloud were added in 1993; they were Stearns and Benton.) Minneapolis, which shares geographic and climatic characteristics with Saint Paul, is situated at the point where the Minnesota River joins the Mississippi River on flat or gently rolling terrain. Sixteen lakes are located within the city limits. Most of the lakes are small and shallow, covered by ice in the winter. The city's climate is continental, with large seasonal temperature variations and a favorable growing season of 166 days. Severe weather conditions, such as blizzards, freezing rain, tornadoes, and wind and hail storms are fairly common; winter recreational weather is excellent, however, because of the dry snow, which reaches average depths of 6 to 10 inches.

Area: 54.9 square miles (1999)

Elevation: Ranges from 687 feet to 1,060 feet above sea level

Average Temperatures: January, 11.2° F; August, 70.6° F; annual average, 44.7° F

Average Annual Precipitation: 26.36 inches

History

Falls Provide Townsite and Waterpower

The area where Minneapolis is now located was farmed and hunted by the Sioux tribe before the arrival of Father Louis Hennepin, a French Franciscan missionary who explored the Mississippi River in 1680. Father Hennepin discovered the future site of Minneapolis at a waterfall on the navigable head of the Mississippi River; the falls, which he named after St. Anthony, have since played a crucial role in the city's development. Permanent settlement came in 1820, when Federal troops under the command of Colonel Josiah Snelling built Fort St. Anthony on a bluff overlooking the confluence of the Minnesota and Mississippi Rivers. Renamed Fort Snelling in 1825, it safeguarded fur traders from the warring Sioux and Chippewa and served as a trading center and outpost to the Upper Midwest.

The St. Anthony Falls provided the source of power for lumber and flour milling, the two industries that fueled the city's rapid growth. Soldiers built the first flour mill in 1823 and the first commercial sawmill was in operation in 1841. Attracting settlers from New England, particularly lumbermen from Maine, the rich land was ready for settlement. A geographical fault discovered at the falls in 1869 nearly led to economic disaster and the demise of these industries, but an apron built with federal funding secured the source of waterpower and helped the city to grow in wealth and prosperity.

In 1849 the village of All Saints was founded on the west side of the falls and nine years later settlers who squatted on U.S. military reservation land were awarded land rights. Also in 1855, the village of St. Anthony on the east side of the falls was incorporated. In 1856 the name of All Saints was changed to Minneapolis, which was derived from the Sioux ''minne'' for water and the Greek ''polis'' for city. St. Anthony was chartered as a city in 1860 and Minneapolis six years later. Then in 1872 the two cities become one, spanning both sides of the Mississippi River, with the name of the larger being retained.

Flour, Lumber Industries Attract New Residents

Immigrants from Northern Europe, particularly Sweden but also Norway, Denmark, and Finland, flocked to Minneapolis to work in the new industries. A shoemaker named Nils Nyberg is credited as being the first Swede to settle, having arrived in St. Anthony in 1851. The wave of Scandinavian immigration after the Civil War was felt in every aspect of life in Minneapolis.

In one short generation Minneapolis emerged as a great American city. The original New England settlers platted the

streets to reflect order and prosperity, with the boulevards lined with oak and elm trees. The Mississippi River divided the city and served as the focal point of the street grid. The city's rapid population growth and booming economy were attributable in part to the perfection of the Purifer, a flour-sifting device, that made possible the production of high-quality flour from inexpensive spring wheat and led to the construction of large flour mills.

A mill explosion in 1878 that destroyed half the flour mill district prompted residents to research methods to reduce mill dust. Minnesota emerged as the world's leading flour-milling center by 1882. Steam-powered machinery propelled the lumber industry and during the period 1899 to 1905 Minneapolis was the world's foremost producer of lumber. Production was so high that logs actually jammed the river from the timberlands of the north in 1899. Minneapolis became a rail transportation center during this period, further contributing to economic prosperity.

Progressive Programs Revitalize City

The lumber industry in Minneapolis declined once the great forest lands of the north were exhausted, and the large milling companies were forced to relocate some of their plants in other cities to combat the high cost of transportation, which further hurt the economy. After World War II Minneapolis rebounded and became a national leader in the manufacture of computers, electronic equipment, and farm machinery. It established a reputation as a progressive city, undertaking an ambitious urban development project that improved the downtown core and revitalized the economic base. The innovative Nicollet Mall, with a skywalk system, was one of the first of its kind in a major city. Minneapolis and its twin city, Saint Paul, emerged as one of the nation's fastest-growing metropolitan areas in the 1960s and 1970s. By the end of the century, the area continued its growth, ranking as the eighth fastest growing in the country.

Minneapolis embraces continued growth and beautification in the twenty-first century. Leveraging its early roots in the flour milling and lumber industry the city has become the home of such major corporations as General Mills, International MultiFoods, and Anderson Windows as well as attracting growth in the technology and healthcare services fields. Development of sporting venues and cleanup of the city's brownfields add to the appeal of living in the Twin Cities area; Minneapolis's successful transformation has inspired other cities to find solutions to the problems of urban decay.

Historical Information: Hennepin History Museum Library, 2303 Third Avenue, South, Minneapolis, MN 55404; telephone (612)870-1329. Minnesota Historical Society, 345 Kellogg Blvd. West, Saint Paul, MN 55102-1906; telephone (651)296-6126

Population Profile

Metropolitan Area Residents
1980: 2,137,133
1990: 2,538,776
2000: 2,968,806
Percent change, 1990–2000: 19.6%
U.S. rank in 1980: 17th
U.S. rank in 2000: 16th

City Residents
1980: 370,951
1990: 368,383
2000: 382,618
2003 estimate: 373,188
Percent change, 1990–2000: 3.9%
U.S. rank in 1980: 34th
U.S. rank in 1990: 47th
U.S. rank in 2000: 45th

Density: 6,970.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 365,924
Black or African American: 68,818
American Indian and Alaska Native: 8,378
Asian: 23,455
Native Hawaiian and other Pacific Islander: 289
Hispanic (may be of any race): 29,175
Other: 15,789

Percent of residents born in state: 52% (2000)

Age characteristics (2000)
Population under 5 years old: 25,187
Population 5 to 9 years old: 23,960
Population 10 to 14 years old: 22,291
Population 15 to 19 years old: 26,866
Population 20 to 24 years old: 40,953
Population 25 to 34 years old: 78,978
Population 35 to 44 years old: 60,904
Population 45 to 54 years old: 45,961
Population 55 to 59 years old: 13,199
Population 60 to 64 years old: 9,441
Population 65 to 74 years old: 15,332
Population 75 to 84 years old: 13,172
Population 85 years and over: 6,374
Median age: 31.2 years

Births (2003)
Total number (Hennepin County): 16,440

Deaths (2003)
Total number (Hennepin County): 7,752 (of which, 65 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,685
Median household income: $37,974
Total households: 162,382

Number of households with income of . . .
less than $10,000: 17,543
$10,000 to $14,999: 11,031
$15,000 to $24,999: 23,063
$25,000 to $34,999: 22,957
$35,000 to $49,999: 27,374
$50,000 to $74,999: 28,990
$75,000 to $99,999: 14,607
$100,000 to $149,999: 10,528
$150,000 to $199,999: 2,821
$200,000 or more: 3,468

Percent of families below poverty level: 11.9% (44.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 26,630

Municipal Government

Minneapolis, the seat of Hennepin County, is governed by a mayor and a 13-member council, all of whom are elected to four-year terms. The mayor, who is not a member of council, shares equally-distributed powers with council members.

Head Official: Mayor R.T. Rybak (since 2002; current term expires January 2006)

Total Number of City Employees: 7,000 (2005)

City Information: City Hall, 350 South Fifth Street, Minneapolis, MN 55415; telephone (612)673-3000

Economy

Major Industries and Commercial Activity

Manufacturing is the primary industry in Minneapolis's diversified economic base. Principal manufacturing areas are electronics, milling, machinery, medical products, food processing, and graphic arts. Sixteen of the *Fortune* 500 largest U.S. corporations are headquartered in the Twin Cities, which is among the largest commercial centers between Chicago and the West Coast. The area is also home to 30 *Fortune* 1000 companies and several of the world's largest private companies.

Also integral to the local economy are high-technology industries. With the University of Minnesota and other colleges and technical schools providing applied research and well-trained scientists and engineers, one of the largest concentrations of high-technology firms in the nation—more than 1,300—developed in metropolitan Minneapolis-Saint Paul.

Among the banks and other financial institutions that make the Twin Cities the financial center of the upper Midwest, seven of the largest are based in Minneapolis. In addition, the headquarters of the Ninth Federal Reserve District Bank is located in the city. Local banks, savings and loan companies, venture capital concerns, and insurance companies play a major role in the economic development of the region.

Items and goods produced: electronics, food and dairy products, super computers, structural steel, thermostatic controls, conveyor systems, medical electronics equipment, farm machinery, ball bearings, tools, construction machinery, boilers, tanks, burglar alarms, underwear and hosiery, packaging, garden tools, lawn mowers, sprinklers

Incentive Programs—New and Existing Companies

The Twin Cities area offers a variety of programs for new and expanding businesses.

Local programs—The Minneapolis Community Development Agency (MCDA), the development arm of the City of Minneapolis, provides a host of affordable financing packages and site-search assistance for businesses expanding in or relocating to Minneapolis. As an authorized agent for the federal Small Business Administration, the MCDA can combine federal small business financing with Minneapolis' own unique finance tools to help companies grow. MCDA business experts help businesses realize their goals from preliminary negotiations to closing. BusinessLink is a one-stop business service center located at the MCDA.

State programs—State business tax incentives include research and development credits, foreign income deductions, and sales tax exemptions and reductions. In addition the state of Minnesota offers, through a network of five job-training programs, assistance to businesses in locating and training employees.

Job training programs—The Minneapolis Employment and Training Program (METP), a service of the City of Minneapolis, offers a variety of training and job placement services for youth, adult, and mature workers as well as dislocated and welfare workers.

Development Projects

Fueling the local economy is the redevelopment of downtown Minneapolis. Since the expansion of the now-famous Nicollet Mall in the 1980s and the initiation of the innovative skyway system, billions of dollars have been invested in construction projects. The Franklin-Portland Gateway is a phased multi-use development; the first phase was completed in April 2004 and included rental and ownership residential units as well as the four-story community and education Children's Village Center. Future phases will add an additional 65 rental units, 13 ownership units, and 14,000 square feet of commercial-use space. Nearly $10 million of city-assisted financing have made the Augustana Chapel View Homes a reality; Minneapolis seniors are welcomed home in this rental and nursing facility. The Boulevard is a mixed-use affordable living center with more than 60,000 square feet of community space. In 2006 a new Central Minneapolis Public Library will open in downtown Minneapolis. Voters approved spending $110 million to build the main library; an additional $30 million will aid community improvements at the library's 14 branches.

Economic expansion and construction activity have placed a strain on the city's transportation infrastructure; to address that issue, more than $1 billion in road improvement projects will take place over several years. The Hiawatha Light Rail opened to travelers in 2004; future expansion will make it into a 13-mile line that will connect downtown Minneapolis with Minneapolis-Saint Paul International Airport and the Mall of America in Bloomington. Planning is complete for a regional rail route, the Northstar Corridor, which will connect St. Cloud with Minneapolis using an existing 40-mile freight corridor. The $265 million project is projected to be in service in late 2008.

The city completed a $175 million expansion of the Minneapolis Convention Center in 2002. The expansion added 600,000 square feet of exhibit space, making the center one of the 20 largest in the country. The new section includes 190,000 square feet of exhibition space, with 60,000 square feet of that space divisible into 44 individual meeting rooms, and a 3,400 seat auditorium.

Economic Development Information: Minneapolis Regional Chamber of Commerce, Chamber of Commerce Building, Young Quinlan Building, 81 South Ninth Street, Suite 200, Minneapolis, MN 55402; telephone (612)370-9100; fax (612)370-9195; email info@minneapolischamber.org.

Commercial Shipping

An important factor in the Minneapolis economy is the Minneapolis-Saint Paul International Airport, which is served by 16 cargo carriers and air-freight forwarders. The airport handles more than 170,000 tons of freight yearly. The Twin Cities area is also linked with major United States and Canadian markets via a network of four railroad companies.

Considered one of the largest trucking centers in the nation, Minneapolis-Saint Paul is served by 150 motor freight companies that provide overnight and four- to five-day delivery in the Midwest and major markets in the continental United States. Vital to the Twin Cities' role as a primary transportation hub is the port of Minneapolis, which together with the port of Saint Paul processes annually more than 11 million tons of cargo to and from domestic and foreign markets.

Labor Force and Employment Outlook

The Twin Cities boasts an educated work force; 24.3 percent of people 25 years old or older have four or more years of college. Unemployment in the Twin Cities remained low in the early 2000s. Companies are expanding rapidly and there is considerable competition for skilled workers especially in the areas of healthcare and technical positions, social services, personal care, construction, and computer professions.

The suburban Mall of America, one of the most popular tourist destinations in the United States, has a significant economic impact. The Twin Cities' economy is keeping pace with, and in some cases surging ahead of the national economy. Some of the leading industries are medical instrument and supplies manufacturing, printing and publishing, transportation equipment, computer and data processing services, finance, and engineering and management services. In 2005, BestJobsUSA.com selected Minneapolis one of the Top 20 Best Places to Live & Work in America.

The following is a summary of data regarding the Minneapolis-Saint Paul metropolitan area, 2004 annual average:

Size of non-agricultural labor force: 1,738,000

Number of workers employed in . . .
mining and construction: 82,800
manufacturing: 202,700
transportation and utilities: 335,900
information: 43,000
financial activities: 140,500
professional and business services: 245,900
educational and health services: 216,100
leisure and hospitality: 154,500
other services: 75,800
government: 240,300

Average hourly earnings of production workers employed in manufacturing: $17.59

Unemployment rate: 4.2% (February 2005)

Largest employers (Twin Cities area)	*Number of employees*
State of Minnesota	55,294
U.S. Government	35,047
Target Corp.	35,047
University of Minnesota	29,498
Mayo Clinic	23,378
Allina Health	22,454
Northwest Airlines	21,301
Fairview Health Services	18,700
3M Corporation	18,179
Wells Fargo	13,938

Cost of Living

The Twin Cities region has one of the lowest costs of living among the 25 largest cities in the United States.

The following is a summary of data regarding several key cost of living factors in the Minneapolis area.

2004 (3rd Quarter) ACCRA Average House Price: $296,846

2004 (3rd Quarter) ACCRA Cost of Living Index: 109.3 (Minneapolis/St. Paul) (U.S. average = 100.0)

State income tax rate: Ranges from 5.35% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: 0.5%

Property tax rate: $118.42 per $1,000 assessed value (2005)

Economic Information: Minneapolis Regional Chamber of Commerce, Young Quinlan Building, 81 South Ninth Street, Suite 200, Minneapolis, MN 55402; telephone (612)370-9100

Education and Research

Elementary and Secondary Schools

The Minneapolis Public Schools, the largest school district in Minnesota, provides students with a truly international education that will better prepare them for life in a global community. Students in the districts who are currently learning English also speak one of 90 other languages in their home. Families may choose community or magnet schools, with at least 10 school options available for kindergarten families and more than 15 programs available for high school students. Ninety-eight percent of incoming kindergarten families receive their first choice. The district introduced all-day kindergarten in 2001.

While many districts are cutting funding for arts programs, 35 Minneapolis Public Schools have received a $10 million Annenberg Challenge Grant to integrate the arts throughout the curriculum, a strategy that has been shown to improve academic achievement. Middle school students benefit from a $650,000 grant from the Medtronic Foundation that is revitalizing the kindergarten through fifth grade science program. Nearly $10 million from the Walling family makes college scholarships available for Minneapolis Public School seniors to further their education in college.

The following is a summary of data regarding the Minneapolis public schools as of the 2002–2003 school year.

Total enrollment: 43,429 (excludes charter schools)

Number of facilities
elementary schools: 63
middle schools: 8
senior high schools: 7
other: 6 special education schools; 31 alternative schools

Student/teacher ratio: 18.4:1

Teacher salaries
minimum: $31,549
maximum: $73,143

Funding per pupil: $10,226 (actual expenditures, 2003)

Hennepin County is served by 45 private schools offering alternative educational curricula.

Public Schools Information: Minneapolis Public Schools, 807 Northeast Broadway, Minneapolis, MN 55413-2398; telephone (612)668-0000.

Colleges and Universities

The University of Minnesota—Twin Cities, a state institution with an enrollment of more than 45,000 full-time students, is located in Minneapolis. The university ranks among the nation's top 20 universities. Five degree levels—baccalaureate, first-professional, master's, intermediate, and doctorate—are available in 250 fields, including architecture, medicine, engineering, journalism, management, teacher education, public health, and music. Former students and faculty members have been awarded 12 Nobel Prizes in physics, medicine, chemistry, economics, and peace.

Augsburg College and North Central Bible College, private religious institutions, award associate, baccalaureate, and master's degrees. The Minneapolis College of Art and Design offers four-year programs in fine and applied arts. Community and technical colleges in the metropolitan area include Minneapolis Community College, Minneapolis Technical College, and Hennepin Technical College.

Libraries and Research Centers

The Minneapolis Public Library operates a Central Library and 14 branches. The Central Library has the largest collection of any public library in Minnesota. In 2000 a $140 million referendum was passed for the building of a new Central Library and improvements to all 14 branches over a 10-year period. In 2002 the Central Library collection was moved to a branch location for the rebuilding of the new Central Library, opening spring 2006. The new, $110 million, five-story facility will house more books and computers, community spaces, a gallery, a proposed planetarium, and other features.

The University of Minnesota Libraries—Twin Cities, also located in Minneapolis, have total holdings of more than 6 million volumes in major academic departments and more than 36,000 periodical subscriptions. Special collections include literature on ballooning, the Hess Dime Novel Collection, the Charles Babbage Institute, and the Performing Arts Archives. The library is a depository for federal and state documents. The Immigration History Research Center at the university houses one of the nation's most comprehensive collections of the immigrant past.

More than 70 special libraries and research centers serve the city. Most are affiliated with state and county government agencies, businesses and corporations, hospitals, churches and synagogues, and arts organizations.

Public Library Information: Minneapolis Public Library, 250 Marquette Ave, Minneapolis, MN 55401; telephone (612)630-6000; fax (612)630-6210

Health Care

A vital force in the Minneapolis medical community is the University of Minnesota Medical Center, where the first open heart surgery was performed in 1954. The hospital is also known as a leading organ transplant center. Among the other major hospitals in Minneapolis are the University of Minnesota Children's Hospital, Shriner's Hospital, the Veteran's Administration Medical Center, the Hennepin County Medical Center, and the Sister Kenny Rehabilitation Institute. The Mayo Clinic is located 75 miles southeast of Minneapolis, in Rochester.

Recreation

Sightseeing

Sightseeing in Minneapolis might begin with the Chain of Lakes—Lake of the Isles, Lake Calhoun, and Lake Harriet—just a few miles west of downtown; in all, 16 lakes are located within the city limits and more than 1,000 are in close proximity. Minnehaha Falls, the point at which Minnehaha Creek plunges into the Mississippi River, was made famous by Henry Wadsworth Longfellow in his poem *The Song of Hiawatha.* A life-size statue of Hiawatha holding his wife Minnehaha is located on an island just above the falls.

For those with an interest in Minneapolis's historical roots, the American Swedish Institute maintains a turn-of-the-century 33-room mansion that displays Swedish immigrant artifacts as well as traveling exhibits. The Ard Godrey House, built in 1849 and the oldest existing frame house in the city, features authentic period furnishings. Minneapolis's early history and development are captured at the Hennepin History Museum.

Fort Snelling, a historic landmark dating from 1820 overlooking Fort Snelling State Park, has been restored to its frontier-era appearance and is open six months a year. At the Minnesota Zoo, seven trails lead to exhibits in natural settings. The Minneapolis Planetarium, with a 40-foot dome, projects over 2,000 stars. More than 1,000 acres cultivated with numerous varieties of trees, flowers, and shrubs make up the Minnesota Landscape Arboretum.

Arts and Culture

In both Minneapolis and Saint Paul, business and the arts go hand-in-hand. The Five Percent Club consists of local businesses and corporations that donate five percent of their pretax earnings to the arts, education, or human services. This investment results in such high-quality institutions as the Guthrie Theater, named for Sir Tyrone Guthrie, which ranks as one of the best regional and repertory theater companies in the United States. The Walker Art Center exhibits progressive modern art in an award-winning building designed by Edward Larrabee Barnes, which has been judged among the best art exhibition facilities in the world. The center, housing a permanent collection that represents major twentieth-century movements, also sponsors a program of music, dance, film, theater, and educational activities.

The Minnesota Orchestra, performing at Orchestra Hall on Nicollet Mall and at Ordway Music Theater in Saint Paul, presents a season of concerts that includes a great performers series, the weekender series, a pop series, and a summer festival. Family holiday concerts are performed at Christmas time. The Minnesota Opera performs traditional and new works at the Ordway theater in Saint Paul. Touring Broadway musicals and musical stars perform at the restored Orpheum Theater. The Children's Theater Company offers a world-class theater education program for young people. International theater professionals work with student actors and technicians to present productions of the highest quality.

The Minneapolis Sculpture Garden, adjacent to the Walker Art Center, was designed by landscape architect Peter Rothschild; it consists of four symmetrical square plazas that display more than 55 works by Henry Moore, George Segal, and Deborah Butterfield, among others. The Minneapolis Institute of Arts showcases world art in a collection of more than 100,000 objects from every period and culture.

Festivals and Holidays

Minneapolis celebrates March with a St. Patrick's Day Parade and a Spring Flower Show. The Minneapolis Aquatennial, established in 1940, is a 10-day extravaganza held in late July with a special theme each year; the Aquatennial Association programs over 250 free events that focus on the city's proximity to water. Many Minneapolis festivals honor the city's Scandinavian heritage. Other festivals celebrate ethnic cultures with music, dance, food, arts, and crafts. Uptown Art Fair, one of the largest such events in the country, is held on a weekend in early August.

Sports for the Spectator

The Hubert H. Humphrey Metrodome is home to two of the city's major sports franchises; the Minnesota Twins of the Central Division of baseball's American League and the Minnesota Vikings of the Central Division of the National Football League play their home games in this domed stadium, conveniently located downtown. The National Basketball Association's Timberwolves play at the Target Center. Women's National Basketball Association team the Minnesota Lynx came to the Twin Cities in 2000. Sports fans can also attend major and minor sporting events at the University of Minnesota–Twin Cities, which fields Big Ten teams like the Gophers, who play to sellout crowds.

Sports for the Participant

Minneapolis is one of the country's most naturally beautiful cities, enhanced by 107 playgrounds, 8 community centers, 7 municipal golf links, and 16 lakes within the city limits. The abundance of easily accessible water makes possible a full range of water sports and activities in both summer and winter. Four thousand acres of city park land are available for swimming, canoeing, sailing, windsurfing, waterskiing, roller-skating, and biking along with softball, tennis, and golf; about 136,900 acres of land are set aside in the Twin Cities region for parks, trails, and wildlife management areas. Winter sports include skating, skiing, snowshoeing, and ice fishing.

Shopping and Dining

Minneapolis is the originator on a grand scale of the ''second floor city'' concept, integrating essentially two downtowns—a sidewalk-level traditional downtown and a second city joined by an elaborate skywalk system. Nicollet Mall, completed in 1967, redefined the urban downtown and eliminated the element of weather as a deterrent to the shopper. This all-weather skywalk system connects an indoor shopping center whose four major department stores and hundreds of specialty shops cover 34 city blocks. Shopping activity is also a part of the City Center mall, undergoing renovations in 2005. St. Anthony Main, along the historic Mississippi riverfront, consists of old warehouses and office buildings converted to a shopping center. Suburban Bloomington is home to the largest mall in North America, the Mall of America.

Elegant dining is possible at The 510 Restaurant, Goodfellow's, and Rosewood Room, named by *Food and Wine* magazine as Distinguished Restaurants of North America. Dinner cruises on the Mississippi River are offered during the summer.

Visitor Information: The Greater Minneapolis Convention & Visitors Center, 250 Marquette South, Ste 1300, Minneapolis, MN 55402; telephone (612)335-5827 or (800)445-7412

Convention Facilities

The primary meeting and convention site in Minneapolis is the Minneapolis Convention Center, which opened in 1990 and underwent major renovations in 2002. More than 5,000 guest rooms are located downtown, nearly 3,000 of which are connected to the Minneapolis Convention Center via the skyway system.

Convention Information: Minneapolis Convention Center, telephone (612)661-4700

Transportation

Approaching the City

Located southeast of downtown Minneapolis, the Minneapolis-Saint Paul International Airport is in the midst of a three-phase, $860 million expansion in 2005. In 2004, Minneapolis-St. Paul International Airport was named Best Airport in the Americas and Best Domestic Airport by the International Air Transport Association and Airports Council International. The airport is served by ten major domestic carriers. Six reliever airports are also located in the metropolitan area. Amtrak runs a major east-west line from Chicago and the East into Saint Paul.

Two major interstate highways serve Minneapolis: I-94 (east-west) and I-35W (north-south). Two belt-line freeways, I-494 and I-694, facilitate travel around the Twin-City suburbs. Seven federal and 13 state highways link the city with points throughout the United States and Canada.

Traveling in the City

Minneapolis is laid out on a grid pattern, with streets south of Grant Street intersecting on a north-south axis and those north of Grant running diagonally northeast-southwest. Residents think of their hometown as made up of five major parts: North Side, South Side, Northeast, Southeast, and downtown, each with its own distinct character and attractions. The Minneapolis Skywalk System connects major downtown public buildings and retail establishments with elevated, covered walkways. There are also smaller communities such as Uptown on the South Side and Dinkytown on the edge of the University of Minnesota's Minneapolis campus.

Serving Minneapolis, Saint Paul, and the surrounding suburbs is the Metropolitan Council Transit Operations (MCTO), the second-largest bus system in the United States. Additional bus service is provided by five private operators, including Gray Line, which conducts sightseeing tours, stopping at Nicollet Mall and at various hotels in Minneapolis and Saint Paul. The city is noted for efficiency of commuting time: the freeway system, moderate population density, and two central business districts contribute to high levels of mobility during peak and non-peak hours.

In 2004 the first route of the Hiawatha Light Rail Transit (LRT) was opened to the public; the light rail will be developed to include 13 miles or rail along Hiawatha Avenue taking passengers into downtown Minneapolis, the airport, and the Mall of America.

Communications

Newspapers and Magazines

The major daily newspaper in Minneapolis is the *Star Tribune.* Several neighborhood and suburban newspapers are distributed weekly in the city.

Mpls. St.Paul is a magazine focusing on metropolitan life in the Twin Cites. A popular publication with a national distribution is *The Utne Reader.* Other special interest magazines based in Minneapolis pertain to such subjects as religion, aviation, business, entertainment, hunting and conservation, minority issues, medicine, politics, and computers.

Television and Radio

Four television stations broadcast out of Minneapolis, as do two cable stations. Radio listeners can choose from 17 AM and FM stations. Programming includes ethnic music, jazz, gospel, classical music, easy listening, and news and public affairs.

Media Information: *Star Tribune,* 425 Portland Avenue, Minneapolis, MN 55415; telephone (612)673-4000; toll-free (800)827-8742

Minneapolis Online

BusinessLink, Minneapolis Community Development Agency home page. Available www.mcda.org

City of Minneapolis home page. Available www.ci.minneapolis.mn.us

Greater Minneapolis Chamber of Commerce home page. Available www.minneapolischamber.org

Greater Minneapolis Convention and Visitors Association home page. Available www.minneapolis.org/gmcva

Hennepin History Museum home page. Available www.hhmuseum.org/index.htm

Mall of America home page. Available www.mallofamerica.com

Minneapolis Public Library home page. Available www.mpls.lib.mn.us

Minneapolis Public Schools home page. Available www.mpls.k12.mn.us

Minnesota Historical Society home page. Available www.mnhs.org

Star Tribune home page. Available www.startribune.com

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Millett, Larry, *Lost Twin Cities* (Minnesota Historical Society)

Weiner, Jay, *Stadium Games: Fifty Years of Big League Greed and Bush League Boondoggles* (University of Minnesota Press, 2000)

Rochester

The City in Brief

Founded: 1854, incorporated 1858

Head Official: Mayor Ardell F. Brede (NP) (since 2002)

City Population
1980: 57,906
1990: 70,729
2000: 85,806
2003 estimate: 92,507
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 349th
U.S. rank in 1990: 319th (State rank: 5th)
U.S. rank in 2000: 329th (State rank: 3rd)

Metropolitan Area Population
1980: 92,006
1990: 106,470
2000: 124,277
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 292nd
U.S. rank in 1990: 238th
U.S. rank in 2000: 231st

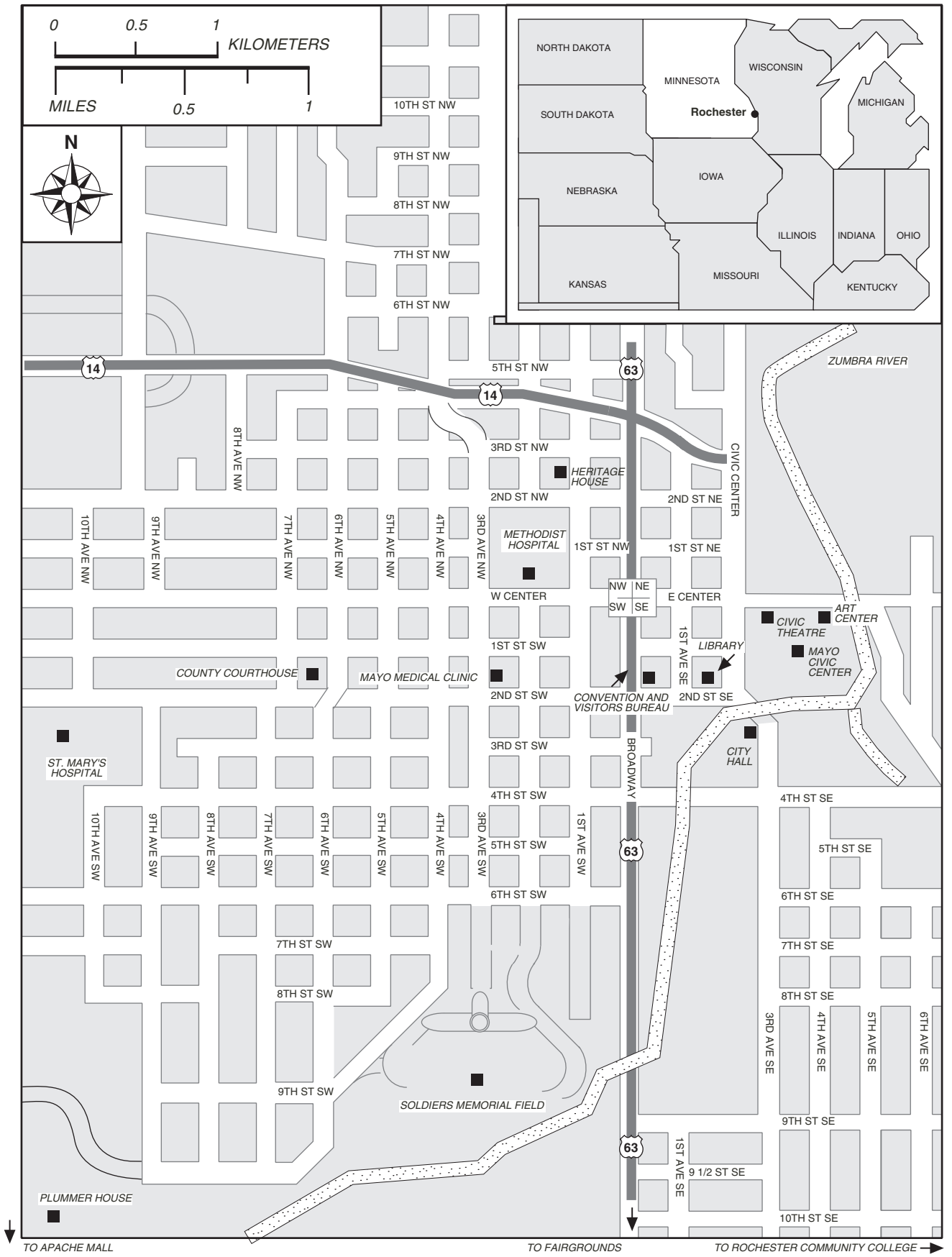
Area: 39.61 square miles (2000)
Elevation: 1,320 feet above sea level
Average Annual Temperature: 43.4° F
Average Annual Precipitation: 32.3 inches of rain, 48.8 inches of snow

Major Economic Sectors: services, trade, manufacturing
Unemployment Rate: 4.2% (February 2005)
Per Capita Income: $24,811 (1999)

2002 FBI Crime Index Total: 3,003

Major Colleges and Universities: Mayo Foundation, Minnesota Bible College, Rochester Community and Technical College, Saint Mary's University of Minnesota–Rochester, Winona State University–Rochester Center

Daily Newspaper: *Post-Bulletin*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NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
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Rochester
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ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
10TH ST NW
9TH ST NW
8TH ST NW
7TH ST NW
6TH ST NW
5TH ST NW
14
63
ZUMBRA RIVER
8TH AVE NW
3RD ST NW
HERITAGE HOUSE
CIVIC CENTER
2ND ST NW
2ND ST NE
10TH AVE NW
9TH AVE NW
7TH AVE NW
6TH AVE NW
5TH AVE NW
4TH AVE NW
3RD AVE NW
METHODIST HOSPITAL
1ST ST NW
1ST ST NE
W CENTER
NW NE SW SE
E CENTER
ART CENTER
CIVIC THEATRE
1ST ST SW
1ST AVE SE
LIBRARY
MAYO CIVIC CENTER
COUNTY COURTHOUSE
MAYO MEDICAL CLINIC
2ND ST SW
CONVENTION AND VISITORS BUREAU
2ND ST SE
3RD ST SW
BROADWAY
CITY HALL
ST. MARY'S HOSPITAL
4TH ST SW
4TH ST SE
10TH AVE SW
9TH AVE SW
8TH AVE SW
7TH AVE SW
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8TH ST SE
3RD AVE SE
4TH AVE SE
5TH AVE SE
6TH AVE SE
9TH ST SW
SOLDIERS MEMORIAL FIELD
9TH ST SE
1ST AVE SE
9 1/2 ST SE
PLUMMER HOUSE
10TH ST SE
TO APACHE MALL
TO FAIRGROUNDS
TO ROCHESTER COMMUNITY COLLEGE

Introduction

Rochester, the seat of Olmsted County, is known worldwide as the home of the famed Mayo Clinic. The city is the business and cultural hub for southeastern Minnesota, and its local health care facilities are among the finest in the world. Clean air, low crime, and a strong sense of community, as well as attractive offerings in the arts and recreational areas, contribute to the city's appeal as a place to settle. Rochester was rated the nation's best small city to live in 2000 by *Money* magazine. In its review, *Money* praised Rochester's good schools, high-tech job growth, easy commuting, and the Mayo Clinic.

Geography and Climate

Rochester is located 76 miles southeast of Minneapolis/Saint Paul, 41 miles north of the Iowa border, and 36 miles west of the Wisconsin border. The Zumbro River flows through the city, which is set on rolling farmland. There are also three creeks within the city limits.

Rochester enjoys a four-season climate. Spring is usually brief, and summer is pleasant and occasionally very hot, with approximately seven days exceeding 90 degrees. In July the relative humidity ranges between a high of 90 percent and a low of 62 percent. Summer brings prevailing winds from the south and southwest, and the winds shift during the winter months to come from the northwest. Autumn offers beautiful sunny days. Winter is cold, with snowfall averaging 48.8 inches annually. Severe storms, including blizzards, freezing rain, and tornadoes are not uncommon. There are occasional flash floods of the Zumbro River.

Area: 39.61 square miles (2000)

Elevation: 1,320 feet above sea level

Average Temperatures: January, 11.8° F; July, 70.2° F

Average Annual Precipitation: 32.3 inches of rain, 48.8 inches of snow

History

Long before the coming of Europeans, members of the Chippewa and Sioux nations lived in the area of the Minnesota Territory. Rochester was founded in 1854 when a group of U.S. surveyors staked claims on the banks of the Zumbro River. George Head began a pioneer settlement there, and by 1888, the settlement, which Head named in honor of his hometown in New York, had grown to 1,500 people. Many of those drawn to the area came because of the fertile farmland. In 1863 William Worall Mayo, examining surgeon for the Union Army Enrollment Board, settled in the town and, along with his sons, founded a medical practice. The Mayo Medical Center, which started out in a five-story brick building, now occupies about 10 million square feet.

The coming of the east-west railroad in the 1880s, which provided an excellent distribution system for the local farmers' products, added to the growth of the community, and agriculture has continued to be an important part of the local economy. A terrible tornado struck the city in 1883, and doctors were forced to treat its many victims under inadequate, makeshift conditions. Mother Alfred Moes, founder of the Sisters of St. Francis, proposed the building and staffing of a hospital, in which W.W. Mayo would provide the care. In 1889 St. Mary's Hospital opened with 27 beds.

Beginning in 1892, new staff members were added to the Mayo Clinic team. Dr. Henry Plummer, from a nearby small town, joined the Mayos in 1892, and designed many group practice systems that are the basis for those used today. They include the use of a common medical record, X-rays, conveyors for moving records, a registration system, and one of the first telephone paging systems. In 1907 the first patient registration number was assigned.

As physicians from around the world came to observe how the Mayo Clinic was operated, the clinic in 1915 initiated one of the world's first graduate training programs for doctors, called the Mayo Graduate School of Medicine. In 1919 the Mayos turned over all their profits and established the nonprofit Mayo Properties Association. Both of the Mayo brothers died within months of one another in 1939, but their work continued.

The local economy developed in a new direction with the establishment of an International Business Machines (IBM) plant in the 1950s. In 1990 that plant earned the prestigious Malcolm Baldrige National Quality Award.

The Mayo Medical School opened in 1972. The integration of Mayo Clinic Rochester, Saint Mary's Hospital, and Rochester Methodist Hospital took place in 1986, and that same year the clinic expanded with the opening of Mayo Clinic Jacksonville (Florida). In 1987 Mayo Clinic Scottsdale (Arizona) opened, and St. Luke's Hospital in Jacksonville became part of Mayo.

In 1992 a merger took place between Mayo Clinic and Luther Hospital and Midelfort Clinic in Eau Claire, Wisconsin. That same year Mayo affiliated with Decorah Medical Associates in Decorah, Iowa, and Community Clinics in

Wabasha, Minnesota. Today, the Mayo Clinic along with a symphony orchestra, museums, and other amenities contribute to Rochester's livability. Since the turn of the century, Rochester has become the new home for more than 2,000 citizens each year. As a result, the city's mayor adopted a ''smart growth'' program to accommodate these newcomers into Rochester's existing population.

Historical Information: History Center of Olmstead County, 1195 W. Circle Dr. SW, Rochester, MN 55902; telephone (507)282-9447

Population Profile

Metropolitan Area Residents
1980: 92,006
1990: 106,470
2000: 124,277
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 292nd
U.S. rank in 1990: 238th
U.S. rank in 1990: 231st

City Residents
1980: 57,906
1990: 70,729
2000: 85,806
2003 estimate: 92,507
Percent change, 1990–2000: 12.9%
U.S. rank in 1980: 349th
U.S. rank in 1990: 319th
U.S. rank in 2000: 329th

Density: 2,166.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 75,088
Black or African American: 3,064
American Indian and Alaska Native: 258
Asian: 4,830
Native Hawaiian and Pacific Islander: 33
Hispanic or Latino (may be of any race): 2,565
Other: 996

Percent of residents born in state: 55.4% (2000)

Age characteristics (2000)
Population under 5 years old: 6,401
Population 5 to 9 years old: 5,939
Population 10 to 14 years old: 6,195
Population 15 to 19 years old: 5,642
Population 20 to 24 years old: 5,765
Population 25 to 34 years old: 13,891
Population 35 to 44 years old: 14,734
Population 45 to 54 years old: 10,754
Population 55 to 59 years old: 3,675
Population 60 to 64 years old: 2,959
Population 65 to 74 years old: 4,686
Population 75 to 84 years old: 3,543
Population 85 years and over: 1,622
Median age: 34.3 years

Births (2003)
Total number: 1,593

Deaths (2003)
Total number: 729 (of which, 9 were infants under the age of 1 year)

Money income (1999)
Per capita income: $24,811
Median household income: $49,090
Total households: 34,009

Number of households with income of . . .
less than $10,000: 652
$10,000 to $14,999: 550
$15,000 to $24,999: 1,352
$25,000 to $34,999: 1,996
$35,000 to $49,999: 3,453
$50,000 to $74,999: 5,954
$75,000 to $99,999: 3,381
$100,000 to $149,999: 2,691
$150,000 to $199,999: 838
$200,000 or more: 745

Percent of families below poverty level: 4.7% (26.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,003

Municipal Government

Rochester has a strong council/weak mayor form of government with an executive city administrator. The city council is comprised of seven council persons, the mayor, and the city administrator, each of which serve a four-year term.

Head Official: Mayor Ardell F. Brede (NP) (since 2002; current term expires 2006)

Total Number of City Employees: 800 (2005)

City Information: Rochester City Hall, 201 4th St. SE, Rochester, MN 55904; telephone (507)285-8086

Economy

Major Industries and Commercial Activity

The health care industry dominates Rochester's economy, with more than 2 million people coming to the Mayo Clinic each year to seek treatment. The clinic admitted 127,300 patients in 2003. Mayo Medical Ventures licenses medical products and treatments worldwide that are developed at Mayo.

Wholesale and retail trade is the second-largest employment sector in the county. Many local industries sell their goods to the local International Business Machines (IBM) plant and to Mayo Medical Center.

Rochester has been rated by *Inc.* magazine as one of the top entrepreneurial cities in the country. The manufacturing industry employs almost 15 percent of the work force. Production includes food and dairy processing, computer and computer components, electronics, and precision machining. Strong areas of growth in the economy are agricultural, metal fabrication, and distribution companies. Other businesses having a major impact on the local economy are construction, printing, packaging, hotels, restaurants, communications, and entertainment facilities. The continuing growth of the economy is evidenced by the addition of some 20 firms over the past several years.

Agriculture still plays an important role in Rochester's economy, along with food processing and dairy production. Area farms produce annual crops of soybeans, corn, and a variety of fruits and vegetables, and dairy farms generate more than 2 million pounds of milk each year. Rochester is the home of Marigold Foods, which produces the well-known Kemps brand of ice cream.

Items and goods produced: hospital/surgical equipment, electronics, metal fabrication, food processing, agricultural-related products, home pasteurizers, silos, beverages, toilet preparations, computer equipment, grain, poultry

Incentive Programs—New and Existing Companies

Local programs—It is the mission of the Rochester Area Economic Development, Inc. (RAEDI) to assist new and existing companies with expansion, location, or research efforts. RAEDI has a corporation to provide better access to the U.S. Small Business Administration's 504 Loan Program, which finances long-term assets for 10- or 20-year terms. The program normally leverages a bank loan with a 504 loan to finance up to 90 percent of the project costs. RAEDI also administers the MicroEnterprise Loan Fund, which aids eligible businesses that are located in the city, five or fewer employees, a written business plan, and an owner or 51 percent of the employees who are at low or moderate income levels. The maximum loan amount is $7,500.

State programs—The Tax Increment Financing Program, a state authorized financing mechanism, is offered by the city to assist basic businesses in financing their local expansion or location. Funds may be used to purchase land and make public improvements that support business development projects. Minnesota offers programs to provide a mechanism for businesses to sell bonds at tax-exempt interest rates, allowing firms to receive long-term, low interest financing for fixed assets.

Job training programs—The Minnesota Department of Employment and Economic Development operates a network of workforce centers throughout the state. This WorkForce Center System, which has an office in Rochester, partners with local businesses to provide customized job training and other workforce development services.

Development Projects

The Mayo Foundation is currently undergoing major expansion and renovation. A series of projects, which began in 1997, are integrating patient care facilities on Mayo's downtown campus, from Rochester Methodist Hospital on the north to the Mayo Building on the south, into an interconnected facility. The projects involve adding about 850,000 square feet of new space as well as renovation of existing space. When completed, costs will reach well over $125 million.

The new Rochester Art Center opened in May 2004 and is the most recent addition to the downtown Rochester Cultural Campus. The creation of Cascade Lake Park will support a lake with the best possible water quality and will provide residents and visitors with a variety of recreational and educational opportunities. The refurbishment of Highway 52 has been recently completed.

Rochester Area Economic Development, Inc. (RAEDI), Rochester's one-stop shop for businesses seeking economic assistance, has as its goal the development of a varied economy. It reports that Rochester and environs have the highest concentration of high-tech industries among all U.S. metropolitan areas. Rochester' technology base has continued to grow over the past decade with the addition of more than 20 new technology firms.

Economic Development Information: Rochester Area Economic Development, 220 S. Broadway, Ste. 100, Rochester, MN 55904; telephone (507)288-0208

Commercial Shipping

Daily freight rail service is offered by the Dakota Minnesota & Eastern Railroad. Rochester has more than 20 motor freight carriers.

Labor Force and Employment Outlook

The following is a summary of data regarding the Rochester metropolitan area labor force, 2004 annual average:

Size of nonagricultural labor force: 101,900

Number of workers employed in . . .
construction and mining: 4,700
manufacturing: 13,200
trade, transportation, and utilities: 15,600
information: 1,500
financial activities: 2,700
professional and business services: 5,300
educational and health services: 35,900
leisure and hospitality: 8,500
other services: 3,700
government: 10,400

Average hourly wage of production workers employed in manufacturing: $13.56 (statewide)

Unemployment rate: 4.2% (February 2005)

Largest employers	*Number of employees*
Mayo Clinic	28,000
International Business Machines (IBM)	4,400
Rochester School District 535	2,120
Olmstead County	1,182
Hyvee	771
Olmsted Medical Center	974

Cost of Living

The cost of living in the Rochester area is slightly below the national average, except for housing prices, which tend to be slightly above the median. Nevertheless, Rochester residents can be assured that real estate is a good investment; Rochester's home appreciation rate is in the top quarter of all metropolitan areas.

The following is a summary of data regarding several key cost of living factors for the Rochester metropolitan area.

2004 (3rd Quarter) ACCRA Average House Price: $234,900

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.8 (U.S. average = 100.0)

State income tax rate: Ranges from 5.85% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: 1.0% of first $72,000; 2.0% over $72,000

Local sales tax rate: 0.5%

Property tax rate: tax capacity (1.0 to 1.25%) multiplied by 118.794%

Economic Information: Rochester Area Chamber of Commerce, 220 S. Broadway, Ste. 100, Rochester, MN 55904; telephone (507)288-1122; fax (507)282-8960

Education and Research

Elementary and Secondary Schools

Independent School District #535 covers 205 square miles and has the sixth-largest enrollment in the state. Rochester students consistently rank higher than average on standardized test scores.

The following is a summary of data regarding the Rochester School District as of the 2003–2004 school year.

Total enrollment: 16,013

Number of facilities
elementary schools: 16
junior high/middle schools: 4
senior high schools: 3

Student/teacher ratio: elementary, 17:1; middle school, 26:1; high school, 27:1

Teacher salaries
average: $44,872

Funding per pupil: $7,772 (2003–2004)

Public Schools Information: Rochester Public Schools, 615 7th St. SW, Rochester, MN 55902; telephone (507)285-8551

Colleges and Universities

Rochester is the home of an impressive number of quality educational institutions. The Mayo Foundation conducts formal education in five areas: Mayo Graduate School of Medicine, Mayo Graduate School, Mayo Medical School, Mayo School of Health-Related Sciences, and Mayo Section of Continuing Medical Education. In 2003, well over 1,000 residents and students were enrolled full-time.

The University of Minnesota–Rochester offers more than a dozen graduate degrees in a variety of programs, as well as several post-baccalaureate licensure and certificate programs. This school draws on the faculty of University of Minnesota–Twin Cities, and enrolls more than 1,500 students. Winona State University–Rochester Center, with 8,236 students in 2003, offers a variety of undergraduate

programs, and participates in the ''2 plus 2'' program, whereby students can complete an undergraduate degree in Rochester by transferring credits from other institutions. Rochester Community and Technical College provides its 3,300 students with technical and transfer programs in a wide variety of majors, including business, trade/industry, allied health, human services, science, and social science.

Other colleges are the Minnesota Bible College, which enrolls nearly 100 students in courses that fulfill associate of art, bachelor of art, and bachelor of science degree requirements for the professional ministry and related areas, and Saint Mary's College Rochester Center.

Libraries and Research Centers

The Rochester Public Library houses a material collection of 370,183. These include films, multimedia resources, and in-house CD-ROMs, and magazines. The library is a document depository for the City of Rochester.

Special libraries are maintained by the Mayo Foundation, Mayo Clinic, Minnesota Bible College, the History Center of Olmsted County, the *Post Bulletin,* and International Business Machines (IBM).

The Mayo Clinic research budget exceeds $300 million annually. Research is performed at several institutes associated with the Mayo Clinic, including the Mayo Biomedical Imaging Resource, Mayo Cancer Center, a $15-million broad-based cancer research institute, and Mayo Clinic and Foundation, which studies allergic diseases. Other research institutes in Rochester are the Center for Basic Research in Digestive Diseases and the North Central Cancer Treatment Group.

Public Library Information: Rochester Public Library, 101 2nd St. SE, Rochester, MN 55904; telephone (507)285-8011; fax (507)287-1910

Health Care

The world famous Mayo Clinic is a one-stop shop for the diagnosis and treatment of just about any medical problem. The clinic admitted 127,300 patients in 2003, who were served by a staff of more than 40,000 physicians, scientists, and administrative and support staff. The clinic has the largest association of physicians in the private practice of medicine in the world.

Staffed by Mayo Clinic physicians, Rochester Methodist and Saint Mary's Hospital are also world-renowned. Rochester Methodist is a 794-bed acute-care facility that began renovations in May 2005. The hospital provides care in such areas as organ transplantation, human fertility, oncology/hematology, and bone marrow transplantation. Its nursing units have been uniquely designed to allow research personnel to study the methods that serve patients most efficiently.

Saint Mary's Hospital, one of the largest private not-for-profit hospitals in the world, implements some of the most current advances in medical science. These include computer-assisted laser neurosurgery, kidney stone and gallstone dissolution without surgery, and magnetic resonance imaging. The hospital has 1,157 beds, 53 operating rooms, and eight intensive care units. The buildings that make up Saint Mary's Hospital are named in honor of Saint Marys' foundress, Mother Alfred, and its administrators—Sisters Joseph, Domitilla, Mary Brigh, and Generose. Mayo Eugenio Litta Children' Hospital is an 85-bed hospital within Saint Marys.

The Federal Medical Center, a federal correctional facility, has an 850-bed hospital that provides medical, psychiatry, and chemical dependency services for more than 800 inmates.

Recreation

Sightseeing

Mayo Clinic, Rochester's most famous institution, offers general tours Monday through Friday. Self-guided tours of St. Mary's Hospital and Rochester Methodist Hospital are also available. Mayowood Mansion is the former home of Doctors Charles H. and Charles W. Mayo. The 50-room mansion is full of many beautiful objects collected by the Mayos throughout their lifetime. It is open for viewing throughout the year, and is especially popular during the holiday season, when Christmas at Historic Mayowood is presented. Two local residences, the 1856 Heritage House in Town Square and the Plummer House of the Arts, are open to the public. The 49-room Tudor-style Plummer House is set on an 11-acre site with beautiful gardens.

Arts and Culture

The major setting for arts activities in Rochester is the Mayo Civic Center, with its 7,200-seat arena. Throughout the year the center presents artistic performances of all sorts, as well as sports, exhibitions, and conventions. Rochester Civic Theater offers nine performances yearly, including comedies, dramas, and musicals. The Rochester Repertory Theatre presents contemporary and classic productions. Hill Theatre, at the University Center Rochester, offers theatrical programs and productions in conjunction with classes. Children's plays are the focus of the Masque Youth Theatre.

Music thrives in Rochester, and the Rochester Civic Music–Riverside Concerts presents live concerts, featuring local, national, and international acts in rock, pop, R&B, and many other genres. Riverside Live! is a series of outdoor concerts held from May to September in the Mayo Civic Center. Talented young musicians participate in the Southern Minnesota Youth Orchestra. Recently privatized, the Rochester Orchestra and Chorale offers six concerts of chamber, symphonic, and pops programs featuring local talent.

The Mayo Clinic Collection displays throughout its facilities works of art that were donated by benefactors and former patients. Traveling exhibits of arts and crafts are on view at the Rochester Art Center, which opened a new facility in May 2004. The center also offers classes for adults and children, as well as films and other special events. Famed Rochester sculptor Charles Eugene Gagnon has more than 40 bronze sculptures on display at his studio and galleries. The Southeastern Minnesota Visual Artists Gallery presents a rotating display of works by more than 80 artists, including basketry, paintings, sculpture, pottery, wearable art, and jewelry. The Museum of the History Center of Olmstead contains more than 600,000 items, including photos, books, and maps related to Rochester and the county.

Festivals and Holidays

Rochester salutes spring with its annual Daffodil Days, sponsored by the American Cancer Society, and the Rochester World Fest, a celebration of the cultures of the world. April brings the Arts and Craft Show at Graham Arena, and the Gingerbread Craft show at Mayo Civic Center. The Rochester Art Fair in Central Park, the Covered Bridge Festival, and Rochesterfest, with its food, street dances, parade, music, and crafts displays enliven the summer.

July brings the Independence Day celebration at Silver Lake; the two-day threshing show, with hayrides, food, and demonstrations of early crafts; and the Olmsted County Fair at Rochester Fairgrounds, which continues into August and features a midway, grandstand shows, livestock competitions, and the largest county draft horse show in the country.

The Fall Festival is held at Mayowood, and features an open-air market of Minnesota produce, a flower show, and woodworking exhibits and demonstrations. During Thanksgiving weekend the Festival of Trees spotlights special displays and holiday foods.

Sports for the Spectator

The Minnesota Ice Hawks Junior B U.S. Hockey league plays its games at the Rochester–Olmstead Recreation Center from November through May. Rochester Honkers collegiate baseball league takes place at Mayo Field downtown from June through August. The Rochester Giants semi-professional football team plays at Soldiers Field.

Sports for the Participant

Rochester has approximately 100 parks on more than 3,200 acres, 11 golf courses, four swimming pools, seven tennis courts, and a state-of-the-art Recreation Center and Athletic Club. The Quarry Hill Nature Center offers hiking and biking trails on more than 270 acres of parkland, including a pond, stream, quarry, cave and restored prairies, as well as deciduous pine forests. Every year, more than 30,000 Canadian geese make their home at Silver Lake Park, which is the summertime site of canoeing and paddle boat rentals, walking paths, and picnicking. Whitewater State Park offers camping, trout fishing, picnic grounds, and hiking trails.

The Rochester Amateur Sports Commission spotlights the many amateur sporting events that take place in the area throughout the year. From May through September patrons enjoy activities at the Skyline Raceway & Waterslide, while bowling is offered year-round at Colonial Lanes and Recreation Lanes.

Shopping and Dining

Apache Mall, with 100 specialty shops, is the city's premier shopping site. The Kahler Plaza, located beneath the Kahler Grand and Marriott hotels, offers 60 shops and businesses, as well as eight restaurants. Small, unique shops are the focus of Rochester's Historic Mercantile District, and the Centerplace Galleria Mall is at the center of the skyway system. Other popular shopping centers include Crossroads, King's Row, Maplewood, Miracle Mile, and Silver Lake. Contemporary fine art is offered at Callaway Galleries, and Wild Wings Gallery features the work of local wildlife artists.

Rochester has restaurants to appeal to every taste—from informal bar and grills to more formal dining rooms. Ethnic cuisine runs the gamut from American barbecue to Greek and Mexican, and just about everything in between. At the Lord Essex in the Kahler Hotel, patrons can enjoy fine dining in a pub atmosphere. The Henry Wellington is another popular restaurant.

Visitor Information: Rochester Convention and Visitors Bureau, 150 S. Broadway, Ste. A, Rochester, MN 55904; telephone (507)288-4331; toll-free 800-634-8277; fax (507)288-9144

Convention Facilities

Rochester's primary meeting place is the Mayo Civic Center, which houses the 11,000-square-foot Grand Lobby and the

25,000-square-foot Taylor Arena, accommodating 4,500 theater-style and 1,000 classroom style. The civic center's 15,700-square-foot auditorium can seat 1,700 theater-style and 600 classroom-style, while its theater can handle 1,340 theater-style and provides up to 17 breakout rooms. The facility also has many patios and a 3,000-square-foot outdoor stage. Graham Arena and Graham Arena East are at the Olmsted County Fairgrounds. Graham Arena provides a total exhibit area of 28,000 square feet with seating for 2,500. Graham Arena East has 22,000 square feet of exhibit space.

Rochester has about 4,600 hotel rooms, with more than 1,500 of them linked by climate-controlled skyways and subways to dining, shopping, services, the Mayo Clinic, and the Mayo Civic Center. There are 52 hotels and motels in the Rochester area.

Convention Information: Rochester Convention and Visitors Bureau, 150 S. Broadway, Ste. A, Rochester, MN 55904; telephone (507)288-4331; toll-free 800-634-8277; fax (507)288-9144

Transportation

Approaching the City

U.S. Highway 14 and State Highway 30 run east and west through Rochester, while U.S. Highway 52 and U.S. Highway 63 run north and south. Interstate 35 is 35 miles west of the city. Rochester International Airport, located south of the city just off U.S. Highway 63, handled 277,504 passengers in 2004. The airport is served by American Airlines, which has daily flights to Chicago, and Northwest Airlines, with daily flights to Minneapolis. Local van service is also available to Minneapolis Airport. Plans for expansion are currently underway to increase its capacity by extending the primary runway. Intercity bus lines include Greyhound and Rochester. Daily bus service is offered to Winona, Minnesota, 45 miles east, where the closest Amtrak depot is located.

Traveling in the City

In Rochester, streets generally run east and west, and avenues run north and south. The city is divided into quadrants designated NW, NE, SW and SE. Broadway is the east/west divider street, and Center Street is the north/south divider street. Local bus service is provided by Rochester City Lines.

Communications

Newspapers and Magazines

The *Post-Bulletin,* Rochester's daily, is an evening newspaper. The *Agri-News* is a farm newspaper that appears weekly. Monthly journals published in Rochester are *Fertility and Sterility,* a journal on reproductive medicine, and the *Mayo Clinic Proceedings.* The *Journal of Andrology* is a bi-monthly featuring articles on the male reproductive system.

Television and Radio

Rochester has nine television stations broadcasting in the area. The city is served by almost 30 AM and FM stations with diverse formats, including news/talk, country, and public radio.

Media Information: *Post-Bulletin,* 18 1st Ave. SE, PO Box 6118, Rochester, MN 55903; telephone (507)285-7600

Rochester Online

City of Rochester home page. Available www.ci.rochester.mn.us

Mayo Clinic Health Oasis (information on cancer, Alzheimer's, heart disease, and more). Available www.mayoclinic.com

Mayo Clinic Rochester. Available www.mayo.edu

Minnesota Historical Society. Available www.mnhs.org

Rochester Convention & Visitors Bureau. Available www.rochestercvb.org

Rochester *Post-Bulletin.* Available www.postbulletin.com

Rochester Public Library. Available www.rochesterpubliclibrary.org

Rochester Public Schools. Available www.rochester.k12.mn.us

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Hodgson, Harriet, W., *Rochester: City of the Prairies* (Northridge, CA: Windsor Publications, 1989)

Leonard, Joseph A., *History of Olmsted County Minnesota* (Chicago: Goodspeed History Association, 1910)

Severson, Harold R., *Rochester: Mecca for Millions* (Rochester: Marquette Bank & Trust, 1979)

Saint Paul

The City in Brief

Founded: 1846 (incorporated, 1849)

Head Official: Mayor Randy Kelly (since 2002)

City Population
1980: 270,230
1990: 272,235
2000: 287,151
2003 estimate: 280,404
Percent change, 1990–2000: 5.5%
U.S. rank in 1980: 54th
U.S. rank in 1990: 57th (State rank: 2nd)
U.S. rank in 2000: 59th (State rank: 2nd)

Metropolitan Area Population
1980: 2,137,133
1990: 2,538,776
2000: 2,968,806
Percent change, 1990–2000: 19.6%
U.S. rank in 1980: 17th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 16th

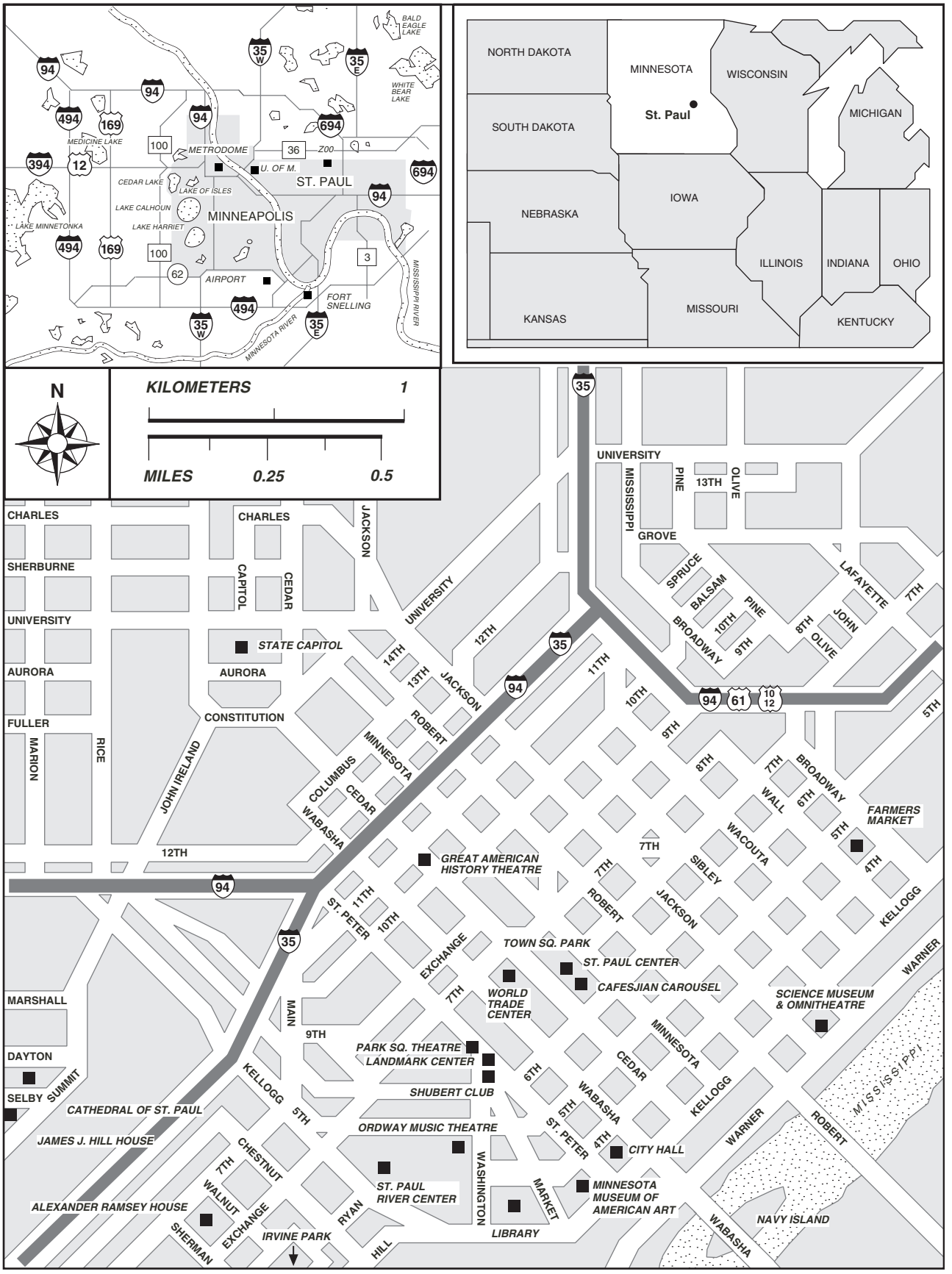
Area: 53 square miles (2000)
Elevation: 834 feet above sea level
Average Annual Temperature: 44.7° F
Average Annual Precipitation: 26.36 inches

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 4.2% (February 2005)
Per Capita Income: $20,216 (1999)

2002 FBI Crime Index Total: 17,308

Major Colleges and Universities: University of Minnesota–Twin Cities, Metropolitan State University, Macalester College, University of St. Thomas, College of St. Catherine, Hamline University, William Mitchell College of Law

Daily Newspaper: *Saint Paul Pioneer Press*


BALD EAGLE LAKE
WHITE BEAR LAKE
MEDICINE LAKE
METRODOME
U. OF M.
ST. PAUL
CEDAR LAKE
LAKE OF ISLES
LAKE CALHOUN
MINNEAPOLIS
LAKE MINNETONKA
LAKE HARRIET
AIRPORT
FORT SNELLING
MISSISSIPPI RIVER
MINNESOTA RIVER
NORTH DAKOTA
MINNESOTA
WISCONSIN
St. Paul
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
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N
KILOMETERS
1
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0.25
0.5
CHARLES
SHERBURNE
UNIVERSITY
AURORA
FULLER
MARION
RICE
JOHN IRELAND
CAPITOL
CEDAR
JACKSON
STATE CAPITOL
CONSTITUTION
ROBERT
MINNESOTA
COLUMBUS
WABASHA
12TH
14TH
13TH
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10TH
9TH
8TH
7TH
6TH
5TH
4TH
MISSISSIPPI
PINE
OLIVE
GROVE
SPRUCE
BALSAM
LAFAYETTE
JOHN
BROADWAY
WALL
WACOUTA
SIBLEY
KELLOGG
WARNER
FARMERS MARKET
GREAT AMERICAN HISTORY THEATRE
ST. PETER
EXCHANGE
TOWN SQ. PARK
ST. PAUL CENTER
CAFESJIAN CAROUSEL
WORLD TRADE CENTER
SCIENCE MUSEUM & OMNITHEATRE
MAIN
MARSHALL
DAYTON
SELBY
SUMMIT
PARK SQ. THEATRE
LANDMARK CENTER
SHUBERT CLUB
CATHEDRAL OF ST. PAUL
JAMES J. HILL HOUSE
ORDWAY MUSIC THEATRE
CHESTNUT
WALNUT
ALEXANDER RAMSEY HOUSE
SHERMAN
IRVINE PARK
RYAN
HILL
ST. PAUL RIVER CENTER
WASHINGTON
MARKET
LIBRARY
CITY HALL
MINNESOTA MUSEUM OF AMERICAN ART
NAVY ISLAND

Introduction

Saint Paul is the capital of Minnesota and the seat of Ramsey County. Along with Minneapolis, it occupies the center of the fifteen-county Twin Cities metropolitan statistical area. The city developed in the late nineteenth century through the efforts of railroad baron James Hill and religious leader Archbishop John Ireland. In addition to being a primary transportation and distribution hub, Saint Paul has gained a national reputation for its effective local government, attractive architecture, rich cultural environment, and quality of life. The combined cities of Minneapolis and Saint Paul are highly rated for their livability and rank among the country's best places for growing a business.

Geography and Climate

Saint Paul occupies with Minneapolis the center of the 15-county Twin Cities metropolitan statistical area. (In addition to Hennepin, Ramsey, Anoka, Washington, Dakota, Scott, Carver, Wright, Sheburne, Chisago, and Isanti counties in Minnesota, and Pierce and St. Croix counties in Wisconsin, two counties in St. Cloud were added in 1993; they were Stearns and Benton.) Saint Paul is located with Minneapolis at the confluence of the Mississippi and Minnesota Rivers over the heart of an artesian water basin. The surrounding terrain is flat or rolling and dotted with lakes. The climate is predominantly continental with wide seasonal temperature variations, ranging from minus 30 degrees to 100 degrees and above.

Area: 53 square miles (2000)

Elevation: 834 feet above sea level

Average Temperatures: January, 11.2° F; July, 70.6° F; annual average, 44.7° F

Annual Average Precipitation: 26.36 inches

History

River Fort Draws Traders, Settlers

Jonathan Carver, a New Englander, was attempting to find a northwest passage to the Pacific Ocean in the winter of 1766 when he stopped near the future site of Saint Paul, where he discovered a Native American burial ground (now known as Indian Mound Park). When the Louisiana Purchase became part of United States territory in 1803, federally-financed expeditions explored the new territory, which included present-day Saint Paul. In 1805 Lieutenant Zebulon M. Pike camped on an island later named Pike Island and entered into an unofficial agreement with the Sioux tribe for land at the confluence of the Mississippi and Minnesota rivers; also included in the pact was land that became the site of Fort Snelling.

In 1819, Colonel Henry Leavenworth built an army post on the Minnesota River on a spot named Mendota south of present-day Saint Paul; the next year the fortress was moved across the river where Colonel Josiah Snelling constructed Fort Anthony, which was later renamed Fort Snelling. The presence of the fort allowed an Indian agency, fur trading post, missionaries, and white settlers to gain a foothold there. Settlers living on federal land were eventually expelled, and Pierre ''Pig's Eye'' Parrant, a French Canadian, joined others in building a settlement named after Parrant's colorful nickname near Fort Snelling. In 1841, Father Lucian Galtier named a log chapel in Pig's Eye after his patron saint, Saint Paul, and persuaded others to accept the name for their emerging community, as well.

Saint Paul was platted in 1847; two years later it was named the capital of the Minnesota Territory and incorporated as a town. Saint Paul received its city charter in 1854 and when Minnesota became a state in 1858, the city retained its status as state capital. By the start of the Civil War, 10,000 people lived in Saint Paul.

Rail Transport and New Residents Shape City

Two men had major roles in the development of Saint Paul in the post-Civil War period. The railroad magnate James J. Hill used the city and the Great Northern Railroad to accumulate great individual wealth and to wield immense political power. Hill envisioned his adopted city of Saint Paul as the base for an empire in the northwest, built on his railroad holdings. The other major influence on Saint Paul's development was Catholic Archbishop John Ireland, a native of Ireland who settled in Saint Paul at the age of fourteen and, as an adult, established a religious base for community endeavors. He brought thousands of destitute Irish families to Saint Paul, where they relocated in colonies and started a new life. The Catholic influence in the shaping of Saint Paul can be traced to the pioneering efforts of Archbishop Ireland. Another notable figure who called Saint Paul home is F. Scott Fitzgerald.

In the nineteenth century a number of distinct population groups contributed to the character of Saint Paul. One was from the New England states and New York; these transplanted Easterners brought their educational values and business experiences to the prairie community. Another consisted of immigrants from Germany and Ireland who flocked to the United States by the tens of thousands. Among the professional groups were German physicians and Irish politicians and lawyers. German musical traditions and beer-making

practices found a new home in Saint Paul. Scandinavians also immigrated to the city, but in fewer numbers than those who settled in neighboring Minneapolis.

In the twentieth century, Saint Paul erected fine buildings like the state capitol and developed many cultural institutions, including theaters; a notable peace monument in the concourse of the city hall; the state historical society building, containing a museum and library; and the Saint Paul Arts and Science Center. Saint Paul is also home to many educational institutions. Although its Twin City, Minneapolis, surpassed Saint Paul shortly before the turn of the twentieth century as the larger, wealthier, industrially more powerful of the two cities, Saint Paulites believe their city possesses more character and charm. Contributing to that charm are a good symphony orchestra and the stately mansions of former railroad and timber barons along Summit Avenue.

Historical Information: Minnesota History Center, 345 Kellogg Blvd W., Saint Paul, MN 55102; telephone (651)296-6126

Population Profile

Metropolitan Area Residents
1980: 2,137,133
1990: 2,538,776
2000: 2,968,806
Percent change, 1990–2000: 19.6%
U.S. rank in 1980: 17th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 16th

City Residents
1980: 270,230
1990: 272,235
2000: 287,151
2003 estimate: 280,404
Percent change, 1990–2000: 5.5%
U.S. rank in 1980: 54th
U.S. rank in 1990: 57th (State rank: 2nd)
U.S. rank in 2000: 59th

Density: 5,441.7 people per square mile (1999)

Racial and ethnic characteristics (2000)
White: 192,444
Black or African American: 33,637
American Indian and Alaskan Native: 3,259
Asian: 35,488
Native Hawaiian or Pacific Islander: 203
Hispanic (may be of any race): 22,715
Other: 11,021

Percent of residents born in state: 59.6% (2000)

Age characteristics (2000)
Population under 5 years old: 21,747
Population 5 to 9 years old: 22,273
Population 10 to 14 years old: 21,572
Population 15 to 19 years old: 22,233
Population 20 to 24 years old: 25,947
Population 25 to 34 years old: 48,210
Population 35 to 44 years old: 43,792
Population 45 to 54 years old: 34,035
Population 55 to 59 years old: 9,974
Population 60 to 64 years old: 7,721
Population 65 to 74 years old: 13,292
Population 75 to 84 years old: 11,180
Population 85 years and over: 5,175
Median age: 31.0 years

Births (2001, Ramsey County)
Total number: 7,414

Deaths (2001, Ramsey County)
Total number: 4,144 (of which, 34 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,216
Median household income: $38,774
Total households: 112,128

Number of households with income of . . .
less than $10,000: 11,221
$10,000 to $14,999: 7,608
$15,000 to $24,999: 15,289
$25,000 to $34,999: 16,535
$35,000 to $49,999: 18,932
$50,000 to $74,999: 21,911
$75,000 to $99,999: 10,200
$100,000 to $149,999: 6,957
$150,000 to $199,999: 1,807
$200,000 or more: 1,668

Percent of families below poverty level: 11.7% (43.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 17,308

Municipal Government

Saint Paul, the seat of Ramsey County, operates under a mayor-council form of government, with strong power being delegated to the mayor, who serves for four years. The seven council members are elected by ward to two-year terms.

Head Official: Mayor Randy Kelly (since 2002; current term expires January 2006)

Total Number of City Employees: 3,000 (2005)

City Information: City Hall, 400 City Hall Annex Saint Paul, MN 55102; telephone (651)266-8510

Economy

Major Industries and Commercial Activity

The principal economic sectors in Saint Paul are services, wholesale and retail trade, manufacturing, and government. Along with Minneapolis, Saint Paul is the site of one of the largest concentrations of high-technology firms in the United States and ranks among the major commercial centers between Chicago and the West Coast. The city is also among the two or three largest livestock and meatpacking centers in the nation. Sixteen of the *Fortune* 500 largest U.S. corporations are headquartered in the Twin Cities. The area is also home to 30 *Fortune* 1000 companies and several of the world's largest private companies. Local companies are involved in the manufacture of super computers, electronics, medical instruments, milling, machine production, food processing, and graphic arts.

Items and goods produced: hoists and derricks, rugs, computers, food products, medical products, machinery, electronic materials, automobiles, appliances, chemicals, abrasives, beer, printed products

Incentive Programs—New and Existing Companies

Various programs are available for small business incentive and expansion; among them are the Small Business Development Loan Program, offering fixed-rate low-interest direct loans, and tax credits for corporations that assist small businesses.

Local programs—The City of Saint Paul's Department of Planning and Economic Development offers a variety of services to assist new or expanding businesses; services include small business financing and loan guarantees/direct loans.

State programs—State business tax incentives include research and development credits, foreign income deductions, and sales tax exemptions and reductions. In addition, the state of Minnesota offers, through a network of five job-training programs, assistance to businesses in locating and training employees.

Job training programs—The City of Saint Paul's Business Resource Center offers a variety of services including information, technical assistance, financing, site searches, and job training. Other programs are available through area colleges and universities.

Development Projects

Downtown Saint Paul has undergone extensive revitalization, with investment in development projects exceeding $1 billion.

Saint Paul continues to profit from the Neighborhood Development Program, a unique redevelopment initiative that has gained the city national recognition. Since 1997, the Saint Paul Port Authority has partnered with neighborhood organizations to select brownfield sites for redevelopment. Through creative use of public and private funding, it has completed several projects, replacing brownfields with light industrial manufacturing facilities and donating land for designated open spaces. Saint Paul funds its brownfield projects with a combination of general obligation bonds, tax increment financing, local sales tax revenues, municipal grants, loan guarantees, Economic Development Administration grants, Community Development Block Grants, Enterprise Community grants, and EPA Brownfields Pilot grants.

The Saint Paul Port Authority has several projects underway. The Great Northern project will clean up and develop 13 acres of brownfield formerly owned by the Great Northern Railroad Shops and the Saint Paul Foundry. Twenty-two acres are already completed; the resulting business center is expected to create more than 500 new jobs. Another twenty-two acres along the Mississippi River are part of the River Bend project; 10 acres of land have been cleaned up, and 120,000 square feet of space has been completed as of early 2005. The $120 million Westminster Junction project is focused on health care; facilities include a new home for Regions Hospital outpatient clinic.

The Phalen Corridor Initiative will bring jobs, housing, transit, workforce, and prosperity to Saint Paul's east side; investors have already invested $570 million in the greenspace multi-use creation.

Economic Development Information: Saint Paul Port Authority, Suite 1900 Landmark Towers, 345 St. Peter St., Saint Paul, MN 55102

Commercial Shipping

Saint Paul is a Foreign Trade Zone with duty free facilities. The ports of Saint Paul and Minneapolis are served by nine barge lines operating on the Mississippi, Minnesota, and St. Croix rivers; together the ports handle more than 11 million tons of cargo annually. Considered one of the largest trucking centers in the United States, the Twin Cities are a hub for over 150 motor freight companies that provide overnight and four- to five-day delivery throughout the country. Six

rail lines are integrated with both the United States and Canadian railway systems. Air transportation is available at Minneapolis-Saint Paul International Airport from 16 air cargo carriers and 37 air freight forwarders.

Labor Force and Employment Outlook

Local educational institutions assure employers of well-trained workers, particularly in high-technology areas, where engineers, scientists, researchers, and technicians are in demand. The highest growth is expected in the areas of healthcare, technical and social services, personal care, construction, and computer professional occupations. Current projections indicate that workforce participation in the Twin Cities areas should expand faster than population growth.

The following is a summary of data regarding the Minneapolis-Saint Paul metropolitan area labor, 2004 annual average:

Size of non-agricultural labor force: 1,738,000

Number of workers employed in . . .
mining and construction: 82,800
manufacturing: 202,700
transportation and utilities: 335,900
information: 43,000
financial activities: 140,500
professional and business services: 245,900
educational and health services: 216,100
leisure and hospitality: 154,500
other services: 75,800
government: 240,300

Average hourly earnings of production workers employed in manufacturing: $17.59

Unemployment rate: 4.2% (February 2005)

Largest employers (Twin Cities area)	*Number of employees*
State of Minnesota	55,294
U.S. Government	35,047
Target Corp	35,047
University of Minnesota	29,498
Mayo Clinic	23,378
Allina Health	22,454
Northwest Airlines	21,301
Fairview Health Services	18,700
3M Corporation	18,179
Wells Fargo	13,938

Cost of Living

The Twin Cities' region has one of the lowest costs of living among the 25 largest cities in the United States. The cost of living is reported as being near the national average; the cost of housing and food is below the national average.

The following is a summary of data regarding several key cost of living factors in the Saint Paul area.

2004 (3rd Quarter) ACCRA Average House Price: $296,846 (Minneapolis)

2004 (3rd Quarter) ACCRA Cost of Living Index: 109.3 (Minneapolis/St. Paul) (U.S. average = 100.0)

State income tax rate: Ranges from 5.35% to 7.85%

State sales tax rate: 6.5%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 17.0% of first $68,000 of market value; 27.0% over $68,000

Economic Information: Saint Paul Area Chamber of Commerce, 401 North Robert Street, Suite 150, Saint Paul, Minnesota 55101; telephone (651)223-5000; fax (651)223-5119

Education and Research

Elementary and Secondary Schools

Public schools in Saint Paul are administered by Independent School District 625, the second-largest school system in Minnesota. A superintendent is chosen by a seven-member, nonpartisan board of education.

The following is a summary of data regarding the Saint Paul public schools as of the 2004–2005 school year.

Total enrollment: 42,000

Number of facilities
elementary schools: 50
middle schools: 9
senior high schools: 8
other: 1 open school; 1 special education school; 87 other programs including a creative arts high school, area learning center, and adult education center

Student/teacher ratio: not available

Teacher salaries
average: $44,745 (Minnesota, 2002-2003)

Funding per pupil: $8,644

A variety of private schools in Saint Paul enroll more than 12,000 students.

Public Schools Information: Saint Paul Public Schools, 360 Colborne Street, Saint Paul, MN 55102; telephone (651)293-5100

Colleges and Universities

Saint Paul is home to several colleges and universities. The University of Minnesota–Twin Cities operates a main campus in Saint Paul as well as in Minneapolis. An important research institution with a total enrollment of more than 45,000 full-time students, the university awards a full range of undergraduate and graduate degrees in 250 fields of study, including first-professional degrees in dentistry, law, medicine, pharmacy, and veterinary medicine. University of Minnesota faculty and graduates have been awarded 12 Nobel Prizes for physics, medicine, chemistry, economics, and peace.

Metropolitan State University, part of the Minnesota State University system, offers undergraduate and graduate programs in liberal arts, nursing, and management; the administrative offices of Minnesota State University are located in Saint Paul. The William Mitchell College of Law is a privately operated professional school devoted solely to the study of law. A fine arts curriculum leading to a baccalaureate degree is offered by the School of the Associated Arts.

Hamline University, affiliated with the United Methodist Church, provides undergraduate and graduate programs in such areas as chemistry, law, music, and teacher education. Bethel University is a four-year institution associated with the Baptist General Conference. The four-year Concordia College is operated by the Lutheran Church-Missouri Synod. Lutheran Northwestern Seminary is the divinity school for the American Lutheran Church and the Lutheran Church in America. Other church-related colleges include Northwestern College and Macalester College, which is associated with the Presbyterian Church. The College of St. Catherine, the College of St. Thomas, and the Saint Paul Seminary School of Divinity are Roman Catholic institutions.

Vocational and technical training is available at community colleges and specialized schools in Saint Paul and Minneapolis; among them is Saint Paul Technical Vocational Institute. In all, the Twin Cities support 13 colleges and universities, 6 state-supported comprehensive community colleges, and 9 publicly supported technical institutions.

Libraries and Research Centers

Nearly 70 public and private libraries are based in Saint Paul. The Saint Paul Public Library system includes a main facility, 12 branches, and a bookmobile. The library, which is a depository for federal and city documents, houses more than 1 million volumes as well as 2,000 periodicals, and CDs, maps, and other items. Special collections include oral history and the history of the city of Saint Paul. Adjacent to the Saint Paul Public Library is the James J. Hill Reference Library; its business and economic collection is open to the public. The Minnesota Historical Society maintains an extensive reference library with subject interests in genealogy, Minnesota history, and Scandinavians in the United States among other areas. Most colleges and universities in Saint Paul operate campus libraries, the largest being the University of Minnesota system, which consists of a main facility and four department libraries; its collection numbers more than four million catalogued volumes.

Among the larger state agency libraries in the city are the Minnesota State Law Library and the Minnesota Legislative Reference Library. Other specialized libraries are associated primarily with corporations, churches, and hospitals.

Research centers in the Twin Cities affiliated with the University of Minnesota include the Center for Urban Design; the Hubert H. Humphrey Institute of Public Affairs; the Industrial Relations Center; the Metropolitan Design Center; the Northern Tier Technology Corridor; the Underground Space Center; the Immigration History Research Center; and the Minnesota Center for Twin and Adoption Research.

Public Library Information: Saint Paul Public Library, 90 West Fourth Street, Saint Paul, MN 55102-1668; telephone (651)266-7000; fax (651)292-6660

Health Care

Minneapolis-Saint Paul is a regional health care center. Six hospitals are based in Saint Paul. The largest facility is Regions Medical Center, a teaching and research hospital that specializes in heart care, women's services, cancer, digestive care, seniors' services, burns, emergency, and trauma. Regions also houses an ambulatory care clinic and provides general medical, surgical, pediatric, psychiatric, and chemical dependency services. Gillette Children's Specialty Healthcare is a center specializing in children's health issues; it is located in Regions Hospital.

Children's Hospital, a teaching and referral center for infants and children with pediatric disorders, includes among its specialties open heart surgery and cardiac catheterization, and infant apnea diagnosis. Other hospitals in Saint Paul include St. John's, St. Joseph's, United Hospital, and Bethesda Healtheast.

Recreation

Sightseeing

Landmark architectural structures provide unique space for Saint Paul's arts institutions. The state Capitol was designed by

Ice sculptures, parades, and winter sporting events are a few of the activities revolving around the Winter Carnival.

Cass Gilbert in 1904 and blends Minnesota stones with imported marble; paintings, murals, and sculptures represent the state's history. A trip to Saint Paul might include a visit to Saint Paul Cathedral, which is modeled after St. Peter's in Rome. Landmark Center, once a Federal Courts Building, is now the city's arts center and winner of a national restoration award.

Historic Fort Snelling has been restored to its original state; costumed guides tell about the fort's early history as the first non-Native American settlement in the Saint Paul area. The Alexander Ramsey House was the home of Minnesota's first territorial governor; tours of the home are available year round. Reflecting the opulence of Saint Paul's most famous nineteenth-century railroad baron, the 32-room James J. Hill House was at one time the largest home in the Midwest. A 5-mile stretch of Summit Avenue is lined with Victorian homes. A few blocks away, at 481 Laurel, is writer F. Scott Fitzgerald's birthplace (not open to the public).

Como Park, Zoo, and Conservatory features a children's zoo, a large cats house, an aquatic house, and a new visitor's center. Town Square Park in Saint Paul Center, the largest indoor public park in the world, cultivates more than 1,000 plants and trees. The Children's Museum features hands-on exhibits.

Arts and Culture

Like Minneapolis, Saint Paul enjoys a national reputation in the performing arts. The Ordway Center for the Performing Arts is the home of the Saint Paul Chamber Orchestra and the Minnesota Opera Company. The Landmark Center is a Romanesque Revival building whose south tower is modeled after Boston's Trinity Church. The Schubert Piano Club and Keyboard Instruments Museum is located in the center. The American Museum of Art recently opened its Riverfront Gallery on Kellogg Boulevard; the museum houses contemporary and Asian art as well as sculpture, paintings, photography, and drawings.

The Science Museum of Minnesota features the Dinosaurs and Fossils Gallery, Omnitheater and a 3D cinema representing the latest in high-tech entertainment. At the Mississipi River Gallery, visitors can unlock the secrets of locks and dams, explore an authentic Mississippi River towboat, and view the river from the museum's balcony. At the Human Body Gallery, visitors can view their own cells through a microscope; in the Experiment Gallery, visitors can make a tornado and create waves in the wave tank. The Minnesota History Center presents interpretations of the state's history through exhibits and material objects.

Saint Paul's theater companies include the Park Square Theater, which concentrates on classic plays; the Great North American History Theater, which presents local historical drama; and Penumbra Theater, a professional African American theater company.

Arts and Culture Information: Metropolitan Regional Arts Council, 2324 University Ave. W., Saint Paul, MN 55114; telephone (651)645-0402

Festivals and Holidays

The Saint Paul Winter Carnival is the largest winter celebration in the nation. This annual festival, held the last weekend in January through the first weekend in February, features parades, ice and snow sculpture, fine arts performances, a ball, unusual winter sporting events, and a re-enactment of the legend of King Boreas. Saint Paul hosts the largest celebration of St. Patrick's Day outside of New York City. The Festival of Nations in late April celebrates the food and cultures of more than 50 countries. Grand Old Day on an early June Sunday begins with a parade on a one-mile stretch of Grand Avenue and includes entertainment, food, and crafts; the celebration is the largest one-day street fair in the Midwest. Taste of Minnesota on the Fourth of July weekend is held on the Minnesota State Capitol Mall and concludes with a fireworks display on Independence Day. The Minnesota State Fair, one of the largest state fairs in the country, runs for 10 days ending on Labor Day at the Minnesota State Fairgrounds.

Sports for the Spectator

The Twin Cities are home to five professional sports teams. The Minnesota Vikings compete in the National Football Conference in the Central Division. The Minnesota Twins are in the Central Division of baseball's American League. The Minnesota Timberwolves are in the National Basketball Association. The baseball and football teams play home games in the Hubert H. Humphrey Metrodome in downtown Minneapolis. The Timberwolves compete at the Target Center in downtown Minneapolis. The Minnesota Wild of the National Hockey League play in the new 650,000 square foot Xcel Energy Center. Women's National Basketball Association team the Minnesota Lynx came to the Twin Cities in 2000.

University of Minnesota teams compete in the Big Ten in football, baseball, hockey, and basketball. Thoroughbred horses run at Canterbury Downs Racetrack in Shakopee in a mid-May to mid-August season.

Sports for the Participant

The Rice & Arlington Sports Dome hosts softball, soccer, and baseball leagues. In addition, the dome is used for private lessons, clinics, parties, and batting practice. The playing area of the dome features a full-size softball field with a 330-foot, straight-away center and two soccer fields that are 50 yards wide by 60 yards long. The soccer fields can also be played on lengthwise, creating a field 100 yards long by 60 yards wide.

Outdoor sports in the Saint Paul area include fishing, swimming, boating, and water skiing in the summer and ice fishing, ice skating, cross-country skiing, and hockey in the winter. The Twin Cities Marathon is an annual event that attracts as many as 10,000 runners and is usually held the first or second Sunday in October.

Shopping and Dining

Saint Paul boasts the world's longest public skyway system; it consists of 5 miles of second-level walkways that link downtown hotels, restaurants, stores, and businesses. The Saint Paul World Trade Center is four square blocks of more than 100 retail and dining establishments; at the center is the Town Square Park, which is an enclosed, year-round park. The Farmers Market is an old-world open market selling home-grown foods and crafts on weekends. Historic Grand Avenue is lined with private homes, retail shops, boutiques, and antique stores. A local shopping square is housed in a turn-of-the-century railroad building. There are antique stores as well as specialty stores promoting Minnesota goods located throughout the Twin Cities.

Saint Paul restaurants stress American home cooking and Midwest cuisine; ethnic choices range from Afghan and Vietnamese menus to continental and French restaurants. Fresh fish, prime rib, and 16-ounce steaks are local favorites. Dinner cruises on the Mississippi River are offered. The quaint river town of Stillwater, 25 miles east of Saint Paul, also offers dining and shopping opportunities.

Visitor Information: Saint Paul Convention and Visitors Bureau, 175 West Kellogg Boulevard, Suite 502, Saint Paul, MN 55102; telephone (651)265-4900; toll-free (800)627-6101. Explore Minnesota Tourism, 100 Metro Square, 121 7th Place East, Saint Paul, MN 55101-2112; telephone (651)296-5029; toll-free (800)657-3700

Convention Facilities

River Centre Convention and Entertainment facility, providing a total of 68,000 square feet of exhibit space and 15 meeting rooms, accommodates events such as seminars, banquets, and conventions. Saint Paul's skyway system connects the facility to more than 700 downtown hotel rooms. The Radison Riverfront Hotel offers 55,000 square feet of flexible meeting space, 25 meeting rooms, and a glass ballroom overlooking the Mississippi River and Kellogg Square Park. The Arena adjacent to Saint Paul/NHL Arena seats 18,000 people and the Roy Wilkins Auditorium offers space for up to 5,500 people. The Fitzgerald Theatre, the city's oldest standing theater, provides seating for more than 900 people for meetings and various kinds of presentations in a two-balcony hall.

The Minnesota State Fair Grounds maintains 13 indoor facilities, ranging from 2,000 to 100,000 square feet, for use outside fair season. Four conference sites, accommodating from 100 to 4,000 people, and lodging rooms for 1,000 people are available on the Macalester College campus.

Several hotels and motels offering meeting and banquet facilities for both large and small groups. Nearly 5,000 lodging rooms can be found in Saint Paul.

Convention Information: Saint Paul Convention and Visitors Bureau, 175 West Kellogg Boulevard, Suite 502, Saint Paul, MN 55102; telephone (651)265-4900 or 1-800-627-6101

Transportation

Approaching the City

The principal destination of most air travelers to Saint Paul is the Minneapolis-Saint Paul International Airport, 15 minutes from downtown Saint Paul. It is the hub of locally headquartered Northwest Airlines and is the ninth largest airport in America. Eleven commercial airlines and seven regional carriers schedule daily flights to 104 United States cities; direct international flights area also available. There are six reliever airports in the Saint Paul area.

An efficient highway system permits easy access into Saint Paul. Interstate-94 intersects the city from east to west and I-35E from north to south. I-494 and I-694 form a beltway circling the north, south, east, and west perimeters. Serving metropolitan Minneapolis-Saint Paul are seven federal and 13 state routes.

Passenger rail service to Saint Paul from Chicago and Seattle is provided by Amtrak. Bus service is by Greyhound.

Traveling in the City

Saint Paul proper has an East Side roughly east of downtown, but its West Side actually lies south of the central business district. The West Side should not be confused with West Saint Paul, which is a suburb on the south edge of town (on the west edge of South Saint Paul, another suburb). Other Saint Paul communities include Frogtown, the Historic Hill District, the Midway, Macalester-Groveland, and Highland Park.

Saint Paul's freeway system, moderate population density, and two business districts facilitate high levels of traffic mobility throughout Minneapolis-Saint Paul during both peak and non-peak hours. The average commuting time from home to workplace is twenty-one minutes. The Twin

Cities' Metropolitan Council Transit Operations (MCTO), one of the largest bus transportation systems in the country, operates regularly scheduled routes in Saint Paul as well as Minneapolis and the surrounding suburbs.

Communications

Newspapers and Magazines

Saint Paul's major daily newspaper is the *Saint Paul Pioneer Press.* Other newspapers appearing daily in the Twin Cities area are the *Minneapolis Star Tribune, Minnesota Daily,* and *Finance and Commerce. Minnesota Monthly* is a magazine focusing on topics of state and regional interest.

Approximately 60 magazines, journals, and newsletters originate in the metropolitan area, covering topics such as law, furniture, religion, feminist issues, and agriculture. Member or special interest publications for professional associations, religious organizations, trade groups, and fraternal societies are also based in the city.

Television and Radio

Two commercial and two public television stations broadcast from Saint Paul; cable service is also available. Four FM and two AM radio stations furnish music, news, and information programming. The headquarters of the Minnesota Public Radio Network, an affiliate of National Public Radio, is located in Saint Paul. American Public Media produces ''Saint Paul Sunday,'' a popular program that is broadcast live nationally from Saint Paul.

Media Information: *Saint Paul Pioneer Press,* 345 Cedar Street, Saint Paul, MN 55101; telephone (651)222-1111.*Minnesota Monthly,* Minnesota Monthly Publications, Inc., 730 Second Ave., Minneapolis, MN 55402; telephone (612)371-5800

Saint Paul Online

City of Saint Paul home page. Available www.ci.stpaul.mn.us

Mall of America home page. Available www.mallofamerica.com

Minnesota Department of Trade and Economic Development home page. Available www.deed.state.mn.us

Minnesota Historical Society home page. Available www.mnhs.org

Saint Paul Area Chamber of Commerce home page. Available www.saintpaulchamber.com

Saint Paul city guide online. Available www.saint-paul.com

Saint Paul Convention and Visitors Bureau home page. Available www.stpaulcvb.org

Saint Paul Pioneer Press home page. Available www.twincities.com

Saint Paul Public Library home page. Available www.st.paul.lib.mn.us

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Cleary, Edward J., Robin Desser (ed.), *Beyond the Burning Cross: A Landmark Case of Race, Censorship and the First Amendment* (Vintage Books, 1995)

Fitzgerald, F. Scott, *Taps at Reveille* (New York: C. Scribner's Sons, 1935)

MacCabee, Paul, *John Dillinger Slept Here: A Crooks' Tour of Crime and Corruption in St. Paul, 1920-1926* (Minnesota Historical Society)

Millett, Larry, *Lost Twin Cities* (Minnesota Historical Society)

Valdes, Dionicio Nodin, *Barrios Nortenos: St. Paul and Midwestern Mexican Communities in the Twentieth Century* (University of Texas Press, 2000)

MISSOURI

Columbia 319
Jefferson City 331
Kansas City 343
St. Louis 357
Springfield 371

The State in Brief

Nickname: Show Me State
Motto: *Salus populi suprema lex esto* (The welfare of the people shall be the supreme law)

Flower: Hawthorn
Bird: Bluebird

Area: 69,704 square miles (2000; U.S. rank: 21st)
Elevation: Ranges from 230 feet to 1,772 feet above sea level
Climate: Continental, with seasonal extremes; affected by cold air from Canada, warm moist air from the Gulf of Mexico, and dry air from the Southwest

Admitted to Union: August 10, 1821
Capital: Jefferson City
Head Official: Governor Matt Blunt (R) (until 2009)

Population
- **1980:** 4,917,000
- **1990:** 5,117,073
- **2000:** 5,595,211
- **2004 estimate:** 5,754,618
- **Percent change, 1990–2000:** 9.3%
- **U.S. rank in 2004:** 17th
- **Percent of residents born in state:** 67.8% (2000)
- **Density:** 81.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 261,077

Racial and Ethnic Characteristics (2000)
- **White:** 4,748,083
- **Black or African American:** 629,391
- **American Indian and Alaska Native:** 25,076
- **Asian:** 61,595
- **Native Hawaiian and Pacific Islander:** 3,178
- **Hispanic or Latino (may be of any race):** 118,592
- **Other:** 45,827

Age Characteristics (2000)
- **Population under 5 years old:** 369,898
- **Population 5 to 19 years old:** 1,224,274
- **Percent of population 65 years and over:** 13.5%
- **Median age:** 36.1 years (2000)

Vital Statistics
- **Total number of births (2003):** 76,097
- **Total number of deaths (2003):** 55,318 (infant deaths, 587)
- **AIDS cases reported through 2003:** 5,060

Economy
- **Major industries:** Manufacturing; trade; finance, insurance, and real estate; retail trade; services
- **Unemployment rate:** 5.6% (April 2005)
- **Per capita income:** $29,094 (2003; U.S. rank: 29)
- **Median household income:** $43,492 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 8.8% (3-year average, 2001-2003)
- **Income tax rate:** Graduated from 1.5% to 6.0%
- **Sales tax rate:** 4.225%

Columbia

The City in Brief

Founded: 1819 (incorporated 1826)

Head Official: Mayor Darwin Hindman (NP) (since 1995)

City Population
1980: 62,061
1990: 69,101
2000: 84,531
2003 estimate: 90,947
Percent change,1990–2000: 18.25%
U.S. rank in 1980: 324th
U.S. rank in 1990: 331st (state rank: 6th)
U.S. rank in 2000: 339th (state rank: 6th)

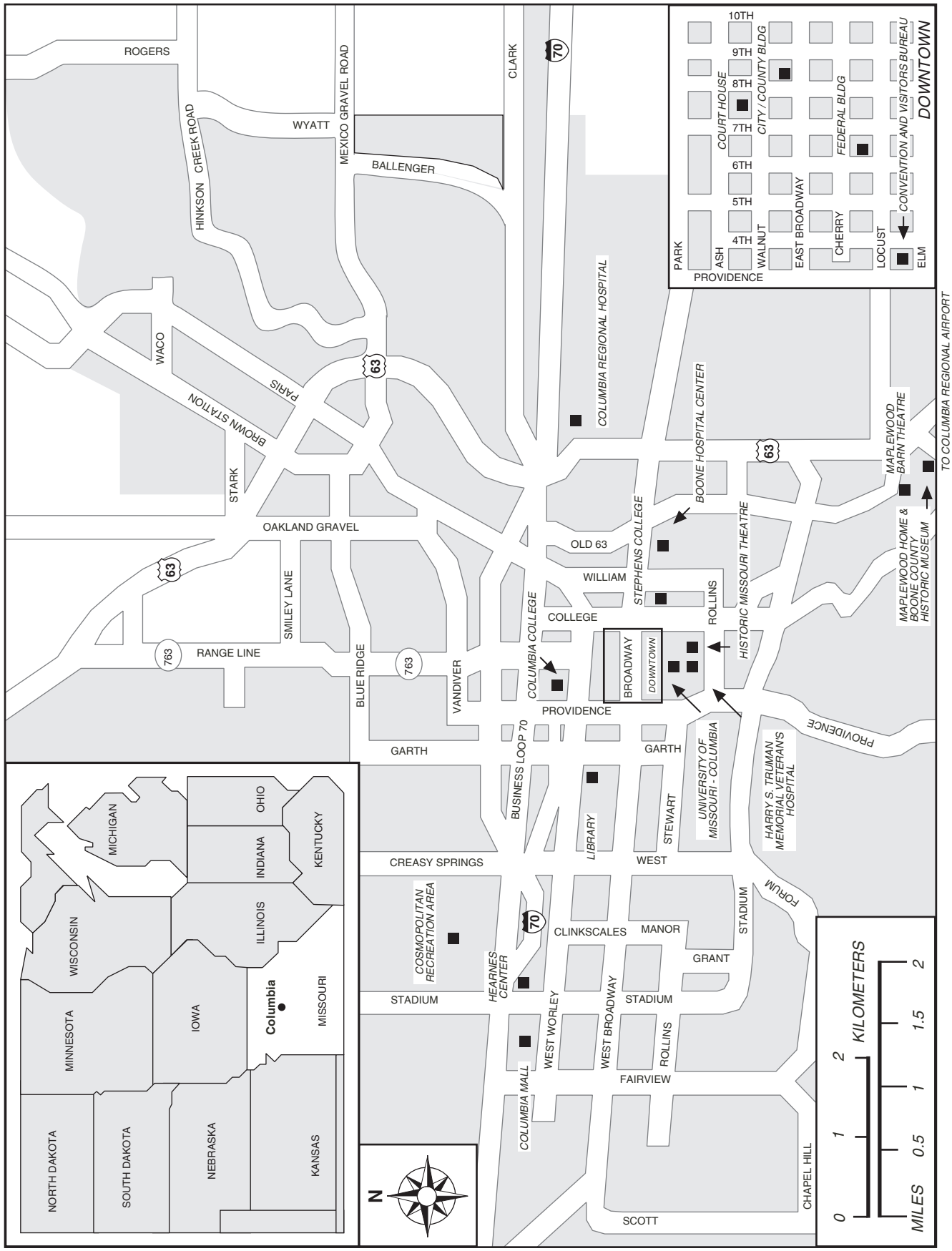
Metropolitan Area Population
1980: 100,376
1990: 112,379
2000: 135,454
Percent change, 1990–2000: 20.5%
U.S. rank in 1980: 282nd
U.S. rank in 1990: 288th
U.S. rank in 2000: 221st

Area: 58 square miles (2005)
Elevation: 889 feet above sea level
Average Annual Temperature: 53° F
Average Annual Precipitation: 39.43 inches of rain; 20.7 inches of snow

Major Economic Sectors: education, government, insurance, trade, services
Unemployment Rate: 3.6% (May 2005)
Per Capita Income: $27,991 (2003)
2002 Total FBI Crime Index: 3,837

Major Colleges and Universities: University of Missouri-Columbia, Stephens College, Columbia College

Daily Newspaper: *Columbia Daily Tribune, Columbia Missourian*


ROGERS
WYATT
HINKSON CREEK ROAD
MEXICO GRAVEL ROAD
BALLENGER
CLARK
70
WACO
PARIS
BROWN STATION
63
STARK
OAKLAND GRAVEL
SMILEY LANE
RANGE LINE
763
BLUE RIDGE
VANDIVER
GARTH
CREASY SPRINGS
BUSINESS LOOP 70
COLUMBIA REGIONAL HOSPITAL
BOONE HOSPITAL CENTER
STEPHENS COLLEGE
OLD 63
WILLIAM
COLLEGE
COLUMBIA COLLEGE
BROADWAY
DOWNTOWN
PROVIDENCE
ROLLINS
HISTORIC MISSOURI THEATRE
MAPLEWOOD BARN THEATRE
MAPLEWOOD HOME & BOONE COUNTY HISTORIC MUSEUM
TO COLUMBIA REGIONAL AIRPORT
UNIVERSITY OF MISSOURI - COLUMBIA
HARRY S. TRUMAN MEMORIAL VETERAN'S HOSPITAL
LIBRARY
STEWART
WEST
FORUM
STADIUM
COSMOPOLITAN RECREATION AREA
HEARNES CENTER
CLINKSCALES
MANOR
GRANT
WEST WORLEY
WEST BROADWAY
FAIRVIEW
COLUMBIA MALL
CHAPEL HILL
SCOTT
10TH
9TH
8TH
7TH
6TH
5TH
4TH
COURT HOUSE
CITY / COUNTY BLDG
FEDERAL BLDG
CONVENTION AND VISITORS BUREAU
DOWNTOWN
PARK
ASH
WALNUT
EAST BROADWAY
CHERRY
LOCUST
ELM
PROVIDENCE
N
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WISCONSIN
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IOWA
Columbia
MISSOURI
NORTH DAKOTA
SOUTH DAKOTA
NEBRASKA
KANSAS

Introduction

Known as ''College Town U.S.A.,'' Columbia is the seat of Boone County in central Missouri, about midway between Kansas City and St. Louis. This fast-growing city offers a top rated school system, fine health care facilities, cultural opportunities, a low cost of living, and a clean environment. Columbia, with its highly educated populace, consistently ranks among the best places to live in the United States.

Geography and Climate

Columbia is located halfway between St. Louis to the east and Kansas City to the west, with the state capital, Jefferson City, about 25 miles directly south. It is also halfway between Des Moines and Memphis. The city is set on gently rolling terrain where prairie meets forest. It has cold winters and warm, often humid summers. In winter the cold periods are often interrupted by a warm spell, and the temperature only drops below zero for a few days. Snows rarely last longer than a week, most commonly appearing in March. Freezing temperatures usually end after April first, and the first frost is generally in late October. Late spring and early summer are the rainiest seasons, and summertime temperatures sometimes reach above 100° F.

Area: 58 square miles (2000)

Elevation: 889 feet above sea level

Average Temperatures: January, 25.5° F; July, 79.1° F; annual average, 53°F

Annual Average Precipitation: 39.43 inches of rain; 20.7 inches of snow

History

Before the coming of Europeans, Osage and Missouri tribes roamed the area of Columbia and Boone County. The ''Missouri,'' meaning ''people with dugout canoes,'' were originally from the Ohio River Valley, prehistoric evidence shows. The fierce and fierce-looking Osage were the predominant tribe of the area. They were a pierced and tattooed, jewelry bedecked, tall, robust, warlike people who dominated other tribes in the region. The men shaved their heads but for a strip at the crown, and wore loincloths and buckskin leggings; the women wore deerskin dresses, and leggings and moccasins as well. They were primarily migrating hunters and gatherers, although they also farmed corn, beans, and pumpkins. The Osage are considered a fringe Plains tribe even though they dwelled mostly in forested areas, because they spoke a Sioux branch of language and went on buffalo hunting excursions on the Great Plains twice annually.

The first Europeans to encounter the Osage were the French, led by Marquette's exploration down the Mississippi for New France in the 1670s. The French and the Osage soon became partners in the fur trade, and with guns and horses gained from this union, the Osage dominated other tribes even more than before. They helped the French defeat the British in 1755, but stayed out of the colonial war. More Europeans came to the area; the Spanish influence grew as that of the French waned. The Osage were pushed to reservations in Kansas and finally what is now Oklahoma by a series of ''treaties'' made through the 1800s.

The United States gained the Missouri Territory from France in 1803. The Lewis and Clark expedition passed nearby in that same year, and Daniel Boone and his sons started a settlement in 1806. They also established the Booneslick Trail which led all the way from Kentucky to the Columbia area. In 1818 the town of Smithton, named for its purchaser, the Smithton Land Company, was established. However, in need of a better water supply, the entire town of 20 residents was moved to its present site in 1821. The settlement of mud-daubed log huts, which was surrounded by wilderness, was renamed Columbia, a popular name at the time, and became the seat of Boone County. Although Columbia is in the Midwest it had a very Southern feel in the early days, as many of its settlers were from below the Mason-Dixon line.

From its beginnings, the economy of Columbia has rested on education. It also benefited from being a stagecoach stop of the Santa Fe and Oregon trails, and later from the Missouri Kansas Texas Railroad (nicknamed Katy). Columbia was incorporated in 1826, five years after Missouri became the 24th state. The city's progress can be traced through the development of its institutions. In 1824 Columbia was the site of a new courthouse; in 1830 its first newspaper began; in 1832 the first theater in the state was opened; and in 1834 a school system began to serve its by then 700 citizens. The state's first agricultural fair was held in Columbia in 1835. A school for girls was opened in 1833, and an institution called Columbia College (unrelated to the present school) was opened in 1834. Also in 1834, one of the country's finest portrait artists, George Caleb Bingham, opened a studio in Columbia. In 1841, the University of Missouri was built in Columbia after Boone County won out over several competing counties in raising money and setting aside land. In 1851, Christian Female College was established; it went coed in the 1970s and changed its name to Columbia College. In 1855, Baptist Female College was established; still a women's-only

school, it is now known as Stephens College. By 1839, the population and wealth of Boone County, with 13,000 citizens, was exceeded only by that of St. Louis County.

Slavery was a largely accepted practice in Columbia in its early days, and the slave population had reached more than 5,000 by the beginning of the Civil War. In fact, the sale of slaves continued until 1864. Before the Civil War many Columbians were very nationalistic and supported the Missouri Compromise, which would admit Missouri into the Union as a slave state, but would placate northerners with the admission of Maine as a free state and the establishment of the rest of the Louisiana Purchase, north and west of Missouri's southern border, as free territory. Early in the Civil War, Union forces secured the area and enforced mandatory draft into the local militia; however, although the state was officially Union, people were in reality sharply divided, and supported both sides with supplies and men.

Since the turmoil of the Civil War and Reconstruction, Columbia's history is marked by steady and quiet growth and prosperity, based on its roots in education, as well as health care and insurance. The health care business can be said to have started in 1822 when Dr. William Jewell set up a hospital in his own home; today Columbia is among the top in the nation for medical facilities per capita. The insurance business has its roots in Columbia's early days as well, when pragmatic local businessmen started a fund to aid one another in case of fire.

Historical Information: State Historical Society of Missouri, Lowry Mall, University of Missouri, Columbia campus; telephone (573)882-7083. Boone County Historical Society, 3801 Ponderosa Street, Columbia, MO; telephone (573)443-8936

Population Profile

Metropolitan Area Residents
1980: 100,376
1990: 112,379
2000: 135,454
Percent change, 1990–2000: 20.5%
U.S. rank in 1980: 282nd
U.S. rank in 1990: 288th
U.S. rank in 2000: 221st

City Residents
1980: 62,061
1990: 69,101
2000: 84,531
2003 estimate: 90,947
Percent change, 1990–2000: 18.25%
U.S. rank in 1980: 324th
U.S. rank in 1990: 331st
U.S. rank in 2000: 339th (state rank: 6th)

Density: 1,592.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 68,923
Black or African American: 9,173
American Indian and Alaska Native: 331
Asian: 3,636
Native Hawaiian and Pacific Islander: 30
Hispanic or Latino (may be of any race): 1,733
Other: 684

Percent of residents born in state: 62.5% (2000)

Age characteristics (2000)
Population under 5 years old: 4,884
Population 5 to 9 years old: 4,706
Population 10 to 14 years old: 4,537
Population 15 to 19 years old: 9,275
Population 20 to 24 years old: 15,885
Population 25 to 34 years old: 13,420
Population 35 to 44 years old: 10,817
Population 45 to 54 years old: 8,865
Population 55 to 59 years old: 2,729
Population 60 to 64 years old: 2,133
Population 65 to 74 years old: 3,440
Population 75 to 84 years old: 2,678
Population 85 years and older: 1,162
Median Age: 26.8 years

Births (2003)
Total number: 1,875

Deaths (2003)
Total number: 902 (of which, 12 were infants under the age of 1 year)

Money Income (1999)
Per capita income: $27,991
Median household income: $33,729
Total households: 33,819

Number of households with income of . . .
less than $10,000: 5,007
$10,000 to $14,999: 2,705
$15,000 to $24,999: 5,208
$25,000 to $34,999: 4,436
$35,000 to $49,999: 4,870
$50,000 to $74,999: 5,347
$75,000 to $99,999: 3,072
$100,000 to $149,999: 2,125
$150,000 to $199,999: 509
$200,000 or more: 540

Percent of families below poverty level: 9.4% (29.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,837

Municipal Government

Columbia has a council-manager form of government, with a mayor and six council members elected by ward, who serve three-year terms. The mayor is also elected every three years as a council member at-large. This unpaid elected body directly supervises a city manager, city clerk, and three municipal judges.

Head Official: Mayor Darwin Hindman (NP) (since 1995; current term expires 2007)

Total Number of City Employees: 1,168 (2005)

City Information: City of Columbia, Daniel Boone Building, 701 East Broadway, Columbia, MO 65201; telephone (573)874-7111

Economy

Major Industries and Commercial Activities

Columbia, whose thriving economy has always been based on the education, health care, and insurance industries, is known as a recession-resistant community. Columbia has 13 banks and saving and loans with assets totaling more than $1.6 billion. The city is consistently named as a top place in the nation to live, retire, and do business, in publications such as *Money, Entrepreneur, Kiplinger's Personal Finance* and *Expansion Management. Forbes* listed Columbia as a ''Best Small Place to do Business'' in May 2004. The city is home to Shelter Insurance Company, MFA Incorporated, and is a regional center for State Farm Insurance.

Columbia's manufacturers make and sell a wide variety of products. 3M is a major employer, producing projection lenses, optical equipment, electronic products, and interconnect systems. MBS is a textbook distribution center. There are three different factories making various automotive parts. Columbia Foods, a division of Oscar Mayer, employs about 700 workers at its food processing plant. Watlow-Columbia, Inc. manufactures electrical heating elements; the Square D Corporation makes circuit breakers; and Hubbell/Chance produces electric utility equipment.

Items and goods produced: all manner of electronic parts and equipment, air filters, optic lenses, plastic pipe, custom foam rubber products, automobile parts, coal, stone quarry products, corn, wheat, and oats

Incentive Programs—New and Existing Companies

Local programs—The Columbia and Boone County area's main economic development contact is the Regional Economic Development, Inc. (REDI). REDI is a public/private entity created to promote economic expansion while maintaining a great quality of life. REDI provides services, financing, tax credits and exemptions, job training, and other local perks for businesses such as no local income tax, moderate property taxes and low sales tax that barely effect business, and Community Development Block Grants available outside the city limits for public infrastructure. Financing takes the form of Industrial Revenue Bonds for qualifying projects, and other low interest loans and incentive financing for large development projects. Tax exemptions include no sales taxes on manufacturing equipment nor on materials used to install such equipment, no sales taxes on air or water pollution control devices, and finally a property tax exemption on business and industrial inventories. The State of Missouri reimburses employers for both onsite and classroom job training, designs programs tailor made to specific tasks, and in turn will help screen and test potential new hires.

State programs—The Missouri Small Business Development Center has a branch in Columbia which offers technical and management assistance for small businesses in service, retail, construction, and manufacturing. Other incentive programs are available at the state level. The Missouri Business Expansion and Attraction Group (BEA) is responsible for working with businesses and communities in Missouri to assist in the retention and expansion of existing businesses and the attraction of new businesses. Incentives include business financing and tax credits. Twenty-four programs or services are offered by the Missouri Department of Economic Development, including the Welfare-to-Work Grant program and the Welfare-to-Work Tax Credit program, which encourages employers to hire certain groups, such as ex-felons, who have a harder time finding jobs. There are programs for youths and adults, for workers affected by downsizing or other types of displacement such as that caused by NAFTA, for women, for seasonal or migrant farm workers, veterans' services, and apprenticeship information.

Job Training—The Missouri Department of Economic Development's Division of Workforce Development offers training or retraining of employees, in a classroom setting, in cooperation with the public schools systems. To be eligible for funding, employers must increase employment above the previous year's level, and must retrain existing employees

due to substantial capital investment in the state. Fourteen of the Division of Workforce Development's 24 services offered involve job training or retraining, targeted at various groups.

Development Projects

Growing somewhat naturally out of Columbia's strength in the education and health care industries is the biological sciences research business. There are three organizations in the area that promote expansion into this growing field: the Life Sciences Business Coalition, Mid-MO BIO, and Scientific Partnership and Resource Connection, or SPARC. SPARC works with Regional Economic Development, Inc. (REDI) and University of Missouri's College of Agriculture, Food, and Natural Resources to procure funding for research and the building of facilities necessary to research. So far this has resulted in a new $60 million Life Sciences Center which opened in 2004 on the University of Missouri-Columbia's campus, and a proposed $175 million Human Health Research Center.

REDI was also involved in the $5.5 million project to purchase and renovate Boone County Fairgrounds, completed in 2003, and is now working with the Columbia Chamber of Commerce and the Columbia Convention and Visitors Bureau (CVB) on annexing an 80 acre field adjacent to the 134 acre Fairgrounds, and adding an ice skating rink, several playing fields, a dog park, community gardens, and walking trails. The Flat Branch Park beautification project was completed in 2004, with funds contributed by corporate sponsors of REDI, as well as the Chamber of Commerce and CVB, which own the adjacent Walton Building of which REDI is a tenant. Downtown renovation projects have been ongoing for over a decade, and central Columbia today sports widened streets, benches and trees, new street lights and decorative trash can lids, all with an eye to both retail and residential use. The latest is the Eighth Street Beautification Project. In 2002 REDI unveiled its ''Incentives White Paper,'' which proposed more ways to expand established businesses and bring in new ones. It focused on using Chapter 100 bonds but had other ideas such as a ''microloan'' program to help businesses which didn't fit the criteria for the many other incentive programs offered by REDI. Two other projects are focused on improving traffic flow. One is a new interchange at Highway 63 and Gans Road, which will improve the infrastructure and perhaps pave the way for future development near the intersection, besides allaying traffic woes. The second is a $1.3 million railroad terminal and warehouse made possible through cooperation between REDI and Columbia Terminal Railroad (nicknamed COLT). The terminal itself is expected to cut down traffic on I-70 by giving businesses the option to ship by rail, and the warehouse allows companies that don't have locations near the terminal to nevertheless use the rail option.

Economic Development Information: Regional Economic Development, Inc., 300 South Providence Road, Columbia, MO 65203; telephone (573)442-8303; fax (573)443-3986. Missouri Department of Economic Development, 301 West High Street, PO box 118, Jefferson City, MO 65101, telephone (573)751-4962, fax (573)526-7700

Commercial Shipping

Boone County has 20 Interstate motor freight lines serving it, with 14 terminals in Columbia. Railroads serving the area are COLT (Columbia Terminal), Amtrak, Norfolk Southern, and Gateway Western. Seven air freight carriers serve the area, and Trans World Express offers nine flights daily to St. Louis.

Labor Force and Employment Outlook

Boone County's main area of job growth is in the service industry, although most of these jobs are lower-paying. One recent study found that approximately 33,000 of the area's more than 240,000 civilian labor force was underemployed, meaning they possessed skills, training, or degrees beyond what their jobs required.

The following is a summary of data regarding the Boone County labor force, 2004 annual averages.

Size of nonagricultural labor force: 86,600

Number of workers employed in . . .
trade, transportation and utilities: 14,400
government: 29,200

Average hourly wage of production workers employed in manufacturing: $12.74

Unemployment rate: 3.6% (May 2005)

Largest county employers	*Number of employees*
University of Missouri	11,868
University hospital and clinics	4,320
Columbia Public Schools	3,000
Boone Hospital Center	2,028
City of Columbia	1,168
State of Missouri, (excludes UMC)	1,071
MBS Textbook Exchange, Inc.	1,006
Harry S. Truman Veteran's Hospital	1,000
Shelter Insurance	991
State Farm Insurance	952
U.S. Government (excludes VA hospital)	926
Hubbell/Chance Company	908

Cost of Living

Columbia consistently ranks below the national average for cost of living. The following is a summary of data regarding several key cost of living factors for the Columbia metropolitan area.

2005 (1st Quarter) ACCRA Average House Price: $234,580

2005 (1st Quarter) ACCRA Cost of Living Index: 90.8 (U.S. average = 100.0)

State income tax rate: Ranges from 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: none

Local sales tax rate: 3.125%

Property tax rate: $6.32 per $100 of assessed value (2004)

Economic Information: Missouri Department of Economic Development, PO Box 118, Jefferson City, MO 65102-0118; telephone (573)751-4241; toll-free (800)523-1434

Education and Research

Elementary and Secondary Schools

The Columbia Public School District is the seventh largest in the state of Missouri. Local students rank in the 80th to 95th percentile on the Missouri Mastery and Achievement Tests for elementary schools. Over a four year period, Columbia students taking the national Scholastic Aptitude Tests averaged more than a hundred points higher than national average on both the verbal and math portions of the test. The district is among only a few in the nation that have graduated more than a half dozen Presidential Scholars since the honor was first established in 1964. The National Governor's Association has named the district one of only 16 model districts in the country.

In response to the No Child Left Behind Act, superintendent Phyllis Chase, new to the district in 2003 and the first African American to hold the position, has made impressive progress in closing the achievement gap between economically advantaged and disadvantaged students, as well as between African American and white students. Chase has chosen an elementary school—with a majority of African American students and more than 70 percent from lower income levels—to transform into a model school, lengthening the school year and considering a substantial raise in teacher pay. The community has voted to support this by approving a $22.5 million bond issue, even amidst a budget crunch. More than 60 percent of all teachers hold a master's degree. Special assessment efforts, reading intensive activities, and summer school programs are directed at students at risk of dropping out. At the other end of the achievement spectrum is the A+ program in which students with superior attendance, grades, and citizenship records can earn free tuition to a two-year community college, vocational-technical schools, or the Columbia Area Career Center (run by the public school district). The free Summer Enrichment program offers core academic studies in the morning and enrichment activities in the afternoon. There is a Parents As Teachers program, a family literacy program in which adults can work on GED certification or other educational goals such as learning English, while their children attend preschool, and other volunteer programs which encourage adult volunteers from the community to join in a partnership for mentoring or service skills education.

The following is a summary of data regarding the Columbia Public Schools System as of the 2003–2004 school year.

Total enrollment: 16,240

Number of facilities
elementary schools: 20
junior high/middle schools: 6
high schools: 4
other: 2 vocational centers

Student/teacher ratio: 22.5:1

Teacher salaries
minimum: $26,700
maximum: $47,229

Funding per pupil: $6,117

Columbia also has 11 private schools, mostly maintained by religious organizations, with enrollments totaling about 1,100.

Public Schools Information: Columbia Public Schools, 1818 W. Worley St., Columbia, MO 65203; telephone (573)886-2100

Colleges and Universities

The University of Missouri-Columbia (MU), with more than 27,000 students, offers 286 degree programs, including 95 bachelor degrees. MU was founded in 1839 and was the first public university west of the Mississippi. Columbia College, a private, coeducational institution, was originally called Christian Female College when it was founded in 1851. It was the first women's college west of the Mississippi to be chartered by a state legislature. It changed its name in 1970 when it went coed and offered bachelor's and post-graduate degrees in addition to associate's degrees. Columbia College now has almost 1,000 students at its day campus, and over 3,000 working adults at its evening campus, 30 extended campuses around the nation, including Guantanamo Bay, and an impressive online college. Stephens College, founded in 1833, is the nation's second oldest women's college. Stephens offers a liberal arts curriculum and pre-professional programs, with 23

majors and 20 minors in three schools of study. Stephens is the only four year women's college in Missouri and remains dedicated to women's education in the new millennium.

Libraries and Research

The Columbia Public Library is the newest addition to Daniel Boone Regional Libraries, which more than doubled its size. The $22 million project was completed in 2002 and boasts 110,000 square feet of space, 444,897 volumes, and 50 computer terminals. The design of the new building features curves and cylindrical shapes and a carefully planned system of signs that allow patrons to find things easily. Ellis Library at the University of Missouri-Columbia, with holdings of 10.2 million items including 3.2 million volumes, is one of the largest libraries in the Midwest. MU also has the Law Library, and six other specific branches for veterinary medicine, geological sciences, health sciences, engineering, journalism, and mathematical sciences. Its online catalog of resources, called MERLIN for Missouri Education and Research Libraries Information Network, makes materials available from the University of Missouri's four campuses and St. Louis University. MU's Special collections include an extensive historical and contemporary collection of government documents, Microform Collection, Rare Book Collection, Newspaper Collections, and the Comic Art Collection with original and reprints of classic comic strips, underground comics, and graphic novels. The State Historical Society of Missouri Library has special collections on church histories, literature, Midwestern history, and Missouri newspapers. Columbia College's Stafford Library has special collections in biography, history, American civilization, and costume. The Midwest Science Center Library features a collection on wildlife research. Stephens College has special libraries which encompass women's studies, educational resources, and children's literature.

A number of institutions have research facilities in Columbia. These include the Ellis Fischel Cancer Research Center at University of Missouri; the Center for National Food and Agricultural Policy (also at MU); the Mid-Missouri Mental Health Center, which does research along with providing psychiatric inpatient treatment; the Missouri Coop Fish and Wildlife Research Unit; a division of the U.S. Geological Survey of the Department of the Interior; Missouri Lions Eye Research Foundation, which holds an eye tissue bank and does research into glaucoma treatment and all things involving preserving and restoring eyesight; the Rehabilitation Research Foundation, part of MU's Health Psychology Department; and the U.S.D.A. Biological Control of Insects Research Laboratory.

The University of Missouri at Columbia has a budget of $141 million for research with an additional $161 million that is externally funded. Research topics include computer assisted reporting, agriculture and agronomy, animal sciences, arthritis, business and public administration, social sciences including studies on aging, spectrometry (analytical tools to identify chemical compounds and structures of molecules) diseases such as diabetes, cardiological disorders, and cystic fibrosis, exercise physiology, engineering, water resources, magnetic imaging technology, and nuclear engineering.

Public Library Information: Daniel Boone Regional Library, PO Box 1267, Columbia, MO 65205; telephone (573)443-3161; fax (573)499-0191

Health Care

Columbia's hospitals provide the best health care for Central Missourians, comparable to that of cities many times its size. Nine major hospitals serve the area, with specializations such as a children's hospital, a Ronald McDonald house (hospices for families of children undergoing long hospital stays), residential schools for the mentally handicapped, rehabilitation services, many full service nursing homes or assisted living facilities, and a large corps of visiting nurses. Columbia has the only Level I trauma unit between St. Louis and Kansas City. In addition there are facilities for organ transplantation, cancer treatment, and centers for people with spinal cord injuries and birth defects, notably the Howard A. Rusk Rehabilitation Center. The 344-bed Boone Hospital specializes in surgery, oncology, cardiology, neurology, and obstetrics. Columbia Regional Hospital, with 265 beds, excels at sports medicine, opthamology, and outpatient surgery, among others. The 96-bed Charter Behavioral Health System of Columbia treats emotional and mental disorders of patients of all ages, while the Mid-Missouri Mental Health Center offers short term intensive psychiatric help for children and adults. Eligible veterans are served by the 54-bed Harry S. Truman Memorial Veteran's Hospital. Columbia Regional, Ellis Fischel Cancer Center, and Children's Hospital are under the umbrella of University of Missouri Health Sciences Center as well as University Hospitals and Clinics and its School of Medicine, Nursing, and Health Related Professions. Family Health Center provides comprehensive care for uninsured and underinsured people, and for Medicare and Medicaid recipients.

Recreation

Sightseeing

Downtown Columbia itself is a stunning sight to see, where four massive columns stand in front of the stately Boone

The University of Missouri-Columbia, founded in 1839, was the first public university west of the Mississippi River.

County Courthouse. The Firestone Baars Chapel, which was designed by architect Eero Saarinen of the St. Louis Arch fame, is also in the heart of downtown Columbia. Tours of the Victorian-era Maplewood Home, built in 1877 and beautifully restored, are available to give the public a glimpse into 19th century country estate life. The Columbia Audubon Trailside Museum has exhibits on birds and other creatures and offers workshops on nature. A genealogy center, a photo collection, an art collection and works of local artists are among many historical artifacts on display at the State Historical Society Housed in the Ellis Library on the MU campus. More than 1,500 types of flowers and 300 trees can be seen at Shelter Insurance Gardens, which also features a one-room red brick school house, a ''sensory garden'' designed for the visually impaired, many other attractions such as a giant sundial, and free summer concerts on its five acres. The writings of Dr. Martin Luther King, Jr., as part of a sculptured amphitheater at King Memorial Gardens, is another must-see in Columbia, where its landscaping with benches and walkways provides a placid setting for cultural events.

Historic Rocheport, just 12 miles west of the city, began as an early trading post on the Missouri River in 1825 and prospered due to the building of the railroad. Now on the National Register of Historic Places, this charming town offers top-rate antique and craft shops, excellent restaurants, a local winery, and an annual RiverFest in early June.

Arts and Culture

The Missouri Theatre is central Missouri's only pre-Depression-era movie palace and vaudeville stage. It presents a variety of programs throughout the year. The Rhynsberger Theater, on the University of Missouri's campus, is the site for dramatic performances by visiting actors as well as faculty and students. The Repertory Theatre performs there in the summertime. Both professional and student productions can be enjoyed at Stephens College's Macklanburg Playhouse and Warehouse Theatre. Columbia's primary community theater group is the Maplewood Barn Theater, part of the historic Maplewood Home in Rocheport, which performs outdoors in summer months. The Columbia Entertainment Company is a dynamic theatrical troupe that gives rousing musical and dramatic performances throughout the year, as well as offering a drama school for adults and children. Columbia can also boast of Arrow Rock Lyceum Theater and two acting groups that focus on children, PACE or Performing Arts in Children's Education, and TRYPS, acronym for Theater Reaching Yong People and Schools.

The Missouri Symphony makes its home in the historic Missouri Theatre and holds its summer festival every June and July. The University Concert Series brings opera, ballet, orchestra, chamber music, jazz, dance, and theatrical performances. Other musical groups in the city are the Columbia Community Choir and the Columbia Chorale Ensemble.

Columbia's museums offer a variety of lectures, classes, and exhibits. More than 13,000 artifacts and works of art from prehistoric times to the present are housed at the University of Missouri-Columbia's Museum of Art and Archeology. Also on campus, the Museum of Anthropology displays Native American materials and archeology from the Midwest, and the Rogers Gallery highlights exhibits on architecture and interior design, as well as student art works. Rotating exhibits of professional and amateur artists are showcased at the Columbia Art League Gallery, while the work of students and faculty is shown at the Columbia College Art Gallery.

African American intellectual culture is the focus of the Black Culture Center, which offers various programs and conducts research. The story of Boone County over the decades is the subject of the Walters-Boone County Historical Museum and Visitor's Center, set in a wood-hewn family farmhouse with weathered boards and wide porches. This 16,000-square-foot house features exhibits on westward expansion along the Booneslick Trail, and portrays the pioneers who settled in the region.

Festivals and Holidays

Columbia ushers in spring in April with the annual Earth Day celebration. With May comes the Salute to Veterans Air Show and Parade, the largest free air show in the United States. June is the time for the annual Art in the Park Fair and the weekly Twilight Festivals. June also features the J.W. Boone Ragtime Festival, where folks can enjoy the sounds of early jazz and ragtime of the Roaring '20s. The Fourth of July celebration, called Fire in the Sky, kicks off the month, and the Boone County Fair and Horse Show keeps the excitement going. The International Buckskin Horse World Championship and the Lion's Antique show are held in August. In September the Twilight Festivals restart, but the highlight of the month must be the Heritage Festival. October sees the annual Missouri Fall Festival, in which the courthouse Square is transformed into a showcase of regional arts and crafts. November events include the Annual Fall Craft Show and the Downtown Holiday Parade. The downtown Holiday Festival and the Christmas Past 1865 at the Maplewood Home celebrate the December holiday season, which is capped by the First Night Celebration and Midway Invitational Rodeo and Dance on December 31st and January 1st.

Sports for the Spectator

Big 12 conference basketball, football, NCI Division baseball, wrestling, volleyball, softball, gymnastics, and track and field are all available for sports fan to watch. The city is close enough to both St. Louis and Kansas City to enjoy their major league baseball, football, and basketball teams.

Sports for the Participant

Columbia enjoys 58 parks stretching over 2,400 acres of land, with such facilities as swimming pools, tennis courts, softball fields, volleyball courts, fishing lakes, hiking and wheelchair accessible trails, golf courses, and even horseshoe pits. The Show-Me State Games, an annual Olympic style athletic competition, welcomes amateur competitors. Bikers and runners enjoy the MKT Nature & Fitness Trail, an 8.9 mile path that connects with the 225 mile Katy Trail, the nation's longest rails-to-trails conversion.

Shopping and Dining

Columbia provides a variety of shopping experiences with 16 shopping centers in addition to its major downtown shopping district. The largest mall is the 140 store Columbia Mall, which features major national chain stores. Forum Shopping Center has a big indoor entertainment center for children. The city's downtown, bordered on three sides by college campuses, features specialty shops and retail stores, and especially an abundance of antique shops, such as the 6,000 square foot Grandma's Treasures, which features antique jewelry, glass collectibles, and furniture.

Dining establishments come in all forms in the city; more than 300 restaurants, from American bistros, haute cuisine, ethnic eateries, and one of central Missouri's only brewpubs, the Flat Branch Pub & Brewery, located near the courthouse. Les Bourgeois Vineyard in Rocheport offers an elegant menu and variety of award-winning wines.

Convention Facilities

There are 34 hotels and motels in and around Columbia with more than 3,500 rooms. The largest facilities for conventions and exhibitions are at Boone County Fairgrounds with 107,300 square feet, the Hearnes Center with 70,000 square feet, the Midway Expo Center with 66,000 square feet, and the Holiday Inn Executive Center with 20,000 feet.

Transportation

Approaching the City

Columbia is located on Interstate 70, which runs east and west, and U. S. Highway 63, which runs north and south. It is twenty minutes away from U.S. 54 to the east, and the Missouri River to the west. Columbia Regional Airport offers four daily flights to St. Louis. Amtrak rail service is available to nearby Jefferson City, and Greyhound has daily bus service to St. Louis and Kansas City, all with connections to many other places.

Traveling in the City

Columbia's relatively flat streets are arranged in an easy grid pattern, with numbered streets running north and south. Columbia Area Transit (CAT) provides bus service in the city and the University of Missouri has its own shuttle, as does Columbia Regional Airport. Greyhound provides charter service and regularly scheduled trips out of the city.

Communications

Newspapers and Magazines

Columbia's two daily newspapers are the *Columbia Daily Tribune,* which appears every weekday evening and Saturday and Sunday evening, and the *Columbia Missourian,* which is the morning paper. The weekly *Missourian Weekend* is a general interest newspaper. People in the area also read the *Boone County Journal, Columbia Business Times, Columbia Senior Times,* and the *Centralia Fireside Guard.*

Publications affiliated with the University of Missouri include the monthly *Journal of Chemical Crystallography,* semi-annuals *Journal of Dispute Resolution* and *Theatre Topics,* and the quarterlies *Missouri Historical Review* and *Missouri Law Review*. Other publications coming out of Columbia are the *Missouri Free Press* and *Sheep Breeder and Sheepman,* the quarterlies *Voice of the Diabetic, Monthly Realtor, Ruralist, MIZZOU Magazine,* an MU alumni quarterly, and *School and Community,* a journal of the Missouri State Teacher's Association. *Today's Farmer* appears ten times a year.

Television and Radio

The city has four television network affiliates and one cable television network. The formats of the 20 FM and 8 AM radio stations available to Columbia listeners cover the gamut of musical tastes along with news, talk, and public broadcasting

Media Information: *Columbia Daily Tribune,* 101 N. Fourth St., PO Box 798, Columbia, MO 65205; telephone (573)815-1500.*Columbia Missourian,* 221 S 8th St., PO Box 917, Columbia, MO 65202; telephone (573)882-5700

Columbia Online

City of Columbia, Missouri. Available www.gocolumbiamo.com

Columbia Chamber of Commerce. Available www.chamber.columbia.mo.us

Columbia Convention and Visitors Bureau. Available www.visitcolumbiamo.com

Columbia Daily Tribune. Available www.showmenews.com

Columbia, Missouri Economic Development. Available www.columbiaredi.com

Columbia Public Schools. Available www.columbia.k12.mo.us

State Historical Society of Missouri. Available www.system.missouri.edu/shs

Selected Bibliography

Batterson, Paulina Ann, *The First Fifty Years* (Columbia Public Relations Committee, Columbia Chamber of Commerce, 1965)

Havig, Alan, *Columbia, An Illustrated History*

Jefferson City

The City in Brief

Founded: 1823 (incorporated 1825)

Head Official: Mayor John Landwehr (since 2003)

City Population
1980: 33,619
1990: 35,481
2000: 39,636
2003 estimate: 37,550
Percent change, 1990–2000: 10.8%
U.S. rank in 1990: Not reported
U.S. rank in 2000: (State rank: 15th)

County Population (Cole County)
1980: 56,663
1990: 63,579
2000: 71,397
Percent change, 1990–2000: 12.3%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 693rd

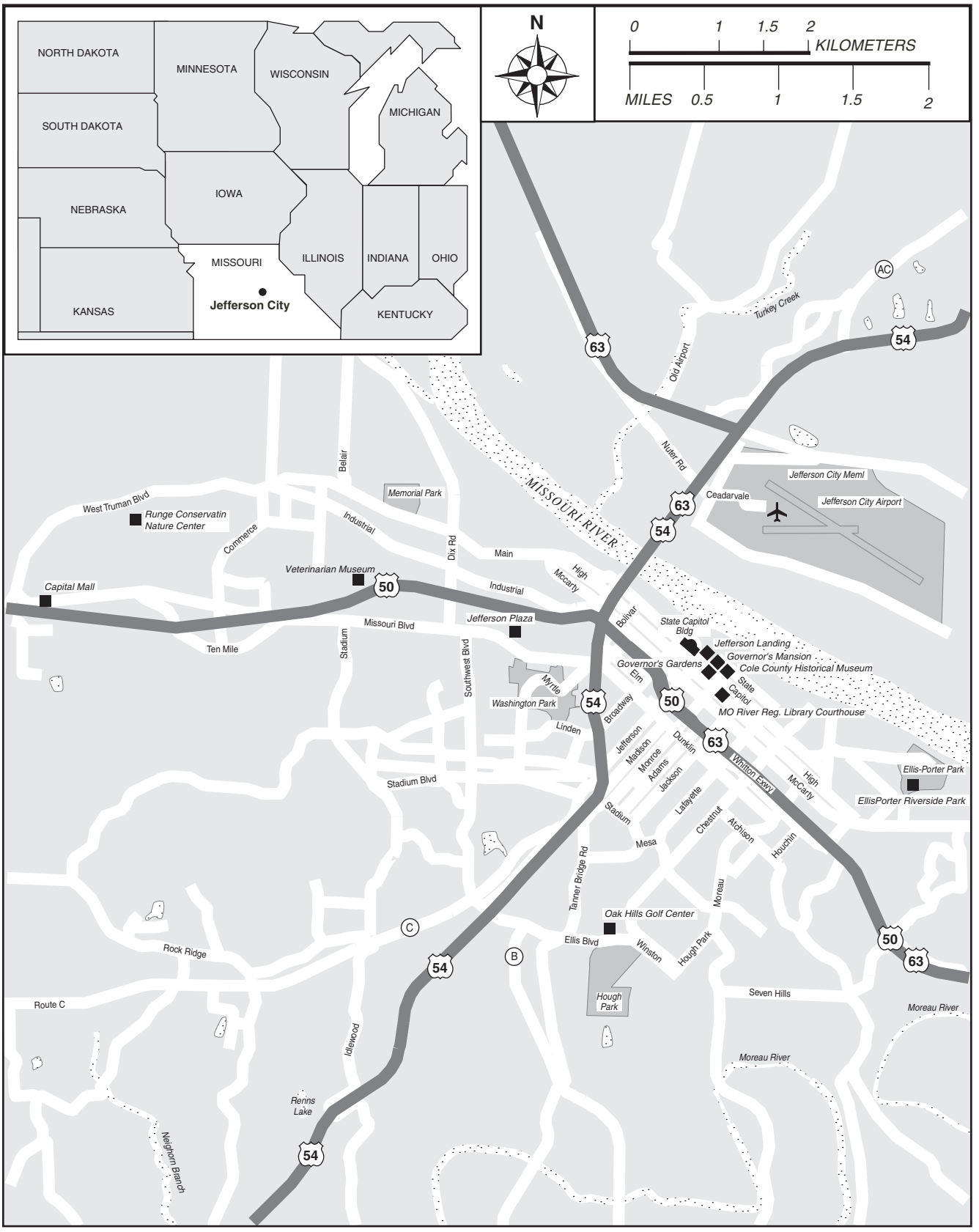
Area: 27.3 square miles (2000)
Elevation: 702 feet above sea level
Average Annual Temperature: 54.4° F
Average Annual Precipitation: 38.43 inches of rain; 23.5 inches of snow

Major Economic Sectors: Government, trade, services
Unemployment Rate: 5.1% (February 2005)
Per Capita Income: $21,268 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Lincoln University, Columbia College-Jefferson City

Daily Newspaper: *Daily Capital News, Jefferson City Post Tribune*


NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
MISSOURI
Jefferson City
KANSAS
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0 1 1.5 2
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MISSOURI RIVER
Turkey Creek
Old Airport
Nuler Rd
Jefferson City Meml
Ceadarvale
Jefferson City Airport
Belair
Memorial Park
West Truman Blvd
Runge Conservatin Nature Center
Commerce
Industrial
Dix Rd
Main
High
McCarty
Veterinarian Museum
Capital Mall
Ten Mile
Missouri Blvd
Stadium
Jefferson Plaza
Bolivar
State Capitol Bldg
Jefferson Landing
Governor's Mansion
Cole County Historical Museum
Governor's Gardens
Elm
State Capitol
MO River Reg. Library Courthouse
Southwest Blvd
Myrtle
Washington Park
Linden
Broadway
Jefferson
Madison
Monroe
Adams
Jackson
Dunklin
Whitton Expy
Ellis-Porter Park
EllisPorter Riverside Park
Stadium Blvd
Lafayette
Chestnut
Atchison
Houchin
Mesa
Tanner Bridge Rd
Moreau
Oak Hills Golf Center
Ellis Blvd
Winston
Hough Park
Rock Ridge
Route C
Idlewood
Seven Hills
Moreau River
Renns Lake
Neighorn Branch
AC
B
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63
54
50

Introduction

Jefferson City, the seat of Cole County, is named after the esteemed third president of the United States. It is a genteel, conservative city full of charming and refurbished old homes. The Missouri State Capitol building, reminiscent of the U.S. Capitol, stands grandly at the center of this planned city, which serves as a center for midwestern trade. Visitors view its many historic structures while enjoying the friendly, easygoing family atmosphere the city offers.

Geography and Climate

Jefferson City lies in the geographical center of Missouri, extending east, south, and westward from a bluff on the Missouri River. The city spreads inland across finger-like ridges and valleys paralleling the river.

Like the rest of the state, Jefferson City is affected by cold air blowing down from Canada, warm, moist air from the Gulf of Mexico, and dry southwestern air. Spring is the rainy season. Snowfall averages 23.5 inches per year and snow is most prevalent from December through February. Like all of Missouri, Jefferson City lies in a region where tornadoes are a danger. Summers can be hot with temperatures sometimes reaching more than 100° F.

Area: 27.3 square miles (2000)

Elevation: 702 feet above sea level

Average Temperatures: January, 28.7° F; July, 77.9° F; annual average, 54.4° F

Average Annual Precipitation: 38.43 inches of rain; 23.5 inches of snow

History

Missouri's Early Development

Before the coming of white settlers, the region surrounding Jefferson City was home to an ancient group known as the Mound People. In fact, America's largest prehistoric city was located only 160 miles away at what is now Cahokia, Illinois. Why this civilization disappeared remains a mystery.

At the time Europeans arrived in the area in the seventeenth century, the Osage Indians inhabited the region. In 1673, the French explorers Joliet and Marquette explored the region. In 1682, the explorer LaSalle sailed down the Mississippi River and claimed the area of Jefferson City for France. In 1715, Antoine de la Mothe Cadillac opened a lead mine nearby, where until 1744 white men used slaves to work the mines. During the mid-1700s, settlements were begun at Ste. Genevieve and at St. Louis. Soon many new settlers began arriving from Kentucky and Tennessee by way of the Ohio River and its tributaries.

In the 1780s, the Spanish built a road northward from New Madrid, Missouri to St. Louis, which today is known as U.S. Route 51. The area was explored by members of the Lewis and Clark expedition in 1804. In the early 1800s, frontiersman Daniel Boone carved out the Boone's Lick Trail, which is now Interstate Highway 70. It ran westward from St. Charles to the Missouri River at Franklin. In time the Santa Fe Trail was developed, running from Franklin westward to Independence, then southward. The Oregon Trail branched westward from Independence.

Created to Serve as Capital

Jefferson City holds the distinction of having been created specifically to serve as the state capital by a commission appointed by the Missouri state legislature in 1821. But until government buildings could be constructed, the town of St. Charles served as the capital.

Jefferson City was laid out by Daniel Morgan Boone, the son of the frontiersman. It was named for U.S. President Thomas Jefferson, who served from 1801-1809. The town was incorporated in 1825, and the general assembly moved there in 1826. At that time, the town had thirty-one families, a general store, a hotel, and a few other buildings.

For several years, other towns attempted to have the capital city changed, and in 1832 Governor John Miller suggested that a state penitentiary be built in Jefferson City to strengthen the town's position as capital. The prison was completed in 1836.

The next year, the Capitol burned and all the state records went up in flames. Five years later, a new statehouse was completed at the site of the present Capitol building. At that time, although pigs still wandered in the streets, modern steamboats regularly visited the city and stage coach routes brought travelers. These facilities encouraged the growth of local industries, including grist mills, flour mills, tanneries, and distilleries. The 1830s saw the influx of German immigrants, who were mostly farmers.

Civil War Brings Strife and Division

In 1839, Jefferson City was incorporated as a city, and in 1840 the population stood at 1,174 people, including 262 slaves. A frightening incident took place in 1849, when a

ship carrying Mormon church members, some of whom had cholera, landed at the city dock. For two years, the plague infected residents in the area, paralyzing the local trade.

In 1855, the Pacific Railroad line was completed between St. Louis and Jefferson City. However, the first trip between the two cities was a disaster. As residents waited for the president of the railroad and other dignitaries to arrive, a pier collapsed on a bridge that crossed the Gasconade River, and the resulting train accident killed 28 people and injured 30 others. Regular train service did not begin until the next year.

The coming of the Civil War (1860–1865) brought to a head the question of whether slavery would continue in Missouri. While President Abraham Lincoln encouraged an end to slavery, Missouri Governor Claiborne F. Jackson favored the retention of slavery and the secession of the southern states, including Missouri.

Decades Pass Before Wounds Heal

Soon after, a convention was held in Missouri to decide which position the state assembly would embrace. The convention voted to remain in the Union. But Governor Jackson refused to recognize federal authority and also refused to send troops to fight for the Union Army.

Instead, he rallied 50,000 volunteers for the state militia and marched from the capital to join Confederate forces at Booneville. But two days later, Union troops overran Jefferson City and pitched camp on Capitol Hill. In 1864, Confederate General and former Missouri Governor Sterling Price and his men marched to within four miles of the city and announced they would attack. Troops exchanged fire, but in the end Price withdrew and fled westward toward Kansas City, and Jefferson City remained in Union hands.

Decades passed before the city recovered from the rifts occasioned by the Civil War. But the Missouri constitution of 1875 restored peace of mind to the citizens and a period of expansion began. Such industries as printing and shoe manufacturing developed in the city, and within ten years a bridge was built across the Missouri River, uniting the pro-South Jefferson City with its pro-North neighbors in Kansas. In 1896, the town of Sedalia tried to wrest the capital from Jefferson City, but the attempt failed when Jefferson City triumphed in a popular vote among Missouri citizens.

The City in the Twentieth Century

After 1900, the local economy began to grow again with the expansion of the state government. In 1904, The Supreme Court Building was constructed with funds from the St. Louis World's Fair. The next year St. Mary's Hospital was built. In 1911, street car service began in the city, and a dramatic fire brought the destruction of the old State House. A new one was completed in 1917 and the present Capitol building was dedicated in 1924.

For the next forty years, the business of state government business continued to dominate the local scene, throughout the periods of two world wars and the Great Depression. The city slowly continued to grow, as more people left the local farms and gravitated to the city.

In 1951, Still Hospital was built, and in 1954 a major prison riot took place at the state prison in Jefferson City. The 1960s saw the construction of Memorial Hospital, the opening of Rex M. Whitten Expressway, and Jefferson City's development as a manufacturing center. In 1983, the John G. Christy Municipal Building opened. A major flood in 1993 caused extensive damage, but by the end of the 1990s the city had fully recovered. Jefferson City, notable for its liveability, and relatively low cost of living and high per capita income, has entered the 2000s with vitality.

Historical Information: Cole County Historical Society, 109 Madison St., Jefferson City, MO, 65101; telephone (573)635-1850

Population Profile

Cole County Population
1980: 56,663
1990: 63,579
2000: 71,397
Percent change, 1990–2000: 12.3%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 693rd

City Residents
1980: 33,619
1990: 35,481
2000: 39,636
2003 estimate: 37,550
Percent change, 1990–2000: 10.8%
U.S. rank in 1990: Not reported
U.S. rank in 2000: (State rank: 15th)

Density: 1,454.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 32,303
Black or African American: 5,828
American Indian and Alaska Native: 150
Asian: 488
Native Hawaiian and Pacific Islander: 20
Hispanic or Latino (may be of any race): 616
Other: 847

Percent of residents born in state: 71.7%

Age characteristics (2000)
Population under 5 years old: 2,314
Population 5 to 9 years old: 2,210
Population 10 to 14 years old: 2,295
Population 15 to 19 years old: 2,705
Population 20 to 24 years old: 3,133
Population 25 to 34 years old: 6,202
Population 35 to 44 years old: 6,518
Population 45 to 54 years old: 5,613
Population 55 to 59 years old: 1,766
Population 60 to 64 years old: 1,337
Population 65 to 74 years old: 2,646
Population 75 to 84 years old: 2,023
Population 85 years and older: 874
Median age: 36.5 years (2000)

Births (2003, Cole County)
Total number: 963

Deaths (2003, Cole County)
Total number: 584 (of which, 2 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,268
Median household income: $39,628
Total households: 15,870

Number of households with income of . . .
less than $10,000: 1,488
$10,000 to $14,999: 1,034
$15,000 to $24,999: 2,329
$25,000 to $34,999: 2,189
$35,000 to $49,999: 2,628
$50,000 to $74,999: 3,212
$75,000 to $99,999: 1,725
$100,000 to $149,999: 839
$150,000 to $99,999: 142
$200,000 or more: 284

Percent of families below poverty level: 7.2% (30.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Jefferson City is the capital of Missouri and the seat of Cole County. The city itself has a mayor-council form of government; there are ten councilmen, each of whom serves a two-year term and may be elected to serve a total of up to eight years. The mayor serves for four years and may be re-elected for a second term.

Head Official: Mayor John Landwehr (since 2003; current term expires 2007)

Total Number of City Employees: 387 (2005)

City Information: Mayor's Office, City of Jefferson City, 231 Madison Street, Jefferson City, MO 65101; telephone (573)634-6304

Economy

Major Industries and Commercial Activity

The major business in Jefferson City is government, which provides more than 28,000 local jobs; nearly 17,000 of these jobs are for the Missouri state government. Much of the state government business is carried on in the city, home of the Missouri Legislature, Missouri Supreme Court, and many offices that house the different state departments.

Jefferson City also serves as a trading center for the agricultural produce grown in the area. The main cash crops raised are corn, wheat, and soybeans. Between 1997 and 2002, the number of farms in the county decreased by 6 percent, from 1,162 farms to 1,098; however, the size of farms increased by 4 percent, from 162 acres to 169 acres.

More than 20 different industries make up the economic base of Jefferson City, including the manufacture of electric appliances, book binding, shoemaking, and steel fabrication. Per capita personal income in the county increased by 51.7 percent from 1991 to 2001, and the city has one of the lowest costs of living in the state; these factors, plus an increase in visitors to Jefferson City, have boosted local retail in recent years.

Items and goods produced: structural steel products, heat transfer equipment, books, cosmetics, automotive seating, radiators, washer parts

Incentive Programs—New and Existing Companies

Business incentive and economic programs are administered at the state level to Jefferson City businesses.

State programs—The state of Missouri offers numerous major tax exemptions, abatements, and credits for qualifying businesses. They include exemptions involving the purchase of new machinery and equipment; tax credits to small businesses; property tax abatement and state tax credit for property in a ''blighted area''; and tax credits for vineyards and wine producers, and for film production companies. The

Missouri Department of Economic Development and other agencies offer business finance programs.

Job training programs—The Missouri Training and Employment Council, a division of the state of Missouri, works with local, regional, and state businesses to create programs that help hire and train employees, such as career centers and educational systems. The Jefferson/Franklin Consortium Career Center acts as a ''one-stop shop'' for both employers and prospective employees. The Missouri Community College New Jobs Training Program offers assistance to companies expanding or relocating to Missouri and creating substantial new jobs; the program assists with employee training costs.

Economic Development Information: Jefferson City Chamber of Commerce, 213 Adams St., Jefferson City, MO 65101; telephone (573)634-3616; fax (573)634-3805. Missouri Department of Economic Development, 301 W. High Street, Jefferson City, MO 65102; telephone: (573)751-4962; fax (573)526-7700; email ecodev@ded.mo.gov.

Commercial Shipping

The Union Pacific Railroad provides rail freight service. Several motor freight carriers serve the city. Barge lines ship cargo through Jefferson City via the Missouri River.

Labor Force and Employment Outlook

The labor force of Jefferson City is technologically competent. That, combined with the cooperation among city, state, and county governmental offices, the school district, chamber of commerce, public utilities, and industries, has helped to make this small metropolitan area among the fastest growing in the state. The city continues to attract new businesses and new jobs are being created. A 2004 study shows that job prospects in Cole County and surrounding counties are the best in the state; prospects are especially strong in the categories of durable goods manufacturing, transportation/public utilities and services.

The following is a summary of data regarding the Jefferson City labor force, 2004 annual averages.

Size of nonagricultural labor force: 78,400

Number of workers employed in . . .
trade, transportation and utilities: 13,800
government: 28,800

Average hourly earnings of production workers employed in manufacturing: Not reported

Unemployment rate: 5.1% (February 2005)

Largest employers	*Number of employees*
Missouri State Government	16,864
Scholastic, Inc.	more than 1,000
Capital Region Medical Center	more than 1,000
St. Mary's Health Center	more than 1,000
Jefferson City Public Schools	more than 1,000
ABB Power T&C Company	500 to 999
Von Hoffman Press	500 to 999
UNILEVER Home & Personal Care, USA	500 to 999
Wal-Mart Super Center	500 to 999

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Jefferson City area.

2004 (3rd Quarter) ACCRA Average House Price: $207,800

2004 (3rd Quarter) ACCRA Cost of Living Index: 91.7 (U.S. average = 100.0)

State income tax rate: 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: None

Local sales tax rate: 2.0% (1.5% city; 0.5% county)

Property tax rate: $.72 per $100 assessed valuation

Economic Information: Jefferson City Chamber of Commerce, 213 Adams St., Jefferson City, MO 65101; telephone (573)634-3616

Education and Research

Elementary and Secondary Schools

Jefferson City School District elementary schools offer instruction in language arts, social studies, science, math, fine arts, and physical education. Two middle schools, identical in physical design, feature innovative curriculums for grades 6-8. All ninth graders attend the Simonsen Center; in tenth grade, the students transfer to Jefferson City High School. High school students may also opt to enroll in classes offered by Nichols Career Center, which offers classes in a variety of vocational areas.

The following is a summary of data regarding the Jefferson City public school system as of the 2002–2003 school year.

Total enrollment: 8,338

Number of facilities
elementary schools: 11
junior high/middle schools: 2
senior high schools: 1

Student/teacher ratio: 14.5:1

Teacher salaries
average: $41,062

Funding per pupil: $6,095

Jefferson City is home to 10 private schools. The largest of these is Helias Interparish High School, which enrolls about 900 students from three local Catholic parishes. Emphasis at Helias is placed on a four-year program in math, science, English, social studies, and foreign language. Courses are taught in computer applications with computer assisted instruction in other courses.

Public Schools Information: Jefferson City Public Schools, 315 E. Dunklin St., Jefferson City, MO 65101; telephone (573)659-3000

Colleges and Universities

Lincoln University, founded in 1866 by African American Civil War veterans, has changed over time from an African American university to a major coeducational state university with a multi-ethnic student body. The university offers undergraduate degrees in arts and sciences, as well as accounting, business administration, public administration, marketing, business education, economics, computer science, technology, military science, and agribusiness. Graduate programs are available in business, education, and social science.

Libraries and Research Centers

Jefferson City is served by the Missouri River Regional Library, which has nearly 200,000 volumes and approximately 400 periodical subscriptions. The library has special collections on local and state history. The system has one branch and two bookmobiles.

The Missouri State Library has special collections on health and education policy issues, human service, legislative reference, public finance, and state government. The Wolfner Library for the Blind and Physically Handicapped, featuring braille and large-type books, has holdings of 321,832 volumes and 70 periodical subscriptions. Other state libraries located in the city are the Missouri Committee on Legislative Research, with 5,200 volumes and 125 periodical subscriptions; the Missouri Department of Corrections Libraries, with more than 100,000 book titles; the Missouri Supreme Court Library, which has more than 110,000 volumes; and the Office of the Secretary of State, Missouri State Archives, which has 12,500 volumes.

Other local libraries include Lincoln University's Inman E. Page Library, which has nearly 180,000 volumes, and special collections on ethnic studies, and the library of the Cole County Historical Society, which has special collections on oral history.

Lincoln University's Cooperative Research Program conducts studies in agricultural science, nutrition, and environmental science.

Public Library Information: Missouri River Regional Library, 214 Adams St., Jefferson City, MO 65102; telephone (573)634-2464; fax (573)634-7028

Health Care

Capital Region Medical Center is a 100-bed facility affiliated with the University of Missouri Health Sciences System. The affiliation combines the strengths of an academic medical center with the strengths of a community-based hospital. Capital Region offers prenatal and maternity services, an inpatient rehabilitation center, advanced cardiac and oncology services, and ambulance service. An expansion of the hospital is slated for completion by the end of 2005; its major component will be the addition of 44 private in-patient rooms. In addition to being a full-service hospital, the center operates an extensive clinic system from urgent care centers to specialty physician practices. St. Mary's Health Center is a faith-based, full-service hospital, with 167 beds, extensive cardiology and open-heart surgery, a maternal and child care center, an oncology center, and a network of primary care clinics. Also at St. Mary's is Villa Marie Skilled Nursing Facility, a 120-bed facility offering intermediary and skilled nursing care as well as a complete rehabilitation program.

Health Care Information: Capital Region Medical Center, 1125 Madison Street, Jefferson City, MO 65101; telephone (573)632-5000

Recreation

Sightseeing

The State Capitol, which houses the Missouri State Museum, is the third state Capitol building, the first two having been destroyed by fires in 1837 and 1911. The stone building, built between 1913-1917, sits on a limestone bluff on the south bank of the Missouri River. A 1936 mural within the capitol building's House Lounge, painted by Missouri artist Thomas Hart Benton, is entitled *A Social History of the State of Missouri.* The mural, which depicts average citizens involved in their daily activities, was at first criticized for showing a lack of refinement, but has since become a beloved visual record. Free guided tours of the building are

Construction began on the Missouri State Capitol building in 1913.

available daily. Located adjacent to the Capitol Rotunda, the Missouri State Museum houses a History Hall and a Resource Hall. The latter tells the story of Missouri from its earliest history to modern times. Located on the Capitol grounds is the large Fountain of Centaurs that was designed by sculptor Adolph A. Weinman.

The Missouri Governor's Mansion is perched on a bluff within walking distance of the State Capitol. An outstanding example of Renaissance Revival style architecture, the mansion has been beautifully restored. The three-story red brick building is trimmed in stone and has an imposing portico with four stately pink granite columns, and its mansard roof is crowned by iron grillwork. The work of Missouri painters Thomas Hart Benton and George Caleb Bingham adorns the walls. The mansion is decked out as a haunted house at Halloween, and is ornately decorated at holiday time.

The Jefferson Landing State Historic Site is a complex of three historic buildings—the Christopher Maus House, the Lohman Building, and the Union Hotel—located just one block from the Capitol. They form the state's oldest remaining Missouri River commercial district. The buildings were restored in 1976 and serve as the Capitol complex's visitors center. The 1854 Christopher Maus House typifies the small, red brick residences of its time; the Union Hotel, built in 1865, houses a gallery with historical exhibits; and the Lohman Building, which serves as the visitor center for the Missouri State Museum, was once a store that supplied boat merchandise and general items to the local citizenry. Across the street, the Cole County Historical Society displays artifacts of the city's earlier days, including a collection of inaugural ball gowns of former Missouri first ladies.

The Runge Conservation Nature Center has a 3,000-square-foot exhibit hall that provides hands-on exhibits of Missouri wildlife habitats, and features a 2,400-gallon fish aquarium holding indigenous fish. Adjacent to the Runge conservation Nature Center are five hiking trails with self-guided exhibits. More than 3,500 veterinary artifacts and instruments, some more than a century old, can be viewed at the Missouri Veterinary Medical Foundation Museum, along with old diaries and sample drug cases.

The Missouri State Information Center, which houses the State Records and Archives Division of the Secretary of State's office, is a must for genealogy buffs. Visitors to the Missouri State Highway Patrol Safety Education Center and Law Enforcement Museum can view old patrol cars, gun, drug, alcohol, and seat belt displays, and various law enforcement antiques.

Arts and Culture

The Little Theatre of Jefferson City, based at Lincoln University's Richardson Auditorium, stages musicals, drama, and comedy. Four major productions are presented annually. The Stained Glass Theatre Mid-Missouri, a non-denominational Christian theatre, stages seven shows per year. The Capitol City Players presents dinner theater entertainment ranging from traditional Broadway musicals to more contemporary fare.

The Jefferson City Symphony offers three annual concerts at Richardson Auditorium, in cooperation with the Community Concert Association. In addition, Lincoln University's University Vocal Ensemble, Dance Group, and ''Share in the Arts'' series invites members of the community the enjoy its theatre, music, dance, and poetry events.

Festivals and Holidays

Jefferson City keeps things lively with a number of annual events. January is highlighted by a bridal show and a boat show. In mid-March the Annual Ice Show provides a colorful extravaganza at the covered Washington Park Ice Arena. May brings the Collectibles and Antique Show and Antique Fair. The city welcomes Independence Day with the Salute to America, featuring musical entertainment, a parade, historical reenactments, arts and crafts, and fireworks. In September, the town celebrates the colors of fall with the Cole County Fall Festival, an arts and crafts fair; the Jefferson City Multicultural Fall Festival, focusing on the city's diversity; Art inside the Park, where contemporary artists create installations in Memorial Park; and the Annual JazzFest on the Capitol grounds. Oktoberfest celebrates resident's German heritage with a festival featuring a beer garden, wine, carriage rides, food, and home tours.

December is filled with holiday activities that begin during the first weekend with the Living Christmas Showcase downtown. It features music, carriage rides, hayrides, tours of historic buildings, and living window displays. Candlelight tours of the Governor's Mansion, decorated for the holiday season, are available. The Annual Christmas Parade takes place on the first Saturday of the month.

Sports for the Spectator

Both students and community members like to watch the Blue Devils in action during athletic activities that take place at Lincoln University. These events include women's basketball, softball, cross-country/track and field, and tennis, as well as men's basketball, baseball, cross-country/track and field, soccer, and golf. In 2005 the women's cross-country/track and field team won their third straight NCAA Division II Track and Field Championship.

Sports for the Participant

Ellis Porter Riverside Park offers 60 acres on a bluff overlooking the Missouri river. The park includes a 9,500 square-foot swimming pool, ball playing areas including a basketball

court and three lighted handball/racquetball courts, trails, and an outdoor amphitheater. Binder Park, with 644 acres, is the city's largest park. It provides a 155-acre lake for fishing, a boat launch ramp, a campground, lighted softball fields, and two sand volleyball courts. Oak Hills Golf Center/Hough Park complex has an 8-acre lake with a boat launching area and an 18-hole golf course. Other parks in the city offer a variety of facilities including trails, horseshoe pits, ball fields, and an ice arena. Public and private golf courses in the area include Eagle Knoll, Railwood Golf Club, Turkey Creek Golf Center (public); and Jefferson City Country Club and Meadow Lake Acres Country Club (private).

South of Jefferson City, the Lake of the Ozarks State park offers more than 17,000 acres of camping, hiking, swimming, and boating facilities.

Shopping and Dining

High Street is the focal point of downtown shopping, with restaurants and galleries tucked among the brick-fronted shops. Shoppers may also browse at the Capital Mall, which offers dozens of stores, three department stores—Dillard's, Sears, and JCPenney—and a multiscreen cinema. Other local shopping areas include the Southside area, the Eastend with its many quaint shops, and the Westend area, which has more than 30 restaurants concentrated along Missouri Boulevard.

Local restaurants offer many opportunities to sample the cuisines of various cultures. Menus feature big Midwestern steaks and local catfish, as well as Greek, Asian, Mexican, Italian, and German offerings.

Visitor Information: Jefferson City Convention & Visitors Bureau, 213 Adams St., Jefferson City, MO 65102; telephone (573)632-2820; fax (573)638-4892

Transportation

Approaching the City

Jefferson City is located at the crossroads of U.S. Highways 54 and 63, which run north and south, and U.S. Highway 50, which runs east and west. Columbia Regional Airport, about twelve miles north of downtown, has commuter air carrier service. The airport shuttle offers trips downtown, and taxi service is also available. Amtrak offers train transportation to the city and bus service is provided by Sho-Me Coach Lines.

Traveling in the City

Highway 50/63 runs east and west through the city just two blocks south of the State Capitol Building; in town it is known as the Whitton Expressway. Highway 54, known as Christy Lane, runs north to Fulton and south to the Lake of the Ozarks State Park. Downtown, West Main Street and East Capitol Avenue run directly to the Missouri Capitol Building. Jefferson City is served by Jefferson City Transit's JEFFTRAN bus line.

Communications

Newspapers and Magazines

The *Jefferson City Post Tribune* is published weekday afternoons; the *Daily Capital News* is published Tuesday through Saturday mornings, and the *Sunday News Tribune* is a combination of both publications.

The Catholic Missourian is the official newspaper of the Diocese of Jefferson City, while *Word and Way* is a religious tabloid published by the Missouri Baptist Convention.

Local magazines include the *Journal of the Missouri Bar, Rural Missouri, Missouri Municipal Review, Missouri Conservationist, The Missouri Engineer, The Missouri Nurse, Missouri Pharmacist, Missouri Wildlife,* and *Show Me Missouri Farm Bureau News.* Also published in Jefferson City are *Something Better,* an education magazine, and *MLPGA News,* a magazine for the gas industry. Locally produced journals include *Focus MDA,* a dental journal, and *Missouri Medicine,* a journal reporting on the interests of medical and public health professionals.

Television and Radio

Local radio stations include an FM oldies station, an FM jazz and urban contemporary station, an FM top 40 station, an FM country station, and an AM news and talk station. There are ABC, CBS and NBC-affiliated television stations in the city.

Media Information: *Jefferson City News & Tribune,* PO Box 420, Jefferson City, MO 65102; telephone (573)636-3131

Jefferson City Online

City of Jefferson City home page. Available www.jeffcity.com/cityclerk

Jefferson City Chamber of Commerce. Available www.jcchamber.org

Jefferson City Convention & Visitors Bureau. Available www.visitjeffersoncity.com/default.htm

Jefferson City Public Schools. Available www.jcps.k12.mo.us

Missouri River Regional Library. Available www.mrrl.org

News Tribune. Available www.newstribune.com

Selected Bibliography

Digges, Deborah, *Fugitive Spring: A Memoir* (New York: Vintage Books, 1993)

Ford, James E., *History of Jefferson City, Missouri's State Capital and of Cole County* (Salem, MA: Higginson Book Company, 1994)

Young, Robert Emmett, *Pioneers of High, Water, and Main: Reflections of Jefferson City* (Jefferson City, MO: Twelfth State, 1997)

Kansas City

The City in Brief

Founded: 1821 (incorporated 1853)

Head Official: Mayor Kay Barnes (since 1999)

City Population
1980: 448,028
1990: 431,236
2000: 441,545
2003 estimate: 442,768
Percent change, 1990–2000: 1.5%
U.S. rank in 1980: 27th
U.S. rank in 1990: 31st
U.S. rank in 2000: 45th

Metropolitan Area Population
1980: 1,433,000
1990: 1,582,875
2000: 1,776,062
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: 25th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 26th

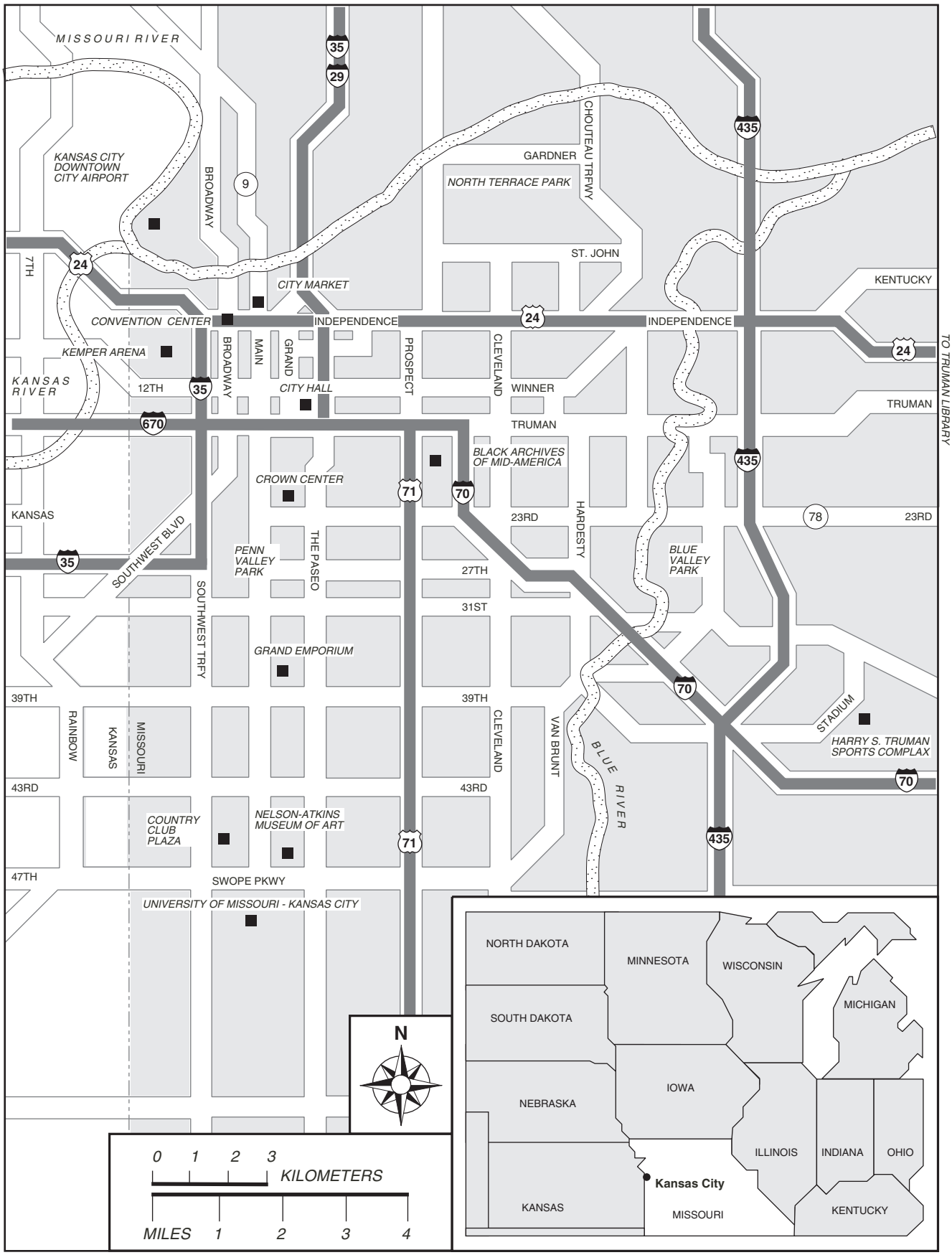
Area: 314 square miles (2000)
Elevation: 742 feet above sea level
Average Annual Temperature: 54.6° F
Average Annual Precipitation: 38.21 inches; 20 inches of snow

Major Economic Sectors: Trade, transportation, and utilities; government; professional and business services; educational and health services
Unemployment Rate: 5.7% (February 2005)
Per Capita Income: $20,753 (1999)

2002 FBI Crime Index Total: 42,100

Major Colleges and Universities: University of Missouri at Kansas City

Daily Newspaper: *The Kansas City Star*


MISSOURI RIVER
KANSAS CITY DOWNTOWN CITY AIRPORT
BROADWAY
GARDNER
NORTH TERRACE PARK
CHOUTEAU TRFWY
ST. JOHN
KENTUCKY
7TH
CITY MARKET
CONVENTION CENTER
INDEPENDENCE
KEMPER ARENA
BROADWAY
MAIN
GRAND
PROSPECT
CLEVELAND
WINNER
TRUMAN
KANSAS RIVER
12TH
CITY HALL
TRUMAN
TO TRUMAN LIBRARY
BLACK ARCHIVES OF MID-AMERICA
CROWN CENTER
KANSAS
SOUTHWEST BLVD
23RD
HARDESTY
PENN VALLEY PARK
THE PASEO
27TH
BLUE VALLEY PARK
31ST
SOUTHWEST TRFY
GRAND EMPORIUM
39TH
RAINBOW
KANSAS
MISSOURI
VAN BRUNT
BLUE RIVER
STADIUM
HARRY S. TRUMAN SPORTS COMPLAX
43RD
COUNTRY CLUB PLAZA
NELSON-ATKINS MUSEUM OF ART
47TH
SWOPE PKWY
UNIVERSITY OF MISSOURI - KANSAS CITY
N
0 1 2 3 KILOMETERS
MILES 1 2 3 4
NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
Kansas City
KANSAS
MISSOURI
KENTUCKY

Introduction

Kansas City is a thriving cultural and economic center at the heart of the United States. The largest city in Missouri, Kansas City is the center of a bi-state Metropolitan Statistical Area composed of 15 counties: Platte, Clinton, Caldwell, Clay, Ray, Jackson, Lafayette, Cass, and Bates counties in Missouri and Leavenworth, Wyandotte, Johnson, Franklin, Miami, and Linn counties in Kansas. First a trading post and river port settlement, the city developed after the Civil War as a link in the intercontinental railroad network, which led to prosperous grain, livestock, and meat-packing industries. During the twentieth century Kansas City garnered a national reputation for its distinctive architecture, boulevard system, and innovations in urban redevelopment. This redevelopment has continued into the twenty-first century, prompting *Expansion Management* magazine to name Kansas City the third ''hottest city'' in the United States for business expansion (2005).

Geography and Climate

Surrounded by gently rolling terrain, Kansas City is located near the geographical center of the United States. It is situated on the south bank of the Missouri River at the Missouri-Kansas state line. The climate is modified continental, with frequent and rapid fluctuations in weather during early spring. Summer is characterized by warm days and mild nights; fall days are mild and the nights cool. Winter is cold with the heaviest snowfall coming late in the season.

Area: 314 square miles (2000)

Elevation: 742 feet above sea level

Average Temperatures: January, 29° F; July, 78° F; annual average, 54.6° F

Average Annual Precipitation: 38.21 inches; 20 inches of snow

History

River Site Aids Westward Expansion

The area along the Missouri River now occupied by Kansas City was originally territory within the domain of the Kansa (Kaw) Native Americans. The first persons of European descent to enter the region were Meriwether Lewis and William Clark, who camped at the confluence of the Kansas and Missouri rivers in 1804 during their Louisiana Purchase expedition. Several years later, in 1821, Francois Chouteau opened a depot for the American Fur Company on the site; after a flood destroyed his warehouse in 1826, he relocated to the site of a ferry boat service, where the town of Kansas soon developed.

In 1832 John Calvin McCoy settled nearby and built a store; the following year he platted the town of Westport in Missouri, offering lots for new business development. Westport was soon competing with neighboring Independence, the seat of Jackson County, to be chosen as the eastern terminus of the Santa Fe Trail. Meanwhile Chouteau's settlement, Kansas, developed more slowly; in 1838 the Kansas Town Company was formed to sell property near Chouteau's warehouse. Both Westport and Kansas Town prospered under westward migration until the height of the Gold Rush in 1849, when an epidemic of Asiatic cholera reduced the local population by one-half and drove business elsewhere.

The Kansas Town settlement remained substantial enough, however, to be incorporated in 1850 as the Town of Kansas and then as the City of Kansas in 1853. By 1855 overland trade had returned and the city began to prosper once again, just in time to be disrupted by the nation's conflict over the issue of slavery, during which Southern and Northern forces vied for dominance in the Kansas Territory. Kansas border ruffians invaded Wyandotte County, Kansas, creating havoc in the City of Kansas, which fell into disrepair and economic difficulty with the outbreak of the Civil War. In a pivotal conflict, the Union Army resisted a Confederate Army attack at the Battle of Westport (Missouri) in October of 1864.

Rail Center Develops Architectural Refinement

When the Missouri Pacific Railroad arrived in 1865, the City of Kansas at the confluence of the Kansas and Missouri rivers was found to be the perfect location for a railroad distributing center. The first stockyards opened in 1870 and, after weathering the grasshopper plagues of 1874, the City of Kansas emerged as a wheat and grain exchange center. The economy was further stimulated when the Kansas River was bridged in 1866, followed by the construction of the Hannibal Bridge across the Missouri River in 1869. Kansas City adopted its current name in 1889 and annexed Westport in 1897.

The figure who exercised the greatest impact in transforming Kansas City into a beautiful metropolis was William Rockhill Nelson, an Indiana native who settled in Kansas City in 1880 to become owner and editor of the *Kansas City Star.* Nelson persuaded the community's elite to commit themselves to civic betterment. Through Nelson's constant nudging, a residential development project was begun, turning a rundown neighborhood into the exclusive Country Club district that contained the internationally acclaimed business section, Country Club Plaza. Carefully

landscaped with parks, fountains, and European statuary, this enclave remains Kansas City's most popular tourist attraction. At Nelson's encouragement, George E. Kessler planned Kansas City's much-admired boulevard system, which helps define its distinctive character. The city still contains a number of architecturally significant buildings, especially in the Art Deco style, which credit their existence to Nelson's ability to convince people to express their civic pride through architecture, landscaping, and city planning.

In the 1920s Democrat Thomas J. Pendergast introduced machine politics to Kansas City, with mixed blessings. Although civic improvements were initiated, Kansas City developed a reputation for a corrupt government that functioned under ''boss rule,'' a reputation that continued until 1940 when reformers were voted into office. Since then, Kansas City has prospered through urban redevelopment projects. Crown Center, Hallmark Cards' ''city within a city,'' is credited by some with halting the drain of business into the suburbs. As of 2005, $4 billion in major infrastructure improvements are planned or in progress. The development touches nearly all areas of Kansas City life—business, entertainment, arts and culture, residential housing, and transportation. The local life sciences industry is also growing and garnering Kansas City international respect.

Kansas City is a sophisticated community offering many attractions, from a lyric opera company to five professional sports teams, and from world-class shopping to its famous Kansas City barbeque. Famous natives include pioneering pilot Amelia Earhart; director Robert Altman; actors Edward Asner, Noah and Wallace Beery, and Jean Harlow; composers Virgil Thompson and Burt Bacharach; rocker Melissa Etheridge; professional golfer Tom Watson; and baseball player Casey Stengel.

Historical Information: Kansas City Museum, 3218 Gladstone Boulevard, Kansas City, MO 64123; telephone (816)483-8300. University of Missouri, Western Historical Manuscript Collection, 302 Newcomb Hall, 5100 Rockhill Road, Kansas City, MO 64110; telephone (816)235-1543

Population Profile

Metropolitan Area Residents

1980: 1,433,000
1990: 1,587,875
2000: 1,776,062
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: 25th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 26th

City Residents

1980: 448,028
1990: 431,236
2000: 441,545
2003 estimate: 452,768
Percent change, 1990–2000: 1.5%
U.S. rank in 1980: 27th
U.S. rank in 1990: 31st (State rank: 1st)
U.S. rank in 2000: 45th (State rank: 1st)

Density: 1,408.2 persons per square mile (2000)

Racial and ethnic characteristics (1990)
White: 267,931
Black or African American: 137,879
American Indian and Alaska Native: 2,122
Asian: 8,182
Native Hawaiian and Pacific Islander: 493
Hispanic or Latino (may be of any race): 30,604
Other: 14,158

Percent of residents born in state: 57% (2000)

Age characteristics (2000)
Population under 5 years old: 31,755
Population 5 to 9 years old: 31,829
Population 10 to 14 years old: 30,770
Population 15 to 19 years old: 29,053
Population 20 to 24 years old: 31,590
Population 25 to 34 years old: 72,393
Population 35 to 44 years old: 71,309
Population 45 to 54 years old: 56,492
Population 55 to 59 years old: 19,544
Population 60 to 64 years old: 15,118
Population 65 to 74 years old: 27,163
Population 75 to 84 years old: 18,263
Population 85 years and older: 6,266
Median age: 34.0 years

Births (2003)
Total number: 7,345

Deaths (2003)
Total number: 3,742 (of which, 30 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,753
Median household income: $37,198
Total households: 184,028

Number of households with income of . . .
less than $10,000: 21,385
$10,000 to $14,999: 11,745
$15,000 to $24,999: 26,325
$25,000 to $34,999: 27,110
$35,000 to $49,999: 31,731

$50,000 to $74,999: 34,354
$75,000 to $99,999: 16,037
$100,000 to $149,999: 10,330
$150,000 to $199,999: 2,213
$200,000 or more: 2,798

Percent of families below poverty level: 11.1% (30.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 42,100

Municipal Government

Kansas City operates under a council-manager form of government, with the mayor and 12 council members all elected to four-year terms. The city manager serves and advises the mayor and council.

Head Official: Mayor Kay Barnes (D) (since 1999; current term expires in 2007)

Total Number of City Employees: approximately 4,500 (May 2005)

City Information: City Hall, 414 East Twelfth St, Kansas City, MO 64106; telephone (816)513-3500 (Mayor's office); fax (816)513-3518; email mayor@kcmo.org

Economy

Major Industries and Commercial Activity

Both the geographic and population centers of the United States lie within 250 miles of Kansas City, making the metropolitan area a natural hub for intermodal transportation, warehousing, manufacturing, and distribution. The Kansas City area economy is a diverse one. The trade, transportation, and utilities category is the region's largest employer; government is second, followed by professional and business services, then educational and health services. Major manufacturing employers are Hallmark Cards (founded in Kansas City in 1910); Harmon Industries, Inc. (founded in Kansas City in 1946), manufacturers of railroad signal and communication equipment, traffic control systems, rail/highway grade crossing hardware and allied components; and American Italian Pasta, the largest producer of pasta in North America.

In addition to the federal and state governments, local employers with more than 5,000 workers include Sprint, Ford Motor Company, Kansas City School District, and the University of Kansas. A number of companies have made recent announcements to relocate significant operations or expand existing operations to the Kansas City metropolitan area. These include Federal Express, Wausau Supply, Procter & Gamble, and H&R Block.

Items and goods produced: grain mill products, roasted coffee, chips and similar snacks, meat products, bakery products, apparel, millwork and plywood, furniture, paperboard containers and boxes, converted paper products, commercial printing and publishing, drugs, soaps and detergents, agricultural chemicals, plastics, concrete, mineral wool, fabricated structural metal products, ordnance and accessories, industrial machinery and equipment, electronic/electrical equipment, motorvehicles, search and navigation equipment

Incentive Programs—New and Existing Companies

Local programs—The Kansas City Area Development Council is a bi-state, regional coalition of business, government, economic development, and chambers of commerce leaders. The council works with community partners to attract business and industry to the bi-state metropolitan area. Businesses locating within the Kansas City area are eligible for several incentive programs that, at the time of initial investment, offer direct cost reductions. Some of the programs also reduce annual operating costs. Businesses and individuals located in the metropolitan area are also affected by a tax structure that is quite favorable when compared to most regions of the United States. The Greater Kansas City Chamber of Commerce's Business Resource Center provides information for the research and business planning stage.

State programs—Businesses relocating to or expanding in the Kansas City area can take advantage of a wide range of financial incentives provided by state and local government agencies. These include state income tax credits, real and personal property tax exemptions, sales tax exemptions, financing programs, workforce training, and a number of other programs.

Job training programs—The New Jobs Training Program (NJTP) provides education and training to workers employed in newly created jobs in Missouri. The new jobs may result from a new industry locating in Missouri or an existing industry expanding its workforce in the state. In greater Kansas City, NJTP services are provided by the Metropolitan Community Colleges system. The program provides assistance in reducing the cost associated with expanding a workforce or locating a new facility through several training services, including customized training designed for the specific needs of the industry, adult basic education, general occupational skill training, and on-the-job training. The Missouri Customized Training Program (MCTP) helps Missouri employers with funding to offset the costs of employee training and retraining. It assists new and expanding businesses in recruiting, screening, and training workers, and it

helps existing employers retain their current workforce when faced with needed upgrading and retraining.

Kansas City's Center for Workforce and Diversity Development, the hub of workforce development initiatives designed to seek solutions by building coalitions and collaborations to overcome workforce barriers. Initiatives include centralizing and supplying information about legislation and activities relating to the Welfare-to-Work program, child care and school-to-career initiatives; promoting diversity programs in the workplace; facilitating the metropolitan-wide Workforce Industry Consortia, where workforce issues are discussed and solutions created. Through the Workforce Industry Consortia, area businesses identify specific industry skill standards, gaps, and required training needs.

Development Projects

In 2004 Mayor Kay Barnes envisioned a ''New Kansas City,'' driven primarily by development projects in the metropolitan area's urban core. More than $4 billion in major infrastructure improvements are planned, with work currently progressing on a $200 million expansion of the Nelson-Atkins Museum of Art, a $157 million Convention Center renovation and expansion project, and a $330 million entertainment district. Future projects include the new H&R Block headquarters, a Metropolitan Performing Arts Center, a Collegiate Basketball Hall of Fame, and Sprint Center, a $250 million sports arena slated for completion in 2007. Beginning in summer 2005, a new bus rapid transit system, the Metro Area Express (MAX), connects many of these destinations.

Since 2000, more than $500 million has been invested in new downtown residences, and another Sewer and Water Bond is being proposed to update the city's aging infrastructure and promote even more residential development.

Jim and Virginia Stowers have committed $300 million to build a second facility for the existing Stowers Institute for Medical Research; each facility will employ 500 people when staffed to capacity.

Economic Development Information: Greater Kansas City Chamber of Commerce, 2600 Commerce Tower, 911 Main St., Kansas City, MO 64105-2049; telephone (816)221-2424; fax (816)221-7440; email info@kcchamber.com. Kansas City Area Development Council, 2600 Commerce Tower, 911 Main St., Kansas City, MO 64105-2049; telephone (816)221-2121; toll-free (888)99KCADC; fax (816)842-2865; email kcadc@thinkKC.com. Economic Development Corporation of Kansas City, Missouri, 10 Petticoat Lane, Ste. 250, Kansas City, MO 64106; telephone (816)221-0636; toll-free (800)889-0636; fax (816)221-0189

Commercial Shipping

Located at the juncture of three interstate highways, four interstate linkages, and 10 federal highways, Kansas City is served by more than 300 motor freight carriers, including Yellow Corp., the nation's largest less-than-truckload carrier, which is headquartered in Kansas City. Kansas City is the third largest truck terminal in the United States. The second-largest rail center in the United States, Greater Kansas City is served by four of the country's eight Class I rail carriers, as well as three regional lines and one local switching carrier (Kansas City Terminal). Kansas City is connected via the Kansas and Missouri rivers to the nation's inland water system and is served by seven barge lines; 41 docks and terminal facilities exist in the metropolitan area. As an important inland port, Kansas City ranks first in the country in Foreign Trade Zones space. Kansas City International Airport (KCI) and four other airports in the metropolitan area are capable of supporting large cargo aircraft.

Labor Force and Employment Outlook

Employment in the Kansas City area economy increased by 20 percent during the 1990s, which ranked Kansas City among the fastest growing major Midwest labor markets. Unemployment, however, has risen steadily from 3.1 percent in 1999 to 6.2 percent in 2004. The Kansas City area labor force is said to be well-educated, motivated, and highly productive. Production workers in Kansas City take fewer sick days than workers in 33 major metros. Like the rest of the country, Kansas City has experienced a labor shortage; in the late 1990s this resulted in the loss of potential major employers to other parts of the country.

The local economy has managed to remain remarkably steady, largely due to its diversity; because it is not tied too closely to one particular industry, it is not subject to rapid economic peaks and valleys.

The following is a summary of data regarding the Kansas City metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 965,900

Number of workers employed in . . .
construction and mining: 50,800
manufacturing: 83,700
trade, transportation and utilities: 202,200
information: 45,300
financial activities: 70,900
professional and business services: 127,700
educational and health services: 108,900
leisure and hospitality: 92,300
other services: 40,400
government: 143,900

Average hourly earnings of production workers employed in manufacturing: $20.65

Unemployment rate: 5.7% (February 2005)

Largest employers	*Number of employees*
Federal government	29,452
Sprint Corporation	9,300
State of Missouri	8,987
Hallmark Cards, Inc.	6,900
A T & T	6,200

Cost of Living

Kansas City's cost of living has consistently been at or below the national average. A major component of the overall low cost of living is the affordability of housing in the area. In the first quarter of 2005, Kansas City was the second most affordable market among metropolitan areas with populations exceeding one million.

The following is a summary of data regarding several key cost of living factors in the Kansas City area.

2004 (3rd Quarter) ACCRA Average House Price: $228,375

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.5 (U.S. average = 100.0)

State income tax rate: graduated from 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: 1.0% of earnings

Local sales tax rate: 1.5%

Property tax rate: 1.32 per $100 of assessed value of improved and unimproved land, personal property, and footage on or abutting boulevards, parkways, and trafficways

Economic Information: Greater Kansas City Chamber of Commerce, 2600 Commerce Tower, 911 Main St., Kansas City, MO 64105-2049; telephone (816)221-2424; fax (816)221-7440; email info@kcchamber.com. Kansas City Area Development Council, 2600 Commerce Tower, 911 Main St., Kansas City, MO 64105-2049; telephone (816)221-2121; toll-free (888)99KCADC; fax (816)842-2865; email kcadc@thinkKC.com. State of Missouri, Department of Economic Development, 301 W. High St., PO Box 157, Jefferson City, MO 65102; telephone (573)751-4962; fax (573)526-7700; email ecodev@ded.mo.gov

Education and Research

Elementary and Secondary Schools

Kansas City 33 School District is a major provider of public elementary and secondary education in Kansas City. It is also one of the most comprehensive magnet school systems in the country.

The following is a summary of data regarding the Kansas City 33 School District as of the 2003–2004 school year.

Total enrollment: 35,964

Number of facilities
elementary schools: 61
middle schools: 9
senior high schools: 18
other: 23 magnet schools; 6 alternative schools

Student/teacher ratio: 12:1

Teacher salaries
average: $41,356 (2004)

Funding per pupil: $9,813

More than 150 private and parochial schools operate in the metropolitan area.

Public Schools Information: Kansas City School District 33, 1211 McGee, Kansas City, MO 64106; telephone (816)418-7000

Colleges and Universities

Kansas City is home to several colleges and universities. The largest institution is the University of Missouri at Kansas City, with an enrollment of about 15,000 students. Granting baccalaureate, first-professional, master's, and doctorate degrees, the university operates a College of Arts and Sciences, a conservatory of music, and schools of business and public administration, computing and engineering, education, law, pharmacy, dentistry, nursing, medicine, and biological sciences.

Undergraduate and graduate degrees are awarded in specialized and professional areas by a number of the area's colleges. The Kansas City Art Institute, which began as a sketch club in 1885, offers a four-year fine and applied arts curriculum. Church-related institutions in the city include Avila College, which serves 1,800 undergraduate and graduate students in average class sizes of 18; MidAmerica Nazarene University, which offers bachelor's and master's degrees, as well as a Play Therapy Certificate Program and an adult-friendly Accelerated Associate of Arts; and Rockhurst University, a Jesuit institution that awards bachelor's and master's degrees in several programs and also awards nursing degrees to students at the Research College of Nursing. An extended campus of Central Missouri University offers courses and Internet classes in Kansas City.

Libraries and Research Centers

Approximately 60 libraries are maintained in Kansas City by public agencies, educational institutions, private corporations, cultural organizations, hospitals, and churches and synagogues. The Kansas City Public Library, with holdings of over 2 million volumes and more than 34,000 periodical subscriptions, operates 10 branches, including the new $50 million Central Library Branch unveiled in 2004 and the Plaza Branch opened in April 2005. Special collections include African American history, Missouri Valley history and genealogy, oral history, and federal and state government documents.

The Linda Hall Library of Science, Engineering & Technology is one of the largest privately endowed libraries of its kind in the country, holding more than 1 million volumes and more than 15,000 periodicals. Special collections include National Aeronautics and Space Administration (NASA) and Department of Energy technical reports, Soviet and European scientific and technical publications, and United States patent specifications. The Kansas City Branch of the National Archives and Records Administration holds records of various federal government agencies. The University of Missouri–Kansas City operates four facilities, specializing in law, dentistry, health sciences, and the humanities.

The 600,000-square-foot Stowers Institute for Medical Research boasts one of the nation's finest laboratory complexes dedicated to conducting basic research into complex genetic systems to unlock the mysteries of disease and find the key to their causes, treatment, and prevention. Jim and Virginia Stowers have committed $300 to build a second facility as large as the first, which already enjoys a nearly $2 billion endowment.

Public Library Information: Kansas City Public Library, 14 West 10th St., Kansas City, MO 64105; telephone (816)701-3400; fax (816)701-3401

Health Care

Among the primary health care facilities in Kansas City are more than 20 hospitals providing over 5,000 beds. The 508-bed Research Medical Center, founded in 1896, offers general and specialized care in such areas as arthritis, cardiac, and pulmonary rehabilitation, pain management, and speech and hearing disorders. In 2005 the Research Cancer Center unveiled a new genetic counseling/screening program. The Research Psychiatric Center provides a complete range of psychiatric treatment for adults and adolescents. St. Luke's Hospital, a 629-bed tertiary care institution, operates the Mid America Heart Institute and Mid America Brain and Stroke Institute, as well as a school of nursing. Truman Medical Center is the primary teaching hospital for the University of Missouri—Kansas City schools of medicine, dentistry, pharmacy, and nursing. Other major health care facilities located in the city include Menorah Medical Center, Trinity Lutheran, and the Children's Mercy Hospital. A number of public and private special clinics, chemical dependency centers, mental health centers, and fitness centers also serve Kansas City.

Health Care Information: Research Medical Center, 2316 E. Meyer Blvd., Kansas City, MO 64132; telephone (816)276-4000. Research Psychiatric Center hotline, telephone (816)444-8161. Saint Luke's NurseLine, telephone (816)932-6220; toll-free (800)932-6220.

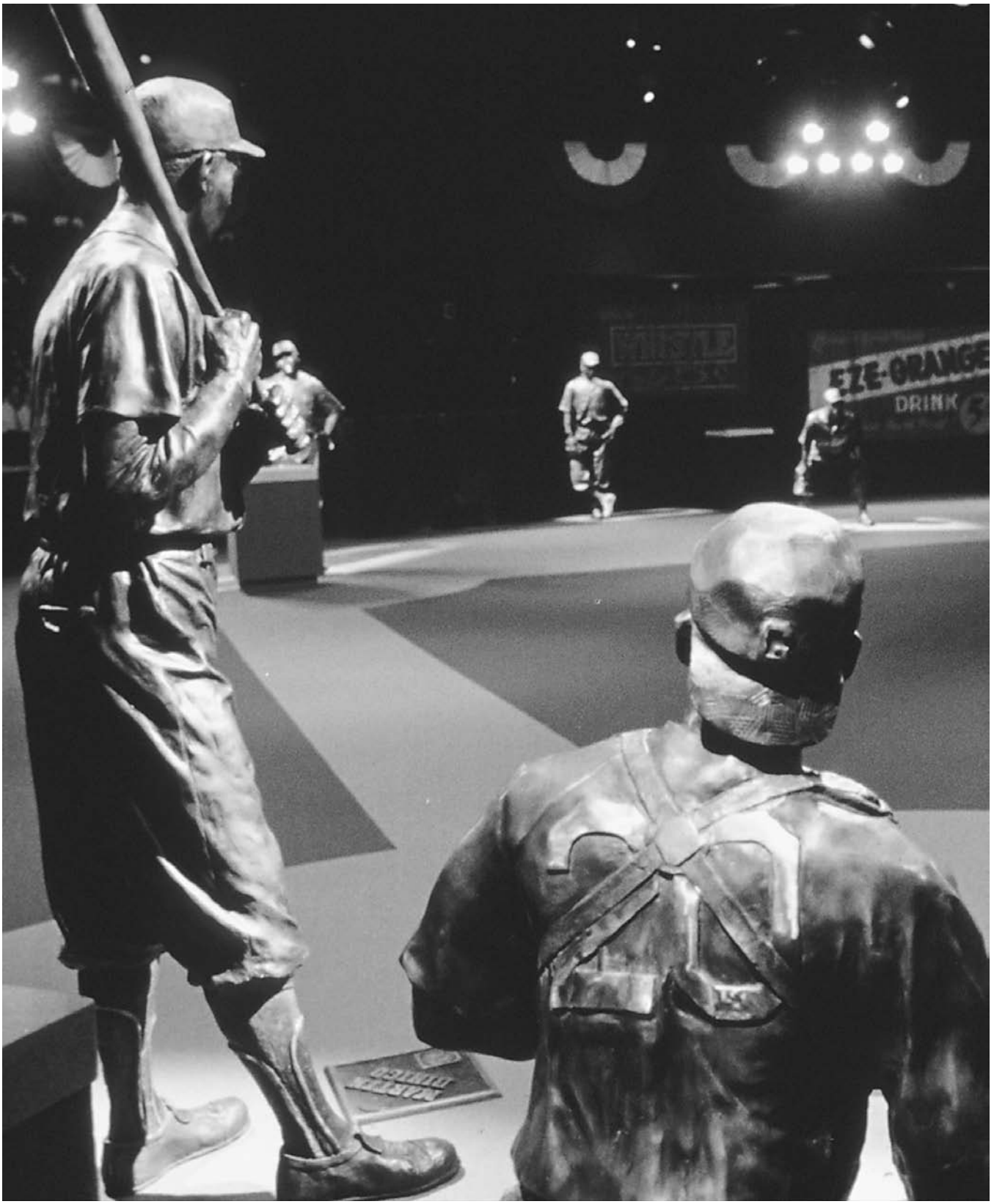
Recreation

Sightseeing

Kansas City is regarded as one of the most cosmopolitan cities of its size in the United States. Second only to Rome, Italy, in the number of its fountains (more than 200), Kansas City also has more miles of boulevards than Paris, France. Country Club Plaza, the nation's first planned community, boasts Spanish-style architecture, beautiful landscaping, and a plethora of shops, restaurants, hotels, and apartments. More than 1,000 of the city's structures are included on the National Register of Historic Places; among them are the Scarritt Building and Arcade, the *Kansas City Star* Building, Union Station, and the Kansas City Power and Light Building. The Mutual Musicians Foundation, a hot-pink bungalow acquired by the Black Musicians Union Local 627 in 1928, received a National Historic Landmark designation.

A unique feature of the city is a system of underground limestone caves that were formerly quarries. This 20-million-square-foot ''subtropolis'' is now a commercial complex used for offices and warehouses. The Hallmark Visitors Center showcases the history and most recent developments of the Hallmark Greeting Card Company. The Harry S. Truman Library and Museum in Independence, Missouri, captures Truman's political career and years as 33rd President of the United States. The nation's second largest urban park, Swope Park, includes the Kansas City Zoo and a braille trail.

One of the city's most popular attractions is Worlds of Fun, a 175-acre theme park featuring MAMBA, one of the tallest, longest, fastest steel coasters in the world. Also extremely popular are the Sprint IMAX Theatre in Swope Park and Oceans of Fun, a tropically-themed water park featuring a million-gallon wave pool and giant water slides.



The history of black baseball prior to 1947 is documented in the Negro Leagues Baseball Museum.

The towns around Kansas City are full of historic homes and sites, including the home and presidential library of Harry S. Truman in Independence. One of the more unusual sites is the Jesse JamesBank Museum in Liberty, the site of the first daylight bank robbery in the United States. History aficionados can still see ruts created by covered wagons along the Santa Fe Trail, established in 1821, and the Quindaro Ruins in Kansas City, Kansas, represent the largest underground-railroad archeological site in the nation.

The Negro Leagues Baseball Museum in Kansas City's 18th and Vine District honors the history of African American baseball before 1947, when Kansas City Monarchs shortstop Jackie Robinson broke the color barrier by joining major league baseball. Sports fans will also enjoy a tour of the National Collegiate Athletic Association Hall of Champions in Overland Park, Kansas, to commemorate great moments in intercollegiate athletics through multi-image and video presentations, displays, and exhibits.

Arts and Culture

Kansas City's Nelson-Atkins Museum of Art, one of the largest museums in the United States and ranked in the top 15, maintains a permanent collection that represents art from all civilizations and periods, from Sumeria to the present. Opened in 1933, the museum covers 20 landscaped acres and is home to the only Henry Moore Sculpture Garden outside the artist's native England. A new 165,000-square-foot expansion designed by internationally acclaimed architect Steven Holl is slated to open in 2007.

The Kemper Museum of Contemporary Art, built in 1994, presents rotating contemporary exhibits free of charge to the public. The Liberty Memorial Museum, conceived as a ''monument to peace,'' is the nation's only public museum devoted solely to World War I and America's involvement in that conflict. Its dedication in 1921 brought together five Allied commanders who met for the first and only time in their lives. The Toy and Miniature Museum of Kansas City is one of only three museums of its kind in the country. The Kansas City Museum features hands-on science and history exhibits; its ''If I Had a Hammer'' program gives fourth through twelfth graders hands-on experience assembling a house. The museum's Science City at Union Station, a $234 million project that opened in 1999, combines the best of a museum, science center, theme park, and theater. Other museums in the city include the Black Archives of Mid-America, the Federal Reserve Bank Visitors Center, and the home and studio of the late painter, Thomas Hart Benton.

Kansas City, ''the mother of swing and the nurturer of bebop,'' is noted for a distinctive jazz musical style, which consists of a two-four beat, predominance of saxophones, and background riffs. It has been played by musicians in local clubs since the early 1900s. The late Count Basie and Charlie ''Bird'' Parker, regarded as two of the greatest practitioners of the genre, began their careers in Kansas City. The Museums at 18th and Vine celebrate this heritage. The American Jazz Museum section is the first museum in the country devoted exclusively to this art form. The museum's interactive exhibits tell the story of ''America's classical music'' in an entertaining and educational format. In addition to in-depth exhibits on such greats as Count Basie, Ella Fitzgerald, and Charlie Parker, the museum includes artifacts such as a Charlie Parker saxophone and a discovery room where visitors can listen to jazz performances. In the evenings, visitors can swing into the Blue Room, a jazz club recognized by *Downbeat Magazine* in 2004 as one of the 100 greatest jazz clubs in the world.

Kansas City ranks third in the nation for professional theaters per capita, boasting more than 20 equity and community theater companies. The Gem Theater Cultural and Performing Arts Center, one of the Museums at 18th and Vine, is a historic structure. With its neon marquee, it has been transformed into a 500-seat state-of-the-art facility for musical and theatrical performances. The center also hosts dance theaters and multimedia events for the public.

The Missouri Repertory Theatre performs a seven-show season, hosting nationally known actors and performing a stage adaptation of Charles Dickens's *A Christmas Carol* each holiday season. Among the other theater companies in Kansas City are the Coterie Family Theatre, American Heartland Theatre, Quality Hill Playhouse, Unicorn Theatre, and Kansas City Repertory Theatre.

Folly Theatre, a former burlesque house refurbished in 1981, is the first theater to appear on the National Historic Register; it hosts professional theater productions. The Midland Center for the Performing Arts, also on the National Historic Register, is a 1920s movie palace that was refurbished and reopened in 1981. Touring Broadway shows are presented in this ornate structure, which is decorated with gold leaf overlays, Tiffany glass, and bronze chandeliers.

The Lyric Theater is the home of the Kansas City Symphony and Lyric Opera, which presents all of its performances in English, as well as the headquarters of the State Ballet of Missouri. The Heart of America Shakespeare Festival presents professional productions of Shakespeare's plays in Southmoreland Park in June and July. One of the nation's largest outdoor amphitheaters, the 7,795-seat Starlight Theatre is located in Swope Park and presents musicals and concerts in the summer.

Festivals and Holidays

Kansas City offers entertaining, educational, and flavorful festivals and events year-round. The culture and unique foods of many different countries are celebrated at the

Northland Ethnic Festival (April), Taiwanese Festival (May), Annual Greek Festival (June), Sugar Creek Slavic Festival (June), and Ethnic Enrichment Festival (August), and Kansas City Irish Festival (September). The ''Rhythm&Ribs'' Jazz Festival in June combines two of Kansas City's favorite things—barbeque and jazz. Food is also the theme of the Platte City BBQ Fest (June) and a festival introduced in 2005 that is sure to become a favorite: the Kansas City Chocolate Festival on October 1.

Other events celebrate Kansas City's Midwestern heritage: notably the Prairie Village Art Show (June), Heart of America Quilt Festival (October), and Missouri Town 1855 Festival of Arts, Crafts, and Music (October). There are fairs aplenty, including the Platte County Fair (July), the oldest continuously running fair west of the Mississippi. The more arts-minded visitor will appreciate the Women' Playwriting Festival and the Kansas City Comedy Arts Fest in March, the Filmmakers Jubilee Film Festival in April, and the variety of music and theater festivals throughout the summer.

Autumn brings a full calendar of harvest festivals and horse racing. In November the 100-foot-tall Mayor's Christmas Tree is illuminated by 7,200 white lights, with 47,500 more strung throughout Crown Center Square. After Christmas the tree is made into ornaments for the next year, which are sold with proceeds going to the Mayor's Christmas Tree Fund. Christmas in Kansas City would not be the same without the annual production of ''A Christmas Carol'' by the Kansas City Repertory Theatre or the ''Festival of Lights'' at Country Club Plaza.

Sports for the Spectator

Kansas City athletes compete in three of the most modern sports facilities in the United States. The Truman Sports Complex consists of 40,000-seat Kauffman Stadium and 79,000-seat Arrowhead Stadium. Arrowhead is the home of the Kansas City Chiefs in the Western Division of the American Conference of the National Football League, and of the Major League Soccer team the Kansas City Wizards, MLS Cup Champions in 2000. Kauffman Stadium is the home of the Kansas City Royals of the Central Division of baseball's American League. Kemper Arena, close to downtown Kansas City, features an award-winning circular and pillarless structure that allows unobstructed and intimate viewing from all locations. The Kansas City Blades of the International Hockey League play home games at Kemper Arena. Professional golfer Tom Watson, a Kansas City native, is affectionately known as the city's ''fourth sports franchise.''

Sprint Center, the 20,000-seat arena scheduled to open in 2007, will house the National Collegiate Basketball Hall of Fame. Kansas City is also headquarters of the National Association of Intercollegiate Athletics (NAIA) and the Fellowship of Christian Athletes (FCA). Since the Kansas City Speedway was inaugurated in 2001, racing fans have enjoyed NASCAR, Indy Racing, and Truck series events at the 1.5 mile tri-oval track.

Sports for the Participant

The beautiful and popular Kansas City parks offer an outlet for sports enthusiasts who enjoy fishing, golf, hiking, jogging, swimming, boating, ice skating, or tennis. Swope Park, the second largest city park in the nation, provides two 18-hole golf courses, a swimming pool, and a braille trail. The 250-acre Shawnee Mission Park is one of the best spots for sailing and canoeing. Fishing and sailing are available at nine public access lakes within an hour's drive. The area has facilities for amateur auto racing as well as horse- and dog-race tracks.

Those who enjoy gambling spend time on the Missouri River just north of downtown, where four riverboats offer a number of opportunities to court Lady Luck. There is no admission charge to board the boats, most of which have cruise times every two hours from 8 a.m. to 3 a.m. and offer numerous dining choices and virtually nonstop entertainment.

Shopping and Dining

The City Market, at the north end of Main Street, offers shopping in a bazaar-like atmosphere. A Saturday morning trip to City Market for produce is a local tradition. Further south on Main Street, the Country Club Plaza, developed by Jessie Clyde Nichols in 1922, enjoys the distinctions of being ''America's Original Shopping Center'' and Kansas City's most popular tourist attraction, welcoming 10 million visitors each year. Located five miles south of downtown, the Plaza covers 55 acres and contains almost 200 retail and service businesses, including 40 restaurants. The Plaza, with its tile-roofed, pastel-colored buildings and imported filigree ironwork, borrows heavily from Hispanic architecture in honor of Seville, Spain, Kansas City's sister city. The European ambiance is enhanced with a number of towers, fountains, and horse-drawn carriages. The Plaza inaugurated America's outdoor Christmas lighting tradition in 1926.

Hallmark Cards's Crown Center, described as a city within a city, is a one-half billion-dollar downtown complex of shops, restaurants, hotels, offices, apartments, and condominiums over 85 acres. The Crown Center Shops occupy three levels topped by Halls Crown Center, a 100,000-square-foot specialty store. Crown Center revitalized the inner city by creating a downtown suburb where families can live and work. Town Pavilion, a tri-level shopping complex at the base of a major office building downtown, is connected by walkways to other office complexes. Just a couple miles from downtown lies Westport, Kansas City's historic district, featuring boutiques, restaurants, and nightly entertainment. In nearby

Olathe, Kansas, shoppers converge at the 130 outlet stores of the Olathe Great Mall of the Great Plains.

Kansas City barbecue is one of America's most savory contributions to world cuisine. Since 1908, when Henry Perry first started selling 25-cent slabs of barbecued meat cooked on an outdoor pit and wrapped in newspaper, Kansas City barbecue has held its own alongside traditional Texas and Carolina versions. The process requires that the meat be dry rub-spiced, cooked slowly over wood—preferably hickory—for as long as 18 hours, and slathered with rich, sweet-tangy sauce. More than 90 Kansas City barbecue establishments serve ribs, pork, ham, mutton, sausage, and even fish. Each establishment prides itself on its own unique recipe for sauce; the most famous sauce, KC Masterpiece, was developed in the 1980s by Rich Davis. The barbecue restaurant owned by the legendary Arthur Bryant has been described by food critic Calvin Trillin as ''the single, best restaurant in the world.''

Kansas City ranks number three in the United States for sheer number of restaurants. Elegant dining is possible at establishments like the Savoy Grill, Le Fou Frog, Fedora Café & Bar, and the Peppercorn Duck Club, famous for its rotisserie duck and ultra chocolatta bar.

Visitor Information: Kansas City Convention and Visitors Association, 1100 Main St., Ste. 2200, Kansas City, MO 64105; telephone (816)221-5242; toll-free (800)767-7700

Convention Facilities

Kansas City is a popular convention destination, ranking among the top meeting centers in the nation. The Kansas City Convention and Entertainment Centers, site of most major functions in the city, consist of H. Roe Bartle Hall and Municipal Auditorium and covers a four-block downtown area. The two buildings are linked by an underground walkway that is also connected to a parking garage and three hotels. A renovation project that ended in January 2005 reconfigured more than half the facility into 26 meeting rooms, offering more than 67,704 square feet of meeting space. An additional expansion project will spend $135 million by 2007 to add 135,000 square feet, including a 46,450-square-foot grand ballroom/multipurpose space and 35,000 square feet of pre-function space. A previous expansion of Bartle Hall made it the largest contiguous column-free exhibit space in the nation.

Located near the convention center is the American Royal Center, a 14-acre complex that includes Kemper Arena, the American Royal Arena, Hale Arena, and American Royal Museum. The newly expanded Kemper Arena is the site of large functions such as political conventions.

Additional convention facilities for both large and small groups can be found at metropolitan area hotels and motels, where more than 17,000 rooms are available.

Convention Information: Kansas City Convention and Visitors Association, 1100 Main St., Ste. 2200, Kansas City, MO 64105; telephone (816)221-5242; toll-free (800)767-7700

Transportation

Approaching the City

Kansas City International Airport, 17 miles northwest of downtown, is served by 15 commercial carriers with daily direct and connecting flights from all major United States cities and from points abroad. In 2005 Kansas City International is currently undergoing a 10-year, $1.2 billion improvement program.

Primary highway routes into Kansas City are north-south I-35 and I-29, which join U.S. 71 leading into the city. The I-435 bypass links with east-west I-70 from the south.

At 2200 Main Street, Amtrak provides passenger rail service to two stops in the metropolitan area. Greyhound and Jefferson bus lines, headquartered at 1101 Troost Avenue, serve destinations around the country.

Traveling in the City

Kansas City's streets are laid out in a basic grid pattern except in areas contiguous with the Kansas and Missouri rivers, where one-way streets predominate. The principal downtown thoroughfare is Main Street, which runs north to south. Beginning at the Missouri River, east-west streets are numbered in ascending order southward through the city. State Line Road separates Kansas City, Missouri, from Kansas City, Kansas; the two cities are connected via I-70.

The Kansas City Area Transportation Authority operates the Metro, a public bus system that serves most metropolitan area cities. The new MAX, Metro Area Express, connects the River Market, downtown Kansas City, Crown Center, and Country Club Plaza, carrying travelers along exclusive lanes through coordinated traffic signals.

Communications

Newspapers and Magazines

The major daily newspaper in Kansas City is the morning *The Kansas City Star.* Several community newspapers also

circulate weekly and monthly, including *Dos Mundos* bilingual newspaper. *Ingram's* is a monthly business and lifestyle magazine.

A number of magazines and journals are published in Kansas City. Among them are the nationally distributed *Flower and Garden Magazine* (the magazine's demonstration garden is also located in Kansas City) and *Fishing World.*

Television and Radio

Five television stations—major network affiliates and one PBS—are based in Kansas City. Broadcasts are also received from stations in neighboring Fairway, Kansas, and Shawnee Mission, Kansas. Five AM and FM radio stations in Kansas City broadcast a range of program formats, including music, news, and information; many more are available from nearby cities.

Media Information: *Kansas City Star,* 1729 Grand Blvd., Kansas City, MO 64108; telephone (816)234-4636

Kansas City Online

City of Kansas City home page. Available www.kcmo.org

Economic Development Corporation of Kansas City, Missouri. Available www.edckc.com

Experience Kansas City. Available www.experiencekc.com

Greater Kansas City Chamber of Commerce. Available www.kcchamber.com

Kansas City Area Development Council. Available www.smartkc.com

Kansas City Convention and Visitors Association. Available www.visitkc.com

Kansas City Star. Available www.kansascity.com

Missouri Department of Economic Development. Available www.ecodev.state.mo.us

Missouri Department of Elementary and Secondary Education. Available www.dese.mo.gov

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Fleisher, Mark S., *Dead End Kids: Gang Girls and the Boys They Know* (University of Wisconsin Press, 1998)

Hemingway, Ernest, *Ernest Hemingway, Cub Reporter; Kansas City Star Stories* (Pittsburgh: University of Pittsburgh Press, 1970)

Kansas City: A Celebration of the Heartland, (Kansas City: Hallmark Cards, Inc., 1991)

Pearson, Nathan W., Jr., *Goin' to Kansas City (Music in American Life)* (University of Illinois Press, 1988)

St. Louis

The City in Brief

Founded: 1763 (incorporated 1822)

Head Official: Mayor Francis G. Slay (D) (since 2001)

City Population
1980: 453,085
1990: 396,685
2000: 348,189
2003 estimate: 332,223
Percent change, 1990–2000: −12.2%
U.S. rank in 1980: 26th
U.S. rank in 1990: 34th
U.S. rank in 2000: 53rd

Metropolitan Area Population
1980: 2,377,000
1990: 2,492,348
2000: 2,698,687
Percent change, 1990–2000: 4.6%
U.S. rank in 1980: 14th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 18th

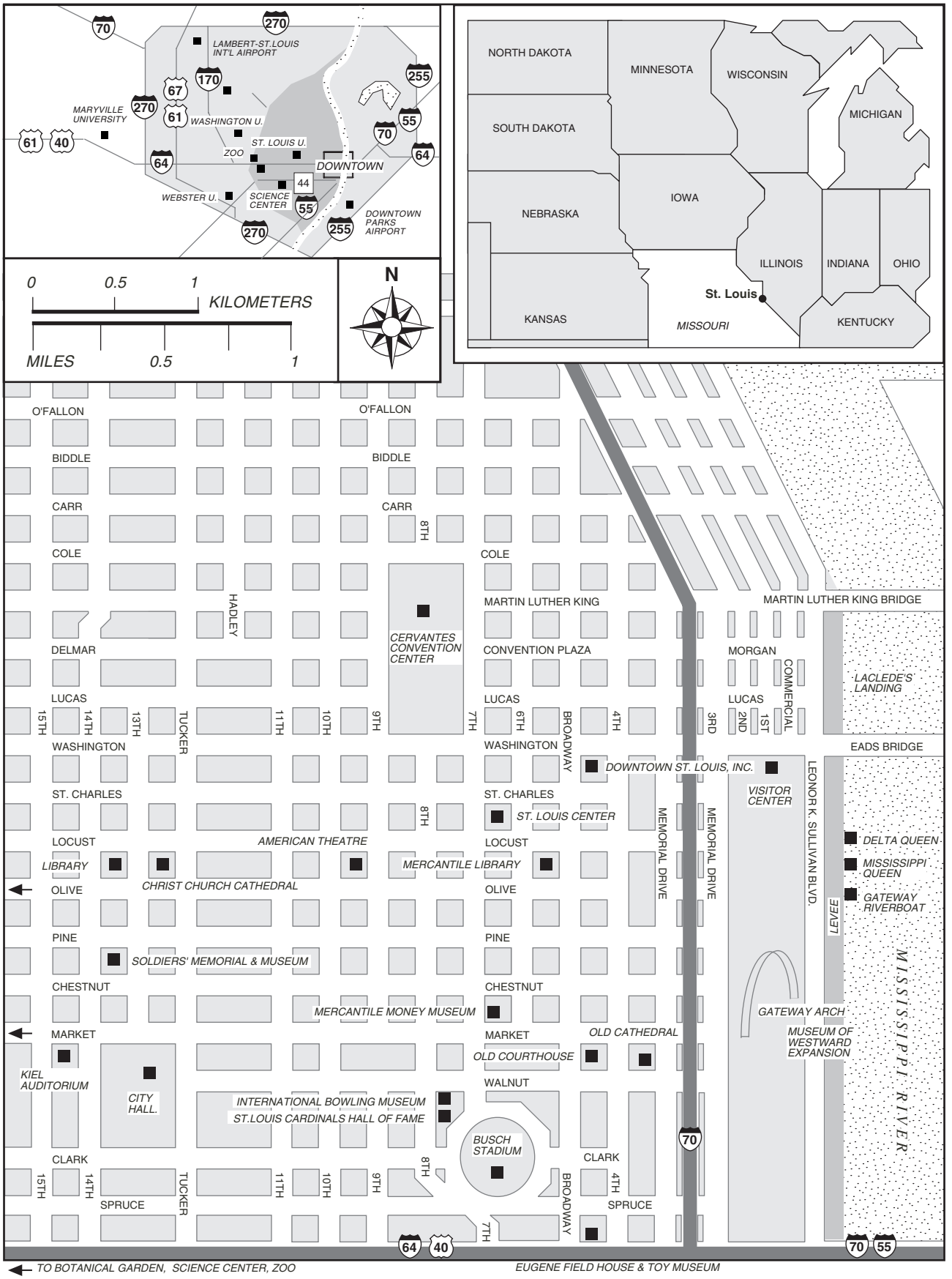
Area: 62 square miles (2000)
Elevation: 535 feet above sea level
Average Annual Temperature: 55.4° F
Average Annual Precipitation: 46.06 inches of rain; 23.5 inches snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government
Unemployment Rate: 6.3% (February 2005)
Per Capita Income: $16,108 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Washington University; Saint Louis University

Daily Newspaper: *St. Louis Post-Dispatch*


LAMBERT-ST.LOUIS INT'L AIRPORT
MARYVILLE UNIVERSITY
WASHINGTON U.
ST. LOUIS U.
ZOO
DOWNTOWN
SCIENCE CENTER
WEBSTER U.
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KANSAS
MISSOURI
KENTUCKY
O'FALLON
BIDDLE
CARR
COLE
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6TH
4TH
3RD
2ND
1ST
BROADWAY
COMMERCIAL
CERVANTES CONVENTION CENTER
CONVENTION PLAZA
MARTIN LUTHER KING
MARTIN LUTHER KING BRIDGE
MORGAN
LACLEDE'S LANDING
EADS BRIDGE
DOWNTOWN ST. LOUIS, INC.
VISITOR CENTER
ST. LOUIS CENTER
AMERICAN THEATRE
LIBRARY
CHRIST CHURCH CATHEDRAL
MERCANTILE LIBRARY
SOLDIERS' MEMORIAL & MUSEUM
MERCANTILE MONEY MUSEUM
OLD CATHEDRAL
OLD COURTHOUSE
KIEL AUDITORIUM
CITY HALL.
INTERNATIONAL BOWLING MUSEUM
ST.LOUIS CARDINALS HALL OF FAME
BUSCH STADIUM
WALNUT
MEMORIAL DRIVE
LEONOR K. SULLIVAN BLVD.
LEVEE
DELTA QUEEN
MISSISSIPPI QUEEN
GATEWAY RIVERBOAT
GATEWAY ARCH
MUSEUM OF WESTWARD EXPANSION
MISSISSIPPI RIVER
TO CATHEDRAL OF ST. LOUIS
TO UNION STATION
TO BOTANICAL GARDEN, SCIENCE CENTER, ZOO
EUGENE FIELD HOUSE & TOY MUSEUM

Introduction

St. Louis, the second largest city in Missouri, is the center of the metropolitan statistical area comprised of Franklin, Jefferson, Lincoln, St. Charles, St. Louis, and Warren counties in Missouri and Bond, Calhoun, Clinton, Jersey, Macoupin, Madison, Monroe, St. Clair, and Washington counties in Illinois. Since its founding St. Louis has undergone several significant stages of development, which parallel the nation's westward expansion, symbolized by the city's famous Gateway Arch. St. Louis enjoys a rich and culturally diverse life and a revitalized downtown commercial district. As one of the first regions in the country to confront defense cutbacks in the 1990s and develop plans for dealing with them, the St. Louis area has emerged as a national laboratory for the post-Cold-War economy.

Geography and Climate

Located at the confluence of the Mississippi and Missouri rivers, St. Louis is near the geographic center of the United States. Its modified continental climate is characterized by four seasons without prolonged periods of extreme heat or high humidity. Alternate invasions of moist air from the Gulf of Mexico and cold air masses from Canada produce a variety of weather conditions. Winters are brisk and seldom severe; annual snowfall averages about eighteen inches. Hot days with temperatures of 100 degrees or higher occur on the average of five days per year. Severe storms are often accompanied by hail and damaging winds, and tornadoes have caused destruction and loss of life.

Area: 62 square miles (2000)

Elevation: 535 feet above sea level

Average Temperatures: January, 29.5° F; July, 80.5° F; annual average, 55.4° F

Average Annual Precipitation: 46.06 inches of rain; 23.5 inches of snow

History

Fur Trade Establishes St. Louis Townsite

The first known attempted settlement near present-day St. Louis was the Jesuit Mission of St. Francis Xavier, established in 1700 at the mouth of the Riviere des Peres (River of the Fathers). Two Native American bands settled at the site with the Jesuit party, but within three years the mission was abandoned and no permanent settlement was attempted again in that area for more than 60 years.

Around 1760 the New Orleans firm of Maxent, Laclede & Company secured exclusive rights from France to trade with Native Americans in the Missouri River Valley and the territory west of the Mississippi River as far north as the St. Peter River. Pierre Laclede Liguest selected the present site of St. Louis for a trading post in December 1763. Laclede said his intent was to establish ''one of the finest cities in America.'' The village was named for the patron saint of France's King Louis XV. North of the village were Native American ceremonial mounds; these mounds stood outside the original village boundary but were eventually leveled as the city expanded. The largest, known as Big Mound, was located at the present-day St. Louis intersection of Mound and Broadway streets.

In its early years St. Louis was nicknamed *Pain Court* (short of bread) because of the absence of local agriculture to supply such staples as bread flour. Laclede's fur business prospered but in time France lost control of the territory and the ruling Hispanic government withdrew Laclede's exclusive fur-trading rights. This opened the city to new settlers and new businesses. During the American Revolutionary War, the Mississippi-Ohio River route was protected when soldiers and townsmen successfully rebuffed an attack by British General Haldimand's troops; this victory secured the strategic importance of St. Louis. After the Revolution Mississippi River pirates disrupted trade on the river but in 1788 boats carrying fighting crews from New Orleans defeated the pirates. St. Louis quickly emerged as a trading center as the village grew into an oasis of wealth, culture, and privilege.

American Influence Brings Westward Expeditions

This early period of splendor ended in 1803 when France, which had regained control of the surrounding territory, sold the vast tract of land to the new government of the United States in a land deal known as the Louisiana Purchase. American migrants soon brought gambling, violence, and mayhem into the community. Nearby Bloody Island gained a national reputation as a place of infamous duels, such as the one in 1817 when Thomas Hart Benton shot and killed a man. The rough-and-tumble village life eventually stabilized itself; the *Missouri Gazette,* St. Louis's first newspaper, and the opening of the first English school helped to improve the local environs.

St. Louis-based fur trappers and traders were the source of great local wealth; the Missouri Fur Company was founded in 1809 and dominated the Missouri Valley for the next 40 years. The city became a logical point of departure for explorers setting off on westward journeys. The most fa-

mous of these undertakings is the Lewis and Clark expedition of 1804 to 1806. Eventually as many as 50 wagons a day crossed the Mississippi River at St. Louis on the trek westward, and the arrival of the first steamboat from New Orleans in 1817 was the first sign of the city's importance as a river trading center.

St. Louis was incorporated as a village in 1808 and as a city in 1822. The city asserted its political dominance early in Missouri's public life, but tension between businessmen and farmers in outlying areas resulted in the election of Alexander McNair as the state's first governor and the eventual establishment of the state government in Jefferson City.

Industry and Immigration Prompt Development

St. Louis's first manufacturing enterprises were operated by craftsmen in small shops, but by mid-century the city was an industrial center as the development of flour mills, ironworks, and factories for the production of foodstuffs and manufactured goods fueled the economy. Between 1832 and 1850 more than 30,000 German immigrants started new lives in St. Louis. As industry brought another wave of new wealth, many of the city's existing civic, educational, and cultural institutions were established. During this period, credit for introduction of the highball, Southern Comfort, and Planter's Punch was attributed to local bartenders.

Serious damage to the city's downtown resulted when a fire on the steamboat *White Cloud* in 1849 spread to the wharf district and destroyed 15 blocks in the commercial district; estimates of property damage ran as high as $6 million. St. Louis rebuilt by replacing log and wood buildings with masonry; public health issues such as sewage disposal and contaminated water were also addressed.

At the outset of the Civil War St. Louis was divided in its sympathies. The city's role was decided when General Nathaniel Lyon led the Union Army action, surrounding Missouri state troops at Camp Jackson. St. Louis became a base of Federal operations, and the city benefited from the purchase of manufactured goods by the Chief Quartermaster that totaled $180 million. St. Louis's industrial capability increased by almost 300 percent in the decade between 1860 and 1870.

Prosperity, Culture Draw World Notice

In the post-Civil War period railroads replaced steamboats as the primary transportation mode, and a new route to the east was opened. The Eads Bridge, the world's first arched steel truss bridge, was completed in 1874 and the city's first Union Station was built in 1878. The new prosperity was diverted in part to cultural enrichments such as the Missouri Botanical Gardens and Tower Grove Park. The St. Louis Symphony Orchestra, the nation's second oldest, was founded in 1880. The Mercantile Library Association, which opened in 1846, began purchasing and commissioning original art works. Joseph Pulitzer's *Globe-Democrat* and Carl Schurz's *Westliche Post* were two of many newspapers that reported on the political and social issues of the day. St. Louis was, in 1876, the first city west of the Mississippi River to host a national political convention. In 1877 St. Louis's city charter separated it from the county and freed the city from state government control except for general laws.

By the turn of the century St. Louis had a population of 575,000 residents. In 1904 the city hosted the Louisiana Purchase Exposition, which focused national and world attention on St. Louis. Many European nations were represented in yearlong festivities that were considered a success. The first Olympiad to be held in the United States took place in St. Louis in 1904. The ice cream cone, the hot dog, and iced tea mark their beginnings at this world's fair. In 1926 an $87 million bond issue improved the city's infrastructure and financed the construction of new public buildings. A second bond issue in 1934 continued the improvements. New industrial initiatives in the late 1930s helped St. Louis pull out of the Great Depression.

In 1965 the Gateway Arch became a part of the St. Louis skyline, marking the spot where Laclede first established St. Louis. After failing to solve public housing problems in the 1950s, 1960s, and 1970s, the city emerged in the 1980s as a model for urban housing renewal, with stable neighborhoods of rehabilitated structures. A renovated warehouse district near the Gateway Arch called Laclede's Landing attracts tourists to the historic roots of modern St. Louis.

St. Louis Approaches the Millennium

In the summer of 1993 St. Louis suffered extensive damage from flooding when the Missouri and Mississippi rivers joined forces just north of the city and swept down over its protective levees in some of the worst flooding in the country's history. Damage in the flood region was estimated at more than $10 billion.

Also in 1993, Democrat Freeman Bosley, Jr. was elected St. Louis's first African American mayor. Four years later African American police chief Clarence Harmon became mayor after an acrimonious campaign in which the vast majority of white voters preferred Mr. Harmon, while Mr. Bosley claimed the support of African American ministers and civil-rights activists. Race relations remain a thorny issue in St. Louis, but city leaders continue to address the problem.

St. Louis in the New Millennium

St. Louis entered the twenty-first century recognizing itself as a big city without some of the major big city problems. Looking past a downturn in population and instead focusing

on a vibrant future, St. Louis has attracted major companies, revitalized the downtown area, and improved the educational system. Renovations, remodels, and additions to St. Louis arts and history establishments, parks, buildings, infrastructure, and athletic venues have modernized the city, while traditional values continue to reign supreme in this mid-America city. Mayor Francis Slay, in one of his Neighborhood Newsletters, stated it well, ''. . . the people of St. Louis embody the values that make America a great country. We applaud hard work, dedication and effort. We judge players by their performance on the field—not where they came from. We demand integrity, selflessness, and teamwork. We never give up, no matter how hard the task.''

Historical Information: Missouri Historical Society, PO Box 11940, St. Louis, MO 63112-0040; telephone (314)454-3150; fax (314) 454-3162; email info@hohistory.org. City of St. Louis, 1200 Market St., St. Louis, MO 63103; telephone (314)622-4000

Population Profile

Metropolitan Area Residents

1980: 2,377,000
1990: 2,492,348
2000: 2,698,687
Percent change, 1990–2000: 4.6%
U.S. rank in 1980: 14th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 18th

City Residents

1980: 453,085
1990: 396,685
2000: 348,189
2003 estimate: 332,223
Percent change, 1990–2000: 12.2%
U.S. rank in 1980: 26th
U.S. rank in 1990: 34th (State rank: 2nd)
U.S. rank in 2000: 53rd (State rank: 2nd)

Density: 5,622.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 152,666
Black or African American: 178,266
American Indian and Alaska Native: 950
Asian: 6,891
Native Hawaiian and Pacific Islander: 94
Hispanic (may be of any race): 7,022
Other: 2,783

Percent of residents born in state: 70.3% (2000)

Age characteristics (2000)
Population under 5 years old: 23,477
Population 5 to 9 years old: 26,709
Population 10 to 14 years old: 25,014
Population 15 to 19 years old: 24,729
Population 20 to 24 years old: 26,541
Population 25 to 34 years old: 54,395
Population 35 to 44 years old: 53,144
Population 45 to 54 years old: 41,260
Population 55 to 59 years old: 13,466
Population 60 to 64 years old: 11,612
Population 65 to 74 years old: 23,047
Population 75 to 84 years old: 17,482
Population 85 years and over: 7,313
Median age: 33.7 years

Births (2002)
Total number: 5,145

Deaths (2002)
Total number: 4,104 (of which, 71 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,108 (1999)
Median household income: $27,156
Total households: 147,076

Number of households with income of . . .
less than $10,000: 28,384
$10,000 to $14,999: 13,927
$15,000 to $24,999: 26,238
$25,000 to $34,999: 21,352
$35,000 to $49,999: 22,803
$50,000 to $74,999: 19,692
$75,000 to $99,999: 8,130
$100,000 to $149,999: 4,406
$150,000 to $199,999: 1,120
$200,000 or more: 1,234

Percent of families below poverty level: 9.2% (56.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

St. Louis functions with a mayor-council form of government; the mayor and 29 aldermen are elected to four-year terms. Voters choose a mayor in April of odd-numbered

years; half the number of aldermen, each from a single ward, are selected every two years. Established as both a city and a county, the city of St. Louis operates under home rule, but St. Louis County, without home rule, conforms to Missouri's state requirements for county government.

Head Official: Mayor Francis G. Slay (D) (since 2001; current term expires April 2009)

Total Number of City Employees: 7,076 (2005)

City Information: City of St. Louis, Office of the Mayor, 200 City Hall, 1200 Market Streets, St. Louis, MO 63103; telephone (314)622-3201

Economy

Major Industries and Commercial Activity

St. Louis is the world headquarters of 19 *Fortune* 1000 companies, including Anheuser-Busch Companies, Inc., Emerson Electric, May Department Stores, Graybor Electric, and Monsanto Company. Greater St. Louis ranks thirteenth in the United States as a headquarters location for *Fortune* 500 companies. The city boasts three of the nation's 100 fastest-growing companies; Talx, Panera Bread, and Engineered Support Systems. St. Louis supports a strong manufacturing sector; the three major American automakers—General Motors, Chrysler, and Ford—operate assembly plants in the area. St. Louis is also the base for the Eighth Federal Reserve District Bank and several national insurance and brokerage firms.

In March 2002 *Fortune* magazine recognized St. Louis as ''among the regional hubs in the United States for both agricultural and health care biotechnology''; the city is emerging as a center for major new economy industries. World class research and development in plant and life sciences is conducted by industry giants such as Pfizer and Centocor; St. Louis is becoming known as the heart of the bio-belt for progress in this arena. The city boasts of a high concentration of information technology jobs. With an already-strong manufacturing base, St. Louis is a center for advanced manufacturing; the area boasts of 190,000 jobs and 4,000 establishments applying advanced technology innovations.

Items and goods produced: meat, bread, beer, flour, granary products, malt, liquors, chemicals, drugs, paints and varnish, machinery, refrigerators, clothing, iron and steel, street and railroad cars, shoes, paper products, hardware, millinery, trucks, automotive parts, petroleum and coal, non-ferrous metals, stone, clay and glass, furniture, aircraft, aerospace equipment

Incentive Programs—New and Existing Companies

Local programs—The St. Louis Regional Chamber and Growth Association (RCGA) is the economic development organization for the Greater St. Louis region. Developers may receive assistance with renovations and new construction projects through the St. Louis Real Estate Tax Abatement program.

State programs—The State of Missouri offers a variety of incentives to assist new and existing businesses. Financing, taxation, and incentive programs available through the state of Missouri include the Missouri Build-Incentive Program, by which the state provides state income-tax credits to businesses locating to Missouri or expanding their business. Eligible businesses include manufacturing-type companies that invest a minimum of $15 million and create at least 100 new jobs within 3 years, and office projects that invest a minimum of $10 million and create at least 500 new jobs within 3 years. The Missouri Small Business Development Center and the University of Missouri provide business counseling, new and ongoing employee training, and online resources for small businesses. Missouri offers a variety of programs that grant tax credits based upon factors such as job creation and/or capital investment. Examples include enterprise zones, and Missouri New and Expanding Business Facility Tax Credits. Tax increment financing is also available.

Job training programs—Several programs are designed to improve worker productivity, such as grants to businesses that provide training to employees. Comprehensive training and employment services are offered by the Missouri Career Centers. Federal programs such as the Job Training Partnership Act are also available. The Missouri Customized Job Training Program is designed to assist new and expanding businesses in recruiting, screening, testing and training workers, and to help existing employers retain their current workforce when faced with needed upgrading and retraining. On-the-job-training is also available, with up to 50 percent of trainee wages being reimbursable. The Ozarks Technical College New Jobs Training Program provides training funding for new and expanding companies that create new jobs. Services include customized training, adult basic education, on-the-job training, and general occupational skill training. Funding is based on the number of new jobs created and the average annual salary of the new jobs.

Development Projects

St. Louis has a variety of development projects underway or recently completed to restore the city's history and revitalize it for the future. In 2005, ongoing and proposed development investments totaled more than $4.5 billion dollars. Rehabilitation and new development projects include construction of commercial and office buildings, hotels and

entertainment centers, residential facilities, education centers, industrial manufacturing sites, institutional and health care centers, parks and recreation, and community and government facilities.

The massive Forest Park, site of the 1904 World's Fair and the home to St. Louis' main cultural institutions, has undergone a $100 million transformation. Once stagnant ponds and lakes are now connected by a river that greatly improves park aesthetics. More than 7,500 new trees were planted, historic areas and buildings were preserved, and recreational facilities and park facilities were upgraded.

The St. Louis Commerce Center was recently completed. GPX, Inc is the main tenant of the $15 million center, occupying 180,000 of the center's 486,000 square feet.

The home of the Cardinals will be destroyed and completely rebuilt. The new Busch Stadium will offer seating for 46,000 fans when the facility opens for the 2006 baseball season. Adjacent to the new Busch Stadium and in the footprint of the old stadium will be BallPark Village, a $300 million mixed use development that will include residential and office space, an aquarium, and a Cardinals museum.

The Lambert-St. Louis International Airport is expanding. The first of three phases in the expansion plan includes a new 9,000 foot taxiway. The $10 million project is expected to be complete in November 2005 and will allow the airport to manage simultaneous landings even in inclement weather.

Economic Development Information: St. Louis Regional Chamber and Growth Association, One Metropolitan Square, Suite 1300, St. Louis, MO 63102; telephone (314)231-5555; fax (314)206-3277; email RCGAInfo @stlrcga.org

Commercial Shipping

St. Louis is a primary national center for air, land, and water transportation networks. Among the commodities shipped through the city are coal, grain, cement, petroleum products, and chemicals. One of the nation's leading rail centers, St. Louis is served by six Class I, two regional, and three switching railroad lines. Four interstate highways converge in St. Louis, affording trucking companies overnight to third-morning access to markets throughout the country. Many of these firms maintain terminals within the Commercial Truck Zone, which covers all or portions of a seven-county area. St. Louis is the nation's third-largest inland port, as well as the country's northernmost port with ice-free access year round; the port connects St. Louis via the Mississippi, Illinois, and Missouri river system with New Orleans and international waterways. St. Louis waterways offer more than 100 docks and terminal facilities; 32 million tons of freight are handled annually.

Air freight service is available at Lambert-St. Louis International Airport. MidAmerica Airport in St. Clair County in Illinois provides state-of-the-art facilities for cargo.

Labor Force and Employment Outlook

Experienced workers are available in St. Louis. During the 1990s thousands of jobs were lost as major employers downsized, moved out, or merged. In response to the state and nation-wide economic downturn of the early 2000s, the Missouri state legislature has passed several legislative bills to stimulate economic growth and decrease unemployment. The state as a whole continues to experience stability and growth, recognizing four times the national growth rate in the manufacturing sector. In the northern metro St. Louis region, several areas show strong momentum with St. Charles, Warren, and Franklin counties ranked as top performers. According to a Missouri Department of Economic Development news release in April 2005, St. Louis also continues to experience decreasing unemployment and increasing employment growth. In November 2004, it was reported that the city experienced the second fastest job growth year-to-year for the nation. Main industries in the St. Louis area include: aviation, biotechnology, chemicals, electrical utilities, food and beverage manufacturing, refining, research, telecommunications, and transportation.

The following is a summary of data regarding the St. Louis metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 1,322,800

Number of workers employed in . . .
natural resources and mining: 80,500
manufacturing: 144,700
trade, transportation and public utilities: 253,200
information: 29,600
financial accounting: 77,600
professional and business services: 179,800
educational and health services: 195,700
leisure and hospitality services: 136,900
other services: 58,000
government: 167,000

Average hourly earnings of production workers employed in manufacturing: $21.90

Unemployment rate: 6.3% (February 2005)

Largest employers	*Number of employees*
BJC Health Systems	21,468
Boeing International Defense Systems	15,500
Scott Air Force Base	12,600
Washington University in St. Louis	12,324
Wal-Mart Stores	12,250
SSM Health Care	11,951

Largest employers	*Number of employees*
U.S. Postal Service	11,447
Schnuck Markets, Inc.	10,800
SBC Communications.	9,250

Cost of Living

Among the nation's top 20 metro areas, St. Louis boasts the second most affordable housing market and one of the lowest costs of living in the country. A typical management transferee home—a 2,200 sq. ft. home with four bedrooms, 2.5 baths, a family room, and two-car garage— could be purchased at an average price of $229,325.

The following is a summary of data regarding several key cost of living factors in the St. Louis area.

2004 (3rd Quarter) ACCRA Average House Price: $241,522

2004 (3rd Quarter) ACCRA Cost of Living Index: 100.7 (U.S. average = 100.0)

State income tax rate: graduated from 1.5% to 6.0%

State sales tax rate: 4.225%

Local income tax rate: 1.0%

Local sales tax rate: 1.375%

Property tax rate: personal property is assessed at 33-1/3%. Rates vary by tax jurisdiction

Economic Information: St. Louis Regional Commerce and Growth Association, One Metropolitan Square, Suite 1300, St. Louis, MO 63102; telephone (314)231-5555; fax (314)206-3277. State of Missouri, Department of Economic Development, P.O. Box 1157, Jefferson City, MO 65102-0118. Missouri Department of Labor and Industrial Relations, 3315 W. Truman Blvd., PO Box 504, Jefferson City, MO 65102; telephone (573)751-4091; fax (573) 751-4135

Education and Research

Elementary and Secondary Schools

Education in the St. Louis area was ranked fourth by *Forbes* magazine in its list of 'Best Places With the Best Education' in February 2003. The St. Louis Public Schools are administered by a seven-member, nonpartisan, elected board of education that appoints a superintendent and serves a six-year term without compensation. The district received an $8.4 million federal grant for elementary school programs. The Clyde C. Miller Academy, which teaches technical and career training to 800 students, opened in 2003.

The following is a summary of data regarding St. Louis public schools as of the 2003–2004 school year.

Total enrollment: 37,563

Number of facilities
elementary schools: 59
middle schools: 21
senior high schools: 10
other: 5

Student/teacher ratio: elementary, 23:1; middle school 27:1; high school 33:1

Teacher salaries
average: $41,388

Funding per pupil: $9,995

The St. Louis area has 115 public school districts offering everything from innovative urban magnet to excellent suburban school programs. More than 300 private schools are available in the St. Louis area.

Colleges and Universities

St. Louis is home to 12 universities, 8 professional schools, 9 graduate schools, 8 two-year colleges and 89 vocational schools. Washington University, a private independent institution, offers 90 programs and 1,500 courses in such fields as business, architecture, engineering, social work, and teacher education; the university operates schools of medicine, dentistry, and law. More than 6,500 undergraduates and 5,000 graduates attend this research university. Saint Louis University, established in 1818 and affiliated with the Roman Catholic Church, also operates schools of medicine and law and offers 50 graduate and 86 undergraduate programs in its 13 colleges/schools. Sixteen NCAA Division I athletics teams including baseball, basketball, swimming, and cross country compete for the University. Webster University, located in suburban Webster Groves, awards baccalaureate and master's degrees in 13 bachelors and 9 graduate programs. The University of Missouri at Saint Louis is both a graduate and undergraduate institution and part of the state university system. More than 16,000 students attend classes on the 300-acre campus; The University of Missouri at St. Louis is the third largest university in Missouri. Southern Illinois University at Edwardsville, also a state university, is in neighboring Edwardsville, Illinois.

Fontbonne College, Harris-Stowe State College, Maryville University, Missouri Baptist University, and Saint Louis Christian College are four-year institutions located in the St. Louis area; the St. Louis Conservatory of Music offers both

graduate and undergraduate programs. Theological schools in the city include Covenant Theological Seminary, Concordia Seminary and Eden Theological Seminary. St. Louis Community College is the largest community college in Missouri and one of the largest in the United States; the college's three campuses offer college transfers, career and developmental programs, and non-credit courses. There are several large technical and vocational schools in the region.

Libraries and Research Centers

A variety of public and private libraries are maintained in St. Louis by various organizations and institutions. The Saint Louis Public Library operates a main facility, a bookmobile, and 15 branches with holdings of 2.8 million book volumes and bound periodicals, periodical titles, and CDs, microfiches, films, audio- and videotapes, slides, maps, and art reproductions. Special collections include African American history, genealogy, architecture, and federal and state documents. The Saint Louis County Library, with 19 branches and 9 bookmobiles, maintains a primary facility housing more than 2.3 million books and federal, state, and county documents; the library also offers a special collection in genealogy. The Missouri Historical Society holds a reference collection on topics pertaining to regional and state history.

Most area colleges and universities maintain substantial campus libraries; among the most extensive is the Washington University Libraries system.

The city is fast becoming a center for the bio-tech industry; the industry is supported by several research facilities in this area. Monsanto's multimillion-dollar agricultural headquarters and Life Science Research Center are both based in St. Louis, comprising one of the world's largest and most sophisticated facilities searching for ways to improve agriculture through biotechnology and genetic engineering. The Donald Danforth Plant Science Center is another major component in the area's biotech development, along with the 40,000 square foot plant and life sciences incubator, the Nidus Center.

The Sigma-Aldrich Corp Life Science Technology Center is a $57 million, four-story research and technology center near its headquarters in mid-town St. Louis. The center is home to 220 life science chemists and also serves as a corporate learning center. The 150,000-square-foot building makes possible continuing technical discovery that builds on Sigma-Aldrich's half-century of success in advancing life through science through development of life science and high-tech products.

Public Library Information: Saint Louis Public Library, 1301 Olive Street, St. Louis, MO 63103; telephone (314)241-2288; fax (314)539-0393. Saint Louis County Library, 1640 S. Lindbergh Blvd., St. Louis, MO 63131; telephone (314)994-3300; fax (314)997-7602

Health Care

As one of the country's leading medical care centers, St. Louis is served by more than 50 hospitals, two of which—the Washington University Medical Center and the St. Louis University Hospital—are top-rated teaching facilities. Providing a range of general and specialized services is Barnes-Jewish Hospital; the hospital was ranked 8th among the nation's best hospitals by *U.S. News and World Report*. St. Louis Children's Hospital was ranked as the 10th best children's hospital in the nation in *Child* magazine's 2005 rankings.

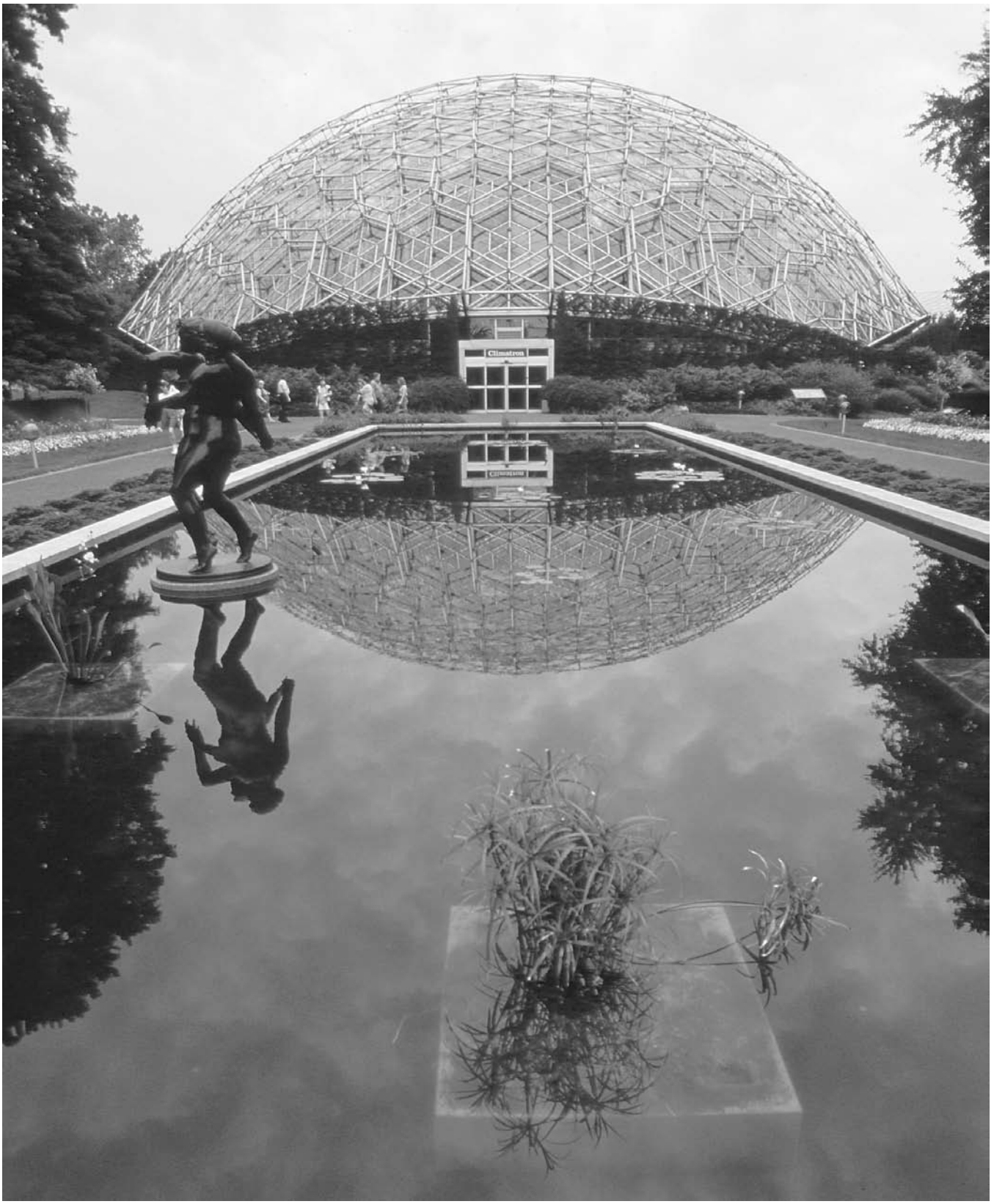
Recreation

Sightseeing

The Gateway Arch, which rises 630 feet above the banks of the Mississippi River, is the starting point of a tour of St. Louis. Designed by Eero Saarinen and commemorating the nineteenth-century westward movement and St. Louis's role in settling the frontier, the Gateway Arch is the nation's tallest memorial. Beneath the Arch is the Old Courthouse, where the Dred Scott case was heard. A proud Greek revival structure, its dome was a forerunner of the style in public architecture that would sweep the country. The building holds displays relating to the Scott case and is home to the Museum of Westward Expansion, which documents the westward movement and life in St. Louis in the 1800s.

An attraction popular with kids of all ages, Six Flags St. Louis is an amusement park offering thrilling rides and attractions. The St. Louis Zoo in Forest Park houses more than 11,400 animals in naturalistic settings. New in 2005 is the Fragile Forest, which features chimpanzees, orangutans and lowland gorillas in an outdoor habitat. The zoo also features an insectarium, Children's Zoo, and Big Cat Country, a habitat for feline predators. Opposite from the zoo is the newly expanded Missouri History Museum. The Museum's featured exhibit celebrates St. Louis' history-making 1904 World's Fair with documents, sights and sounds that bring the century-old event alive. Also featured are exhibits on slave trade and the American presidency.

A Digistar computerized planetarium projector, OMNIMAX Theater, hands-on science and computer exhibits, and outdoor science exhibits are featured at the St. Louis Science Center in Forest Park. The center's Discovery Room is currently under renovation; when complete, children will enjoy dressing as a surgeon, exploring fossils, and playing with robots as well as other participative activities. The 79-



The Climatron Geodesic Dome in the Missouri Botanical Gardens is 70 feet high and 175 feet in diameter.

acre Missouri Botanical Garden, founded in 1859, is one of the oldest botanical gardens in the country and is considered one of the most beautiful; unique features include a 14-acre Japanese strolling garden and the Climatron conservatory, a domed greenhouse featuring tropical plants and birds. Sightseers can view one of the nation's few contemporary sculpture parks at the Laumeier Sculpture Park. The St. Louis Carousel provides a rare opportunity to ride an authentic carousel at its Faust County Park location. Operated by Anheuser-Busch and ranked seventh best family attraction in the nation by U.S. Family Travel Guide, Grant's Farm features a cabin built by General Grant in 1856; the farm's miniature zoo features a Clydesdale stallion barn and bird and elephant shows. Jefferson Barracks Historical Park combines military history and recreation with two museums and a number of sports fields; Robert E. Lee and Ulysses S. Grant are two of the many famous American military leaders whose service included a stay at Jefferson Barracks.

St. Louis museums include the National Museum of Transport, which highlights rail, road, air, and water modes of transportation; the AKC Museum of the Dog, which presents exhibits on the dog through history; the recently expanded Magic House—St. Louis Children's Museum; and the Soldiers' Memorial Military Museum.

The Missouri Chapter of the American Institute of Architects is located in St. Louis and provides complete information about this architecturally rich city. Among some of the significant structures are the Cathedral of St. Louis (New Cathedral), which houses 41.5 million pieces of glass tessarae, one of the largest collections of mosaic art in the West; Christ Church Cathedral, the first Episcopal church west of the Mississippi; and Old Cathedral, the city's first church.

Arts and Culture

St. Louis is a major cultural center for the Midwest. The award-winning St. Louis Symphony Orchestra, winner of six Grammies and 36 nominations, presents a season of classical music concerts with internationally known guest artists at Powell Symphony Hall. In the summer the orchestra plays a series of pops concerts at Greensfelder Recreation Center. Theater is presented year round in St. Louis by a diverse range of organizations. The Repertory Theatre of St. Louis performs a season of plays on two stages, including modern drama, musicals, and comedies at the recently-expanded Loretto Hilton Center. The Opera Theatre of St. Louis performs its four dramatic productions of classical and new opera in English during a month-long season beginning in late May. The Fox Theatre was restored in 1982 and now sponsors a Broadway series, ballet, and pop music concerts as well pre-event buffet dining. The Muny in Forest Park is a 12,000-seat outdoor amphitheater that stages Broadway musical theater during the summer. History is re-lived in words and music in four shows per year by the Historyonics Theatre Company.

The Black Repertory Company performs at the 450-seat Grandel Square Theater, a handsome 1883 structure that was once a church and has undergone extensive renovation. Other theater companies and organizations in St. Louis include the TheatrGROUP and Stages St. Louis, a musical theater group.

Dance St. Louis sponsors performances with local, national, and international companies, and offers a dance education program. The First Street Forum is a multipurpose arts center that sponsors exhibitions, performances, lectures, and symposia.

The St. Louis Art Museum in Forest Park was the Fine Arts Palace of the 1904 World's Fair and today offers contemporary and audio/video art in additional to traditional pieces. Washington University's Gallery of Art was the first museum west of the Mississippi River. At the Missouri Historical Society Museum, the major events and individuals in St. Louis history from the first settlers to Charles Lindbergh are recaptured. The Concordia Historical Institute maintains an authentic collection of American Lutheran historical documents as well as Protestant Reformation artifacts. Among St. Louis's other museums are the newly restored Campbell House Museum, which features a Victorian era home and furnishings; the Holocaust Museum and Learning Center, which is dedicated to educating and preserving the Holocaust's history and consequences; and the Eugene Field House and Toy Museum, which presents an extensive collection of antique toys and dolls.

Festivals and Holidays

Major venues for celebrations in St. Louis are the Missouri Botanical Gardens and Jefferson Barracks Historical Park. At the Botanical Gardens, an orchid show in January features more than 800 plants. The Spring Floral Display begins in March. November brings the St. Louis International Film Festival, the African Arts Festival, and a Festival of Trees. The city rings in the new year with a community celebration called First Night Saint Louis & Riverfront Fireworks festival.

Jefferson Barracks Historical Park presents a World War II Reenactment in April and American Indian Days in May. May is also the month for arts and crafts displays at Laumeier Sculpture Park and Tilles County Park. Parades and other events at various locales mark St. Patrick's Day, Independence Day, Veterans' Day, and Christmas.

Sports for the Spectator

The St. Louis Cardinals compete in the Central Division of Major League Baseball's National League and play their

home games in Busch Stadium; a new Busch Stadium is scheduled to open in 2006. The St. Louis Cardinals Hall of Fame, which is located inside the International Bowling Museum and Hall of Fame, houses displays and movies on baseball, football, basketball, hockey, golf, bowling, and soccer. The St. Louis Rams play home games at the Dome at America's Center downtown. The International Bowling Museum and Hall of Fame recently received a $50,000 grant from the Reichert Foundation which allows underprivileged kids to take advantage of the museum's programs.

The St. Louis Blues compete in the National Hockey League and play home games in Savvis Center, also home to the professional roller-hockey team, the St. Louis Vipers. The St. Louis Aces play professional tennis at the Dwight Davis Tennis Center. The River City Rage of the National Indoor Professional Football League, the St. Louis Streamers of the World Indoor Soccer League; and the River Otters minor league hockey team play at the Family Arena.

Balloonists compete in the Great Forest Park Balloon Race scheduled in September; the balloon race is one of the largest sporting events in Missouri with 70 balloons and 130,000 spectators. For two weeks in September horse owners and trainers from around the country participate in the St. Louis National Charity Horse Show at Queen County Park.

Sports for the Participant

A city of parks and sports enthusiasts, St. Louis offers attractive outdoor facilities and a selection of major and minor sports for the individual, including golf, tennis, bicycling, and softball, and water sports such as swimming, water skiing, and boating. Forest Park, the recipient of a recent $100 million facelift, offers recreational opportunities, including skating, jogging, and tennis, on nearly 1,300 acres; the park is 500 acres larger than New York City's Central Park. Michelob Ultra sponsors a St. Patrick's Day Parade costumed run in St. Louis.

Riverboat gambling on the Mississippi River is a popular activity, with boats departing from East St. Louis and St. Charles.

Shopping and Dining

Downtown St. Louis offers boutique shopping in the Union Station complex, the city's major train terminal and inspiration for the classic ''Meet Me in St. Louis.'' Featuring vaulted ceilings and stained glass windows, Union Station is an historical, architectural, shopping, and dining landmark. St. Louis Centre is anchored by Famous-Barr department store and is located near Metro Link, the Arch, and the Edward Jones Dome. Plaza Frontenac is anchored by Missouri's only Neiman-Marcus and Saks Fifth Avenue. Crestwood Plaza offers more than 100 upscale stores and restaurants. Cherokee Street Antique Row offers restaurants, cafes, antiques, collectibles, and specialty shops in a six-block historic area.

The Saint Louis Galleria in Richmond Heights consists of three levels, 165 stores, an Italian marble interior, and a 100-foot-high atrium; Lord & Taylor, Mark Shale, Dillard's and famous Barr anchor the Galleria.

Diners in St. Louis can choose from among hundreds of fine restaurants, including Cafe de France, Giovanni's, and Tony's. The city boasts an Italian district, known as ''the Hill,'' which offers a number of fine moderately priced Italian eateries; a popular appetizer is fried ravioli. Chinese, German, and other ethnic restaurants are located throughout the city. Regional specialties available in St. Louis include barbecued lamb, ribs, pork, ham, and sausage; pecan pie; and sweet potato pie.

Visitor Information: St. Louis Convention and Visitors Commission, One Metropolitan Square, Suite 1100, St. Louis, MO 63102; telephone (314)421-1023; toll-free (800)916-8938; fax (314)421-0394; email visinfo@explorestlouis.com

Convention Facilities

The major convention facility is the America's Center convention complex. The America's Center offers 502,000 square feet of contiguous, one-level exhibit space that can be broken down into six separate exhibition halls, including the 162,000-square-foot domed stadium/exhibit hall, the Edward Jones Dome. Other amenities offered by America's Center are 83 flexible meeting rooms, a 28,000-square-foot grand ballroom, a 1,411 fixed-seat lecture hall, and the St. Louis Executive Conference Center.

Ample hotel space is available in the metropolitan area. More than 35,000 hotel rooms are available area-wide; several luxury hotels have been built in recent years, and thousands of first-class hotel rooms are located near America's Center.

Convention Information: St. Louis Convention and Visitors Commission, One Metropolitan Square, Suite 1100, St. Louis, MO 63102; telephone (314)421-1023; toll-free (800)916-8938; fax (314)421-0394; email visinfo@explorestlouis.com

Transportation

Approaching the City

One of the busiest airports in the country, Lambert-St. Louis International Airport, provides non-stop service to 81 cities and is the 23rd largest airport in the country. Daily, more than 889 flights arrive and depart Lambert for destinations in North America and Europe. In 2005 the first of a three-phase expansion project was underway; the $10 million taxiway reconstruction is projected to be complete in November 2005. The project will construct a new, 9,000-foot runway that will allow for simultaneous landings and fewer flight delays in inclement weather. Rail transportation to St. Louis is provided by Amtrak and bus transportation is by Greyhound.

St. Louis, with a geographically central location, is easily accessible from points throughout the United States via four interstate highways that converge in the city: I-44, I-55, I-64, and I-70.

Traveling in the City

St. Louis's public bus system is operated by Metro St. Louis system, which offers service free in some downtown areas; 53 routes are available. Market Street downtown is the dividing point for north and south addresses. The city's 22-mile light rail MetroLink system offers shuttle service from the airport to America's Center as well as to other area attractions. Approximately 38 miles and 28 stations of existing rail will be expanded in future years to include at least 8 more miles and 9 additional stations.

Communications

Newspapers and Magazines

The city's major daily newspaper is the morning *St. Louis Post Dispatch.* The *St. Louis Business Journal* is a business weekly. A variety of other newspapers, including the *St Louis Small Business Monthly* and *Call* neighborhood newspapers circulate in the area. The Associated Press and United Press International operate offices in St. Louis.

Several specialized magazines and journals are based in St. Louis; the majority are journals published for medical professionals by the Elsevier Health Sciences Publishing Company and other firms. In addition to health care, subjects include religion, agriculture, engineering, environmental issues, business, insurance, and construction trades.

Television and Radio

Television viewers in metropolitan St. Louis tune in broadcasts from six stations, and cable is available. A complete range of radio programming—including classical, jazz, classic rock, ''oldies,'' Christian, and gospel music, as well as news and public interest features—is offered by 23 AM and FM radio stations.

Media Information: *St. Louis Post-Dispatch,* 900 North Tucker Boulevard, St. Louis, MO 63101-9990; telephone (314)340-8000; toll-free (800)365-0820.

St. Louis Online

City of St. Louis home page. Available www.stlouis.missouri.org

Missouri Department of Economic Development home page. Available www.ecodev.state.mo.us

St. Louis Commerce magazine home page. Available www.stlcommercemagazine.com

St. Louis Convention & Visitors Commission home page. Available www.explorestlouis.com

St. Louis Front Page (development news) home page. Available www.slfp.com

St. Louis Post-Dispatch home page. Available www.stltoday.com

St. Louis Public Library home page. Available www.slpl.lib.mo.us

St. Louis Regional Chamber and Growth Association home page. Available www.stlrcga.org

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Springfield

The City in Brief

Founded: 1830 (incorporated 1838)

Head Official: City Manager Tom Finnie (since 1990)

City Population
1980: 133,116
1990: 140,494
2000: 151,580
Percent change, 1990–2000: 7.4%
U.S. rank in 1980: 118th
U.S. rank in 1990: 126th
U.S. rank in 2000: 151st

Metropolitan Area Population
1980: 207,704
1990: 264,346
2000: 325,721
Percent change, 1990–2000: 23%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 122nd

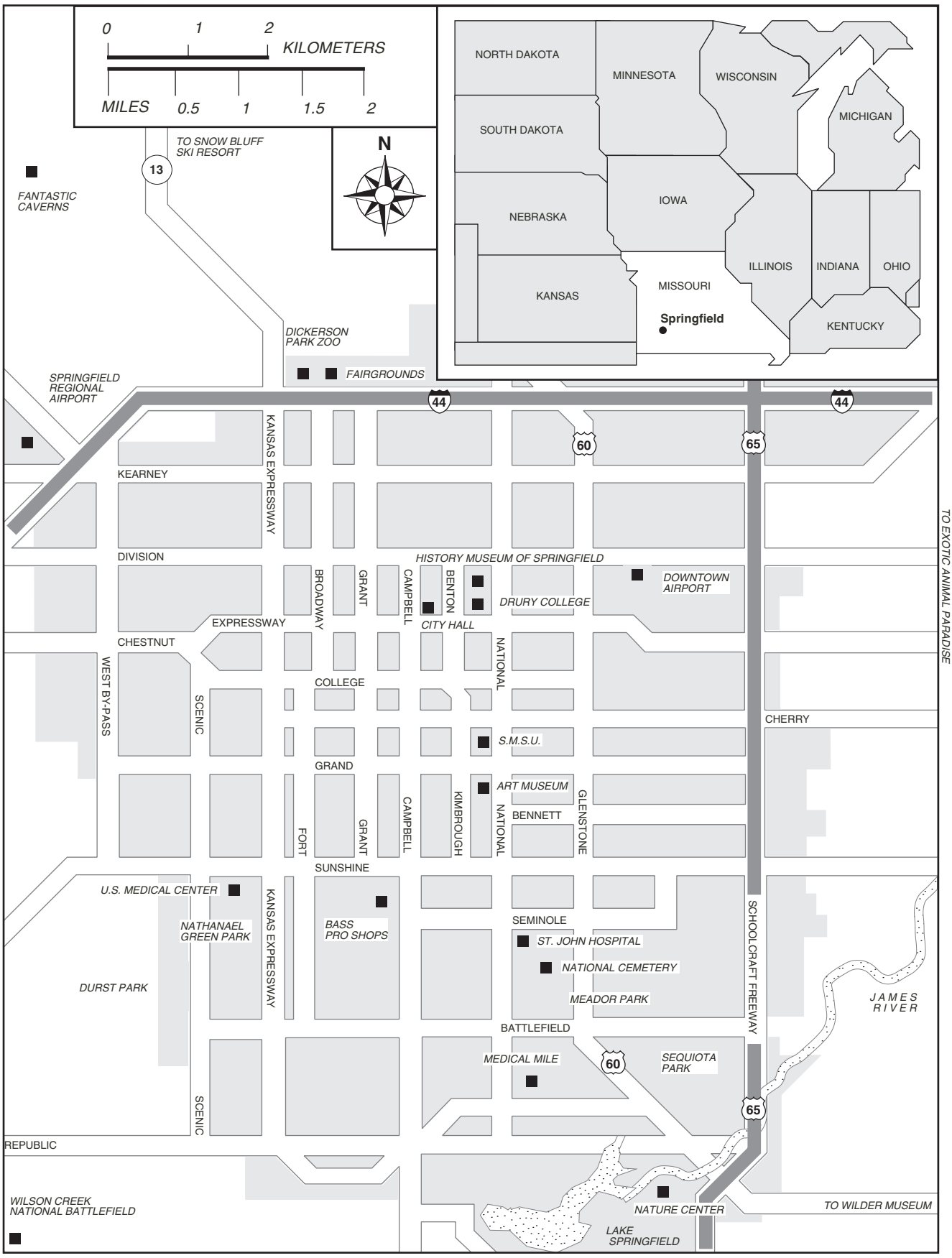
Area: 73.16 square miles (2000)
Elevation: 1,268 feet above sea level
Average Annual Temperature: 56.2° F
Average Annual Precipitation: 41 inches of rain; 15 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government
Unemployment Rate: 5.1% (February 2005)
Per Capita Income: $17,711 (1999)

2002 FBI Crime Index Total: 12,066

Major Colleges and Universities: Southwest Missouri State University, Drury University

Daily Newspaper: *The News-Leader*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13
FANTASTIC CAVERNS
NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
Springfield
KENTUCKY
DICKERSON PARK ZOO
FAIRGROUNDS
SPRINGFIELD REGIONAL AIRPORT
44
60
65
KANSAS EXPRESSWAY
KEARNEY
DIVISION
HISTORY MUSEUM OF SPRINGFIELD
BROADWAY
GRANT
CAMPBELL
BENTON
DRURY COLLEGE
DOWNTOWN AIRPORT
CITY HALL
EXPRESSWAY
CHESTNUT
NATIONAL
WEST BY-PASS
SCENIC
COLLEGE
CHERRY
S.M.S.U.
GRAND
ART MUSEUM
KIMBROUGH
GLENSTONE
BENNETT
FORT
SUNSHINE
U.S. MEDICAL CENTER
NATHANAEL GREEN PARK
BASS PRO SHOPS
SEMINOLE
ST. JOHN HOSPITAL
NATIONAL CEMETERY
DURST PARK
MEADOR PARK
JAMES RIVER
SCHOOLCRAFT FREEWAY
BATTLEFIELD
MEDICAL MILE
SEQUIOTA PARK
REPUBLIC
WILSON CREEK NATIONAL BATTLEFIELD
NATURE CENTER
LAKE SPRINGFIELD
TO WILDER MUSEUM
TO EXOTIC ANIMAL PARADISE

Introduction

Springfield is the seat of Missouri's Greene County and the center of a metropolitan statistical area that includes Christian and Greene counties. Called the Gateway to the Ozark Mountains, Springfield is part of a resort area whose primary attractions are the largest cave in North America, an outdoor exotic animal park, and Bass Pro Shops Outdoor World, one of the most-visited tourist attraction in the state. The Battle of Wilson's Creek was fought in the first year of the American Civil War near Springfield and the site is now a national battlefield monument. Today the city is a regional agribusiness center and a dairy-product shipping center. In 2004 *Expansion Management* magazine ranked Springfield 6th out of 331 U.S. metro areas for business expansion, citing its excellent public schools, low health care costs, and high quality of life.

Geography and Climate

Surrounded by flat or gently rolling tableland, Springfield is set atop the crest of the Missouri Ozark Mountain plateau. The climate is characterized as a plateau climate, with a milder winter and a cooler summer than in the upland plain or prairie. Springfield occupies a unique location for natural water drainage: the line separating two major water sheds crosses the north-central part of the city, causing drainage north of this line to flow into the Gasconade and Missouri Rivers; drainage to the south flows into the White and Mississippi Rivers. The average annual temperature range is over 140 degrees with lowest temperatures below minus 25 degrees and highest temperatures above 115 degrees.

Area: 73.16 square miles (2000)

Elevation: 1,268 feet above sea level

Average Temperatures: January, 32.5° F; July, 78.6° F; annual average, 56.2° F

Average Annual Precipitation: 41 inches of rain; 15 inches of snow

History

Removal of Delaware Tribe Opens Farmland

Pioneer Thomas Patterson attempted, in 1821, to make the first permanent settlement on the site of present-day Springfield; however, the Delaware people arrived the following year to claim the land as a federal Indian reservation. James Wilson was the lone settler to remain, and after the further relocation of the Delaware in 1830 he farmed land in the area. New settlers followed immediately. Among them was John Polk Campbell, who staked a claim in 1829 on a site that was then called Kickapoo Prairie; he carved his initials in an ash tree where four springs unite to form Wilson's Creek. This location was well situated, and a settlement soon grew up around the Campbell homestead.

Campbell was made county clerk when Missouri's Greene County was organized in 1833, and two years later he and his wife deeded land for a townsite. Springfield's name comes from a spring that creates Jordan Valley Creek downtown. Springfield was incorporated in 1838 and chartered in 1847.

Springfield's location and commercial base made it a military target during the Civil War. Sentiments regarding the war were split in the town, with the professional classes descended from Tennessee slaveholders supporting the Southern cause and rural settlers favoring the North. The Battle of Wilson's Creek was fought on August 10, 1861, resulting in a victory for the Confederate army; Union forces won the next battle in February, 1862, however, and held the area until the end of the war. Among the soldiers based at the Union Army's Springfield headquarters was James Butler Hickok, nicknamed Wild Bill, who served as a scout and spy. During a gun fight in July 1865 on the city square with his former friend, gambler Dave Tutt, Hickok shot Tutt through the heart. Hickok was acquitted in a trial in which he was defended by John S. Phelps, a future Missouri governor.

Railroad Brings Expansion, New Business

In 1870 land speculators persuaded the Atlantic & Pacific Railroad to build a railroad through a new town north of Springfield despite the protests of Springfield citizens, who claimed that the new route violated the original charter. Nonetheless, the Ozark Land Company was organized and the new town was deeded to the company. As both communities grew, they were consolidated in 1887.

During the first half of the twentieth century, Springfield became an agricultural and distribution center; after World War II, the population grew rapidly as the result of the expansion of Eastern manufacturing companies into the West. The city's proximity to the Ozark Mountains makes it a popular tourist destination.

A vital economy, low cost of living, commitment to education, scenic location, and commitment to downtown revitalization are ensuring the city's steady growth in population.

Historical Information: Springfield-Greene County Public Libraries, 4653 South Campbell, Springfield, MO 65810; telephone (417)874-8110

Population Profile

Metropolitan Area Residents
1980: 207,704
1990: 264,346
2000: 325,721
Percent change, 1990–2000: 23%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 122nd

City Residents
1980: 133,116
1990: 140,494
2000: 151,580
Percent change, 1990–2000: 7.4%
U.S. rank in 1980: 118th
U.S. rank in 1990: 126th (State rank: 3rd)
U.S. rank in 2000: 151st (State rank: 3rd)

Density: 2,072 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 138,987
Black or African American: 4,961
American Indian and Alaska Native: 1,142
Asian: 2,060
Native Hawaiian and Pacific Islander: 136
Hispanic (may be of any race): 3,501
Other: 1,332

Percent of residents born in state: 60.1% (2000)

Age characteristics (2000)
Population under 5 years old: 8,635
Population 5 to 9 years old: 8,439
Population 10 to 14 years old: 7,987
Population 15 to 19 years old: 12,155
Population 20 to 24 years old: 19,064
Population 25 to 34 years old: 22,032
Population 35 to 44 years old: 20,438
Population 45 to 54 years old: 17,912
Population 55 to 59 years old: 6,563
Population 60 to 64 years old: 5,469
Population 65 to 74 years old: 10,572
Population 75 to 84 years old: 8,545
Population 85 years and over: 3,469
Median age: 33.5 years

Births (2003, Greene County)
Total number: 11,785

Deaths (2003, Greene County)
Total number: 18,054 (of which, 54 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,711
Median household income: $29,563
Total households: 64,779

Number of households with income of . . .
less than $10,000: 2,267
$10,000 to $14,999: 2,105
$15,000 to $24,999: 5,499
$25,000 to $34,999: 6,199
$35,000 to $49,999: 7,882
$50,000 to $74,999: 6,411
$75,000 to $99,999: 2,681
$100,000 to $149,999: 1,739
$150,000 to $199,999: 468
$200,000 or more: 680

Percent of families below poverty level: 9.9% (48.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,066

Municipal Government

The city of Springfield, which is also the seat of Greene County, is administered by a council-manager form of government. Eight council members are elected for a four-year term on a non-partisan basis, and a mayor is elected for a two-year term. The city manager is appointed by the council to be the chief executive and administrative officer of the city.

Head Official: City Manager Tom Finnie (since 1990)

Total Number of City Employees: 1,565 (2004)

City Information: City of Springfield, 840 Boonville Avenue, PO Box 8368, Springfield, MO 65801-8368; telephone: (417)864-1000; fax (417)864-1114; email city@ci.springfield.mo.us

Economy

Major Industries and Commercial Activity

Principal industries in Springfield include agriculture and dairy farming; trade, transportation, and utilities; educational and health services; government; and manufacturing. The Springfield area is rich in natural resources such as stone, lime, zinc, barium, coal, marble, sand, gravel, and

lead. Abundant hardwood forests yield white oak, post oak, black oak, scarlet oak, hickory, maple, and black walnut. Indigenous wildlife include deer, furbearing animals, quail, rabbits, squirrels, doves, and waterfowl.

As an agribusiness center, the city is home to Springfield Regional Stockyards, one of the nation's largest stockyards and feeder cattle facilities. Other agriculture-related firms are creameries, meatpacking plants, and flour mills. Springfield is also a shipping center for poultry, eggs, and milk. Diversified manufacturing comprises nearly one-fourth of the metropolitan area employment base; major manufacturers include Willow Brook Foods, Aarons Automotive Products, Kraft Foods, FASCO Industries (electric motors), Sweetheart Cup Co., and General Electric.

Springfield is a regional hub for retailing and financial services, and is a popular tourist destination. The health care industry employs 25,000 people, or 15 percent of the Springfield area's total workforce, and has an economic impact of more $3 billion. The third-largest retail market in Missouri—sales total more than $3 billion annually—Springfield ranks in the top 170 markets in the nation. Two medical centers, which are among Springfield's top employers, form the basis of the major health care system in the area. As the gateway to the Ozark Mountain country, the city receives millions of visitors each year.

Items and goods produced: flour, dairy products, clothing, paper cups and containers, furniture, plastics, trucks and trailers, iron and steel, concrete products, feed, fertilizers

Incentive Programs—New and Existing Businesses

Local programs—The Springfield Business Development Corporation is the economic development subsidiary of the Springfield Area Chamber of Commerce. It offers competitive rates and reliable service through City Utilities of Springfield, and administers enterprise zone tax credits and abatements through the Missouri Department of Economic Development. The Partnership Industrial Center, which broke ground in 1993, is part of the economic development public/private partnership between the City of Springfield, city utilities, the Springfield Area Chamber of Commerce, and the Springfield Business and Development Corporation. The partnership was formed in 1991 to promote and encourage the retention and creation of quality manufacturing and industrial jobs in the Springfield area. There are 20 companies located in the industrial park, which has currently reached 95 percent completion.

State programs—Programs offered by the state of Missouri that are available to Springfield businesses include enterprise zones, tax-exempt industrial revenue bonds, Small Business Administration programs, state financing incentive programs, and others.

Job training programs—The Springfield Business Development Corporation coordinates customized training programs through Ozarks Technical Community College.

Development Projects

According to the Chamber of Commerce, Springfield is known as Missouri's ''economic engine'' because in 2004, 25 percent of all new jobs in Missouri were created in Springfield even though the city represents only 3 percent of the state's workforce. Recent development projects include the Jordan Valley Park, which consists of a greenway, a public ice arena, and $1 million waterway, as well as a new expo center. The new expo facility, connected to the renovated Trade Center, results in about 110,000 square feet of contiguous convention and exhibition space. The building can accommodate 280 booths and about 4,400 people, with seating available for 3,000, and 950 spaces available for parking. A former creamery and tobacco warehouse is being converted into teaching, exhibition, and office space for arts groups in the city. This $3 million project is being funded partially through private donations. The new Hammons Field, home to the minor league baseball team the Springfield Cardinals, opened in spring 2004.

Downtown Springfield continues to be a focus for developers. Plans were announced in 2005 for a retail, entertainment, and parking complex for the Market Avenue Redevelopment Area in downtown Springfield. Developers have presented plans for College Station, which would include a six-screen movie theater within an urban entertainment destination complex that would also house restaurants and retail space. The city also plans to build a 450-space, three-story parking deck above 43,000 square feet of first-floor commercial space designed for smaller retailers.

Recent expansion projects at the airport included tripling the size of the baggage claim area, roadway realignment, an expanded long-term parking lot, and construction of an intermodal facility. The intermodal terminal, next to the existing terminal, is reserved for all passengers intending to board motorcoaches, vans, and taxis or planning to rent cars.

Economic Development Information: Springfield Area Chamber of Commerce, 202 S. John Q. Hammons Parkway, Springfield, MO 65801-1687; telephone (417)862-5567; fax (417)862-1611; email spfdcham@springfieldchamber.com

Commercial Shipping

Springfield is linked with national and international markets by a network of air, rail, and motor freight carriers. Exporting has become an integral part of the local economy; because Springfield is the site of a Port of Entry operated by the United States Customs Service, national companies can provide customs house and freight forwarding services. Air

cargo services are available at Springfield-Branson Regional Airport. Rail transportation is provided by Missouri-North Arkansas and Burlington Northern and Santa Fe Railway, which maintains an intermodal hub for piggyback trailer shipping in the city. More than 40 trucking companies, many with terminals in Springfield, offer express delivery.

Labor Force and Employment Outlook

Springfield's population is growing at an annual rate of 2.2 percent. The labor force is described as productive and possessing a Midwestern work ethic, and there is ample access to training and retraining facilities. The metro area's workforce has grown more than 16 percent in the past decade and accounted for more than one-third of Missouri's total job growth in 2004. In addition, Springfield's economic output has doubled in the past 10 years, which makes it the fastest-growing output in the entire state of Missouri.

The following is a summary of data regarding the Springfield metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 183,400

Number of workers employed in . . .
construction and mining: 8,800
manufacturing: 18,400
trade, transportation, and utilities: 44,400
information: 4,600
financial activities: 11,400
professional and business services: 14,400
educational and health services: 32,200
leisure and hospitality: 17,400
other services: 8,500
government: 23,300

Average hourly earnings of production workers employed in manufacturing: $11.87

Unemployment rate: 5.1% (February 2005)

Largest employers	*Number of employees*
CoxHealth	9,100
St. John's Health System	7,900
Wal-Mart Stores	4,300
Springfield Public Schools	3,000
Southwest Missouri State University	2,665
Bass Pro Shops/Tracker Marine	2,640

Cost of Living

Salaries are low in Springfield, but so is the cost of living. The American Chamber of Commerce Research Association Cost of Living Index has rated Springfield 8 to 10 percent below the national cost of living average. Housing costs have indexed at nearly 10 percent below the national average and utility rates rank in the bottom 25 percent of those charged in the United States. According to the Greater Springfield Board of Realtors, the average sales price for a home was $135,600 in 2004. Average rent for a single family was around $745 per month.

The following is a summary of data regarding several key cost of living factors in the Springfield area.

2004 (3rd Quarter) ACCRA Average House Price: $195,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 88.8 (U.S. average = 100.0)

State income tax rate: graduated from 1.5% to 6%

State sales tax rate: 4.225%

Local sales tax rate: city, 1.375%; county, 0.875%

Property tax rate: $4.5262 per $100 assessed valuation. Assessed valuation is 33 1/3%

Economic Information: Springfield Area Chamber of Commerce, 202 S. John Q. Hammons Parkway, Springfield, MO 65801-1687; telephone (417)862-5567; fax (417)862-1611; email spfdcham@springfieldchamber.com. Missouri Division of Community and Economic Development, PO Box 118, Jefferson City, MO 65102

Education and Research

Elementary and Secondary Schools

Public school education began in Springfield in 1867; today, Central High and Lincoln School are on the National Register of Historic Places. Public elementary and secondary schools in Springfield are part of the School District of Springfield R-XII, the third-largest public school system in Missouri. An elected seven-member, nonpartisan board of education selects the superintendent. Special courses for high school students are available through Ozarks Technical Community College.

The following is a summary of data regarding the Springfield public schools as of the 2003–2004 school year.

Total enrollment: 24,119

Number of facilities
elementary schools: 37
middle schools: 9
senior high schools: 5
other: 2 (including one alternative education center and one gifted center)

Student/teacher ratio: 22:1

Teacher salaries
average: $38,065

Funding per pupil: $6,000 to $7,000 average (varies per school)

Private schools are Assemblies of God Christian School, Christian Schools of Springfield, New Covenant Academy, Springfield Catholic School System, Seventh-Day Adventist School, and Springfield Lutheran School.

Public Schools Information: Springfield Public Schools, 940 N. Jefferson Ave., Springfield, MO 65802; telephone (417)523-0000.

Colleges and Universities

Southwest Missouri State University is Springfield's largest institution of higher learning and the second-largest university in the state. It enrolls nearly 20,000 students and awards associate, baccalaureate, and master's degrees in more than 80 disciplines in its 7 colleges, which include the colleges of business administration, education, natural and applied sciences, health and human services, arts and letters, and humanities and public affairs. The first doctoral program to be offered by the university was recently initiated in audiology. Private, church-related colleges are Assemblies of God Theological Seminary, Baptist Bible College, Baptist Bible Graduate School of Theology, Central Bible College, Drury University, and Evangel University; all offer a predominantly liberal arts curriculum at the undergraduate level, while Assemblies of God and Drury University grant graduate degrees. Ozarks Technical Community College, St. John's School of Nursing, Bryan Career College, Springfield College, Lester L. Cox College of Nursing and Health Sciences, and Vatterott College provide vocational and technical education. Also in Springfield is the Forest Institute of Psychology.

Libraries and Research Centers

The Springfield-Greene County Library District's main library is a newer facility that occupies an 82,000-square-foot former home improvement store and features a café, gift shop, and other amenities. The former Main Library was recently renovated to make it a cozier neighborhood library where patrons are welcomed with more reading chairs. With eight branches and a state-of-the-art bookmobile, the system has holdings of well over half a million volumes in addition to periodicals and special collections in such areas as genealogy and Missouri history, and Ozarks folklore. Southwest Missouri State University maintains the Duane G. Meyer Library, which houses a collection of more than 835,000 volumes and current subscriptions to 3,600 periodicals and newspapers, as well as the Greenwood Laboratory School Library, a music department library, and a campus library in West Plains. Assemblies of God Graduate School, Baptist Bible College, Central Bible College, Drury University, and Evangel University house holdings ranging from approximately 60,000 to more than 175,000 volumes. Specialized libraries located in the city are operated by the Missouri State Court of Appeals and the Springfield Art Museum among other organizations.

Public Library Information: Springfield-Greene County Public Libraries, 4653 South Campbell, Springfield, MO 65810; telephone (417)874-8110; fax (417)874-8121

Health Care

Springfield's health care community serves the area with more than 1,000 medical doctors practicing in all fields of specialization. The city's major hospitals are St. John's Regional Health Center, Cox Medical Center South/Cox Walnut Lawn, Cox Medical Center North, Lakeland Regional Hospital, and Doctors Hospital of Springfield. St. John's, the state's second-largest private health care facility, maintains centers specializing in the heart, cancer, sports medicine and rehabilitation, fitness, emergency trauma, and burn care. The many health care facilities located on South National Avenue have given rise to the nickname Medical Mile, where more than $200 million has been invested.

Recreation

Sightseeing

One of Springfield's major sightseeing attractions is Wilson's Creek National Civil War Battlefield, the site of the first battle between Union and Confederate armies in Missouri and west of the Mississippi. An automobile tour of nearly five miles encompasses all the major points with historic markers and exhibits. Springfield National Cemetery is the only cemetery where soldiers from both the North and South are buried side by side. The Wonders of Wildlife American National Fish and Wildlife Museum entertains and educates visitors about the need to preserve the environment and protect fish and wildlife. This new museum facility is adjacent to the Bass Pro Shops Outdoor World.

Fantastic Caverns, a natural wonder, is the only cave in North America and one of three in the world that is so large visitors must tour it in motorized vehicles. Exotic Animal Paradise, 12 miles east of Springfield in Stratford, is a 400-acre park that is home to more than 3,000 wild and exotic

Wilson's Creek National Battlefield.

animals and birds. Springfield's Dickerson Park Zoo, nationally known for its elephant herd, offers elephant rides to children. The zoo also breeds cheetahs and bald eagles.

Arts and Culture

A principal venue for the performing arts in Springfield is the Juanita K. Hammons Hall for the Performing Arts. A variety of cultural events are staged there, including touring Broadway productions and performances by the symphony.

The Springfield Symphony Orchestra and the Little Theater are the city's two oldest cultural organizations, with beginnings in 1934. Among the city's other performance arts institutions are the Springfield Regional Opera (performing at the 1909 Landers Theater, a historic landmark) and the Springfield Ballet. Southwest Missouri State University offers a summer series at its Tent Theater. Within the area, more than 20 music theaters like the Roy Clark Celebrity Theater and the Ray Price Show entertain country-music lovers. The Shepherd of the Hills is an outdoor theater in Branson that attracts a large audience each season with its stories on Ozark mountain families. Numerous local museums and other historic points of interest increase cultural awareness in the Springfield area. The Air and Military Museum of the Ozarks houses more than 5,000 pieces of military history. Nearby Mansfield is home to the Laura Ingalls Wilder Museum.

Festivals and Holidays

Bass Pro Shops, ''the world's greatest sporting goods store,'' presents a Spring Fishing Classic in Springfield in March. Historic Walnut Street is the site of a May Artsfest. A balloon race and Firefall—a fireworks display accompanied by the Springfield Symphony—are popular Fourth of July events. The Ozark Empire Fair in August also attracts large crowds. The Springfield Art Museum hosts a national ''Watercolor USA'' show each summer. In nearby Silver Dollar City, the Mountain Folks Music Festival is held the third week of June. Ozark Empire Fair, Missouri's second largest and one of the top rated fairs in the country, is held in late July. Wilson's Creek National Battlefield sponsors special programs each year on Memorial Day, Independence Day, August 10, and Labor Day. The Ozark Auto Show, a collector car auction, draws vintage automobile buffs to nearby Branson on the last weekend of October.

Arts and Culture Information: Springfield Regional Arts Council, 411 N. Sherman Parkway, Springfield, MO 65802; telephone (417)862-2787

Sports for the Spectator

The minor league baseball team the Springfield Cardinals play in Hammons Field, a multimillion baseball park that opened in 2004. Six local colleges and universities field a variety of teams in intercollegiate sports competition. The Drury Panthers and the Southwest Missouri State University Bears basketball teams frequently compete in national tournament play, as do the Lady Bears. The Springfield Lasers, a professional team, compete at the Cooper Tennis Complex.

Sports for the Participant

Some 50 city parks are located throughout Springfield. Nearby is the Mark Twain National Forest and Mincy Wildlife area. A number of freshwater lakes close to Springfield provide opportunities for fishing, swimming, boating, and water skiing. For the golfer Springfield offers three municipal courses. The city maintains more than 50 tennis courts and 6 city pools. A variety of sports programs are sponsored by the city. Skiing in the Ozark Mountains is possible year-round.

Recreation Information: Parks Department, telephone (417)864-1049. For hunting and fishing information, Missouri Department of Conservation, 2901 West Truman Boulevard, Jefferson City, MO 65102; telephone (573)751-4115

Shopping and Dining

Battlefield Mall, one of the state's largest shopping malls, with 170 shops and 4 anchor department stores, is located in Springfield. A popular shopping district is a nineteenth-century village consisting of renovated buildings with shops offering quilts, crafts, and folk art. An antique mall and flea market houses more than 70 dealers in a three-story building, the largest such enterprise in the Ozarks. This antique mart sells everything from comic books and baseball cards to antique coins, dolls, toys, jewelry, furniture, and furnishings. A large reproduction shop is also on the premises. Nearby Silver Dollar City features products made by resident craftsmen using nineteenth-century skills. Bass Pro Shops, billing itself as the world's largest sporting goods store, is located in Springfield and specializes in equipment for anglers, hunters, and others. This unusual shop sports a two-story log cabin with water wheel, a four-story waterfall, fresh water and salt water aquariums, and daily fish feedings by divers, as well as a 300,000-square-foot showroom and a NASCAR shop.

The more than 600 restaurants in Springfield specialize in a variety of cuisines that include authentic ethnic foods and Southern cooking. One of the more popular dining establishments serves fish one night and prime rib the next, in addition to an eclectic menu that offers Ozark dishes.

Visitor Information: Springfield Convention and Visitors Bureau, 3315 East Battlefield Road, Springfield, MO 65804; telephone (417)881-5300; toll-free (800)678-8767; fax (417)881-2231

Convention Facilities

Several meeting sites in Springfield cater to a full range of meeting needs, from small parties to merchandise shows. A new expo center at Jordan Valley Park and improvements to an existing trade center were completed in September 2003, and include 40,000 square feet of exhibition space and 13,000 square feet of pre-function space. The expo facility connected to the renovated Trade Center results in about 110,000 square feet of contiguous convention and exhibition space. The building can accommodate 280 booths and about 4,400 people, and has a seating capacity of 3,000. There is also a 950-space parking garage.

The Shrine Mosque features a 19,600-square-foot auditorium with variable capacity that includes up to 60 exhibit booths and seating for 3,355 people in a theater setting and 900 people for banquets. A lower-level, 15,000-square-foot exhibit area can contain as many as 96 additional booths and accommodate up to 2,500 people for a reception.

Centrally located near the Southwest Missouri State University (SMSU) campus is the University Plaza Trade Center, a two-level complex that provides a combined total of more than 66,000 square feet of multipurpose space. The facility's meetings rooms host functions for 30 to 180 participants; banquet capacity for the first level is 1,824 people and 1,248 people for the second level. A parking garage for 550 vehicles is attached.

Hammons Student Center and McDonald Arena on the SMSU campus, designed principally for university use, are also available for special events. The Ozark Empire Fairgrounds can be rented April 1 through November 15 for meetings and conventions. Several Springfield area hotels and motels offer meeting accommodations; more than 5,000 lodging rooms are available in metropolitan Springfield.

Convention Information: Springfield Convention and Visitors Bureau, 3315 East Battlefield Road, Springfield, MO 65804; telephone (417)881-5300; toll-free (800)678-8767; fax (417)881-2231

Transportation

Approaching the City

Several commercial airlines schedule regular daily flights into Springfield-Branson Regional Airport. Principal highway routes into Springfield are I-44, U.S. 60, 65, 66, 160, and 266, and Missouri 13. Greyhound Trailways provides bus transportation.

Traveling in the City

Ground transportation is provided by Fisk Transportation and Tours, City Bus Service, Gray Line, Ozarks Shuttle, Springfield City Cab, Yellow Cab, and Medi Transit Wheelchair Service.

Communications

Newspapers and Magazines

Springfield's daily newspaper is *The News-Leader,* which appears in daily and Sunday morning editions. The *Springfield Business Journal* is a weekly publication. The monthly *Springfield! Magazine* features articles on topics of local and community interest; *417 Magazine* caters to the area's upscale residents with lifestyle, decorating, travel, and entertainment articles.

The General Council of the Assemblies of God Gospel Publishing House, which produces a variety of religious magazines and journals for church leaders and members, is based in Springfield.

Television and Radio

Five television stations, including four major network affiliates and one public network outlet, plus cable, broadcast in Springfield. Twenty AM and FM radio stations schedule music, religious, and news and information programming.

Media Information: *The News-Leader,* 651 N. Boonville Ave., Springfield, MO 65806; telephone (417)836-1100. *Springfield! Magazine,* PO Box 4749, Springfield, MO 65808; telephone (417)831-1640

Springfield Online

City of Springfield home page. Available www.springfield.missouri.org

The News-Leader. Available www.springfieldnews-leader.com

Southwest Missouri State University. Available www.smsu.edu

Springfield Business Development Corporation. Available www.business4springfield.com

Springfield Convention and Visitors Bureau. Available www.springfieldmo.org

Springfield Museum. Available www.wondersofwildlife.org

Springfield Public Schools. Available sps.k12.mo.us

Springfield Regional Arts Council. Available www.springfieldarts.org

Selected Bibliography

Boyle, Shanna, et al., eds. *Crossroads at the Spring: A Pictorial History of Springfield, Missouri* (Donning Marketing Company, 1997)

NEBRASKA

Lincoln 385
Omaha 397

The State in Brief

Nickname: Cornhusker State
Motto: Equality before the law

Flower: Goldenrod
Bird: Western meadowlark

Area: 77,353 square miles (2000; U.S. rank: 16th)
Elevation: Ranges from 840 feet to 5,426 feet above sea level
Climate: Continental, with wide variations of temperature: intensely hot summers, and severely cold winters. Rainfall twice as heavy in east as in west

Admitted to Union: March 1, 1867
Capital: Lincoln
Head Official: Governor David Heineman (R) (until 2007)

Population
- **1980:** 1,570,000
- **1990:** 1,578,385
- **2000:** 1,711,263
- **2004 estimate:** 1,747,214
- **Percent change, 1990–2000:** 8.4%
- **U.S. rank in 2004:** 38th
- **Percent of residents born in state:** 67.1% (2000)
- **Density:** 22.3 people per square mile (2000)
- **2002 FBI Crime Index Total:** 73,606

Racial and Ethnic Characteristics (2000)
- **White:** 1,533,261
- **Black or African American:** 68,541
- **American Indian and Alaska Native:** 14,896
- **Asian:** 21,931
- **Native Hawaiian and Pacific Islander:** 836
- **Hispanic or Latino (may be of any race):** 94,425
- **Other:** 47,845

Age Characteristics (2000)
- **Population under 5 years old:** 117,048
- **Population 5 to 19 years old:** 387,288
- **Percent of population 65 years and over:** 13.6%
- **Median age:** 35.3 years (2000)

Vital Statistics
- **Total number of births (2003):** 25,760
- **Total number of deaths (2003):** 15,444 (infant deaths, 145)
- **AIDS cases reported through 2003:** 598

Economy
- **Major industries:** Finance, insurance, and real estate; trade; agriculture; manufacturing; services
- **Unemployment rate:** 3.9% (April 2005)
- **Per capita income:** $30,331 (2003; U.S. rank: 24)
- **Median household income:** $44,357 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.9% (3-year average, 2001-2003)
- **Income tax rate:** Graduated from 2.56% to 6.84% (2000; rate set yearly by state legislature)
- **Sales tax rate:** 5.5%

Lincoln

The City in Brief

Founded: 1864 (incorporated 1869)

Head Official: Mayor Coleen J. Seng (D) (since 2003)

City Population
1980: 171,932
1990: 191,972
2000: 225,581
2003 estimate: 235,594
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 81st
U.S. rank in 1990: 81st
U.S. rank in 2000: 87th

Metropolitan Area Population
1980: 192,864
1990: 213,641
2000: 250,291
Percent change, 1990–2000: 17.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 144th

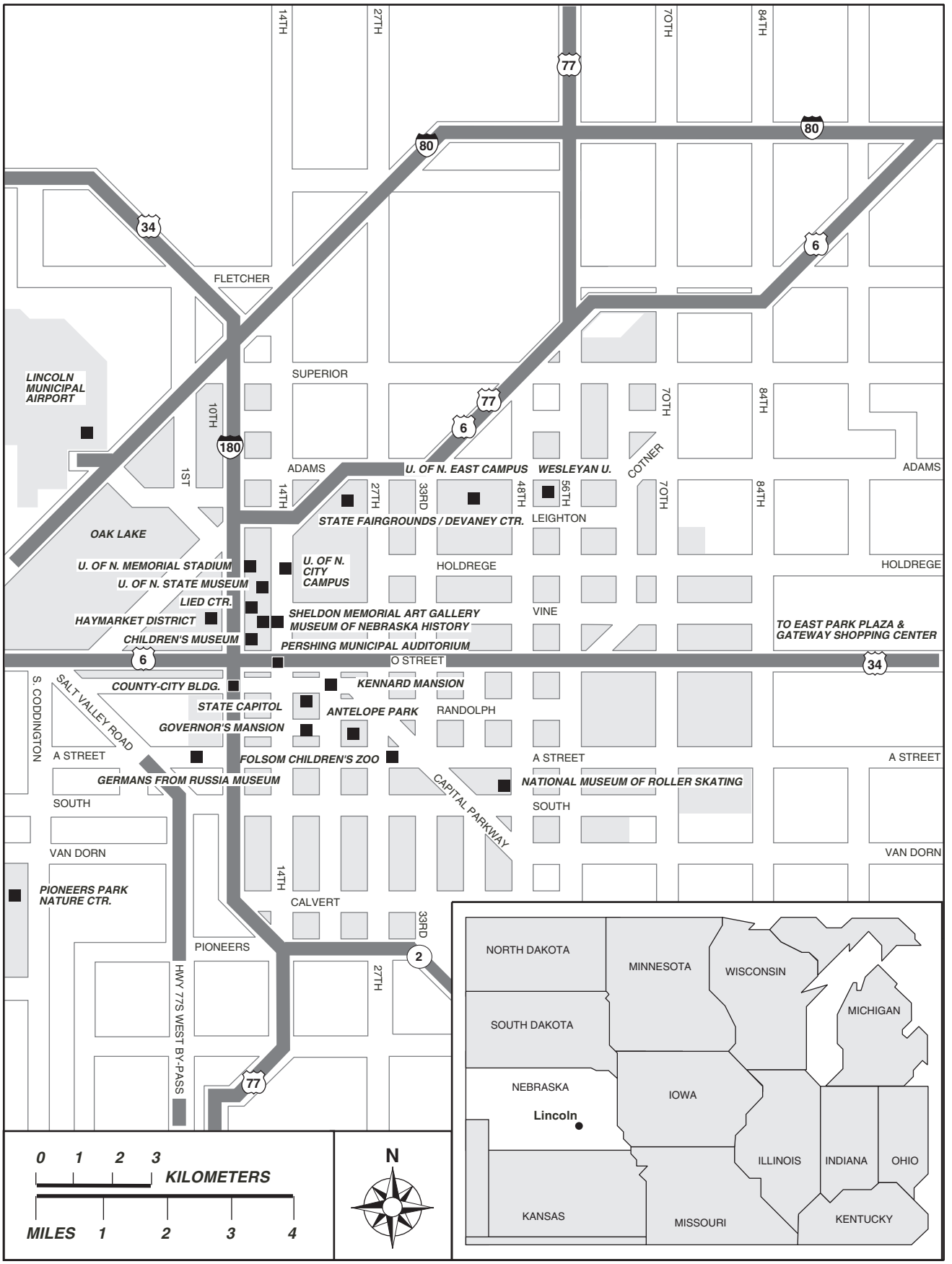
Area: 75.38 square miles (2000)
Elevation: 1,167 feet above sea level
Average Annual Temperature: 51° F
Average Annual Precipitation: 28.3 inches of rain; 26 inches of snow

Major Economic Sectors: Government, services, wholesale and retail trade, manufacturing
Unemployment Rate: 3.9% (February 2005)
Per Capita Income: $20,984 (1999)

2002 FBI Crime Index Total: 15,005

Major Colleges and Universities: University of Nebraska–Lincoln, Nebraska Wesleyan University, Union College

Daily Newspaper: *Lincoln Journal Star*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OAK LAKE
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U. OF N. STATE MUSEUM
LIED CTR.
HAYMARKET DISTRICT
CHILDREN'S MUSEUM
U. OF N. CITY CAMPUS
HOLDREGE
SHELDON MEMORIAL ART GALLERY
MUSEUM OF NEBRASKA HISTORY
VINE
TO EAST PARK PLAZA & GATEWAY SHOPPING CENTER
PERSHING MUNICIPAL AUDITORIUM
O STREET
COUNTY-CITY BLDG.
KENNARD MANSION
STATE CAPITOL
ANTELOPE PARK
RANDOLPH
GOVERNOR'S MANSION
S. CODDINGTON
SALT VALLEY ROAD
A STREET
FOLSOM CHILDREN'S ZOO
GERMANS FROM RUSSIA MUSEUM
NATIONAL MUSEUM OF ROLLER SKATING
CAPITAL PARKWAY
SOUTH
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MICHIGAN
SOUTH DAKOTA
NEBRASKA
Lincoln
IOWA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY

Introduction

Lincoln is the capital of Nebraska and the seat of Lancaster County. Lincoln and Lancaster County form a metropolitan statistical area, which serves as a commercial, educational, and government center for a grain and livestock producing region. Named after President Abraham Lincoln, the city was an important railroad junction for major western routes during the nineteenth century. William Jennings Bryan dominated the political life of Lincoln when he ran for president three times. The Nebraska state Capitol building, completed in 1932, rises 400 feet above the prairie and was designed to symbolize the spirit of the Plains. Voted by *Expansion Management* magazine in 2003 as a ''Five Star Community,'' Lincoln is appealing for its small-town feel yet offers a wide array of cultural attractions and business development opportunities.

Geography and Climate

Set near the center of Lancaster County in southeastern Nebraska, Lincoln is surrounded by gently rolling prairie. The western edge of the city lies in the valley of Salt Creek, which flows northeastward to the lower Platte River. The upward slope of the terrain to the west causes instability in moist easterly winds. Humidity remains at moderate to low levels except during short summer periods when moist tropical air reaches the area. The summer sun shines an average of two-thirds of possible duration; high winds combined with hot temperatures occasionally cause crop damage. A chinook or foehn effect often produces rapid temperature rises in the winter. Although annual snowfall is approximately 26 inches, it has sometimes exceeded 59 inches.

Area: 75.38 square miles (2000)

Elevation: 1,167 feet above sea level

Average Temperatures: January, 20° F; July, 77° F; annual average, 51° F

Average Annual Precipitation: 28.3 inches of rain; 26 inches of snow

History

Saline Deposits Attract First Settlers

As early as 1853, salt companies were sending men to study the possibility of salt manufacture in the salt flats northwest of the present city of Lincoln. Actual processing by any salt company did not start until the early 1860s, but it was never commercially successful, and efforts to manufacture salt were abandoned around 1887. However, Captain W. T. Donovan, representing the Crescent Salt Company, settled on the west bank of Salt Creek near the intersection of Oak Creek in 1856. He named his claim Lancaster. By 1859 the area had sufficient population to be considered for organization of a county. Donovan participated in the committee that was to determine the site and name of the county seat. It was named after Donovan's home town of Lancaster, Pennsylvania.

Lancaster was a compromise choice between North Platters—who favored Omaha, the territorial capital since 1854—and South Platters—who vied for a capital site south of the Platte River. Ultimately Lancaster was chosen and a new name proposed: ''Capital City.'' Lancaster was finally renamed Lincoln, after President Abraham Lincoln. August F. Harvey, a state surveyor, replatted Lincoln in 1867, setting up a grid system of streets lettered from A to Z, with O as the division point, and north and south blocks numbered. In the heart of downtown were four square blocks for the state Capitol and a proposed university. The city plan also called for the planting of more than two million trees, mostly oak, which would line boulevards and parks. The attention to the natural landscaping of the city is a civic responsibility each generation of Lincolnites since has taken seriously.

In December 1868, the state government moved its property in covered wagons to hide the transfer of power from armed Omahans upset with the relocation. Local investors feared that Lincoln would not remain the state capital long since it numbered just 30 inhabitants in 1867, but within a year 500 people lived there, and new businesses started to develop. One event in Lincoln's history at this time symbolized the early difficulties. A herd of 1,000 Texas longhorns collapsed the wooden bridge over Salt Creek at O Street, but the wild herd blocked local officials from locating the cattle's owner and monetary restitution for the bridge's reconstruction was never obtained.

State Capital Weathers Troubled Times

At the first meeting of the Nebraska legislature in Lincoln in 1869, immediate action was taken to authorize land grants for railroad construction and a bill was passed to establish the University of Nebraska. The Burlington & Missouri River railroad line reached Lincoln in 1870, the same year the population reached 2,500 people. One popular rumor of the time was that Lincoln was built over an underground ocean that would provide a source of saline springs with commercial potential, but nothing of this sort materialized.

In the 1870s Lincoln suffered a difficult period. The state's first governor was impeached, a depression hit the local economy, and the legality of transferring the capital was

questioned. Grasshoppers infested the area for more than three years. Saloons, gambling, and prostitution flourished, prompting the formation of the Women's Christian Temperance Union, which set a moral tone that dominated local politics until Prohibition. Lincoln reversed its fortunes in the 1880s, as public services were introduced, businesses prospered, and a reform party was victorious in 1887. But as the new mayor and city council began cleaning up the local government, a crooked judge had them arrested and convicted in a circuit court case that was eventually reversed by the U.S. Supreme Court.

Twentieth Century Brings New Challenges

At the turn of the century William Jennings Bryan dominated the political life of Lincoln, running unsuccessfully for president as the Democratic candidate in 1896, 1900, and 1908. Bryan published *The Commoner,* a weekly newspaper with a circulation of more than 100,000 after his defeat in 1900. Bryan was an oddity—a radical Democrat in conservative Lincoln. During World War I, segments of Lincoln's German population openly supported the Central Powers. A misplaced sense of American patriotism gripped the Lincoln populace and local German culture was shunned. The University Board of Regents conducted a hearing in which 80 professors faced charges of ''lack of aggressive loyalty'' and three were asked to resign.

The Capitol structure built in Lincoln in the 1880s began to settle into the ground, and one corner had sunk eight inches by 1908. Serious concern for the condition of the Capitol prompted a contest to select the best new cost-effective design. All the entries except two involved the traditional federal dome style. The winning design featured a 400-foot tower that could be built around the old Capitol, saving Nebraska nearly $1 million in office rental and making it possible to defray the costs of construction by the time the new capitol was completed in 1932. Its design revolutionized public and government buildings by ushering in a modernist style.

Lincoln today is a typical ''All-American'' city, boasting clean, healthy air and safe streets. Answering a question about where he sees Lincoln by the year 2006, former Mayor Mike Johanns (now the state governor) declared: ''Lincoln will continue to be a vibrant and healthy community with a unique sense of place. Growth will continue to occur at locations carefully chosen in the 1990s, maintaining Lincoln's interface with its agricultural hinterland. Lincoln in 2006 will still be one of the best cities in which to live in the United States.''

Planning for Lincoln's Future

Current community planners have continued this vision by actively working to develop the downtown area. In 2004, a comprehensive plan was drafted by the Downtown Lincoln Association that included a civic center, hotels, and additional parking. Residents enjoy cultural amenities along with outdoor and professional sports. Meanwhile, Lincoln has been cited by Population Connection's *Kid-Friendly Cities Report Card* as number 17 of 80 on ''Kid-Friendly Cities'' 2004 list and *Child* magazine's ''Best Cities for Families'' in the twentieth position. Further, it has been featured as an economical travel destination by AAA in 2005. And with a diversified business climate, population growth, and increase in the area's workforce, it follows that Lincoln would be tenth on a *Expansion Management* list of ''Best Places in the U.S. to Locate a Company.''

Historical Information: Nebraska State Historical Society, 1500 R St., PO Box 82554, Lincoln NE 68501; telephone (402)471-3270. American Historical Society of Germans from Russia (AHSGR), 631 D St., Lincoln, NE 68502-1199; telephone (402)474-3363; fax (402)474-7229; email ahsgr @ahsgr.com

Population Profile

Metropolitan Area Residents

1980: 192,864
1990: 213,641
2000: 250,291
Percent change, 1990–2000: 17.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 144th

City Residents

1980: 171,932
1990: 191,972
2000: 225,581
2003 estimate: 235,594
Percent change, 1990–2000: 17.5%
U.S. rank in 1980: 81st
U.S. rank in 1990: 81st
U.S. rank in 2000: 87th (State rank: 2nd)

Density: 3,370.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 201,322
Black or African American: 6,960
American Indian and Alaska Native: 1,537
Asian: 7,048
Native Hawaiian and Pacific Islander: 141
Hispanic or Latino (may be of any race): 8,154
Other: 4,081

Percent of residents born in state: 66.6% (2000)

Age characteristics (2000)
Population under 5 years old: 15,199
Population 5 to 9 years old: 14,272
Population 10 to 14 years old: 13,840
Population 15 to 19 years old: 18,472
Population 20 to 24 years old: 27,110
Population 25 to 34 years old: 35,820
Population 35 to 44 years old: 33,481
Population 45 to 54 years old: 28,430
Population 55 to 59 years old: 8,832
Population 60 to 64 years old: 6,624
Population 65 to 74 years old: 11,794
Population 75 to 84 years old: 8,490
Population 85 years and over: 3,217
Median age: 31.3 years

Births (2003)
Total number: 3,793

Deaths (2003)
Total number: 1,591 (of which, 21 were infants under the age of 1 year)

Money income (1999)
Per capita income: $20,984
Median household income: $40,605
Total households: 90,560

Number of households with income of . . .
less than $10,000: 6,934
$10,000 to $14,999: 5,801
$15,000 to $24,999: 12,987
$25,000 to $34,999: 13,028
$35,000 to $49,999: 16,261
$50,000 to $74,999: 19,185
$75,000 to $99,999: 8,344
$100,000 to $149,999: 5,493
$150,000 to $199,999: 1,289
$200,000 or more: 1,238

Percent of families below poverty level: 5.8% (40.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 15,005

Municipal Government

The city of Lincoln is governed by a mayor and seven-member council, all of whom are elected to four-year terms on a nonpartisan ballot.

Head Official: Mayor Coleen J. Seng (D) (since 2003; current term expires 2007)

Total Number of City Employees: 2,746 (2003)

City Information: City of Lincoln, 555 S 10th St., Lincoln, NE 68508; telephone (402)441-7511; fax (402)441-7120

Economy

Major Industries and Commercial Activity

In May 2005, *Forbes* chose Lincoln as the seventh ''Best Smaller Metro'' area for business and careers with a third place ranking for income growth. Located in a grain and livestock producing region, Lincoln has since its founding been a communications, distribution, and wholesaling hub. Important industries are the manufacture and repair of locomotives, flour and feed milling, grain storage, and diversified manufacturing. State government and the University of Nebraska constitute approximately a quarter of the city's economy, but about 90 percent of Lincoln's some 8,000 employers are companies with 20 or fewer employees. Lincoln is also the corporate headquarters of several insurance companies.

During the 1980s and 1990s Lincoln experienced sustained growth that brought economic expansion, with the employment base increasing 2.5 percent annually. Despite the recession in the early 2000s, retail trade, for example, continued to grow at a higher rate than other metropolitan areas in the state. Although the manufacturing industry has typically shown growth above the state average, the overall employment figures have declined with the economic downturn.

A number of Lincoln's local companies conduct business throughout the United States and in foreign countries. Among them are Ameritas Financial Services, Selection Research Inc./Gallup Poll, Lester Electrical, and Cook Family Foods. Sandhills Publishing (formerly Peed Corporation), publishers of national trade magazines, has maintained its facilities in Lincoln since 1985. MDS Harris Laboratories, a pharmaceutical testing and research firm that serves all 50 states and dozens of nations abroad has an office in Beijing, China, and has expanded its medical testing business into the development of a biological warfare vaccine for the U.S. Army, which was the first such test conducted under Food and Drug Administration standards. In addition to its traditional strength of testing medicines on ''well normal'' people to confirm safety standards, the company tests how people with illnesses react to new medicines. Pfizer Laboratories supplies veterinary products in the United States and dozens of foreign countries.

Items and goods produced: creamery products, farm machinery, farm belts, veterinary supplies, radiator hoses, telephone equipment, biological products, pharmaceutical supplies, plumbing supplies, pumps, motors, motor scooters, wax, filing equipment and office supplies, and printing, lithographic, engraving, metal, stone, and concrete products

Incentive Programs—New and Existing Businesses

Local programs—The Lincoln Independent Business Association, the Chamber of Commerce, Southeast Community College, the University of Nebraska-Lincoln, and the city of Lincoln operate a small business resource center that helps businesses secure financing, permits, and information about other resources. Several major established industrial parks cover more than 1,000 acres and are designed for both heavy industry and multiple use. The City of Lincoln Research and Development Department, with assistance from the Nebraska Research and Development Authority, provides block grant funds to aid startup businesses. The Lincoln Partnership for Economic Development (LPED) began formal operations in 1996. LPED is a community-based, public-private, permanent venture to provide strategic, focused direction for Lincoln's economic development activities. The Community Development Resources (CDR) provides loans and capital with a focus on assisting low-income, minority groups, and women.

State programs—Qualified Omaha businesses can take advantage of state and local programs such as the Nebraska Business and Development Center and the Procurement Technical Assistance Center, which provide technical and research assistance. Invest Nebraska partners with the state of Nebraska along with other donations to introduce entrepreneurs to individual investors and venture capital firms. Federal and state programs include the Minority Enterprise Small Business Investment Corporation, the Nebraska Investment Finance Authority (NIFA), various Small Business Administration loans, the Nebraska Research and Development Authority, the Small Business Innovation Research Program (SBIR), and the Urban Development Action Grant.

The state of Nebraska has emphasized its commitment to revitalized economic growth in all parts of the state with a series of laws designed to make the state an even better place to do business. Firms can now earn a series of tax credits and refunds for investment and new job creation through the provisions of the Employment and Investment Growth Act (LB 775), as well as the Employment Expansion and Investment Incentive Act (LB 270), the Enterprise Zone Act (LB 725), Quality Jobs Act (LB 829), Incentive Electric Rates (LB 828), and Nebraska Redevelopment Act (LB 830).

Job Training—The Community Development Resources (CDR) offers a variety of training and workshops for both profit and nonprofit businesses, such as writing a business plan. For manufacturing firms, the Nebraska Department of Economic Development facilitates a Customized Job Training Program for eligible companies and disperses job training grants. The Nebraska Worker Training Program works to update the skills of existing employees and awards grants quarterly.

Development Projects

Lincoln's downtown business district continues to thrive and its growth is a critical focus for city planners who implemented a ''Downtown Master Plan'' beginning in 2004 that works to ensure new construction and renovation along with maintaining the natural beauty of the area. Proposals include a civic square with 100,000 square feet of office space and 5,000 square feet of retail space along with new hotels, conversion of a power station to condominiums, and additional parking structures. Several projects have already been completed including a new movie theater and renovation of the Cornhusker Hotel.

The Lincoln Public Schools system expanded with the opening of two new high schools, Lincoln North Star in 2003 and Lincoln Southwest in 2002, with monies from a $100 million school bond.

Economic Development Information: Lincoln Partnership for Economic Development, 1135 M St., Ste. 200, Lincoln, NE 68508; telephone (402)436-2350; Fax (402)436-2360

Commercial Shipping

Lincoln is connected with national and world markets via 2 major railroads—Burlington Northern/Santa Fe and Union Pacific—that provide piggyback transportation; 22 interstate and 9 intrastate motor freight companies; and 6 national and several local air express and freight carriers. Next to the Lincoln Municipal Airport lies a 372-acre Foreign Trade Zone (FTZ) that helps in facilitating imported goods. The city is also conveniently situated within 50 miles of water transportation atMississippi River terminals.

Labor Force and Employment Outlook

Lincoln's labor force is described as dependable, productive, and highly skilled and educated. Employers may draw from a large student population. Work stoppages are rare, with unionization estimated around 25 percent. As agriculture declines, more rural laborers are seeking jobs in the city.

A diversified economy has enabled employment in Lincoln to remain resilient since the nationwide recession during the early 2000s. Among non-manufacturing categories, Lincoln has been strong in construction, wholesale and retail trade, and services. Lincoln has a large number of information systems jobs with small companies that continues to grow at a rate of nearly eight percent.

The following is a summary of data regarding the Lincoln metropolitan area labor force, 2004 annual average:

Size of non-agricultural labor force: 168,000

Number of workers employed in . . .
construction and mining: 8,800
manufacturing: 15,500
trade, transportation, and utilities: 28,600
information: 3,900
financial activities: 11,600
professional and business services: 16,900
educational and health services: 23,400
leisure and hospitality: 15,700
other services: 6,900
government: 36,700

Average hourly earnings of production workers employed in manufacturing: $15.95

Unemployment rate: 3.9% (February 2005)

Largest employers	*Number of employees*
State of Nebraska	18,653
Lincoln Public Schools	5,900
University of Nebraska	5,534
BryanLGH Medical Center	4,200
City of Lincoln	2,746
B&R Stores, Inc.	1,814
Alltel Communications	1,000 to 2,499
Ameritas Life Insurance Corp.	1,000 to 2,499
Burlington Northern/Santa Fe	1,000 to 2,499
Duncan Aviation, Inc.	1,000 to 2,499

Cost of Living

The city of Lincoln boasts a low tax burden with a high quality of services. The following is a summary of data regarding several key cost of living factors in the Lincoln area.

2004 (3rd Quarter) ACCRA Average House Price: $271,419

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.9 (U.S. average = 100.0)

State income tax rate: Graduated from 2.56% to 6.84% (2004; rate set yearly by state legislature)

State sales tax rate: 5.5%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: $2.051 per $100 of actual value (consolidated, 2004)

Economic Information: Lincoln Partnership for Economic Development, 1135 M St., Ste. 200, Lincoln, NE 68508; telephone (402)436-2350; Fax (402)436-2360

Education and Research

Elementary and Secondary Schools

The Lincoln Public Schools system is the second largest district in the state of Nebraska. A seven-member, nonpartisan board of education selects a superintendent. Lincoln's students consistently score above the national average on standardized tests, and the system's high school graduation rate is one of the highest in the country at about 82 percent. *Expansion Management* magazine has ranked public education in Lincoln in the top five nationwide for quality. The first new schools to open in 35 years were two high schools, Lincoln Southwest (in 2002) and Lincoln North Star (in 2003).

The following is a summary of data regarding the Lincoln public schools as of the 2003–2004 school year.

Total enrollment: 32,120

Number of facilities
elementary schools: 36
junior high schools: 11
senior high schools: 6
other: 1

Student/teacher ratio: 13.5:1

Teacher salaries
minimum: $28,512
maximum: $60,584

Funding per pupil: $7,568

The city is served by 30 private and parochial schools.

Public Schools Information: Lincoln Public Schools, 5901 O St., Lincoln, NE 68510; telephone (402)436-1000

Colleges and Universities

The University of Nebraska–Lincoln (UNL), with an enrollment of 22,569 students in 2004, maintains two campuses in Lincoln. Selected as fourth place overall by *The Scientist* on its ''2004 Best Places to Work in Academia,'' UNL offers 140 undergraduate (with 275 programs of study) and 112 graduate programs along with operating a law school and a dental college. Two liberal arts colleges, Nebraska Wesleyan University and Union College, schedule courses leading to the baccalaureate degree. Union, which is affiliated with the

Seventh-day Adventist church, enrolls more than 900 students from 42 states and 26 countries; the functioning one-room George Stone School on campus permits education majors to acquire small-class teaching experience. Founded in 1887 by Nebraskan Methodists, Wesleyan is comprised of 1,500 students and was chosen by *U.S. News and World Report* as the leading liberal arts college in the state of Nebraska.

Technical and vocational schools located in the Lincoln area include Southeast Community College–Lincoln Campus, and The Lincoln School of Commerce. Of historical interest, Charles Lindbergh learned to fly at the Lincoln Airplane and Flying School, though it is no longer in business.

Libraries and Research Centers

The Lincoln City Libraries system, headquartered downtown, operates seven branches and a bookmobile; it maintains holdings of about 800,000 volumes, more than 2,000 periodical titles, plus microfiche, books on tape, videos, CDs, DVDs, and CD-ROMs. Special collections feature Nebraska authors and sheet music; the library is a depository for state documents. Free Internet access is available.

Union College, Nebraska Wesleyan University, and Southeast Community College–Lincoln Campus operate campus libraries. Several federal and state agencies maintain libraries in Lincoln; among them are the National Park Service, the Nebraska Game and Parks Commission, the Nebraska Legislative Council, the Nebraska Library Commission, and the Nebraska State Historical Society. The American Historical Society of Germans from Russia, as well as hospitals, churches and synagogues, and corporations, also operate libraries in the city.

The University of Nebraska–Lincoln maintains extensive holdings in several academic libraries, including a collection of Great Plains art. It is also a center for specialized research; facilities include the Barkley Memorial Center for speech therapy and hearing impaired study, the Engine Technology Center, the Food Processing Center, and the UNL Center for Mass Spectrometry. The Nebraska Technology Development Corporation and the Nebraska Research and Development Authority provide links between research and commercial product development.

Public Library Information: Lincoln City Libraries, 136 S 14th St., Lincoln, NE 68508; telephone (402)441-8500

Health Care

In 2001 Lincoln was declared a ''Well City USA'' by the Wellness Councils of America along with receiving an ''A'' for air quality from the American Lung Association in 2004. BryanLGH Medical Center, with 583 beds, specializes in cardiac and pulmonary care and rheumatology, oncology, dialysis, and ophthalmology services and operates the BryanLGH College of Health Sciences. Saint Elizabeth Regional Medical Center operates a regional burn care unit and a neonatal care center. Lincoln is also home to a Veterans Administration Medical Center, Madonna Rehabilitation Hospital, eight nursing homes, nationally recognized substance-abuse services, and several in-home care agencies.

Recreation

Sightseeing

The Nebraska State Capitol Building was designed to reflect the spirit of the state of Nebraska; its large square base represents the Plains and its 400-foot tower is meant to convey the dreams of the pioneers. Described as the nation's first state Capitol to be designed to depict the state's cultural heritage and development, the building features an interior enhanced with mosaics, paintings, and murals portraying the history of Nebraska. On the Capitol grounds is Daniel Chester French's sculpture of the seated Abraham Lincoln.

Folsom Children's Zoo and Botanical Gardens presents more than 300 exotic animals from around the world on 19 acres that are lined with 7,000 annual flowers and more than 30 varieties of trees. Antelope Park stretches throughout the city and contains the Sunken Gardens with thousands of flowers, lily pools, and a waterfall. Pioneers Park Nature Center focuses on animals and prairie grasses native to 1850s Nebraska; animal exhibits include deer, elk, red foxes, wild turkeys, and wild buffalo.

Historic houses on view in Lincoln include Kennard House, home of Nebraska's first U.S. secretary of state Thomas P. Kennard; Fairview, residence of William Jennings Bryan; and the governor's mansion, which features a collection of dolls depicting Nebraska's first ladies in their inaugural gowns.

Arts and Culture

Lincoln is highly rated for the quality of the cultural activities in a city its size. The Lincoln Symphony opens its season with a pops concert followed by a subscription series of classical music at Lied Center for Performing Arts, which also hosts performances by Lincoln Midwest Ballet Company. Other local music offerings include the Nebraska Symphony Chamber Orchestra, Abendmusik, and the Kimball Series at the University of Nebraska. Lincoln's Zoo Bar is one of the nation's oldest blues clubs booking touring blues bands and rock artists.

Designed by Phillip Johnson, the Sheldon Memorial Art Gallery is located on the campus of the University of Nebraska and exhibits American art from the eighteenth through the twentieth centuries with an emphasis on the realist tradition and abstract expressionism.

The Museum of Nebraska History exhibits depict Nebraska from prehistoric times through the days of the Native American tribes of the Great Plains and on to pioneer days. The world's largest articulated fossil elephant is on display at the University of Nebraska State Museum's Elephant Hall, which is also home to Mueller Planetarium that offers laser shows. The American Historical Society of Germans from Russia Museum traces the history and culture of this ethnic group that settled in Lincoln in the nineteenth century. Lincoln is also home to the National Museum of Roller Skating, Great Plains Art Collection, and the Lincoln Children's Museum.

Arts and Culture Information: Lincoln Arts Council, 920 O St., Lincoln, NE 68508; telephone (402)434-2787; fax (402)434-2788; email info@artscene.org

Festivals and Holidays

Held the third weekend in June is Haymarket Heydays, a celebration of the state's railroad heritage that features a street fair, Farmers Market Craft Fair, musical events, and activities for children. July starts off with the bang of Independence Day fireworks at Oak Lake Park after a day of food and fun; later in the month, the July Jamm brings jazz, fine artists, and restaurateurs from around the state for a three-day event. In August, the largest downtown event is the RibFest, sponsored by the Nebraska Pork Producers, which features four days of barbequing and live music. The Nebraska State Fair draws about 600,000 visitors for 10 days, ending on Labor Day; the fair features national performers of country and rock music, midway rides, livestock shows, and agricultural and industrial exhibits. The Christmas season begins with the parade of the Star City Holiday Festival, a colorful event with floats, giant balloon characters, and costumed participants, held on the first Saturday in December; meanwhile the downtown area is aglow in holiday lights and decorations.

Sports for the Spectator

When the University of Nebraska Cornhuskers football team plays home games at Lincoln's Memorial Stadium on fall Saturday afternoons, the crowd of nearly 74,000 fans becomes the state's third-largest ''city.'' Nicknamed Big Red because of their bright red uniforms, the team competes in the Big Twelve conference and had won nine or more games each season and played in a bowl game each season since 1972 until the streak ended with the 2004 season. The University of Nebraska also fields competitive teams in wrestling, volleyball, track and field, and men's and women's basketball.

The Lincoln Capitols of the National Indoor Football League is a minor league team in the Pacific Conference. Playing 13 regular-season games from March through July with home games at the Pershing Center, the team fields players from most of the state colleges and draws talent from across the country. Lincoln is also home to the Lincoln Stars in the western division of the United States Hockey League (USHL) who play at the State Fair Park Coliseum (the ''Ice Box''). After winning the championship in the debut season in 1996–1997, they remained one of the league's top teams despite not capturing the Clark Cup again until 2002–2003.

Lincoln is the site of the high school state championships in basketball, wrestling, volleyball, gymnastics, and swimming and diving. Thoroughbred horse racing with parimutuel betting permitted takes place at the State Fair Park.

Sports for the Participant

For sports enthusiasts in Lincoln there are 106 parks on about 6,000 acres, more than 80 miles of bike paths and trails (most are paved), 11 golf courses, 11 outdoor pools, 8 recreation centers, about 65 tennis courts, and surrounding recreation areas totaling 15,000 acres with 10 lakes. Team and league sports for all age levels are also available. The Lincoln Track Club sponsors the Lincoln Marathon and Half Marathon each May. The Cornhusker State Games, attracting nearly 10,000 competitors, features sports such as badminton, biathlon, fencing, tae kwon do, archery, and wrestling. Wilderness Park, Lincoln's largest park, maintains bridle trails, jogging and exercise trails, and cross country ski trails. Holmes Lake and Park is available for non-motorized boating on its large lake; it also features the Hyde Memorial Observatory. The Pioneers Park Nature Center includes five miles of trails. Lincoln is surrounded by the seven Salt Valley Lakes with recreational areas providing opportunities for such pursuits as fishing, camping, and boating.

Shopping and Dining

The nation's longest straight main street is Lincoln's O Street, which runs all the way through the city; a number of retail centers are located along the route. Antiques, art galleries, and specialty shops are the focus in the Central Business District and Historic Haymarket District, which features more than 100 restaurants and clubs. Westfield Shoppingtown Gateway Mall is the area's largest enclosed shopping center with five department stores and a children's ''Playtown.'' SouthPointe Pavilions claims 50 stores in its outdoor mall and presents free concerts on Friday nights throughout the summer. Local dining specialties include succulent Nebraska beef, barbecue ribs, and chicken, served

at Skeeter Barnes among others, as well as other traditional American fare and ethnic favorites. Many of the national chain restaurants are represented, such as Olive Garden and Red Lobster.

Visitor Information: Lincoln Convention & Visitors Bureau, 1135 M St., Ste. 300, Lincoln, NE 68501; telephone (402)434-5335; toll-free (800)423-8212; fax (402)436-2360; email info@lincoln.org

Convention Facilities

Meeting and convention planners may choose from several major facilities that accommodate a full range of group functions. Pershing Center, located downtown on Centennial Mall, houses an arena with more than 28,000 square feet of exhibit space and a capacity for 200 booths. The arena has eight different floor arrangements with a seating capacity of up to 7,500 guests. Other amenities include concession facilities, catering services, and sound and lighting systems. Devaney Sports Center and Nebraska State Fair Park host trade shows, exhibitions, and athletic events as well as banquets and meetings; ample parking is provided at both sites.

The Cornhusker Hotel's Burnham Yates Conference Center in Lincoln offers 46,000-plus square feet of meeting room space, and reception, exhibit, and banquet space designed to accommodate up to 1,500 people. It features the latest in meeting space design and a state-of-the-art acoustic system. The center is decorated in the grand style and tradition of The Cornhusker, a Marriott hotel with one of the only AAA, Four-Diamond ratings in the state.

Lodging for meeting-goers is available at downtown and metropolitan area hotels and motels offering a total of about 3,000 rooms; several also provide meeting facilities.

Convention Information: Lincoln Convention & Visitors Bureau, 1135 M St., Ste. 300, Lincoln, NE 68501; telephone (402)434-5335; toll-free (800)423-8212; fax (402)436-2360; email info@lincoln.org

Transportation

Approaching the City

Lincoln Municipal Airport is served by three commercial air carriers with regularly scheduled daily direct and connecting flights from major United States cities as well as points throughout the world. Commuter service is also provided from cities in central and western Nebraska. Amtrak provides railway transportation into Lincoln, and Greyhound provides bus transportation.

An efficient highway system permits easy access into Lincoln. I-80 approaches from the northeast and exits due west; U.S. 6 also bisects the city from northeast to west. U.S. 34 runs northwest to south, in the center of downtown joining U.S. 77, which extends from the south, and joining Nebraska Highway 2, which approaches from the southeast.

Traveling in the City

Lincoln's streets are laid out on a grid pattern, with lettered streets running east and west and numbered streets running north and south. The main east-west thoroughfare is O Street. Public bus service is provided by StarTran with 60 full-size coaches and 9 vans.

Communications

Newspapers and Magazines

Lincoln's daily newspaper is the *Lincoln Journal Star.* Several neighborhood newspapers and shopping guides are distributed weekly.

A number of special-interest magazines are based in Lincoln. The Sandhills Publishing Company publishes four national trade magazines plus *Smart Computing*. The Christian Record Services publishes magazines for blind adults and children and has a lending library as well. *Letras Femeninas* is a journal of contemporary Hispanic literature by women published two times a year in Lincoln; *Prairie Schooner* is a quarterly literary magazine published by the University of Nebraska. Other publications pertain to such subjects as agriculture, medicine, education, college engineering students, outdoor recreation and conservation, Nebraska history, and literature.

Television and Radio

Four television channels, including a PBS affiliate, a CBS affiliate, and an ABC affiliate, broadcast in the city, which also has cable and receives channels from nearby communities. Fourteen Lincoln AM and FM radio stations schedule a complete range of musical programming such as rock and roll, classical, country, big band, jazz, blues, and gospel. Lincoln radio listeners can also tune into a several Omaha stations.

Media Information: Lincoln Journal Star, 926 P St., Lincoln, NE 68508; telephone (402)475-4200; email feedback @journalstar.com

Lincoln Online

American Historical Society of Germans from Russia. Available www.ahsgr.org

City of Lincoln Home Page. Available www.ci.lincoln.ne.us

Lincoln Arts Council. Available www.artscene.org

Lincoln Chamber of Commerce. Available lcoc.com

Lincoln City Libraries. Available www.lcl.lib.ne.us

Lincoln Convention and Visitors Bureau. Available www.lincoln.org

Lincoln Journal Star. Available www.journalstar.com

Lincoln Partnership for Economic Development. Available www.lincolnecdev.com

Lincoln Specialty Care Home Page. Available lincoln.specialtycare.org

Nebraska Economic Development Information. Available sites.nppd.com

Nebraska State Historical Society. Available www.nebraskahistory.org

State of Nebraska. Available www.nebraska.gov

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Cather, Willa, *The Song of the Lark* (Boston, New York, Houghton Mifflin, 1915)

Keteyian, Armen, *Big Red Confidential: Inside Nebraska Football* (Chicago: Contemporary Books, 1989)

Lincoln Star Journal, *A Salute to Nebraska's Tom Osborne: A 25-Year History* (Sports Publishing Inc., 1998)

Neihardt, John Gneisenau, *The End of the Dream and Other Stories* (Lincoln: University of Nebraska Press, 1991)

Osborne, Tom, *More Than Winning* (Nashville: T. Nelson, 1985)

Omaha

The City in Brief

Founded: 1854 (incorporated 1857)

Head Official: Mayor Mike Fahey (D) (since 2001)

City Population
1980: 314,255
1990: 344,463
2000: 390,007
2003 estimate: 404,267
Percent change, 1990–2000: 13.2%
U.S. rank in 1980: 48th
U.S. rank in 1990: 48th
U.S. rank in 2000: 53rd

Metropolitan Area Population
1980: 585,122
1990: 618,262
2000: 716,998
Percent change, 1990–2000: 16.0%
U.S. rank in 1980: 57th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 60th

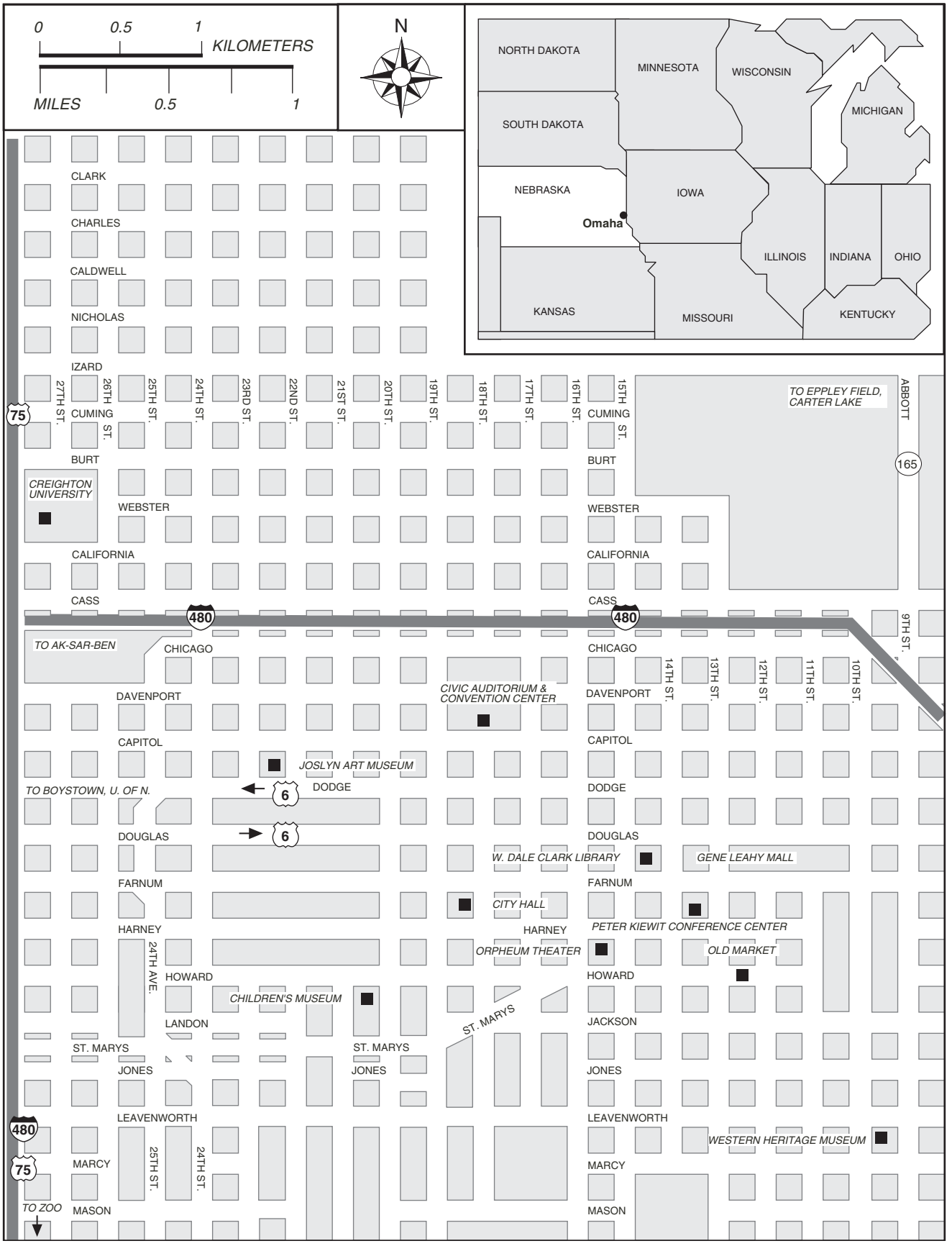
Area: 118.88 square miles (2000)
Elevation: ranges from 965 to 1,300 feet above sea level
Average Annual Temperature: 52° F
Average Annual Precipitation: 30 inches of rain; 32 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, government, manufacturing
Unemployment Rate: 5.0% (February 2005)
Per Capita Income: $21,756 (1999)

2002 FBI Crime Index Total: 28,781

Major Colleges and Universities: University of Nebraska at Omaha, Creighton University, University of Nebraska Medical Center

Daily Newspaper: *The Omaha World-Herald*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OHIO
KANSAS
MISSOURI
KENTUCKY
CLARK
CHARLES
CALDWELL
NICHOLAS
IZARD
27TH ST.
26TH ST.
25TH ST.
24TH ST.
23RD ST.
22ND ST.
21ST ST.
20TH ST.
19TH ST.
18TH ST.
17TH ST.
16TH ST.
15TH ST.
CUMING ST.
BURT
WEBSTER
CALIFORNIA
CASS
CHICAGO
DAVENPORT
CAPITOL
DODGE
DOUGLAS
FARNUM
HARNEY
HOWARD
LANDON
JONES
LEAVENWORTH
MARCY
MASON
75
480
6
165
TO EPPLEY FIELD, CARTER LAKE
ABBOTT
CREIGHTON UNIVERSITY
TO AK-SAR-BEN
CIVIC AUDITORIUM & CONVENTION CENTER
9TH ST.
14TH ST.
13TH ST.
12TH ST.
11TH ST.
10TH ST.
JOSLYN ART MUSEUM
TO BOYSTOWN, U. OF N.
W. DALE CLARK LIBRARY
GENE LEAHY MALL
CITY HALL
PETER KIEWIT CONFERENCE CENTER
ORPHEUM THEATER
OLD MARKET
CHILDREN'S MUSEUM
24TH AVE.
ST. MARYS
WESTERN HERITAGE MUSEUM
25TH ST.
24TH ST.
TO ZOO

Introduction

Omaha, the seat of Douglas County, is the focus of a metropolitan statistical area that includes Douglas, Sarpy, Cass, and Washington counties in Nebraska and Pottawattamie County in Iowa. The city's development as a railroad center was augmented by the Union Stockyards and the meat-packing industry. Throughout its history Omaha has benefited from the civic commitment of its citizens. Father Edward J. Flanagan's establishment of Boys Town in the Omaha area brought national recognition to the plight of homeless children. Today, Omaha is an insurance and telecommunications center, home to the U.S. Air Force Strategic Command, and notable for its inexpensive housing, good schools, and relatively few social and environmental problems. The downtown is vibrant and growing and the business climate is thriving as recognized by *Forbes* magazine's 11th-place ranking in its ''Best City for Business and Careers'' list in 2004.

Geography and Climate

Omaha is located on the bank of the Missouri River and is surrounded by rolling hills. The area's continental climate, which produces warm summers and cold, dry winters, is influenced by its position between two zones: the humid east and the dry west. Low pressure systems crossing the country also affect the weather in Omaha, causing periodic and rapid changes, especially in the winter. An annual average of 32 inches of snow falls during Omaha's winters, which are relatively cold. Sunshine occurs 50 percent of the possible time in the winter and 75 percent in the summer.

Area: 118.88 square miles (2000)

Elevation: Ranges from 965 to 1,300 feet above sea level

Average Temperatures: January, 21° F; July, 76° F; annual average, 52° F

Average Annual Precipitation: 30 inches of rain; 32 inches of snow

History

Omaha Furthers Westward Expansion

The first people to live in the area surrounding present-day Omaha were the Otoe, Missouri, and Omaha tribes, who roamed and hunted along the Missouri River, which divides Iowa and Nebraska. The Mahas, a Nebraska plains tribe, lived where Omaha now stands. Meriwether Lewis and William Clark, on their mission to chart the Louisiana Purchase, reached the future site of Omaha in the summer of 1804, and held council with Otoe and Missouri Native Americans. As early as the War of 1812, Manuel Lisa established a fur-trading post in the area.

Mormon pioneers set up camp in Florence, a small settlement north of Omaha, in the winter of 1846 to 1847. Six hundred residents died during that harsh winter, and the Mormon Pioneer Cemetery today contains a monument by sculptor Avard Fairbanks that marks the tragedy. Florence, later annexed by Omaha, served for years as a Mormon way station in the westward journey to Utah. Omaha served as the eastern terminus and outfitting center for pioneers headed to the west to find their fortune in the California gold fields or to settle available inexpensive land.

A rush for land officially began in the area on June 24, 1854, when a treaty with the Omaha Native Americans was concluded. The Council Bluffs & Nebraska Ferry Company, the town's founders, named the new town Omaha, from the Maha word meaning ''above all others upon a stream'' or ''up-river people.'' When it seemed likely that a Pacific Railroad line was to be constructed out of Omaha, the new town was proposed as the site of the future state capital. The first territorial legislature did meet in Omaha on January 16, 1855. Omaha was incorporated in 1857, but Lincoln was designated the capital when Nebraska was admitted to the Union in 1867.

Rail Transport Establishes Omaha's Future

The city's early years were full of incidents that prompted the administering of so-called frontier justice, including lynchings, fist and gun fights, and an arbitration body calling itself the Claim Club. Ignoring Federal land laws in favor of local interpretations, the Claim Club even went so far as to construct a house on wheels that could be used to protect the claims of people in need of a home to retain possession of the land. The U.S. Supreme Court in later rulings decided not to go against land title disputes made during this colorful but lawless time.

The fortunes of Omaha took a positive turn when President Abraham Lincoln selected Council Bluffs, Iowa, for the terminus of the Pacific Railroad, which was subsequently relocated on Omaha's side of the Missouri River. Actual construction began in 1863, the first step in Omaha's development into one of the nation's largest railroad centers.

The historic trial that gave Native Americans their citizenship took place in Omaha and was decided by Judge Elmer Dundy of the U.S. District Court for Nebraska on May 12,

1879; the case is known as *Standing Bear* v. *Crook.* The Poncas, after accepting a reservation in southeastern South Dakota, decided to return to their homeland. Led by Chief Standing Bear, they were arrested by a detachment of guards sent by Brigadier General George Crook, commander of the Department of the Platte, who was based at Ft. Omaha. General Crook, a veteran fighter in the Indian campaigns, was nonetheless an advocate of fair treatment of Indians. He cooperated fully in the trial, and some evidence indicates he even instigated the suit. Thomas Henry Tibbles, an editor of the *Omaha Daily Herald,* publicized the case nationwide, focusing attention on Omaha and on the humanitarian sentiments of General Crook and Tibbles, who was an abolitionist-turned-journalist.

Meatpacking Industry Spurs New Growth

The establishment of the Union Stockyards and the great packing houses in the 1880s invigorated the Omaha economy and drew to the city immigrants from Southern Europe and an assortment of colorful individuals who figured prominently in the city's growth. After a flood in 1881, residents relocated to the other side of the Missouri River, triggering another real estate boom. Fifty-two brickyards were by that time in operation, producing more than 150 million bricks each year. Omaha's first skyscraper, the New York Life Insurance Building (renamed the Omaha Building in 1909), dates from this era.

The Knights of Ak-Sar-Ben (Nebraska spelled backwards), Omaha's leading civic organization, was created in 1895 to promote the city; they organized the Trans-Mississippi and International Exposition in 1898, bringing more than one million people to a city of less than 100,000 in a year-long event. The Omaha Grain Exchange was established at the turn of the century, helping the city develop as a grain market. Agriculture has proved to be the city's economic base, augmented by insurance.

The Father Edward J. Flanagan founded Boys Town in the Omaha area in 1917 with 90 dollars he borrowed and with the philosophy that ''there is no such thing as a bad boy.'' This internationally famous boys' home, which was incorporated as a village in 1936, is located west of the city and now provides a home for boys and girls alike. After World War II, Omaha native and aviation pioneer Arthur C. Storz, son of brewing giant Gottlieb Storz, lobbied to have Omaha designated the headquarters of the U.S. Air Force. Today, Omaha's Offutt Air Force Base serves as headquarters of the Strategic Command, or USSTRATCOM.

Telecommunications Replaces Meatpacking

During the 1980s, while other cities were trying to attract industries, Omaha began a highly successful campaign to attract telecommunications companies. Promoting advantages like cheap real estate, comparatively low wage and cost of living, and its educated and reliable work force, Omaha succeeded to the point that by 1991 its telecommunications jobs were more than twice the number of meatpacking jobs. Omaha is also home to several of the nation's largest telemarketers.

Downtown Growth in the 2000s

Omaha's community leaders have addressed the need for growth within the city by implementing a $2 billion downtown development plan including condominiums and townhouses along with considerable business growth. A new Hilton Hotel accompanies the expansive Qwest Center Omaha that opened in 2003. The commitment to Omaha's healthy business environment is reflected in several recognitions such as *Expansion Management* magazine's third-place ranking for ''Best Place to Locate Your Company'' in 2003 and its inclusion on *Entrepreneur* magazine's 20 best cities for small business.

Historical Information: Douglas County Historical Society Library/Archives Center, 5730 N. 30 St., #11B, Omaha, NE 68111-1657; telephone (402)451-1013; fax (402)453-9448; email archivist@omahahistory.org. Great Plains Black History Museum Library, 2213 Lake St., Omaha, NE 68111; telephone (402)345-2212

Population Profile

Metropolitan Area Residents
1980: 585,122
1990: 618,262
2000: 716,998
Percent change, 1990–2000: 16.0%
U.S. rank in 1980: 57th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 60th

City Residents
1980: 314,255
1990: 344,463
2000: 390,007
2003 estimate: 404,267
Percent change, 1990–2000: 13.2%
U.S. rank in 1980: 48th
U.S. rank in 1990: 48th
U.S. rank in 2000: 53rd (State rank: 1st)

Density: 3,370.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 305,745

Black or African American: 51,917
American Indian or Alaska Native: 2,616
Asian: 6,773
Native Hawaiian and Pacific Islander: 228
Hispanic or Latino (may be of any race): 29,397
Other: 15,250

Percent of residents born in state: 60.1% (2000)

Age characteristics (2000)
Population under 5 years old: 28,249
Population 5 to 9 years old: 27,721
Population 10 to 14 years old: 27,420
Population 15 to 19 years old: 28,359
Population 20 to 24 years old: 31,178
Population 25 to 34 years old: 60,292
Population 35 to 44 years old: 59,917
Population 45 to 54 years old: 50,496
Population 55 to 59 years old: 16,839
Population 60 to 64 years old: 13,514
Population 65 to 74 years old: 23,832
Population 75 to 84 years old: 16,286
Population 85 years and over: 5,904
Median age: 33.5 years

Births (2003)
Total number: 6,933

Deaths (2003)
Total number: 3,320 (of which, 51 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,756
Median household income: $40,006
Total households: 157,034

Number of households with income of . . .
less than $10,000: 13,842
$10,000 to $14,999: 9,203
$15,000 to $24,999: 22,319
$25,000 to $34,999: 23,026
$35,000 to $49,999: 27,310
$50,000 to $74,999: 30,643
$75,000 to $99,999: 14,953
$100,000 to $149,999: 10,128
$150,000 to $199,999: 2,471
$200,000 or more: 3,139

Percent of families below poverty level: 7.8% (45.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 28,781

Municipal Government

The city of Omaha operates under a mayor-council form of government. The mayor, who does not serve on the council, and seven council members are all elected to four-year terms.

Head Official: Mayor Mike Fahey (D) (since 2001; current term expires 2009)

Total Number of City Employees: 2,800 (2003)

City Information: Mayor's Office, 1819 Farnam St., Ste. 300, Omaha, NE 68183; telephone (402)444-5000; email mfahey@ci.omaha.ne.us

Economy

Major Industries and Commercial Activity

There are more than 20,400 businesses located in the metropolitan statistical area, with total employment approaching 375,000. The city is home to five *Fortune* 500 companies: ConAgra, Peter Kiewit Sons, Berkshire Hathaway, Union Pacific, and Mutual of Omaha. More than 30 other *Fortune* 500 companies have manufacturing plants in the metropolitan area.

The headquarters of about 30 insurance companies call Omaha home. More than half of the two dozen telemarketing/direct response/reservation centers operating in Omaha also have their corporate headquarters located in the metropolitan area. Many other large firms have their headquarters in Omaha, including Lozier Corporation, First Data Corp, ITI Marketing Services, Omaha Steaks International, Pamida, Oriental Trading Company, Valmont Industries, Inc., and Godfather's Pizza, Inc.

The Omaha economy is well diversified, with no industry sector accounting for more than a third of total employment. Omaha's highest concentration of employment is in trade, transportation, and utilities with strong showings in education and health services as well as professional and business services. This is offset by a relatively smaller share of total employment in the manufacturing, construction and mining, and information sectors.

Items and goods produced: a variety of food items from raw products like meat and flour to finished consumer goods like frozen dinners and cereal; irrigation equipment; phone apparatus; store fixtures; hydraulic motors and pumps; paper boxes and packaging materials; furniture; computer components

Incentive Programs—New and Existing Companies

Local programs—Assisting in the expansion of new and existing business at the local level are the Small Business Council, the Omaha Small Business Network, Inc., and the Omaha Regional Minority Purchasing Council. Among other finance programs are community development block grants, improvement financing, industrial development revenue bonds, and a range of local and state tax credits.

State programs—In addition to receiving conventional financing from banks and other lending institutions, qualified Omaha businesses can take advantage of state and local programs. Among them are the Nebraska Business and Development Center and the Procurement Technical Assistance Center, which provide technical and research assistance. Invest Nebraska partners with the state of Nebraska along with other donations to introduce entrepreneurs to individual investors and venture capital firms. Federal and state programs include the Minority Enterprise Small Business Investment Corporation, the Nebraska Investment Finance Authority (NIFA), various Small Business Administration loans, the Nebraska Research and Development Authority, the Small Business Innovation Research Program (SBIR), and the Urban Development Action Grant.

The state of Nebraska has emphasized its commitment to revitalized economic growth in all parts of the state with a series of laws designed to make the state an even better place to do business. Firms can earn a series of tax credits and refunds for investment and new job creation through the provisions of the Employment and Investment Growth Act (LB 775), as well as the Employment Expansion and Investment Incentive Act (LB 270), the Enterprise Zone Act (LB 725), Quality Jobs Act (LB 829), Incentive Electric Rates (LB 828), and Nebraska Redevelopment Act (LB 830).

Development Projects

During the past decade, many development projects were successfully completed in Omaha. Work began in 1999 on a 33-block redevelopment area in downtown with a total investment of $2 billion. In 2003 the $291 million Qwest Center Omaha was constructed on the northeast edge of downtown Omaha that includes a 17,000-seat arena and a convention center highlighted by 194,000 square feet of exhibition space. In 2003 the Gallup Organization opened a $75 million campus for executive and management training. The spring of 2004 saw the debut of the $66 million, 450-room Hilton Hotel that is attached to the Qwest Center Omaha by an elevated walkway.

Economic Development Information: Economic Development Council, Greater Omaha Chamber of Commerce, 1301 Harney St., Omaha, NE 68102; telephone (402)346-5905; toll-free (800)852-2622

Commercial Shipping

More than 144 million pounds of cargo passed through Eppley Airfield in 2004. An international point of entry with access to a Foreign Trade Zone, it is served by eight air freight carriers. The Union Pacific and several other major railroads provide freight service that is coordinated with many of the trucking companies serving the metropolitan area.

Labor Force and Employment Outlook

The Omaha labor force is described as highly productive, possessing an old-fashioned work ethic, and lacking a regional accent, so workers are considered excellent for the phone operations and high-technology jobs proliferating there. While unemployment has increased since 2000, there has been consistent growth in the overall labor force. However, the workforce does suffer from wage rates that are approximately 14 percent below the national average.

The following is a summary of data regarding the Omaha, Nebraska-Council Bluffs, Iowa metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 446,500

Number of workers employed in . . .
construction and mining: 25,500
manufacturing: 32,900
trade, transportation, and utilities: 98,100
information: 13,500
financial activities: 37,200
professional and business services: 60,800
educational and health services: 62,300
leisure and hospitality: 40,500
other services: 16,300
government: 58,900

Average hourly earnings of production workers employed in manufacturing: $17.93

Unemployment rate: 5.0% (February 2005)

Largest employers	*Number of employees*
Offutt Air Force Base	10,500
Alegent Health	7,500
Omaha Public Schools	7,040
First Data Corp.	7,000
Methodist Health System	6,200
Nebraska Medical Center	5,300
Mutual of Omaha Insurance	4,600
Union Pacific Corporation	4,500
First National Bank	4,300
West Corporation	4,000

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Omaha area.

2004 (3rd Quarter) ACCRA Average House Price: $224,312

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.0 (U.S. average = 100.0)

State income tax rate: Graduated from 2.56% to 6.84% (2004; rate set yearly by state legislature)

State sales tax rate: 5.5%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: $1.85460 to $2.39067 per $100 of assessed valuation (2004)

Economic Information: Greater Omaha Chamber of Commerce, 1301 Harney St., Omaha, NE 68102; telephone (402)346-5000; fax (402)346-7050; email info@omahachamber.org

Education and Research

Elementary and Secondary Schools

Omaha Public Schools is the largest elementary and secondary public education system in Nebraska. A nonpartisan, twelve-member board of education appoints a superintendent.

The following is a summary of data regarding the Omaha public schools as of the 2003–2004 school year.

Total enrollment: 46,035

Number of facilities
elementary schools: 63
middle schools: 11
high schools: 8
other: 5

Student/teacher ratio: 16:1

Teacher salaries
average: $46,666

Funding per pupil: $7,293

An extensive parochial school system as well as a number of private schools provides complete curricula, including religious instruction, for students in kindergarten through twelfth grade. The most notable private institution is Boys Town, a residential facility founded in 1917 as the ''city of little men'' by Father Edward J. Flanagan.

Public Schools Information: Omaha Public Schools, 3215 Cuming St., Omaha, NE 68131-2024; telephone (402)557-2222

Colleges and Universities

The University of Nebraska at Omaha, with an enrollment of 14,000 students, awards graduate and undergraduate degrees in such fields as business, chemistry, engineering, social work, criminal justice, elementary education, and fine and dramatic arts. Affiliated with the university is the University of Nebraska Medical Center, which offers programs at all degree levels from associate to doctorate in areas that include dental hygiene, dentistry, medical technology, medicine, nuclear medicine technology, nursing, pharmacy, physical therapy, physician's assistant, radiation technology, and radiological technology.

Awarding associate through doctorate degrees, Creighton University is a private institution with colleges of arts and sciences and business administration and schools of law, nursing, pharmacy and allied health, dentistry, medicine, and graduate study and an annual enrollment of more than 6,500 students. Opened in 1943, Grace University is a private school with some 500 enrollees. Among the colleges located in the Omaha area are the College of Saint Mary (more than 900 attendees) and Metropolitan Community College (nearly 13,000 students). Area vocational schools offer specialized and technical training.

Libraries and Research Centers

The Omaha Public Library operates a main downtown facility, the W. Dale Clark Library (built in 1976), and nine branches while also providing services for the hearing- and visually-impaired. With holdings of nearly 800,000 volumes, plus videos, music cassette tapes, and compact discs, the library is also a depository for federal and state documents. Extensive main and departmental libraries are located on the campuses of all colleges and universities in the city. The University Library at the University of Nebraska consists of more than 750,000 volumes including 3,000 newspaper and journal subscriptions plus about two million microforms. Other libraries in Omaha are associated with government agencies, corporations, hospitals, religious groups, arts organizations, and the local newspaper.

Research centers affiliated with Omaha-area colleges and universities conduct studies in such fields as cancer, allergies, gerontology, human genetics, and neonatology. Founded in 1960, the Eppley Institute for Research in Cancer and Allied Diseases, is funded by the National Cancer Institute and housed at the University of Nebraska Medical

Center, conducts research programs in biochemistry, biology, chemistry, immunology, nutrition, pathology, pharmacology, and virology.

Public Library Information: Omaha Public Library, 215 S 15th St., Omaha, NE 68102; telephone (402)444-4800; email webdesk@omaha.lib.ne.us

Health Care

The health care industry, which consists of nine hospitals, several clinics, and a number of other medical facilities, is one of Omaha's largest employers. The city is a center for medical education and research, with medical schools at Creighton University and the University of Nebraska Medical Center, a dental school, and a number of schools of nursing.

St. Joseph Hospital is the teaching hospital for the Creighton University School of Medicine, specializing in renal dialysis, metabolic research, cardiac diagnosis and treatment, and cancer care. Adjacent to St. Joseph is the Boys Town National Research Hospital, a national diagnostic, treatment, and research facility for children with hearing, speech, or learning disorders. The University of Nebraska Medical Center, the teaching hospital for the University of Nebraska School of Medicine, operates units for pediatric cardiology, cancer therapy, and high-risk newborn care, and a pain rehabilitation institute.

Recreation

Sightseeing

Omaha received national attention when the Hollywood movie *Boys Town,* starring Spencer Tracy and Mickey Rooney, was released in 1938. Today Tracy's Academy Award Oscar is on display in the Hall of History Museum on the Boys Town campus. The Hall traces the history of the country's most famous institution for the care of homeless children, presenting exhibits on the history of juvenile delinquency and of social programs designed to address it.

The PhilaMatic Museum exhibits stamp, coin, and currency collections for the hobbyist. General Crook House, a restored Victorian house on the grounds of Ft. Omaha, was the home of General George Crook, head of the Army of the Platte, who gained fame for his testimony in the trial of Chief Standing Bear. The Gerald Ford Birthplace, an outdoor park and rose garden, contains a replica of the home where former President Ford was born as well as memorabilia from his White House years and is often used for weddings.

The U.S. Air Force Strategic Air Command Museum, located in nearby Mahoney State Park, charts the history of the United States Air Force in indoor and outdoor exhibits; the $29.5 million museum displays 31 vintage and modern airplanes year round. The Henry Doorly Zoo has been ranked the country's number one zoo by *Family* magazine and attracts about 1.6 million visitors annually. Species include rare white Siberian tigers. The zoo's aviary is the second largest in the world with 500 exotic species, and its indoor rain forest is the world's largest. The Lied Jungle at the zoo, winner of *Time* magazine's 1992 design award, was described by the magazine as ''architecturally stupendous . . . and zoologically thrilling.'' It features a half-mile maze of trails offering views of exotica such as Malayan tapirs and pygmy hippos in an authentic rain forest atmosphere. In 2002 an indoor desert, the world's largest, was constructed and features plant and animal life from deserts in Africa, Australia, and the United States. The Mutual of Omaha Wild Kingdom wildlife pavilion presents the theme of animal adaptation for survival. Ak-Sar-Ben Aquarium, the only aquarium between Chicago and the West Coast, is open year-round and exhibits 50 species of fresh-water fish.

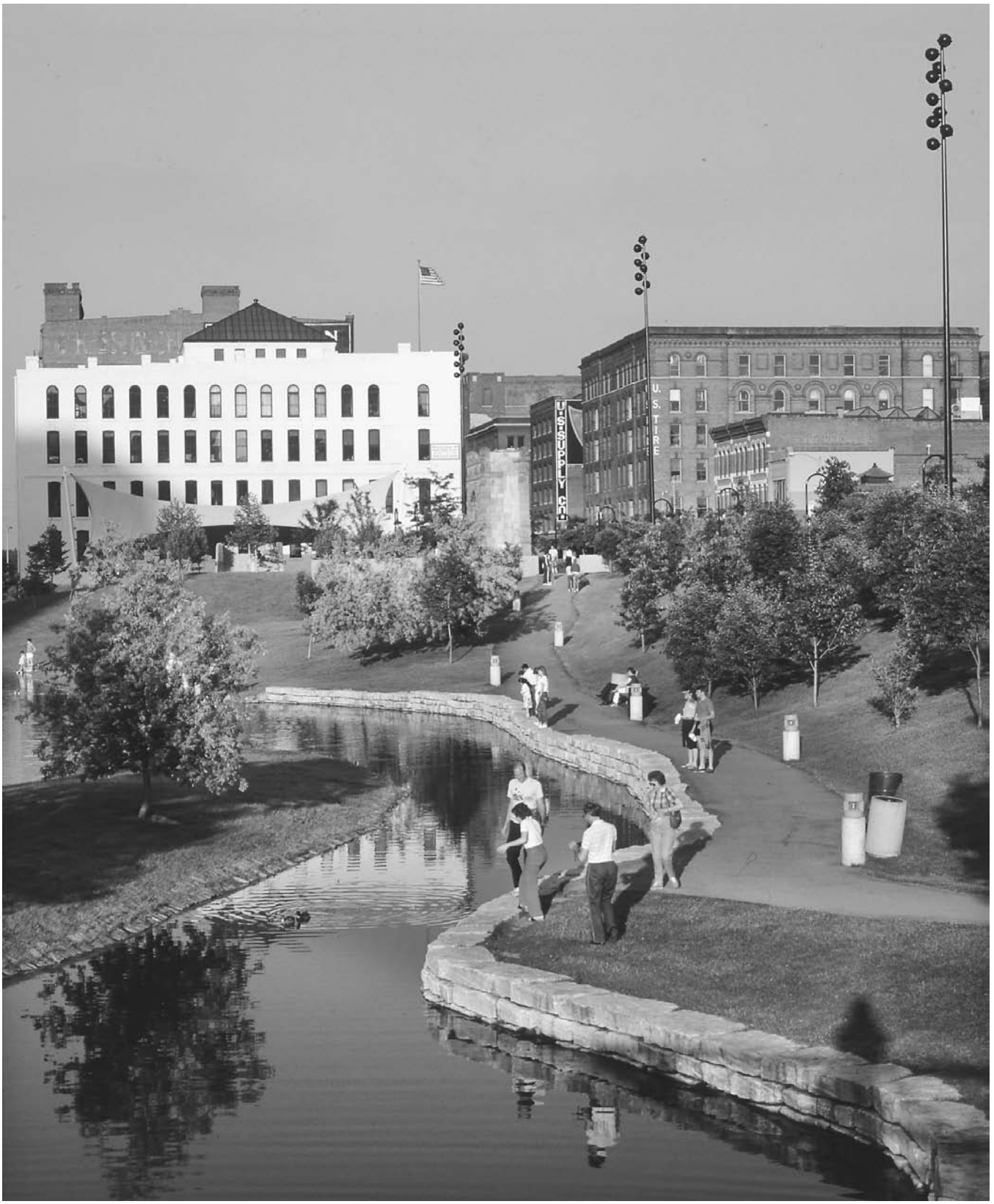
The Mutual of Omaha Dome exhibits memorabilia from the Mutual of Omaha's ''Wild Kingdom'' television program; the Dome is an underground facility topped by a large glass dome. Completely redesigned, the Union Pacific Historical Museum at the Union Pacific Railroad's headquarters building traces the history of the company's railroad.

Twenty-five miles north of Omaha, the 7,800-acre DeSoto Bend National Wildlife Refuge offers opportunities in the spring and fall to view thousands of migrating birds that use the Missouri Valley flyway for their seasonal migration. Fontenelle Forest in North Bellevue is a 1,300-acre sylvan area within the city. Peony Park, Nebraska's largest amusement park, combines amusement park rides, shows in an outdoor amphitheater, and the state's largest swimming pool.

Arts and Culture

Omaha Community Playhouse, founded in 1924, is one of the nation's largest and most recognized community theaters—whose alumni include Henry Fonda and Dorothy McGuire—and schedules year-round productions. Main-stage productions as well as studio and experimental theater are presented in what is physically the largest amateur theater facility in the country. Omaha Theater Company for Young People is a professional company offering original adaptations of classic children's literature. At Diner Theater, original drama written by an Omaha native is produced in a real diner.

The Omaha Symphony plays a season of classical, pop, and chamber music; and Opera Omaha sponsors three produc-



Omaha's Old Market began as a warehouse district selling goods to pioneers for their journey West and is now a contemporary shopping district.

tions annually. Incorporated in 2000, the Omaha Chamber Music Society performs a summer concert series along with monthly ''Music at Midday'' concerts. The Tuesday Musical Concert Series brings internationally-known classical musicians to the Holland Performing Arts Center.

The Joslyn Art Museum, built in 1931 in honor of business leader George Joslyn, is an Art Deco facility on three levels that houses a permanent collection emphasizing European, American, and Western art. The Durham Western Heritage Museum is housed in the restored Union Station depot. The museum charts the city's history from pioneer days to the 1950s and features a vintage soda fountain manned by volunteer soda jerks. The Great Plains Black History Museum chronicles the contributions and achievements of African Americans in the Midwest. Designed for children to interact with the exhibits, the Omaha Children's Museum features art projects that complement the displays. John Raimondi's *Dance of the Cranes* at Eppley Airfield, the largest bronze sculpture in North America, is a five-story, 15-ton sculpture depicting sandhill cranes in a ritual dance.

Festivals and Holidays

Omaha sponsors festivals and special indoor and outdoor events year round. The major cultural institutions of the city host many of these festivals in honor of the city's heritage. During the second weekend in February a softball tournament held throughout the city raises money for the March of Dimes. In mid-March Triumph of Agriculture Exposition, one of the largest farm equipment shows in the world, draws participants to the Qwest Convention Center.

Nearly 200 artists and crafters are featured at the Summer Arts Festival, held at the Gene Leahy Mall for three days in late June. The Nebraska Shakespeare Festival is presented outdoors in Elmwood Park on weekends through June and July. In August the Offutt Air Force Base open house and air show enjoys the participation of the 55th Strategic Reconnaissance Wing. The Omaha Federation of Labor sponsors Septemberfest in honor of Omaha's working men and women over Labor Day weekend at the Qwest Center. This is also when La Festa Italiana brings music, dance, and food to a celebration at Roncalli High School.

Ak-Sar-Ben Rodeo and Livestock Exposition in October is the world's largest 4-H livestock show; the rodeo attracts the nation's top rodeo competitors. Dickens in the Market takes place the first weekend in December at Old Market and features costumed entertainers performing holiday music and vignettes of Charles Dickens' novels.

Sports for the Spectator

Omaha hosts the National Collegiate Athletic Association (NCAA) College baseball World Series each June at Rosenblatt Stadium. The Omaha Golden Spikes, the Triple-A farm team of professional baseball's American League Kansas City Royals, compete in the International League and play their home season at Rosenblatt Stadium. Bluffs Run in Council Bluffs offers greyhound dog racing with individual televisions in the clubhouse for viewing each race.

Late-model stock car racing takes place at Little Sunset Speedway at the I-80 Speedway from May through October. College sports are played by the Creighton Bluejays and the University of Nebraska at Omaha Mavericks; the Mavericks rank high among the nation's most competitive wrestling teams.

Sports for the Participant

The Omaha Parks and Recreation Department administers more than 200 city parks on 8,300 acres of land, 14 neighborhood recreation centers, and various recreational leagues. The most popular is the summer softball program; Omaha claims the title of ''Softball Capital of the World'' with 2,500 teams and 60 fields. The metropolitan area boasts 50 golf courses, 19 public pools along with several private pools, outdoor and indoor tennis courts, and facilities for hockey and ice skating. Three figure-skating clubs offer instruction. One downhill skiing facility operates in nearby Crescent, Iowa though the area's relative flatness lends well to cross-country skiing trails at Elmwood Park and N.P. Dodge Park.

Shopping and Dining

Omaha's Old Market in its earliest days was a warehouse district where pioneers purchased the goods they needed for the journey to the West. In 1968 Old Market began renovation, first converting to an artists colony; today it is a thriving shopping and restaurant district as well as a fruit and vegetable marketplace. A number of downtown locations have been renovated into malls as part of the revitalization of Omaha's downtown commercial district. The Crossroads Mall and Oak View Mall both house around 100 stores on about 875,000 square feet of shopping space. Omaha claims the largest retail jewelry store in the United States. Possibly the city's most visited store is the Nebraska Furniture Mart, which records the nation's largest volume of furniture sales.

Some of the best beefsteaks in the world are served in Omaha restaurants; the city is also noted for catfish caught in the Missouri River, and for Continental, French, East Indian, and Creole cuisine. *Food and Wine* magazine named Omaha's Le Cafe de Paris a ''Distinguished Restaurant of North America.'' A local Chinese restaurant replicates Beijing's imperial palace. ''Runza,'' a dough pocket filled with ground beef and cabbage, is a local specialty served at Runza Hut. Godfather's Pizza, one of the largest pizza chains in the country, originated in Omaha.

Visitor Information: Greater Omaha Convention & Visitors Bureau, 1001 Farnam St., Ste. 200, Omaha, NE 68102;

telephone (402)444-4660; toll-free (866)937-6624; fax (402)444-4511

Convention Facilities

Centrally located downtown, within easy access of sightseeing, entertainment, shopping, dining, and lodging, the Omaha Civic Auditorium is a popular site for regional events as well as national conventions, trade shows, and meetings and has 122,000 square feet of floor space. The main exhibition hall, with more than 67,800 square feet of space, accommodates up to 300 booths and can be partitioned into separate meeting rooms. The multipurpose, 25,000-square-foot convention hall, providing space for 176 booths, hosts banquets and large meetings.

In 2003 the newly constructed Qwest Center Omaha and Arena debuted with its 194,000 square foot exhibition hall (that can be divided into three separate spaces) and 17,000-seat arena. Highlighted by a 31,000-square-foot ballroom, the center also has 12 meeting rooms with seating ranging from 71 to 503 guests.

The Peter Kiewit Conference Center, located in the new mall area, is operated by the College of Continuing Studies of the University of Nebraska at Omaha. Accommodations include an auditorium with a seating capacity of more than 500 people, 18 meeting rooms for groups of five to 500 people, dining and catering service, and teleconferencing and computer access. Additional convention and meeting facilities are available at two clusters of hotels at 72nd and Grover Streets and 108th and L Streets; some of these offer a selection of meeting rooms for functions involving from 35 to 1,800 participants. One example is the Holiday Inn Convention Center with 61,000 square feet of meeting space featuring the 23,000 square foot ''Palace Ballroom'' that can seat 4,000 for receptions or 2,800 theater-style.

Convention Information: Greater Omaha Convention & Visitors Bureau, 1001 Farnam St., Ste. 200, Omaha, NE 68102; telephone (402)444-4660; toll-free (866)937-6624; fax (402)444-4511

Transportation

Approaching the City

The terminal at Eppley Airfield, four miles northeast of downtown Omaha, is served by nine national air carriers and three regional airlines with direct flights to most major United States cities and connecting flights to points throughout the world. Located on 2,650 square feet of land, it served nearly four million passengers in 2004. Four general aviation airports in the metropolitan area are open to the public.

Principal highway routes providing access to the Omaha metropolitan area are I-80 and I-29; U.S. 6, 30, 75, and 275; and Nebraska 36, 38, 50, 64, 85, 92, 131, 133, and 370.

Traveling in the City

Omaha's streets are arranged in a grid pattern, with Dodge Street dividing the city into north and south sectors. Streets running north-south are numbered; east-west streets are named. Public bus transportation is provided by Metro Area Transit (MAT), which operates routes in Omaha, Council Bluffs, Bellevue, Papillion, Ralston, Boys Town, Carter Lake, La Vista, and Northeast Sarpy County. MAT schedules morning and evening express service; reduced fares for students and senior and handicapped passengers are available.

Communications

Newspapers and Magazines

Omaha's daily newspaper is *The Omaha World-Herald,* published daily in the morning and evening and on Saturday and Sunday mornings. Several special-interest newspapers and magazines are also published in Omaha. Among them are *The Catholic Voice* and *Jewish Press.* The weekly *Midlands Business Journal* presents local business information on a weekly basis.

Television and Radio

Five television stations, affiliated with CBS, Fox, PBS, ABC, and NBC, broadcast from Omaha; two additional channels are received from Lincoln. Several companies supply cable television service to the metropolitan area. Radio programming that includes a range of musical formats such as rock, classical, jazz, and religious, as well as educational, information, and news features, is provided by 17 AM and FM stations based in Omaha.

Media Information: *Omaha World-Herald,* 1334 Dodge St., Omaha, NE 68102; telephone (402)444-1000

Omaha Online

City of Omaha Home Page. Available www.ci.omaha.ne.us

Greater Omaha Chamber of Commerce. Available www .accessomaha.com

Omaha Convention and Visitors Bureau. Available www.visitomaha.com

Omaha by Design community development home page. Available www.livelyomaha.org

Omaha Public Library. Available www.omaha.lib.ne.us

Omaha Public Schools. Available www.ops.org

Omaha World-Herald. Available www.omaha.com

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Larsen, Lawrence H., and Barbara J. Cottrell, *The Gate City: A History of Omaha* (University of Nebraska Press, 1997)

Menard, Orville D., *Political Bossism in Mid America: Tom Dennison's Omaha, 1900–1933* (University Press of America, 1989)

Oursler, Fulton, *Father Flanagan of Boys Town, by Fulton Oursler and Will Oursler* (New York: Doubleday, 1949)

NORTH DAKOTA

Bismarck 413
Fargo 425
Grand Forks 437

The State in Brief

Nickname: Flickertail State; Sioux State; Peace Garden State
Motto: Liberty and Union, now and forever, one and inseparable

Flower: Wild prairie rose
Bird: Western meadowlark

Area: 70,699 square miles (2000; U.S. rank: 19th)
Elevation: Ranges from 750 feet to 3,506 feet above sea level
Climate: Continental, with a wide variety of temperatures; brief, hot summers; winter blizzards; semi-arid in the west and 22 inches average rainfall in the east

Admitted to Union: November 2, 1889
Capital: Bismarck
Head Official: Governor John Hoeven (R) (until 2008)

Population
- **1980:** 653,000
- **1990:** 638,800
- **2000:** 642,200
- **2004 estimate:** 634,366
- **Percent change, 1990–2000:** 0.5%
- **U.S. rank in 2004:** 48th
- **Percent of residents born in state:** 72.5% (2000)
- **Density:** 9.3 people per square mile (2000)
- **2002 FBI Crime Index Total:** 15,258

Racial and Ethnic Characteristics (2000)
- **White:** 593,181
- **Black or African American:** 3,916
- **American Indian and Alaska Native:** 31,329
- **Asian:** 3,606
- **Native Hawaiian and Pacific Islander:** 230
- **Hispanic or Latino (may be of any race):** 7,786
- **Other:** 2,540

Age Characteristics (2000)
- **Population under 5 years old:** 39,400
- **Population 5 to 19 years old:** 144,064
- **Percent of population 65 years and over:** 14.7%
- **Median age:** 36.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 7,938
- **Total number of deaths (2003):** 6,090 (infant deaths, 57)
- **AIDS cases reported through 2003:** 57

Economy
- **Major industries:** Agriculture, manufacturing, mining
- **Unemployment rate:** 3.2% (April 2005)
- **Per capita income:** $28,521 (2003; U.S. rank: 35)
- **Median household income:** $38,212 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 11.7% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 2.1% to 5.54%
- **Sales tax rate:** 5.0% (food and prescription drugs are exempt)

Bismarck

The City in Brief

Founded: 1871 (incorporated 1875)

Head Official: Mayor John Warford (since 2002)

City Population
1980: 44,485
1990: 49,256
2000: 55,532
2003 estimate: 56,344
Percent change, 1990–2000: 11.1%
U.S. rank in 1990: 527th
U.S. rank in 2000: 620th

Metropolitan Area Population
1980: 54,811 (Burleigh County)
1990: 83,831 (MSA)
2000: 94,719 (MSA)
Percent change, 1990–2000: 13.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 260th

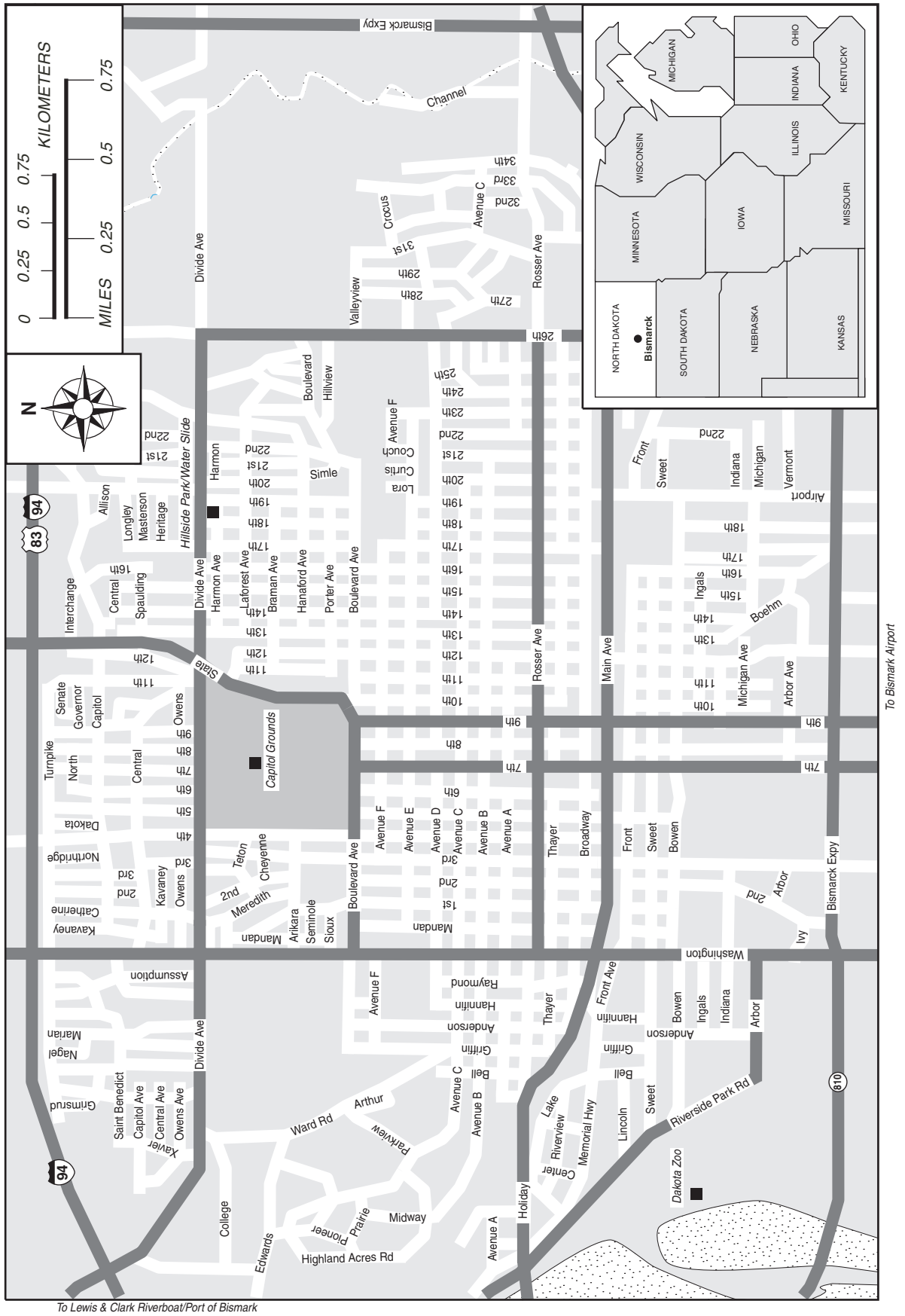
Area: 27.0 square miles (2000)
Elevation: 1,700 feet above sea level
Average Annual Temperature: 53.8° F
Average Annual Precipitation: 15.47 inches of rain; 44 inches of snow

Major Economic Sectors: Services, trade, transportation, energy, government
Unemployment Rate: 3.9% (February 2005)
Per Capita Income: $20,789

2002 FBI Crime Index Total: 1,698

Major Colleges and Universities: Bismarck State College, University of Mary, University of North Dakota School of Medicine, United Tribes Training College

Daily Newspaper: *The Bismarck Tribune*


0 0.25 0.5 0.75 MILES
0 0.25 0.5 0.75 KILOMETERS
N
Bismarck Expy
Channel
Divide Ave
Valleyview
Crocus
Avenue C
Rosser Ave
26th
Boulevard
Hillview
Avenue F
Couch
Curtis
Lora
Simle
Harmon
Hillside Park/Water Slide
Allison
Longley
Masterson
Heritage
Interchange
Central
Spaulding
Laborest Ave
Braman Ave
Hanaford Ave
Porter Ave
Boulevard Ave
State
Capitol Grounds
Senate
Governor
Capitol
Turnpike
North
Central
Owens
Dakota
Northridge
Kavaney
Catherine
Kavaney
Owens
Teton
Cheyenne
Meredith
2nd
Mandan
Arikara
Seminole
Sioux
Boulevard Ave
Avenue F
Avenue E
Avenue D
Avenue C
Avenue B
Avenue A
Thayer
Broadway
Rosser Ave
Main Ave
Front
Sweet
Bowen
Bismarck Expy
Arbor
Ivy
Washington
Assumption
Nagel
Marian
Grimsrud
Saint Benedict
Capitol Ave
Central Ave
Owens Ave
Xavier
Raymond
Hannifin
Anderson
Griffin
Bell
Ward Rd
Arthur
Parkview
Avenue C
Avenue B
Lake
Riverview
Center
Memorial Hwy
Front Ave
Bowen
Ingals
Indiana
Arbor
Lincoln
Sweet
Riverside Park Rd
Dakota Zoo
Holiday
Avenue A
College
Edwards
Pioneer
Prairie
Midway
Highland Acres Rd
Airport
Vermont
Michigan
Indiana
Ingals
Boehm
Michigan Ave
Arbor Ave
To Bismarck Airport
To Lewis & Clark Riverboat/Port of Bismark
NORTH DAKOTA
Bismarck
SOUTH DAKOTA
NEBRASKA
KANSAS
MINNESOTA
IOWA
MISSOURI
WISCONSIN
ILLINOIS
MICHIGAN
INDIANA
OHIO
KENTUCKY

Introduction

Bismarck, the capital of North Dakota, seat of Burleigh County, and part of the metropolitan statistical area that also includes Mandan, is known as the hub city for the Lewis and Clark Trail. Since the time that Meriwether Lewis and William Clark explored the region's rolling plains in 1804-05, the Bismarck region has remained a center for outdoor adventures, from hiking and canoeing to mountain biking and boating, offering some of the finest fishing and hunting opportunities in the country. It is also recognized as the region's business, cultural, and financial center.

Geography and Climate

Bismarck is located on the east bank of the Missouri River in south-central North Dakota. It is situated on butte-like hills overlooking the river, and lies within one of the country's leading wheat-producing areas. North Dakota's climate is continental and fairly uniform throughout; the Bismarck region is temperate with moderate rainfall. Winters are long and severe; summers are short but favorable for agriculture because of the long hours of sunshine.

Area: 27.0 square miles (2000)

Elevation: 1,700 feet above sea level

Average Temperatures: January, 20.0° F; July, 84.4° F; annual average, 53.8° F

Average Annual Precipitation: 15.47 inches of rain; 44 inches of snow

History

Crossing on the Missouri Exploited by Indians, Whites

Long before white settlement of the Northern Plains began, a natural ford on the site of present-day Bismarck was known to Plains Indian tribes as one of the narrowest and least dangerous crossings on the Missouri River. Stone tools and weapons found in the vicinity indicate that the area was used thousands of years ago by prehistoric big-game hunting tribes. By the time white explorers arrived in the 1700s, those tribes had been displaced by the Mandan and Hidatsa peoples. Unlike nomadic Plains tribes, the Mandan and Hidatsa built fortified towns, raised cultivated plants in settled communities in and around present-day Bismarck, and developed a thriving Northern Plains trading hub.

The Mandan were among the first people on the Plains to be contacted by whites, and relations between them were generally friendly. The first recorded visitor was French explorer Pierre Gaultier de Varennes, Lord de La Verendrye, who discovered Mandan earthen lodges in present-day Bismarck in 1738 while searching for a water route to the Pacific Ocean. Most subsequent contact was with Canadian fur traders, until Lewis and Clark camped with the Mandan in 1804-1805. In the 1820s and 1830s, American traders out of St. Louis, Missouri, began to ply the Missouri River in steamboats and an outpost of the American Fur Company was established near Bismarck. Contact with white traders and white diseases proved nearly fatal to the Mandan; in 1837, the tribe was virtually destroyed by smallpox. By that time, a small white settlement had been established at present-day Bismarck called Crossing on the Missouri, and it thrived in a small way as a port for steamboats carrying military troops and supplies to forts and Indian agencies in the Missouri River basin.

Dakota Territory Opened; Railroad and Gold Spur Settlement

The U.S. Congress organized the Dakota Territory in 1861 (originally consisting of the two present-day Dakotas plus parts of Montana and Wyoming), but white settlement did not begin in earnest until the indigenous tribes had been expelled. In 1871-1872, squatters who anticipated the arrival of Northern Pacific Railway tracks settled at the Crossing on the Missouri. In 1872, Camp Greeley (later Camp Hancock), a military post, was established nearby to protect the railroad crews, and in June 1873, the railroad reached the crossing. It carried printing presses for the *Bismarck Tribune,* which published its first edition in July 1873; today it is North Dakota's oldest newspaper still publishing. The paper scored its greatest scoop when it was first to publish the story of Custer's last stand at the Little Big Horn in Montana in 1876. Bismarck mourned the loss of Custer and his men, who often left their post at nearby Fort Abraham Lincoln to join in the social life of the town. (In 1881 Mandan, Bismarck's sister city, was established across the Missouri River just north of Fort Lincoln.)

In 1873, the settlement was renamed Bismarck in honor of the first chancellor of the German Empire. Germans had previously invested in American railroads, and it was hoped that Germany would invest in the financially ailing Northern Pacific. Bismarck's first church service was organized in 1873 by distinguished citizen, author, and suffragette Mrs. Linda Warfel Slaughter, who also started the first school, became the first county school superintendent, and organized the Ladies Historical Society. In her book *The New*

Northwest, Mrs. Slaughter estimated the 1874 population of Bismarck at 1,200 people. Bismarck was incorporated in 1875 and began to grow as a steamboat port and, until 1879, as the western terminus of the Northern Pacific Railway. The town attracted rivermen and wood choppers, who supplied personnel and fuel needs for riverboats.

Life in the little town was rugged. River traffic closed in the winter because of low water, and the railroad discontinued operating out of Fargo, North Dakota, into Bismarck until spring, when Bismarck residents might look forward to the flooding of the river. Fires were frequent, thanks to poorly constructed, flimsy homes, tents, and rough wooden buildings lit by kerosene lamps.

In 1874, gold was discovered in the Black Hills of South Dakota. Bismarck experienced its first boom as gold seekers poured in to outfit themselves for the 200-mile trip to Deadwood, South Dakota. Some stayed to take advantage of new business opportunities.

As railroad tracks were laid across America, word spread to the East and to Europe of the rich land of the Plains, suitable for growing wheat and grazing livestock. Men and women came to break the virgin soil and to build sod houses, barns, frame houses, and windmills. Those who settled around Bismarck suffered considerably when the Missouri River flooded in 1881; livestock drowned, homes were destroyed, and wildlife were carried down the river on ice floes. Bismarck residents who lived on higher ground were more fortunate. In 1882, Northern Pacific built a bridge across the Missouri River at Bismarck. While the trains would no longer have to cross the river on barges in the summer and on tracks laid over the ice in the winter, the event marked the end of Bismarck's prominent position as a center for railroad freight transfers.

City Becomes Center for Dakota Government

In 1882 Bismarck replaced Yankton, South Dakota, as the capital of the Dakota Territory, and a second boom began. The price of land skyrocketed, and everyone believed that Bismarck was on its way to becoming a major population center. It was with high hopes that the cornerstone of the capitol building was laid in 1883 in a gala ceremony that included many prominent figures of the day. Some, such as ex-President U.S. Grant, were members of the Golden Spike Excursion, on their way west to mark the completion of the Northern Pacific Railway. Others present at the ceremony included U.S. congressmen, foreign noblemen, and the Sioux chief Sitting Bull. The high hopes did not pan out; Bismarck grew steadily but slowly as federal and state government offices located there and it became a center for shipping wheat to Minneapolis. Other businesses flourished, including flour mills, creameries, grain elevators, and the innovative Oscar H. Will Company, specialists in seed corn like that used by the Mandan Indians, as well as several varieties of hardy, drought-resistant plants.

When the Dakota Territory was divided and North and South Dakota entered the Union in 1889, Bismarck became the capitol of North Dakota. As the town developed politically, new buildings went up, including schools, churches, and frame houses to replace sod shanties. By 1890, 43 percent of the population was foreign-born, and mostly comprised of Russians, Germans, Norwegians, Canadians, English, Irish, and Swedes. In 1898 the Northern Pacific freight depot caught fire; the fire spread and destroyed most of downtown Bismarck. However, citizens rallied and the town was quickly rebuilt.

The population around Bismarck swelled in 1903 when thousands of German farmers moved from Wisconsin and began producing dairy products, wool, honey, and corn, all of which were shipped out of Bismarck. In 1909 the Bureau of Indian Affairs opened an Indian boarding school in Bismarck. By 1910 the population had risen to 4,913 people; by 1920 the population was 7,122; and by 1930 it reached 11,090. The population increase was mostly due to farmers moving into town to retire or because they were looking for an education for their children. A drought and an invasion of hordes of grasshoppers in the 1930s destroyed wheat crops and brought home the need to diversify farming in the region.

In December 1930, with the Great Depression and the drought under way, the old capitol building burned down and talk turned to moving the capitol elsewhere. By a popular statewide vote in 1932, it was decided to keep Bismarck as the capitol. On October 8, 1932, the cornerstone was laid for a new statehouse.

Manmade Changes Usher in the Modern Era

Bismarck farmers and ranchers benefited from the 1947 construction of the Garrison Dam, 75 miles up the Missouri River, as spring flood danger was lessened, but the project remains controversial. Local Indian tribes claim that land was taken from them for the massive project, and environmentalists decry the loss of the natural shortgrass land and the flooding of countless acres of bottomland. The project was headquartered at Fort Lincoln, and attracted new residents to Bismarck. Sister projects the Heart Butte Dam and the Dickinson Dam opened up new recreational opportunities to Bismarckers. By 1950, 18,541 people called Bismarck home.

In 1951, oil was discovered near Tioga, North Dakota. Although it was flowing from wells 200 miles away, it led to the formation of state agencies and oil company offices in Bismarck, and the city became a center for oil leasing activities. Bismarck continued to cope with floods and droughts, but farms thrived because of improved farming methods. Bismarck's population soared to 27,670 people in 1960. During

that decade, attention turned to soil and wildlife preservation and water conservation, and new office buildings, a junior college, a conservatory of music, and highways were constructed. Construction continued into the 1970s, when shopping centers and homes were built, and prospects for Bismarck's growth and prosperity looked bright.

Today Bismarck is the center of North Dakota state government and home to an impressive historical museum as well as several colleges, including a unique intertribal college owned and operated by five Native American tribes. A thriving medical, transportation and trade center, Bismarck boasts amenities typically found in much larger cities.

Famous or notorious former residents of Bismarck include poet James W. Foley, author of the official state song and several books including *Prairie Breezes*; Alexander McKenzie, politician, friend of the railroads, and the man credited with moving the Dakota Territory capital to Bismarck; the French-born Marquis de Mores, who hoped to establish a huge meat packing industry in the Badlands, was tried three times in a sensational murder case and found not guilty, and who founded the town of Medora, North Dakota, named in honor of his wife; former President Theodore Roosevelt, who owned a cabin in town from 1883 to 1885 when he was a rancher in the Badlands; and General E.A. Williams, first representative from Burleigh County to the Territorial Assembly.

Historical Information: State Historical Society of North Dakota, State Archives & Historical Research Library, Heritage Center, Capitol Grounds, 612 East Boulevard Avenue, Bismarck, ND, 58505-0830; telephone(701)328-2666, fax (701)328-3710

Population Profile

Metropolitan Area Residents
1980: 54,811 (Burleigh County)
1990: 83,831 (MSA)
2000: 94,719 (MSA)
Percent change, 1990–2000: 13.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 260th

City Residents
1980: 44,485
1990: 49,256
2000: 55,532
2003 estimate: 56,344
Percent change, 1990–2000: 11.1%
U.S. rank in 1990: 527th
U.S. rank in 2000: 620th

Density: 2,065.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 52,634
Black or African American: 156
American Indian and Alaska Native: 1,884
Asian: 251
Native Hawaiian and Pacific Islander: 15
Hispanic or Latino (may be of any race): 415
Other: 95

Percent of residents born in state: 77.4% (2000)

Age characteristics (2000)
Population under 5 years old: 3,356
Population 5 to 9 years old: 3,431
Population 10 to 14 years old: 3,790
Population 15 to 19 years old: 4,308
Population 20 to 24 years old: 4,380
Population 25 to 34 years old: 7,339
Population 35 to 44 years old: 8,842
Population 45 to 54 years old: 7,815
Population 55 to 59 years old: 2,545
Population 60 to 64 years old: 2,084
Population 65 to 74 years old: 3,888
Population 75 to 84 years old: 2,631
Population 85 years and older: 1,123
Median age: 36.5 years

Births (2001)
Total number: 865 (Burleigh County)

Deaths (2001)
Total number: 481 (Burleigh County; the infant death rate was 7.8 per 1,000 live births)

Money income (1999)
Per capita income: $20,789
Median household income: $39,422
Total households: 23,163

Number of households with income of . . .
less than $10,000: 2,065
$10,000 to $14,999: 1,682
$15,000 to $24,999: 3,255
$25,000 to $34,999: 3,337
$35,000 to $49,999: 4,102
$50,000 to $74,999: 4,910
$75,000 to $99,999: 2,129
$100,000 to $149,999: 1,102
$150,000 to $199,999: 286
$200,000 or more: 295

Percent of families below poverty level: 5.7% (59.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 1,698

Municipal Government

The city of Bismarck operates under the commission form of government. Four commissioners and a president (who also serves as mayor) are elected at large to four-year terms. The commission meets regularly on the second and fourth Tuesday of each month.

Head Official: Mayor John Warford (since 2002; current term expires 2006)

Total Number of City Employees: 471 (full-time; 2003)

City Information: City/County Office Building, 221 N 5th Street, PO Box 5503, Bismarck, ND 58506-5503; telephone (701)222-6471; fax (701)222-6470

Economy

Major Industries and Commercial Activity

Bismarck has a strong, diversified economy that has been continually expanding since the 1980s. As the capital city of North Dakota, it serves as a major hub for government, business and finance; it is also a major distribution center for the agricultural industry. Services and retail trade continue to dominate the local market, together employing more than 50 percent of the non-agricultural workforce.

The state government is Bismarck's largest employer with more than 4,300 workers. The health care industry is second; MedCenter One and St. Alexius hospitals and their related clinics employ more than 4,100. Bismarck Public Schools and the federal government each employ more than 1,000 people.

Items and goods produced: energy (coal, natural gas), food and food products, heavy equipment

Incentive Programs—New and Existing Companies

Local programs—Interest buydowns, reduced interest loans, grants, exemptions, and other financial incentives are available through the Bismarck Vision Fund. Other local sources of funding include micro-loan programs that provide short-term loans of $15,000 to $25,000 with a bank turndown at standard bank rates; the Bismarck Loan Pool, a group of local lending institutions and utilities; Bismarck Industries, Inc., which offers supporting participation in construction or leasing of buildings and equipment purchase; and the Small Business Investment Company, a private investment firm that uses its own funds plus money backed by federal Small Business Administration guarantees to make capital investments in small businesses. The Bismarck-Mandan Development Association can help new and expanding companies negotiate preferred terms or grants from local service providers.

State programs—North Dakota is the only state in the nation to control its own development bank. The Bank of North Dakota (BND) arranges financing for the MATCH program, aimed at attracting financially strong companies to North Dakota via loans and low interest rates. The BND also administers the Business Development Loan Program, for new and existing business with higher risk levels; and the PACE fund, which targets community job development. The North Dakota Development Fund provides ''gap financing'' to primary sector businesses. The SBA 504 Loan Program offers long-term, fixed asset financing in partnership with private lenders; the borrower provides 10 percent in cash equity. The SBA 7(a) Loan Program is available to small businesses unable to obtain financing in the private credit marketplace.

Job training programs—Job Service North Dakota administers state- and federally-funded workforce training programs including customized training, on-the-job training, occupational upgrading and Workforce 2000 employee training. The North Dakota New Jobs Training Program provides incentives to businesses that create new employment opportunities in the state. Bismarck State College and the University of Mary are both recognized for meeting the needs of Bismarck-area business and industry; both institutions also offer scholarships and grants for expanding businesses requiring employee training.

Development Projects

The new $25 million Bismarck Airport Terminal opened as scheduled in May 2005; the state-of-the-art facility incorporates high ceilings and glass walls in an ''open spaces'' concept designed to complement its prairie setting. Gateway to Science recently moved to a new location in the High Prairie Arts and Science Complex, the first phase of a planned expansion project that will include a larger gallery, laboratory, classrooms, exhibit space and a community meeting facility. The Capital Area Transit fixed-route public bus system was launched in May 2004.

Economic Development Information: Bismarck/Mandan Chamber of Commerce, 2000 Schafer Street, Bismarck, ND, 58501; telephone (701)223-5660; fax (701)255-6125

Commercial Shipping

The city of Bismarck lies at the intersection of Interstate 94 and U.S. Highway 83. Bismarck is served by Burlington Northern Santa Fe Railroad Company and Dakota, Missouri Valley, and Western Rail. Air freight service is available at the Bismarck Airport.

Labor Force and Employment Outlook

Employment in Bismarck is provided by state and federal government, energy companies, trade, transportation, and health services. Growing fields include data processing and customer service. Statewide, agriculture and tourism are top industries.

The 2003 Bismarck-Mandan Labor Study reports high workforce productivity and credits a well-educated population combined with a Midwest work ethic. The local workforce is also considered loyal and dependable; 85.2 percent of employers report daily absenteeism below 6 percent and the average length of employment at the current job is more than 8 years.

The following is a summary of data regarding the Bismarck metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 55,200

Number of workers employed in . . .
construction and mining: 3,100
manufacturing: 2,900
trade, transportation and utilities: 11,400
information: 1,500
financial activities: 3,000
professional and business services: 4,700
educational and health services: 9,400
leisure and hospitality: 5,000
other services: 2,900
government: 2,700

Average hourly earnings of production workers employed in manufacturing: $14.35 (statewide average)

Unemployment rate: 3.9% (February 2005)

Largest employers	*Number of employees*
State of North Dakota	4,309
MedCenter One Health Systems	2,250
St. Alexius Medical Center	1,900
Bismarck Public Schools	1,506
Federal Government	1,198
Bobcat/Ingersoll Rand	867
City of Bismarck	444
University of Mary	400
Basin Electric Power Cooperative	399
Wal Mart	380

Cost of Living

Bismarck-Mandan ranks consistently high in quality of life surveys. In 2003 *Expansion Management* magazine listed the Bismarck MSA among its ''Five Star Communities;'' Bismarck also ranked second in a Harvard University study of ''community attitudes and civic engagement.'' North Dakota was recognized as the safest state in the nation in seven of the past eight years.

The following is a summary of data regarding several key cost of living factors for the Bismarck area.

2004 (3rd Quarter) ACCRA Average House Price: $220,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 93.1 (U.S. average = 100.0)

State income tax rate: Ranges from 2.1% to 5.54%

State sales tax rate: 5%

Local income tax rate: None

Local sales tax rate: 1%

Property tax rate: 483.72 mills per $1,000 (2003)

Economic Information: Bismarck-Mandan Chamber of Commerce, 2000 Schafer Street, PO Box 1675, Bismarck, ND, 58502-1675; telephone (701)223-5660; fax (701)255-6125

Education and Research

Elementary and Secondary Schools

The Bismarck Public School system is the second-largest school district in the state. The drop-out rate in 2002-2003 was only 1.5 percent. Special education and early learning opportunities are offered in both private and public schools. Several local schools have earned the national honor of being designated ''Blue Ribbon Schools.''. Bismarck Public School District has been recognized year after year for meeting the needs of families in a national ''What Parents Want'' competition; the annual survey honored just 16 percent of public school districts in the country in 2005.

The following is a summary of data regarding the Bismarck public school system as of the 2002–2003 school year.

Total enrollment: 10,400

Number of facilities
elementary schools: 15
junior high/middle schools: 3
senior high schools: 2
other: 3

Student/teacher ratio: 13.35:1

Teacher salaries
minimum: $26,000
maximum: $53,964

Funding per pupil: $7,034 (State of North Dakota)

In 2002, Bismarck/Mandan had 1,789 students in 9 private elementary schools, 9 private middle schools, and 2 private high schools.

Public Schools Information: Bismarck Public Schools, 806 North Washington, Bismarck, ND 58501; telephone (701)355-3000; fax (701)355-3001

Colleges and Universities

Bismarck State College (BSC) is a two-year college offering more than 30 vocational and technical programs. BSC students may also take their first two years towards a bachelor's degree in arts or sciences. Medcenter One College of Nursing accepts students in their junior year for a two-year bachelor's degree focusing on general nursing science, clinical practice and research. Minot State University offers four-year degree programs in criminal justice, social work, management, and psychology; it also offers nine online degrees. The University of North Dakota (UND) Graduate Center offers master's programs in such fields as education, business administration, social work, and public administration; students can enroll in online, evening, and weekend classes. The UND School of Medicine offers a four-year doctor of medicine degree.

The University of Mary is a private Christian school offering four-year degrees in 34 programs, as well as graduate degrees in nursing, management, education, and physical therapy. St. Alexius Medical Center is home of the North Dakota School of Respiratory Care and St. Alexius School of Radiologic Technology. The United Tribes Training College is a unique intertribal college, owned and operated by five Native American tribes. The college offers 10 associate degree programs and certificates in 10 other areas, as well as adult education and on-site daycare.

Libraries and Research Centers

The Bismarck Veterans Memorial Public Library has more than 169,000 book titles, 553 magazine subscriptions, 4,320 audiotapes and compact discs, 4,338 videotapes and DVDs, and 945 miscellaneous items ranging from artwork to fishing poles. Its bookmobile collection includes 21,274 items. A U.S. government document depository, the library has special collections on Northern Missouri River history and the Lewis and Clark Expedition.

The North Dakota State Library on the Capitol grounds specializes in state government publications. Holdings include more than 132,000 books, nearly 15,000 tape cassettes, more than 111,000 state documents dating from 1889 to the present, and nearly 25,000 federal documents. The State Historical Society of North Dakota Library houses the official state archives. It has special collections on anthropology and the history of the Northern Great Plains, as well as archaeological artifacts.

Other major libraries in Bismarck are the Bismarck State College Library, which has 55,000 book titles and specializes in North Dakota history; the University of Mary's Welder Library, which holds 65,000 volumes; and the Q&R MedCenter One Health Sciences Library, which specializes in clinical medicine and nursing.

Public Library Information: Bismarck Public Library, 515 N. Fifth St., Bismarck, ND 58501; telephone (701)222-6410

Health Care

St. Alexius Medical Center was opened in 1885 by a group of Benedictine Sisters and was the first hospital in Dakota Territory. The 285-bed facility serves the Bismarck area as well as central and western North Dakota, northern South Dakota and eastern Montana. Medcenter One Health Systems offers a range of services, including nine primary care clinics, a home health agency, three long-term care facilities and a 238-bed hospital. The two institutions have combined resources to offer state-of-the-art cancer care at the Bismarck Cancer Center.

Recreation

Sightseeing

Visitors to the grounds of the North Dakota State Capitol, also known as the ''Skyscraper on the Prairie,'' can tour the building and also enjoy the arboretum trail that winds among various state buildings, and features 75 species of trees, shrubs, and blooming flowers. Also on site is a statue of Sacajawea, the Indian woman who accompanied Lewis and Clark on their expedition through Bismarck. The statue of the guide was erected by the North Dakota Federation of Women's Clubs in 1910. Nearby, the North Dakota Heritage Center, the most comprehensive of the state's museums, houses one of the largest collections of Plains Indian artifacts in the United States. Also open for tours is the Historic Governor's Mansion that served as the governor's residence from 1893 to 1960.

Docked at the historic Port of Bismarck, the *Lewis & Clark* riverboat offers paddlewheel cruises of the Missouri River. Open daily from April through September (and only weekends in the winter season), the Dakota Zoo is home to more than 125 species of birds, reptiles, and mammals. Camp

From the Port of Bismarck the *Lewis & Clark* riverboat provides paddlewheeler cruises along the Missouri River.

Hancock State Historic Site includes an interpretive museum of military life and local history in its original log building, an early Northern Pacific Railroad locomotive, and Bismarck's first Episcopal church. Double Ditch Indian Village State Historic Site displays the ruins of a Mandan Indian earthlodge village inhabited from years A.D. 1500-1781. The restored Fort Lincoln Trolley offers a unique scenic rail trip from Bismarck to Fort Abraham Lincoln State Park.

Fort Abraham Lincoln houses the reconstructed home of General George Custer. Visitors can view a staff performance set in Custer's time, visit the soldiers' central barracks, and shop at the commissary store. The hill above the fort provides panoramic views of the Missouri Valley. On-a-Slant Indian Village displays replicas of Indian earth lodges on the site of an ancient Mandan village. An on-site museum contains Native American and military artifacts. Visitors to Fort Abraham Lincoln State Park can experience the Custer Trail Ride and explore the panoramic views from bluffs overlooking the Missouri River.

The Lewis & Clark Interpretive Center, 35 miles north of Bismarck in Washburn, provides a view of what life was like on the trail for the explorers, and features the world-famous artwork of Karl Bodmer, who chronicled Plains Indian life and local river landscapes.

North Bismarck's Gateway to Science offers hands-on exhibits that provide learning opportunities for visitors of all ages. The Railroad Museum, north of nearby Mandan, has on view handmade models, photographs, and uniforms, and offers miniature train rides. Located just a few miles east of Bismarck, Buckstop Junction contains reconstructed buildings that date back to the 1800s and early 1990s. Visitors can tour a mining camp complete with a coal mine, gas shovel, scale house, and mine buildings.

Bismarck is about 130 miles east of the South Unit of Theodore Roosevelt National Park and is a stopping-off point for visitors to that monument to the 26th President of the United States.

Arts and Culture

A primary venue for the performing arts in Bismarck is the Belle Mehus Auditorium, which is on the National Register of Historic Places. Built in 1914, the auditorium hosts performances of the Bismarck-Mandan Symphony Orchestra and the Northern Plains Ballet, one of the state's newest and fastest growing performing arts organizations.

Sleepy Hollow Summer Theatre offers live performances and classes. The Shade Tree Players is a children's theater group offering summer productions. The Bismarck/Mandan area is also home to the North Dakota Association of Dance and Drill and to the Dakota West Arts Council, the area's arts umbrella agency.

Arts and Culture Information: Bismarck-Mandan Symphony Orchestra, PO Box 2031, Bismarck, ND 58502; telephone (701)258-8345

Festivals and Holidays

September is a festive month in Bismarck. The city hosts one of the nation's largest Native American cultural events—the annual United Tribes International Pow Wow. More than 70 tribes are represented at this award-winning festival, which features 1,500 dancers and drummers and draws 30,000 spectators. Also in September is the Annual International Indian Art Expo, which highlights Native American artists and provides traditional song, music, dance, and storytelling. The Folkfest Celebration takes place over four days in September, with a parade, carnival, street fair, book festival, tractor pull, walking and running events, and plenty of food. Bismarck Marathon, North Dakota's only major marathon, is also held in September and attracts runners from around North America.

The highlight of October is the Edge of the West PRCA Rodeo, featuring the nation's toughest rough stock and champion cowboys. Month's end brings the Children's All-City Halloween Party. December begins with the annual Fantasy of Lights Parade, featuring lighted holiday floats. Sertoma Park is the site of the Christmas In The Park display of lighted trees. Fort Abraham Lincoln State Park hosts *Custer Christmas;* guests can tour General Custer's home decorated for the holidays and celebrate the season with sleigh rides and a buffalo burger buffet.

July events include Frontier Army Days at Fort Abraham Lincoln State Park, featuring a look at the lives of the ladies of the frontier army, as re-enactors cook and launder and hold cavalry and artillery drills. The annual Mandan Rodeo Days celebration also takes place in July, with more than 100 artist booths, ethnic food, music, a carnival, and a petting zoo.

August is the month for the Bismarck Art & Galleries Association annual art fair on the State Capitol Grounds. Also in August, the Fur Trader Rendezvous at Fort Abraham Lincoln features demonstrations of fire starting, toolmaking, rifle marksmanship, and dancing.

The Bismarck Civic Center hosts a number of annual events, including the Bismarck Tribune Sport Show in February, the Spring Blossoms Craft Fair in May, the Missouri River Festival in June, and the Monaco International Motorcoach Event in August.

The Bismarck-Mandan Symphony League, a volunteer organization, schedules festive fundraisers throughout the year, such as a Holiday Home Walk and a spring Wild n' Wooly Wing Ding. This fun activity has received two na-

tional awards from the American Symphony Orchestra League as one of the six most unique and effective fundraisers in the nation.

Sports for the Spectator

The Bismarck Bobcats bring exciting North American Hockey League action to the VFW Sports Center. The Dakota Wizards play professional basketball at the Bismarck Civic Center.

Sports for the Participant

Bismarck has an outstanding parks and recreations system that includes bicycle and skate parks, an archery range, baseball diamonds, boat ramps, jogging and exercise tracks, hockey and figure skating rinks, all-season arenas, racquetball courts, swimming pools, tennis courts, and soccer fields. There are seven golf courses in the area; Bismarck's Hawk Tree Golf Course placed second on Golf Digest's 2000 list of the top new courses in the United States.

With its location on the Missouri River in the North Central Flyway, the Bismarck-Mandan area offers some of the best fishing and hunting opportunities available in North America. Nineteen of North Dakota's 23 game fish species are found in the Missouri River. Some of the best natural areas of the relatively unaltered habitat left on the Missouri River system are just upstream and downstream from Bismarck-Mandan. The habitat is home to abundant upland and big game. Pheasant, grouse, partridge, dove white-tailed deer and many other non-game species of birds and animals are available for picture taking, observing, and hunting. Other activities enjoyed in the Bismarck area include camping, curling, gymnastics, horseshoes, cross-country skiing, go-cart racing, and downhill skiing.

Shopping and Dining

Bismarck-Mandan is the retail hub for south-central North Dakota, a retail trade area that includes nearly 170,000 people. Downtown Bismarck offers more than 70 stores of all sorts, as well as art galleries and antique shops. Kirkwood Mall features more than 100 specialty stores and five major department stores. Other malls include Arrowhead Plaza, Northbrook Shopping Center, Gateway Mall, and Upfront Plaza.

The historic Burlington Northern Railroad Depot on Main Street in Mandan is home to Native American arts and crafts. Works of more than 200 North Dakota American Indian artists are available for purchase.

A variety of dining establishments can be found in Bismarck, from the Captains Table Restaurant, boasting one of the largest menus in the upper Midwest, to Space Aliens restaurant, which promises ''out of this world food,'' to the Fiesta Villa, where south-of-the-border food is served in Bismarck's historic Spanish mission-style depot. Other restaurants feature hot buffets, Italian food, regional beef and prime rib, and seafood.

Visitor Information: Bismarck-Mandan Convention and Visitors Bureau, 1600 Burnt Boat Drive, Bismarck, ND, 58503; toll-free (800)767-3555

Convention Facilities

The Bismarck Civic Center features 16 meeting rooms, 84,000 square feet of exhibit space and arena seating for 10,000 in two separate but connected buildings. The Pavilion at Prairie Knights Casino and Resort seats 2,000 and offers 34,000 square feet of meeting and exhibit space. The Mandan Community Center is a full-service recreation and convention center. Bismarck-Mandan also has more than 2,600 rooms in 30 hotels and motels.

Convention Information: Bismarck-Mandan Convention and Visitors Bureau, 1600 Burnt Boat Drive, Bismarck, ND, 58503; telephone (800)767-3555

Transportation

Approaching the City

The Bismarck Airport has daily commercial service via Northwest, United Express, Big Sky, and Allegiant airlines to Minneapolis, Denver, and Las Vegas. The airport is served by three major national auto rental chains. Rimrock Stages provides bus service in the area.

Traveling in the City

The Capital Area Transit System, known as the CAT, serves the Bismarck-Mandan area. The Bis-Man Transit Board offers Greyhound bus service, a Taxi 9000 on-demand service, and an elderly and handicapped transit system. A restored trolley car that once ran in Bismarck now offers a unique trip to Fort Abraham Lincoln State Park.

Communications

Newspapers and Magazines

The Bismarck Tribune, North Dakota's oldest newspaper still publishing, appears every morning. Other newspapers

published in Bismarck are the biweekly *Farm and Ranch Guide,* and the monthly *Dakota Catholic Action.*

Magazines published in Bismarck include the monthlies *Enterprise Connection,* a business publication; *Dakota Country,* which promotes hunting and fishing; *North Dakota Stockman;* and *Vintage Guitar,* which focuses on the hobby of guitar playing. *North Dakota Outdoors,* a natural resources magazine, is issued ten times per year. *The Sunflower,* a magazine for sunflower producers, is issued six times per year. Locally published quarterlies include *North Dakota Horizons,* a consumer magazine of North Dakota lifestyles and *North Dakota History,* which focuses on the history and culture of North Dakota and the Great Plains.

Television and Radio

Bismarck has six television stations—four network stations, one public station, and one community access station. The city is also served by three AM radio stations and six FM stations.

Media Information: *Bismarck Tribune,* PO Box 5516, Bismarck, ND 58506; telephone (701)223-2500; fax (701) 223-2063

Bismarck Online

Bismarck-Mandan Chamber of Commerce. Available www.chmbr.org

Bismarck-Mandan Convention & Visitors Bureau. Available www.bismarckmandancvb.com

Bismarck-Mandan Development Association. Available www.bmda.org

Bismarck Public Schools. Available www.bismarck.k12.nd.us

The Bismarck Tribune. Available www.bismarcktribune.com

City of Bismarck Home Page. Available www.bismarck.org

North Dakota State Library. Available ndsl.lib.state.nd.us

State Historical Society of North Dakota. Available www.state.nd.us/hist

Theodore Roosevelt National Park. Available www.nps.gov/thro

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Bird, George F., and Edwin J. Taylor, Jr., *History of the City of Bismarck North Dakota: The First 100 Years 1872-1972,* (Bismarck: Bismarck Centennial Association, 1972)

Rogers, Ken, Allison Hawes Bundy, Laura Seibel, eds., *Bismarck by the River* (Bismarck, North Dakota: The *Bismarck Tribune,* 1997)

Remele, Larry, ed., *The North Dakota State Capitol: Architecture and History* (Bismarck, ND: the state Historical Society of North Dakota, 1989)

Fargo

The City in Brief

Founded: 1871 (incorporated, 1875)

Head Official: Mayor Bruce Furness (D) (since 1994)

City Population
1980: 61,383
1990: 74,084
2000: 90,599
2003 estimate: 91,484
Percent change, 1990–2000: 22.3%
U.S. rank in 1980: 329th
U.S. rank in 1990: 297th
U.S. rank in 2000: 302nd

Metropolitan Area Population
1980: 137,574
1990: 153,296
2000: 174,367
Percent change, 1990–2000: 13.7%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 179th

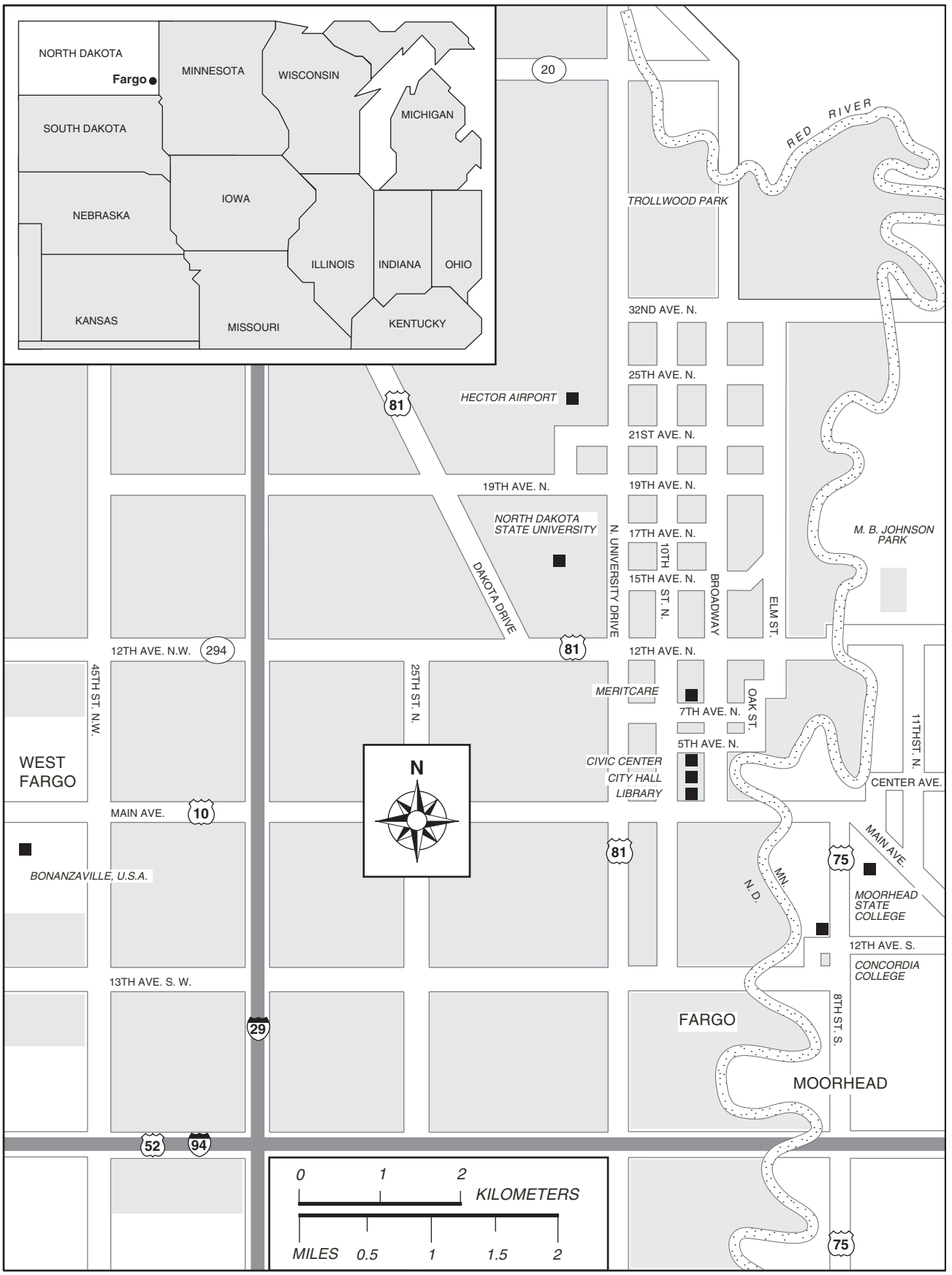
Area: 38 square miles (2000)
Elevation: 900 feet above sea level
Average Annual Temperature: 41° F
Average Annual Precipitation: 19.6 inches of rain; 35 inches of snow

Major Economic Sectors: Wholesale and retail trade, services, government
Unemployment Rate: 3.8% (February 2005)
Per Capita Income: $21,101 (1999)

2002 FBI Crime Index Total: 3,266

Major Colleges and Universities: North Dakota State University

Daily Newspaper: *The Forum*


NORTH DAKOTA
Fargo
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
NEBRASKA
IOWA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
20
RED RIVER
TROLLWOOD PARK
32ND AVE. N.
25TH AVE. N.
21ST AVE. N.
19TH AVE. N.
17TH AVE. N.
15TH AVE. N.
12TH AVE. N.
7TH AVE. N.
5TH AVE. N.
81
HECTOR AIRPORT
NORTH DAKOTA STATE UNIVERSITY
DAKOTA DRIVE
N. UNIVERSITY DRIVE
10TH ST. N.
BROADWAY
ELM ST.
OAK ST.
M. B. JOHNSON PARK
11TH ST. N.
CENTER AVE.
MERITCARE
CIVIC CENTER
CITY HALL
LIBRARY
12TH AVE. N.W.
294
45TH ST. N.W.
25TH ST. N.
WEST FARGO
MAIN AVE.
10
BONANZAVILLE, U.S.A.
N
MAIN AVE.
75
MN.
N. D.
MOORHEAD STATE COLLEGE
12TH AVE. S.
CONCORDIA COLLEGE
13TH AVE. S. W.
29
FARGO
8TH ST. S.
MOORHEAD
52
94
0 1 2
KILOMETERS
MILES 0.5 1 1.5 2

Introduction

Fargo is the largest city in North Dakota and the seat of Cass County. It is the focus of a metropolitan statistical area that extends over Cass County, North Dakota, and Clay County, Minnesota, where Fargo's sister city, Moorhead, is located. Founded by the Northern Pacific Railway, the city was an important transportation and marketing point for the surrounding fertile wheat-growing region. Today it is an agribusiness and agricultural research center. *Money Magazine* consistently ranks Fargo among the nation's most livable small cities, noting that it is a safe city and a ''booming regional center for health care and financial services.'' The city has been declared a ''Great Plains success story, with locally grown high-tech firms and a state university'' by *Kiplinger's Personal Finance Magazine.*

Geography and Climate

Flat and open terrain surrounds Fargo, which is situated on the eastern boundary of North Dakota opposite Moorhead, Minnesota, in the Red River Valley of the North. The Red River, part of the Hudson Bay drainage area, flows north between the two cities.

Precipitation is generally Fargo's most significant climatic feature. The Red River Valley lies in an area where lighter amounts of precipitation fall to the west and heavier amounts to the east. Seventy-five percent of the precipitation, accompanied by electrical storms and heavy rainfall in a short period of time, occurs during the growing season, April to September.

Summers are comfortable, with low humidity, warm days, and cool nights. Winters are cold and dry, the temperatures remaining at zero or below approximately half of the time; snowfall is generally light. The legendary Dakota blizzards result from drifting of even minimal snowfall, caused by strong winds that blow unimpeded across the flat terrain.

Area: 38 square miles (2000)

Elevation: 900 feet above sea level

Average Temperatures: January, 6° F; July, 71° F; annual average, 41° F

Average Annual Precipitation: 19.6 inches of rain; 35 inches of snow

History

Railroad Route Creates Townsite

The city of Fargo was founded by the Northern Pacific Railway in 1871 in expectation of the railroad track to be built across the Red River of the North. This particular location was selected as a safeguard against flooding because it represented the highest point on the river. The city was named for William G. Fargo, founder of the Wells-Fargo Express Company and a director of the Northern Pacific Railway. When the railroad announced in 1871 that a track would be laid from Lake Superior to the Pacific Ocean, land speculators sought to capitalize on the opportunity. Thus ensued attempts on the part of both the railroad and the speculators to outwit one another and to gain first possession of the land. For a time the railroad staked a claim but after much litigation decided to withdraw.

During the winter of 1871 to 1872, the settlement was divided into two distinct communities. One of them, ''Fargo on the Prairie,'' became headquarters of the Northern Pacific engineers and their families. Although they lived in tents, the accommodations were the best available given the conditions. The other, ''Fargo in the Timber,'' was much cruder and more primitive, consisting of huts, log houses, dugouts, and riverbank caves. The Timber community became known for its hard-drinking, gun-carrying men who had a rough sense of humor and enjoyed practical jokes. A delivery of potatoes to the Prairie community was once sabotaged by the Timber men, who loosened the wagon endgates and shot their guns to scare the horses. The potatoes that spilled onto the ground turned out to be the only supply available for the winter.

Fargo was located in what was still legally Native American territory, and the railroad company claimed the Timber residents were illegal squatters on Native American land and were selling illegal liquor. In February of 1872, federal troops surrounded the Timber settlement, issuing warrants for the arrest of those accused of selling liquor and ordering the others to leave under threat of destruction of their crude homes. The settlers appealed to the government, claiming their land rights had been violated. A treaty was negotiated with the native tribes that opened the land to settlement and those who had not broken the law were able to retain their land.

Agricultural Prosperity Survives Disasters

Law and order followed with the arrival of new settlers on the first train of the Northern Pacific to cross the Red River on June of 1872. Soon residents were surprised to learn that Fargo was situated on rich wheat land. With the reduction of

freight rates in 1873, farming became economically profitable and the town prospered. Two decades later Fargo suffered a severe fire, which began on one of the main streets and consumed the entire business district as well as the northwestern sector. This tragedy led to many civic improvements and put an end to wood construction.

Near disaster struck again four years later, when the Red River, dammed by ice north of Fargo, began rising. It continued to rise for a week; in order to save the railroad bridges, locomotive and threshing machines were placed on them. Citizens were forced to evacuate through second-story windows, and the flood carried away 18 blocks of sidewalk and 20 blocks of wooden street paving.

During the first 30 years of the twentieth century, Fargo prospered from an influx of Norwegian immigrants who were attracted by the promise of a better life and a free farm. Fleeing economic depression in their own country, they introduced their customs to the upper Red River Valley, thus helping to shape the character of present-day Fargo. The city remains an important agricultural center as well as a regional distribution and transportation hub.

Due to its affordable housing, workforce availability, high standards of living and education, and low unemployment rate, in 2004 *Expansion Management* magazine awarded Fargo a ''Five Star Community'' rating in its annual ''Quality of Life Quotient.''

Historical Information: North Dakota State University Library, North Dakota Historical Manuscript, Photograph, and Book Collection, 1301 12th Ave. N., PO Box 5599, Fargo, ND 58105; telephone (710)231-8886

Population Profile

Metropolitan Area Residents
1980: 137,574
1990: 153,296
2000: 174,367
Percent change, 1990–2000: 13.7%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 179th

City Residents
1980: 61,383
1990: 74,084
2000: 90,599
2003 estimate: 91,484
Percent change, 1990–2000: 22.3%
U.S. rank in 1980: 329th
U.S. rank in 1990: 297th (State rank: 1st)
U.S. rank in 2000: 302nd (State rank: 1st)

Density: 2,388.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 85,321
Black or African American: 922
American Indian and Alaska Native: 1,119
Asian: 1,482
Native Hawaiian and Pacific Islander: 40
Hispanic or Latino (may be of any race): 1,167
Other: 400

Percent of residents born in state: 59%

Age characteristics (2000)
Population under 5 years old: 5,763
Population 5 to 9 years old: 5,263
Population 10 to 14 years old: 5,008
Population 15 to 19 years old: 7,012
Population 20 to 24 years old: 13,477
Population 25 to 34 years old: 15,144
Population 35 to 44 years old: 13,051
Population 45 to 54 years old: 11,054
Population 55 to 59 years old: 3,157
Population 60 to 64 years old: 2,550
Population 65 to 74 years old: 4,532
Population 75 to 84 years old: 3,171
Population 85 years and older: 1,417
Median age: 30.1 years

Births (2001, Cass County)
Total number: 1,727

Deaths (2001, Cass County)
Total number: 747

Money income (1999)
Per capita income: $21,101
Median household income: $35,510
Total households: 39,354

Number of households with income of . . .
less than $10,000: 3,888
$10,000 to $14,999: 3,022
$15,000 to $24,999: 6,384
$25,000 to $34,999: 6,085
$35,000 to $49,999: 6,861
$50,000 to $74,999: 7,010
$75,000 to $99,999: 2,898
$100,000 to $149,999: 2,095
$150,000 to $199,999: 454
$200,000 or more: 657

Percent of families below poverty level: 6.6% (45% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,266

Municipal Government

Fargo, the seat of Cass County, is governed by a city commission comprised of five at-large members, one of whom serves as mayor. Commissioners are elected to a four-year term. All commissioners, including the mayor, are subject to a limit of three consecutive terms.

Head Official: Mayor Bruce Furness (D) (since 1994; current term expires June 2006)

Total Number of City Employees: 750 (2005)

City Information: City Commission, 200 North Third Street, Fargo, ND 58102; telephone (701)241-1310

Economy

Major Industries and Commercial Activity

The Fargo economy is based on education, the medical industry, agricultural equipment manufacturing, retailing, and services. The city is a retail magnet for the entire Upper Plains; its per capita retail spending is usually among the nation's highest because so many people from the region go to Fargo to do their shopping. Because of its central location, the city is a transportation hub for the northern Midwest region. Agriculture has long been of primary importance to Fargo, as the Red River Valley area contains some of the richest farmland in the world; related industries include agribusiness and agricultural research. However, in recent years, software companies have brought a touch of Silicon Valley to the area.

The principal manufacturing employer is Case I H, makers of heavy-duty tractors. Terminals for two oil pipeline systems—Standard Oil Company of Indiana and Great Lakes Pipeline Company of Oklahoma—are located in Fargo-Moorhead. The Standard Oil pipeline is connected with the company's refinery in Whiting, Indiana, which produces more than 30,000 barrels of oil a day.

Fargo has received many accolades for its economy and probusiness environment. In 2004, *Business Development Outlook* magazine ranked the Fargo-Moorhead area fifth on its list of ''Best Places for a Thriving Economy.'' Also in 2004, *Expansion Management* magazine rated the area as one of the top places to locate a company, and *Forbes* magazine ranked it the second-best small city in the country for business and careers.

Items and goods produced: food, concrete, dairy and meat products, fur coats, jewelry, luggage, neon signs, electrical apparatus, sweet clover and sunflower seeds

Incentive Programs—New and Existing Companies

Local programs—Several incentive programs are available to businesses that locate or expand in Cass County; among them are property tax and income tax exemptions, an interest rate subsidy program, and loans of up to $8,000 at U.S. treasury rates. The Chamber of Commerce of Fargo Moorhead offers business services to its members, including an employee assistance program, group medical insurance, and seminars.

State programs—North Dakota's Economic Development & Finance Division assists businesses with start-up, expansion, and recruitment. Dakota Certified Development Company (CDC) administers the Small Business Administration 504 program in North Dakota. The program creates and retains jobs via the financing of real estate and equipment. The North Dakota Development fund provides secondary sources of funding to businesses through loans and equity investments.

Job training programs—Several state and federal programs assist in training or retraining workers. Workforce 2000 aids North Dakota employers in implementing new technologies and work methods. Under the Workforce 2000 program, the cost of employee training may be reimbursed. New Jobs Training provides financial assistance to businesses filling hourly job positions.

Economic Development Information: Fargo-Cass County Economic Development Corporation, 51 Broadway, Suite 500, Fargo, ND 58102; telephone (701)364-1900

Development Projects

In 1999, the North Dakota legislature established the Renaissance Zone program to encourage private sector investment in neglected areas. Approved projects are eligible for tax exemptions and credits. Fargo's Renaissance Zone, which encompasses 35 blocks of the downtown area, saw more than $200 million worth of development projects each year between 1999 and 2004. The downtown revitalization has included storefront rehabilitation, beautification and the conversion of unused buildings into commercial and residential space.

In 2002, MeritCare Health System began a five-year, $55 million renovation to the downtown MeritCare Medical Center campus. The first major renovation to the facility since the 1970s will see the expansion and renovation of the children's

hospital, the conversion of most patient hospital rooms into private rooms, an addition to house the Heart Services department, and the construction of a two-tier parking facility.

Commercial Shipping

Fargo is served by the Burlington Northern/Santa Fe Railroad, which has its Dakota Division headquarters in Fargo; the average daily number of trains is 60. More than 120 regional, national, and international truck lines serve Cass County, transport products, machinery, and bulk commodities to and from Fargo.

Labor Force and Employment Outlook

Fargo has become a resettling point for Bosnians, Somalis, Sudanese, and others who have joined Fargo's labor force. Fargo boasts a well-educated labor force that has been shown to be 20 percent more productive than the national average. A strong Midwestern work ethic contributes to a low absentee rate, and over half of Cass County businesses have a turnover rate of 5 percent or less. In 2003, more than 80 percent of Fargo's workforce held high school diplomas. North Dakota is a right to work state. In February of 2005 Fargo's unemployment rate was just under 4 percent; an unemployment rate of 3 percent or less is considered full employment.

The following is a summary of data regarding the Fargo-Moorhead metropolitan area labor force, 2004 annual average.

Size of non-agricultural labor force: 109,600

Number of workers employed in . . .
construction and mining: 6,500
manufacturing: 8,900
trade, transportation, and utilities: 24,900
information: 3,200
financial activities: 8,100
professional and business services: 10,300
educational and health services: 15,600
leisure and hospitality: 11,100
other services: 4,900
government: 16,100

Average hourly earnings of production workers employed in manufacturing: $13.90

Unemployment rate: 3.8% (February 2005)

Largest employers	*Number of employees*
MeritCare Health System	6,100
North Dakota State University	3,391
Fargo Public School District Number One	1,320
Dakota Clinic, Ltd.	1,200
Microsoft	960
US Bank Service Center	925
City of Fargo	750
Innovis Health	740

Cost of Living

The cost of living in Fargo is well below the national average.

The following is a summary of data regarding several key cost of living factors in the Fargo area.

2004 (3rd Quarter) ACCRA Average House Price: $228,990

2004 (3rd Quarter) ACCRA Cost of Living Index: 90.4 (U.S. average = 100.0)

State income tax rate: Ranges from 2.67% to 12.0%

State sales tax rate: 5.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: 484.06 mills for School District #1; 418.53 mills for School District #6 (2004). An individual property's annual property tax is determined by multiplying the taxable value by that year's mill levy. An assessment ratio of 50% is multiplied by the Assessor's appraisal to get assessed value. Then, the assessed value is multiplied by 9% for residential and 10% for all other property classes to get taxable value. Therefore, the taxable value of residential property is 4.5% of the Assessor's estimate of value and 5% of the Assessor's value for commercial and agricultural property.

Economic Information: Fargo-Cass County Economic Development Corporation, 51 Broadway, Suite 500, Fargo, ND 58102; telephone (701)364-1900

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Fargo are part of Fargo Public School District #1. A superintendent is appointed by a nine-member, nonpartisan school board. The district offers special education classes to students with special needs. Advanced placement classes are available to high-performing high school students. Career and technical education classes at the high school level allow students to receive instruction in fields that pertain to specific careers or interests.

The following is a summary of data regarding Fargo public schools as of the 2002–2003 school year.

Total enrollment: 11,095

Number of facilities
elementary schools: 14
middle schools: 3
senior high schools: 3

Student/teacher ratio: 21.6:1

Teacher salaries
average: $39,029

Funding per pupil: $6,795

Six parochial schools are operated by the Catholic and Lutheran churches in Fargo.

Public Schools Information: Fargo Public Schools, 415 4th Street North, Fargo, ND 58102; telephone (701)446-1000

Colleges and Universities

The Fargo-Moorhead community is served by three universities as well as several vocational schools. North Dakota State University in Fargo, with an enrollment of nearly 12,000 students, awards baccalaureate, master's, and doctorate degrees in a wide range of disciplines; colleges within the university are humanities and social sciences, agriculture, engineering and architecture, home economics, pharmacy, science and mathematics, and teacher education. Located on the university campus is Tri-College University, a consortium of area colleges and universities that allows students to take classes at Concordia College and Minnesota State University Moorhead at no extra charge. Cardinal Meunch Seminary trains young men for the priesthood. Aakers College is a private, two-year degree granting institution. Concordia College, Moorhead State University, and Moorhead Technical College are located in Moorhead.

Libraries and Research Centers

The Fargo Public Library maintains holdings of more than 133,000 volumes, more than 250 magazine and newspaper subscriptions, and compact discs, films, DVDs, and audio- and videotapes. The library maintains computers with Internet access and various software applications that are available to the public. Children's services include story time and a summer reading program. The library operates one branch library and a bookmobile in addition to the main branch. Online research databases may be accessed through the library's Internet website. The North Dakota State University Library houses about 402,807 books, 5,090 periodical and subscription titles, and CD-ROMs, audio- and videotapes, and maps. Special collections include bonanza farming, the North Dakota Biography Index, North Dakota Pioneer Reminiscences, and the North Dakota Historical Manuscript, Photograph and Book Collection; the library is also a depository for federal and state documents. Specialized libraries in the city are affiliated with hospitals, fraternal societies, and religious organizations.

The Northern Crop Science Laboratory on the North Dakota State University campus is a division of the Agricultural Research Service of the U.S. Department of Agriculture. Government and university scientists conduct cooperative research on barley, hard red spring wheat, durum wheat, flax, sunflowers, and sugar beets; the goal is to expand and retain profitable production of these crops through the use of the most advanced equipment and research techniques.

Public Library Information: Fargo Public Library, 102 North Third Street, Fargo, ND 58102; telephone (701) 241-1472

Health Care

Fargo is the primary health care center for the region between Minnesota and the West Coast. The major health system is MeritCare Health System, which is the largest group practice and largest hospital in the state. Nearly 400 physicians specialize in 74 areas of medicine, including internal medicine, prenatal care, cancer care, and eating disorders. Three hospital locations, including the new Children's Hospital, provide 583 patient beds. In 2004, MeritCare was rated one of the nation's top 100 hospitals in a *Modern Healthcare* report.

Recreation

Sightseeing

A visit to Fargo might begin with a stop at the Fargo-Moorhead Convention & Visitors Bureau's Visitors Center, where the Walk of Fame has been providing a little bit of Hollywood in the Midwest since 1989 with hand prints or footprints of more than 80 musicians, athletes, movie stars and dignitaries, including Neil Diamond, Bob Costas, Garth Brooks, President George W. Bush, and the Eagles.

One of downtown Fargo's more recent attractions is the Plains Art Museum; it offers regional art, guided tours, and facilities for receptions. Included in the museum's permanent collection are pieces by Mary Cassatt, Luis Jimenez, and William Wegman. Bonanzaville USA is a recreated pioneer village of 40 restored buildings on a 15-acre site; the

The Plains Art Museum covers 9,000 square feet on three floors, and houses a collection totaling more than 2,400 pieces.

structures were relocated from a number of small North Dakota towns and represent various types of architecture. Included among them are a drugstore, general store, sod and farm houses, district courtroom, and barber shop. Vintage automobiles, farm machinery, and airplanes are also on exhibit. The main attraction at Moorhead's Heritage Hjemkomst Interpretive Center is the sailing ship the late Robert Asp of Moorhead modeled after ancient Viking vessels. Housed in an architecturally distinctive building that also includes the Clay County Historical Museum, the ship made a journey from Duluth, Minnesota, to Bergen, Norway, in 1982.

The Solomon G. Comstock Historic House in Moorhead is the former home of this prominent Fargo-Moorhead figure who was a financier and political and cultural force in the community. The authentically restored Victorian house contains its original furnishings. The Roger Maris Museum in the West Acres Shopping Center pays tribute to the city's most famous athlete, who broke Babe Ruth's single-season home run record in 1961 when he hit 61 home runs. Maris donated all of his trophies and sports memorabilia to the museum as a tribute to the city in which he grew up. The Children's Museum at Yunker Farm, a century-old farm house, presents participatory learning exhibits in the physical, natural, and social sciences.

Arts and Culture

The Fargo Theatre, a landmark movie theater built in 1926, has been fully restored and is the site of film showings as well as live theater, music, and dance performances. On weekends, the Mighty Wurlitzer organ performs intermission music during each show at the theater. The Fargo-Moorhead Community Theater group stages 12 annual productions at the Fargo-Moorhead Community Theatre. Other local performing groups are the Fargo-Moorhead Symphony Orchestra, the Fargo-Moorhead Opera, and the Red River Dance and Performing Company. The Trollwood Performing Arts School provides arts education, entertainment, and activities for children.

Festivals and Holidays

The Fargo Film Festival, in March, screens the best in independent filmmaking at the Fargo Theatre and other downtown locations. In July, the Downtown Street Fair features craft booths, food, and entertainment. Bonanzaville USA holds Pioneer Days in August, when more than 100 demonstrators revive the skills and crafts of the past. The Fargo Blues Festival, in August, is a two-day event that features world class bands; more than 20 Grammy winners or nominees have performed at the event, which has been called one of ''America's Best'' by actor Dan Aykroyd. A Winter Blues Fest is held in February. The Big Iron Farm Show fills the Red River Valley Fairgrounds on the second weekend in September, bringing the latest farm products and services from 400 agribusiness exhibitors. The holiday season brings Christmas on the Prairie at Bonanzaville USA and the annual Santa Village at Rheault Farm, with opportunities to feed deer, meet Santa, and enjoy a sleigh ride.

Sports for the Spectator

Although Fargo does not field any major league sports teams, it is home to other professional and collegiate teams. The Fargo-Moorhead Redhawks of the Northern League play baseball at Newman Outdoor Field. The Fargo-Moorhead Jets are a Junior A developmental league hockey team for 17- to 20-year-olds making the transition from high school to college; they play a 54-game season from September through March at the John E. Carson Coliseum.

The North Dakota State University Bison have won 20 National Collegiate Athletic Association (NCAA) Division II national championships, including the 2002 women's indoor track and field championship. The university fields men's and women's teams in 10 sports, including football, basketball, baseball, and softball. The Moorhead State University Dragons, and the Concordia College Cobbers also present a complete schedule of men's and women's major and minor sports. The Red River Valley Speedway presents stock car racing.

Sports for the Participant

The Fargo Park District sponsors an extensive program of sports for all age groups. Recreational facilities include 73 public parks, 12 public golf courses, 38 public tennis courts, and 4 public swimming pools. Winter sports are particularly popular with ice skating, figure skating, and youth and adult hockey available at both indoor and outdoor facilities; outdoor rinks are equipped with warming houses. Other recreational pursuits include volleyball, basketball, track, soccer, walking, cross-country skiing, ballroom dancing, table tennis, and broom ball. The Scheels Fargo Marathon is held in May.

Charitable and cultural organizations sponsor gaming operations at 39 casinos in Fargo-Moorhead's public establishments. Profits benefit the programs of the sponsoring organizations, and fraternal groups allocate profits to public causes. Games include blackjack, paper slot machines, bingo, and tri-wheel.

Shopping and Dining

The Fargo shopping scene is a mix of unique local establishments and national retailers. The Crafters Mall, open year round, has more than 250 display areas featuring crafts from around the country. The Fargo Antique Mall is one of the largest in the state, with more than 7,000 square feet of antiques, books, and collectibles. Gordmans is a local department store selling name brand clothing and shoes, fra-

grances, furniture, and home accessories. West Acres Shopping Center, the largest mall in the region with more than 120 stores and restaurants, is anchored by Marshall Field's, JC Penney, Sears, and Herberger's.

Fargo restaurants offer a range of choices. Ethnic options include Asian, Indian, Italian, Mediterranean, and Mexican. Dining in historic settings is offered at Runck Chateau Ranch, a working cattle ranch, and at The White House, District 31—Victoria's, and The Conservatory.

Visitor Information: Fargo-Moorhead Convention & Visitors Bureau, 2001 44th Street SW, Fargo, ND 58103; telephone (701)282-3653; toll-free (800)235-7654

Convention Facilities

Fargo's main convention/multipurpose facility, the $48 million FARGODOME, opened in 1992. It is the largest multipurpose facility of its kind between Minneapolis and Spokane. FARGODOME's seven meeting rooms total more than 13,500 square feet; the 80,000 square foot arena seats more than 26,000 guests. Eighteen luxury suites each accommodate up to 16 guests.

Constructed in 1960, the Fargo Civic Center hosts a variety of events, including state political conventions, concerts, trade exhibitions, sporting events, and business gatherings. The 11,000-square-foot arena accommodates up to 3,333 persons for sports events and concerts and 1,200 people in a banquet setting. The exhibition hall, measuring 40 feet by 150 feet, seats 600 people for both theater-style and banquet functions; the hall can be divided into four rooms for private meetings.

The Red River Valley Fairgrounds offers facilities for agricultural expositions, trade shows, conventions, and entertainment.

Convention Information: Fargo-Moorhead Convention & Visitors Bureau, 2001 44th Street SW, Fargo, ND 58103; telephone (701)235-7654; toll-free (800)235-7654. FARGODOME, 1800 North University Drive, Fargo, ND 58102; telephone (701)241-9100

Transportation

Approaching the City

Hector International Airport is situated 10 minutes northwest of downtown Fargo. United Express and Northwest Airlines offer daily flights to Minneapolis, Chicago, and Denver. Amtrak provides two daily trains, one eastbound and one westbound. Bus service by Greyhound is available.

Highways serving metropolitan Fargo include I-94, extending east to west through the south sector of the city, and I-29, which runs north to south and provides links to I-70, I-80, and I-90, all east-west connections. U.S. 10 and 52 are east-west routes, and U.S. 81 extends through the city from north to south. State routes serving Fargo are 20 and 294, both running east to west.

Traveling in the City

Except for streets following the configuration of the Red River, Fargo is laid out on a grid pattern. The city is divided into quadrants; roadways running north to south are designated ''street,'' while those running east to west are labeled ''avenue.'' First Avenue and Main Avenue are major thoroughfares crossing the river to connect Fargo with Moorhead, Minnesota.

Public bus transportation in Fargo is provided by Fargo Metropolitan Area Transit (MAT). MAT operates 10 bus routes in Fargo and one in West Fargo; the system is coordinated with the Moorhead Transit System for a combined total of 18 bus routes. Passengers with disabilities who are unable to ride without assistance may use the MAT Paratransit service.

Communications

Newspapers and Magazines

Fargo's daily newspaper is *The Forum.* The paper's Internet website also provides daily coverage as well as archives of previous stories. Other newspapers include *New Earth,* a Catholic Diocese publication, and *Spectrum,* the bi-weekly North Dakota State University student newspaper. *The Area Woman* is a free quarterly magazine. *The Fargo-Moorhead Magazine* is a free local-interest magazine published every-other month. *Prairie Business,* a regional business magazine targeted toward readers in North Dakota, South Dakota, and western Minnesota, is published monthly.

Television and Radio

Six television stations—five commercial and one public—broadcast in Fargo; cable service is available. Sixteen AM and FM radio stations schedule a variety of programming.

Media Information: *The Forum,* 105 5th Street North, Fargo, ND 58102-4826; telephone (701)235-7311

Fargo Online

City of Fargo home page. Available www.ci.fargo.nd.us

Fargo-Cass County Economic Development Corporation. Available www.fedc.com

Fargo-Moorhead Chamber of Commerce. Available www.fmchamber.com

Fargo-Moorhead Convention & Visitors Bureau. Available www.fargomoorhead.org

Fargo Public Library. Available www.ci.fargo.nd.us/library

The Forum. Available www.in-forum.com

North Dakota State University. Available www.ndsu.nodak.edu

Selected Bibliography

Gudmundson, Wayne, *Crossings: a photographic document of Fargo, North Dakota* (North Dakota Institute)

Grand Forks

The City in Brief

Founded: 1875

Head Official: Mayor Michael R. Brown (since 2000)

City Population
1980: 43,765
1990: 49,417
2000: 49,321
2003 estimate: 48,618
Percent change, 1990–2000: −0.2%
U.S. rank in 1990: 511th (State rank: 2nd)
U.S. rank in 2000: 404th (Grand Forks, ND and East Grand Forks, MN combined; State rank: 2nd)

Metropolitan Area Population
1980: 66,100
1990: 103,272
2000: 97,478
Percent change, 1990–2000: −5.6%
U.S. rank in 1980: 280th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 258th

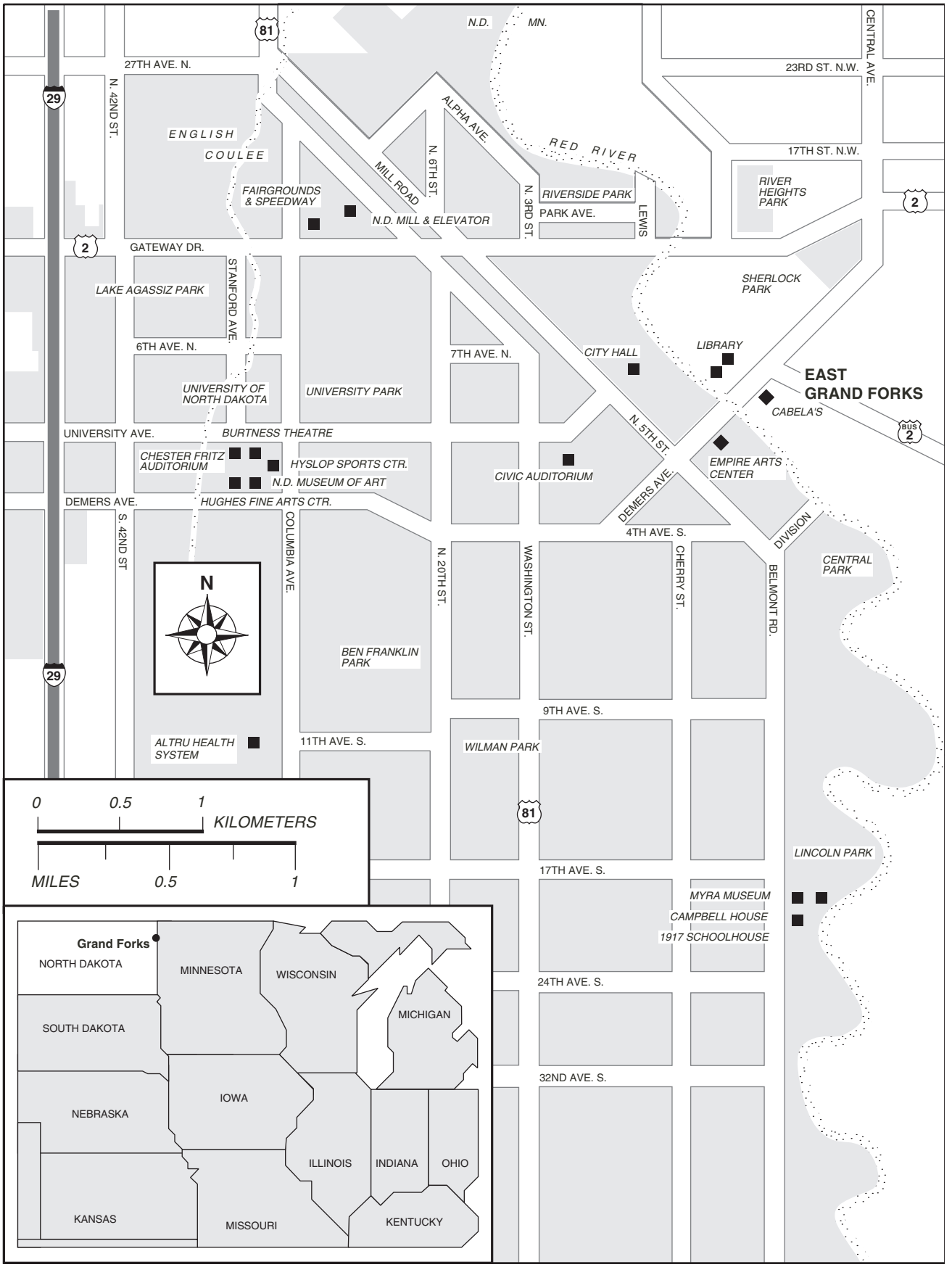
Area: 19.2 square miles (2000)
Elevation: 834 feet above sea level
Average Annual Temperature: 40.3° F
Average Annual Precipitation: 19.3 inches of rain; 41 inches of snow

Major Economic Sectors: Trade, government, services
Unemployment Rate: 4.1% (February 2005)
Per Capita Income: $18,395 (1999)

2002 FBI Crime Index Total: 2,442

Major Colleges and Universities: University of North Dakota

Daily Newspaper: *Grand Forks Herald*


N.D.
MN.
81
27TH AVE. N.
N. 42ND ST.
29
ENGLISH COULEE
ALPHA AVE.
RED RIVER
CENTRAL AVE.
23RD ST. N.W.
17TH ST. N.W.
MILL ROAD
N. 6TH ST.
FAIRGROUNDS & SPEEDWAY
N.D. MILL & ELEVATOR
N. 3RD ST.
RIVERSIDE PARK
PARK AVE.
LEWIS
RIVER HEIGHTS PARK
2
GATEWAY DR.
LAKE AGASSIZ PARK
STANFORD AVE.
SHERLOCK PARK
6TH AVE. N.
7TH AVE. N.
CITY HALL
LIBRARY
EAST GRAND FORKS
UNIVERSITY OF NORTH DAKOTA
UNIVERSITY PARK
CABELA'S
BUS 2
UNIVERSITY AVE.
BURTNESS THEATRE
N. 5TH ST.
CHESTER FRITZ AUDITORIUM
HYSLOP SPORTS CTR.
N.D. MUSEUM OF ART
CIVIC AUDITORIUM
EMPIRE ARTS CENTER
DEMERS AVE.
HUGHES FINE ARTS CTR.
4TH AVE. S.
DIVISION
S. 42ND ST.
COLUMBIA AVE.
N. 20TH ST.
WASHINGTON ST.
CHERRY ST.
BELMONT RD.
CENTRAL PARK
N
BEN FRANKLIN PARK
9TH AVE. S.
ALTRU HEALTH SYSTEM
11TH AVE. S.
WILMAN PARK
0 0.5 1
KILOMETERS
MILES 0.5 1
LINCOLN PARK
17TH AVE. S.
MYRA MUSEUM
CAMPBELL HOUSE
1917 SCHOOLHOUSE
24TH AVE. S.
Grand Forks
NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
32ND AVE. S.
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY

Introduction

Since the 1870s when the juncture of the Red River of the North and the Red Lake River became a crossroads for people and their river-oriented business, the cities of Grand Forks and East Grand Forks have been a focal point of trade and services between the plains of North Dakota and the pine forests of northern Minnesota. Located 75 miles south of the Canadian border, the city is centered in one of the world's richest agricultural regions. The business community is deeply rooted in agriculture and its related enterprises. Today more than 300,000 people in an 18-county area come to Greater Grand Forks for the commercial, recreational, and cultural services it has to offer, which include nearly 40 arts organizations. The city is headquarters for a major university and boasts a key military installation that has an important economic impact on the local economy.

Geography and Climate

Flat and open terrain surrounds Grand Forks, which is just 75 miles south of the Canadian border, and situated on the western boundary of the Red River Valley of the North. Seventy-five percent of precipitation accompanied by electrical storms and heavy rainfall in a short period of time occurs during the growing season, April through September. Summers are comfortable with low humidity, warm days and cool nights. Winters are cold and dry with temperatures remaining at zero or below approximately half the time. Snowfall is generally light. The legendary Dakota blizzards result from drifting of even minimal snowfall caused by strong winds that blow unimpeded across the flat terrain.

Area: 19.2 square miles (2000)

Elevation: 834 feet above sea level

Average Temperatures: January, 5.3° F; July, 69.2° F; annual average, 40.3° F

Average Annual Precipitation: 19.3 inches of rain; 41 inches of snow

History

Railroads Stimulate Growth of City

Located at the junction of the Red Lake River and the Red River of the North, the area of Grand Forks served as a camping and trading site for Native Americans for centuries. French, British, and American fur traders peddled their wares in and around ''La Grand Fourches,'' as the French named it, meaning ''the great forks.''

In the 1850s, furs and trade goods passed through the Forks on oxcarts enroute between Winnipeg, Canada, and St. Paul, Minnesota. Steamboats replaced oxcarts in 1859. The shallow-draft steamboats could operate in less than three feet of water as they negotiated the Red River from Fargo to Winnipeg. Alexander Griggs, an experienced Mississippi River steamboat captain, established the town site of Grand Forks in 1870. Griggs teamed up with James J. Hill in the Red River Transportation Line of steamboats in the 1870s.

Grand Forks really began to grow after James J. Hill's Great Northern Railroad came to town in 1880. The Northern Pacific Railroad also built tracks to the city in 1882 and business boomed. Early arrivals who stayed in the region were mostly of northern European background including Scandinavian, German, and Polish immigrants.

Wheat and Lumber Anchor Economy

Wheat farming served as the basis of the Red River Valley prosperity. In 1893 Frank Amidon, chief miller at the Diamond Mills in Grand Forks, invented ''Cream of Wheat.'' George Clifford, George Bull, and Emery Mapes financed the new breakfast porridge venture, and the city became a part of a national breakfast legend.

From the 1880s to 1910, pine logs were floated down the Red River or brought in by rail to sawmills in the city. Many houses in Grand Forks were built of the majestic white pines from the vast forests of northern Minnesota. The University of North Dakota, founded in 1883, became the premier liberal arts institution in the state. The city grew from the river toward the college campus to the west. The Metropolitan Theatre opened in 1890 and for the next 25 years it presented quality productions of music and drama. During the period of the ''Gilded Age'' at the end of the last century, spacious and elegant houses were built along historic Reeves Drive and South Sixth Street for the local elite.

By 1900, Grand Forks had a population of almost 10,000 people. The wealth from the lumber companies, wheat farms, and railroads enabled the community to take its place as a leading city of the ''Great Northwest.'' After his arrival in the early 1880s, local architect Jon W. Ross designed many of the area's most beautiful buildings. In 1902, Joseph Bell Deremer, trained at Columbia University, began to make his mark upon the community through the new buildings he designed.

The North Dakota Mill and Elevator, the only state-owned flour mill in the country, opened in 1923. The mill allowed North Dakota farmers to bypass Minneapolis-based rail-

roads and milling monopolies. The mill distributed free flour to needy people during the Great Depression of the 1930s. Even today, the mill sends its trademark flour ''Dakota Maid'' around the world.

Twentieth Century Ends in Disaster; City Rebuilds

Grand Forks grew as a regional trade center in the twentieth century. In recent times Grand Forks residents have endured several hardships. The winter of 1995–1996 brought record snowfall (more than 100 inches in many areas) and eight blizzards. In April 1997, Grand Forks was devastated by a flood that saw the Red River rise to more than 53 feet; flood stage is 28 feet. With 60 percent of the city covered with water, most residents were forced to abandon the city, and the state was declared a disaster area. Damage from the flood was about $1.3 billion. Many residents pledged to return and rebuild, although Mayor Patricia Owens acknowledged that some residents would probably never return. She declared: ''The lesson we've learned is that material things don't mean a thing. . . . Pretty soon we'll be back, bigger and better.''

Analysts estimated that Grand Forks lost about 2,000 residents, nearly 4 percent of its population, because of destroyed homes and lost job opportunities from the great flood. But, with the initiative of then-Mayor Patricia Owens, the city began to rebuild. She secured $171.6 million in Community Development Block Grant money to help Grand Forks rebuild. She also got the federal government to earmark more than $1 billion for buyouts and relocations of homes, businesses, and schools; money for farmers who lost livestock; and money for infrastructure repair (including the town's sewer system, which was particularly hard-hit). Today, under the leadership of Mayor Brown, the city continues to grow. In 2004 the city was on a record pace for building and expansion, with a total construction value of $106 million. Less than a decade after the flood, Grand Forks has become known as a ''Destination City'' for its pro-business practices, affordable housing, and community events.

Historical Information: University of North Dakota, Elwyn B. Robinson Department of Special Collections, Chester Fritz Library, Box 9000, Grand Forks, ND 58202-9000; telephone (701)777-2617

Population Profile

Metropolitan Area Residents
1980: 66,100
1990: 103,272
2000: 97,478
Percent change, 1990–2000: −5.6%
U.S. rank in 1980: 280th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 258th

City Residents
1980: 43,765
1990: 49,417
2000: 49,321
2003 estimate: 48,618
Percent change, 1990–2000: −0.2%
U.S. rank in 1990: 511th (State rank: 2nd)
U.S. rank in 2000: 404th (Grand Forks, ND and East Grand Forks, MN combined; State rank: 2nd)

Density: 2,563 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 46,040
Black or African American: 426
American Indian and Alaska Native: 1,357
Asian: 472
Native Hawaiian and Pacific Islander: 28
Hispanic or Latino (may be of any race): 921
Other: 288

Percent of residents born in state: 63% (2000)

Age characteristics (2000)
Population under 5 years old: 2,910
Population 5 to 9 years old: 2,819
Population 10 to 14 years old: 2,924
Population 15 to 19 years old: 5,012
Population 20 to 24 years old: 8,174
Population 25 to 34 years old: 6,981
Population 35 to 44 years old: 6,657
Population 45 to 54 years old: 5,867
Population 55 to 59 years old: 1,747
Population 60 to 64 years old: 1,394
Population 65 to 74 years old: 2,317
Population 75 to 84 years old: 1,768
Population 85 years and older: 751
Median age: 28.3 years

Births (2001, Grand Forks County)
Total number: 788

Deaths (2001, Grand Forks County)
Total number: 454

Money income (1999)
Per capita income: $18,395
Median household income: $34,194
Total households: 19,658

Number of households with income of . . .
less than $10,000: 2,390
$10,000 to $14,999: 1,438

$15,000 to $24,999: 3,055
$25,000 to $34,999: 3,153
$35,000 to $49,999: 3,436
$50,000 to $74,999: 3,463
$75,000 to $99,999: 1,564
$100,000 to $149,999: 706
$150,000 to $199,999: 230
$200,000 or more: 223

Percent of families below poverty level: 9.3% (64.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,442

Municipal Government

Grand Forks has been a home rule city since 1970; it was the first city in the state to adopt home rule. Home rule means that cities may act on local matters without going to the state legislature for specific authority.

Grand Forks has a mayor-council form of government. The mayor and 14 councilpersons representing 7 wards or districts in the city are elected to four-year terms. The formal powers of the mayor of Grand Forks are limited. The mayor presides over city council meetings but can vote only if there is a tie. The mayor can veto actions of the council.

Head Official: Mayor Michael R. Brown (since 2000; current term expires June 2008)

Total Number of City Employees: 517 (2004)

City Information: City Hall, 255 North 4th St. PO Box 5200, Grand Forks, ND 58206-5200; telephone (701)746-2607; fax (701)787-3773

Economy

Major Industries and Commercial Activity

Grand Forks has a stable, agriculturally-based economy that has been expanding and diversifying since the early 1980s. Abundant moisture assists the growth of the hard spring wheat, corn, oats, sunflowers, durum, barley, potatoes, sugar beets, dry edible beans, soybeans, and flax that represent its major crops. Cattle, sheep and hogs also contribute to the local farm economy. Plants operate for the processing of potatoes, for the conversion of locally grown mustard seed for table and commercial use, for the refining of beets into sugar, and for the pearling of barley. Much of the area's durum wheat is marketed through the North Dakota State Mill and Elevator.

While in the early 1980s almost all businesses were agriculturally based, other enterprises such as high-technology firms, a wood products company, and concrete firms now play an important role in the local economy. Some important local firms include: J. R. Simplot, which processes potatoes and other foods; American Woods, a relatively new company that produces outdoor lawn furniture; Strata Corporation, which produces ready-mix concrete and handles asphalt and masonry; the American Crystal Sugar refinery; Young Manufacturing, which custom designs, engineers, and manufactures metal products; Energy Research Center, which conducts research on energy-related products; and R. D. O., which deals in processed foods. In 2001 and 2002, after its 1999 acquisition of Acme Tool Crib of the North, Internet retailer Amazon.com expanded and located a portion of its customer service operations in Grand Forks. Amazon.com is now one of the region's top employers.

The University of North Dakota (UND) is a major contributor to the city's economic life as well as its cultural and entertainment life. UND is the second largest employer in the state.

Grand Forks U.S. Air Force Base is one of the bases in the Air Mobility Command, headquartered at Scott AFB, Illinois. The base is home to the 319th Air Refueling Wing. Announcements in early 2005 about military base closings and realignments may bring changes to Grand Forks AFB, affecting jobs in the community.

Items and goods produced: farm crops, fertilizer, chemicals, seeds, wood products, metal products, concrete, computer software

Incentive Programs—New and Existing Companies

Local programs—The Office of Urban Development (OUD) is responsible for the administration and management of a variety of economic development programs. These activities are performed under the guidance and supervision of the Grand Forks City Council, Growth Fund Board of Directors, Grand Forks Housing Authority, and miscellaneous advisory bodies. For example, the OUD works with the Grand Forks Region Economic Development Corporation to assist businesses and industries wishing to expand or locate in Grand Forks by helping secure funding through various local, state, and federal resources. With the grantsmanship available through the OUD, the city has been successful in securing grants and loans to update the Grand Forks Industrial Park.

State programs—North Dakota's Economic Development & Finance Division assists businesses with start-up, expansion, and recruitment. Dakota Certified Development Company (CDC) administers the Small Business Administration 504 program in North Dakota. The program creates and retains jobs via the financing of real estate and equipment. The North Dakota Development fund provides secondary sources of funding to businesses through loans and equity investments.

Job training programs—The North Dakota New Jobs Training Program offers incentives to businesses creating new job opportunities that are expanding or relocating to the state. Job Service North Dakota works with businesses to develop training programs, and administers state and federal training programs including the Workforce Investment Act, New Jobs Training program, and Workforce 2000.

Development Projects

Slowly but surely downtown Grand Forks has rebuilt itself. To prevent another flood disaster, the city, along with East Grand Forks, Minnesota and the St. Paul District of the U.S. Army Corps of Engineers, has begun an estimated $386 million flood protection project. The city recently secured $40 million of the U.S. President's 2006 budget to assist with construction, which includes a 100,000 gallon per minute pump station to divert runoff that would otherwise flow into the community. Other major features include 12.3 miles of levees and 1.1 miles of floodwall. Completion of the five-year project is scheduled for 2005.

With a scheduled completion date of 2006, the Wellness Center at the University of North Dakota will provide for the wellness needs of the university community. The $19.3 million building will offer fitness oriented programs such as group exercise and personal training, fitness assessments, weight and cardio machines, and massage therapy.

Economic Development Information: Office of Urban Development, 1405 1st Ave. N., Grand Forks, ND 58203; telephone (701)746-2545. Grand Forks Region Economic Development Corp., 600 DeMers Avenue, Suite 501, Grand Forks, ND 58201; telephone (701)746-2720.

Commercial Shipping

Burlington Northern-Santa Fe schedules 200 freight trains peer week through the region. Seventy motor carriers and several package service carriers are located in the city.

Labor Force and Employment Outlook

Post-flood, Grand Forks civic leaders are looking for ways to make Grand Forks more appealing to professionals and young people.

The following is a summary of data regarding the Grand Forks metropolitan area labor force, 2004 annual averages.

Size of civilian non-agricultural labor force: 50,800

Number of workers employed in . . .
construction and mining: 2,800
manufacturing: 3,500
trade, transportation and utilities: 10,900
information: 700
financial activities: 1,600
professional and business services: 3,000
educational and health services: 8,300
leisure and hospitality: 5,300
other services: 1,900
government: 12,800

Average hourly earnings of production workers employed in manufacturing: $14.35 (North Dakota average)

Unemployment rate: 4.1% (February 2005)

Largest employers	*Number of employees*
University of North Dakota	4,945
Grand Forks Air Force Base	4,265
Altru Health System	3,550
Grand Forks Public Schools	1,310
Hugo's Stores	775
Simplot	539
City of Grand Forks	517
Valley Memorial Homes	500
Amazon.com	400

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Grand Forks area.

2004 (3rd Quarter) ACCRA Average House Price: $243,600

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.0 (U.S. average = 100.0)

State income tax rate: Ranges from 2.67% to 12%

State sales tax rate: 5.0% (food and prescription drugs are exempt)

Local income tax rate: None

Local sales tax rate: 1.75%

Property tax rate: 2.25% of appraised value (2005)

Economic Information: Grand Forks Chamber of Commerce, 203 Third Street North, Grand Forks, ND 58203; telephone (701)772-7271

Education and Research

Elementary and Secondary Schools

The Grand Forks Public School District is a progressive school district, with both standard and non-traditional subjects covered in the curriculum. Students routinely use computers and other technologies in the classroom, and all students receive some foreign language instruction prior to high school. The district's special education department is recognized as one of the best in the state; it provides services to disabled persons ages 3 through 21. Gifted students are provided with enrichment opportunities, including Advanced Placement courses at the high school level. Extracurricular opportunities in sports and the arts are offered to students in all grades. The Grand Forks Foundation for Education is a private organization that provides private donations, scholarships, and endowments to the district's schools and its students.

The following is a summary of data regarding Grand Forks's public schools as of the 2003–2004 school year.

Total enrollment: 8,008

Number of facilities
elementary schools: 12
middle schools: 4
senior high schools: 2
alternative schools: 1

Student/teacher ratio: 18.5:1

Teacher salaries
average: $39,007

Funding per pupil: $6,663

Five parochial and private schools provide an alternative to the public school curriculum. Two schools at Grand Forks Air Force Base provide education for students in grades kindergarten through eighth grades; high school students on the base are bused to Central High School.

Public Schools Information: Grand Forks Public Schools, 2400 47th Avenue South, Grand Forks, ND 58201; telephone (701)746-2200

Colleges and Universities

The University of North Dakota (UND), with more than 13,000 students, is one of the largest institutions of higher learning in the Upper Midwest. Founded in 1883, the university has a strong liberal arts course and a constellation of 10 professional and specialized colleges and schools. Academic programs are offered in 188 fields, and the curriculum spans arts and sciences, aviation, business, fine arts, engineering, human resources, education, nursing, law, medicine, and graduate studies. UND's school of medicine is recognized as a national leader in training rural health care providers.

Libraries and Research Centers

The Grand Forks City-County Library houses more than 300,000 volumes and subscribes to nearly 400 periodicals. Its Grand Forks Collection includes books, pictures, and oral history of the local area. The library hosts story hours for young children, and has meeting facilities available to the public for a small fee. The library's computer facilities offer free word processing and Internet access. Patrons can access the library's catalog via its Internet website. Within Greater Grand Forks's libraries are more than 3 million volumes as well as periodicals, reports, microfilms, and documents.

The University of North Dakota has an international reputation for research. Among its research centers and service units are the Energy and Environmental Research Center, the Bureau of Governmental Affairs, the Bureau of Educational Services and Applied Research, the Center for Rural Health, and the Upper Midwest Aerospace Consortium.

The Research Center at Altru Hospital participates in research and clinical trials in specialties that include cardiology, oncology, infectious diseases, pain management, and surgery. The Center collaborates with other healthcare providers and academic institutions in a 17 county region of northeastern North Dakota and northwestern Minnesota.

Public Library Information: Grand Forks City-County Library, 2110 Library Circle, Grand Forks, ND 58201; telephone (701)772-8116

Health Care

Altru Health System of Grand Forks serves the more than 200,000 residents of northeast North Dakota and northwest Minnesota. Altru is an integrated health system with headquarters on a 90-acre medical campus. It was created July 1, 1997 when the Grand Forks Clinic and United Health Services integrated following the Red River Flood. Facilities include a 277-bed acute care hospital, a 34-bed rehabilitation center, a 156-physician medical group, and an assisted living community. Specialized services include a surgical center; women's services; heart services; and cancer, diabetes, rehabilitation, and vascular centers. Altru provides care from 7 locations in Grand Forks and 13 regional clinics in northeast North Dakota and northwest Minnesota.

Recreation

Sightseeing

The Grand Forks County Historical Society grounds feature the Myra Museum, which displays the heritage of the Grand Forks area. Exhibits and displays include the Quiet Room, which contains furnishings from the 1700s; the Chapel, with its stained glass windows and objects from historic local churches; and the Lake Agasssiz display, which offers a history lesson in the ancient lake that produced the rich Red River Valley soil. The 1879 Campbell House displays furnishings of family life including a working loom, toys, and a summer kitchen. A 1917 school house, and the 1870s post office are some of the first buildings constructed in the town. The grounds are open for tours May 15 through September 15, with guided tours available every day of the week.

Arts and Culture

Grand Forks has a thriving cultural scene, with performing arts venues that include the Fire Hall Theatre, which offers a season of musicals, dramas, classics, and comedies in an intimate 114-seat setting, and the restored 1919 Empire Arts Center. The Chester Fritz Auditorium on the University of North Dakota (UND) campus presents a diversity of national, regional, and local theatrical productions and is home of the Greater Grand Forks Symphony Orchestra. The campus's Burtness Theatre is the site of excellent college dramatic productions. Community performing arts groups include the Greater Grand Forks Symphony and Youth Symphony, Grand Forks Master Chorale, Grand Forks City Band, and North Dakota Ballet Company.

The North Dakota Museum of Art, located on the UND campus, is the state's official art gallery and serves as the center of cultural life for a five-state region. The museum exhibits national and international contemporary art with shows changing every six to eight weeks. During the winter, the Museum Concert Series presents classical music concerts. The Hughes Fine Arts Center Gallery on the UND campus exhibits the works of national and regional artists as well as students. The UND Witmer Art Center displays quality works by professional artists.

Festivals and Holidays

February's Winterthing is a two-day indoor art festival with demonstrations and music. Guest writers and poets from across the nation come to the city in March for the Writer's Conference. April's Time Out/WACIPI, sponsored by the Native American Studies Department at UND, offers a variety of activities and entertainment focused on Native American life. During three weekends in June, July, and August, Summerthing in the Park presents Music in the Park, Kids Days, and Artfest. In June, the Greater Grand Forks Fair and Exhibition offers carnival rides, concerts, 4-H entries, and races. From June through September, an outdoor farmers market with free entertainment and concessions is held on the town square. August's Catfish Days is an event for those who love to catch or eat fish or even just enjoy watching the entertainment in the evenings. A popular summer Grand Forks U.S. Air Force Base event, Friends and Neighbors Day, brings thousands of people to watch aerial demonstrations and to peer into cockpits. Crazy Days offers bargain shopping at many local marketplaces in August, and later in the month the two-day Heritage Days Festival includes old time threshing demonstrations and antique machinery. The Potato Bowl in September features football games, a queen pageant, and a golf tournament, among other activities. Christmas in the Park, held from late November through early January, is a driving tour of holiday light displays.

Sports for the Spectator

The University of North Dakota is the home of the Fighting Sioux, with nationally ranked NCAA Division I ice hockey and Division II men's and women's basketball, football, and swimming programs.

Sports for the Participant

The Grand Forks Park District maintains 43 parks and facilities on more than 850 acres of land. Facilities include biking and jogging lanes and paths, two golf courses (including an Arnold Palmer signature golf course), one public swimming pool, eleven outdoor skating rinks, four indoor ice arenas, and tennis and racquetball courts. The Park District's Center Court Fitness Club houses indoor tennis courts, aerobics studios, and a weight room. Two rivers provide outstanding fishing opportunities; the Red River is internationally known for its trophy-sized channel catfish. Winter offers opportunities for snowmobiling, ice fishing, and cross-country skiing.

Shopping and Dining

The largest indoor mall in the region is Columbia Mall, whose stores are anchored by JCPenney, Marshall Field's, and Sears. The Grand Cities Mall, anchored by Big K-Mart, includes stores such as Grand Cities Antiques and Collectibles and Zimmerman's Furniture. The Grand Forks Marketplace, located off of Interstate 29, is home to national retailers such as Target and Lowe's. The Riverwalk Centre, in East Grand Forks, offers unique shopping opportunities in a scenic setting along the Red River. Barnes and Noble University Bookstore is the anchor for a planned ''University Village'' on the UND campus.

East Grand Forks, Minnesota, is home to Cabela's, featuring an extensive collection of hunting, fishing, and outdoor gear

in a five-story-high store with a 35-foot high mountain with game mounts, a gigantic aquarium, and indoor firearm testing areas.

The Grand Forks area has more than 85 restaurants serving fast food to gourmet meals, including Chinese, Mexican, Bavarian, and Italian fare as well as the Midwest staple steak-and-potatoes dinner.

Visitor Information: Greater Grand Forks Convention & Visitors Bureau, 4251 Gateway Drive, Grand Forks, ND 58203; telephone (701)746-0444; toll-free (800)866-4566. Grand Forks Parks District, 1210 7th Avenue South, Grand Forks, ND 58208; telephone (701)746-2750

Convention Facilities

Grand Forks is the largest sports, convention, and entertainment center between Minneapolis and Seattle. Its Alerus Center is the largest sports, entertainment, and convention facility in the upper Midwest. The facility includes more than 145,000 square feet of banquet, meeting, and exhibit space; adjustable concert seating for up to 22,000 people; 12 conference rooms; and a 26,000 square foot ballroom. Several local banquet halls, hotels, and restaurants also provide meeting facilities.

Convention Information: Alerus Center, 1200 42nd Street South, Grand Forks, ND 58203; telephone (701)792-1200. Greater Grand Forks Convention & Visitors Bureau, 4251 Gateway Drive, Grand Forks, ND 58203; telephone (701)746-0444; toll-free (800)866-4566

Transportation

Approaching the City

Grand Forks is accessible by two major highways, Interstate 29, which runs north and south, and U.S. Highway 2, which runs east and west. Grand Forks International Airport, located 4.5 miles west of the city, is North Dakota's busiest commercial airport. Northwest Airlines operates daily flights that connect travelers to more than 750 cities worldwide. Amtrak operates daily passenger trains. Interstate bus service is provided by Greyhound and Triangle bus lines.

Traveling in the City

The Cities Area Transit (CAT) provides bus service to both Grand Forks and East Grand Forks Monday through Saturday. CAT offers a door-to-door senior ride service for adults 55 and older. Dial-a-Ride service is available for the physically handicapped.

Communications

Newspapers and Magazines

The city's daily newspaper is the *Grand Forks Herald*; although its building burned to the ground in April 1997 during the great flood, the newspaper managed to win a Pulitzer Prize for its coverage of the flood. The paper maintains an Internet website with daily news, a week's worth of archived news, local classified ads, and ''online extras.'' The *Dakota Student,* the student-published campus newspaper of UND, is published twice weekly during the fall and spring semesters. The paper is free to students and community members. The University of North Dakota publishes scholarly journals, including *North Dakota Quarterly,* a literary review.

Television and Radio

Residents of Grand Forks receive programming from one public and one commercial television station and from nine AM and FM radio stations. Grand Forks also receives programming from Fargo. Cable service is available.

Media Information: *Grand Forks Herald,* Knight-Ridder, Inc., 375 2nd Ave. N., PO Box 6008, Grand Forks, ND 58206-6008; telephone (701)780-1100; toll-free (800)477-6572

Grand Forks Online

City of Grand Forks Home Page. Available www.grandforksgov.com

Grand Forks Air Force Base home page. Available www.public.grandforks.amc.af.mil

Grand Forks Chamber of Commerce. Available www.gfchamber.com

Grand Forks Convention and Visitors Bureau. Available www.grandforkscvb.org

Grand Forks County Historical Society. Available www.grandforkshistory.com

Grand Forks Herald. Available www.grandforksherals.com

Grand Forks Park District. Available www.gfparks.org

Grand Forks Public Library. Available www.grandforksgov.com/library

Grand Forks Public Schools. Available www.gfschools.org

Grand Forks Region Economic Development Corporation. Available www.grandforks.org

Office of Urban Development. Available www.grandforks gov.com/gfgov/home.nsf/Pages/Urban + Development

University of North Dakota home page. Available www.und .edu

OHIO

Akron 451
Cincinnati 467
Cleveland 481
Columbus 495
Dayton 507
Toledo 519

The State in Brief

Nickname: Buckeye State
Motto: With God, all things are possible

Flower: Scarlet carnation
Bird: Cardinal

Area: 44,825 square miles (2000; U.S. rank: 35th)
Elevation: Ranges from 455 feet to 1,550 feet above sea level
Climate: Temperate and continental; humid with wide seasonal variation

Admitted to Union: March, 1, 1803
Capital: Columbus
Head Official: Governor Bob Taft (until 2007)

Population
- **1980:** 10,798,000
- **1990:** 10,847,115
- **2000:** 11,353,140
- **2004 estimate:** 11,459,011
- **Percent change, 1990–2000:** 4.7%
- **U.S. rank in 2004:** 7th
- **Percent of residents born in state:** 74.7% (2000)
- **Density:** 277.3 people per square mile (2000)
- **2002 FBI Crime Index Total:** 469,104

Racial and Ethnic Characteristics (2000)
- **White:** 9,645,453
- **Black or African American:** 1,301,307
- **American Indian and Alaska Native:** 24,486
- **Asian:** 132,633
- **Native Hawaiian and Pacific Islander:** 2,749
- **Hispanic or Latino (may be of any race):** 217,123
- **Other:** 88,627

Age Characteristics (2000)
- **Population under 5 years old:** 754,930
- **Population 5 to 19 years old:** 1,633,214
- **Percent of population 65 years and over:** 5.4%
- **Median age:** 36.2 years (2000)

Vital Statistics
- **Total number of births (2003):** 149,412
- **Total number of deaths (2003):** 109,700 (infant deaths, 1,162)
- **AIDS cases reported through 2003:** 6,583

Economy
- **Major industries:** Trade; finance, insurance, and real estate; manufacturing; agriculture; tourism; services
- **Unemployment rate:** 6.1% (April 2005)
- **Per capita income:** $29,953 (2003; U.S. rank: 26)
- **Median household income:** $43,535 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.4% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 0.743% to 7.5%
- **Sales tax rate:** 6.0% (food and prescription drugs are exempt)

Akron

The City in Brief

Founded: 1825 (incorporated 1836)

Head Official: Mayor Donald L. Plusquellic (D) (since 1987)

City Population
1980: 237,177
1990: 223,019
2000: 217,074
2003 estimate: 212,215
Percent change, 1990–2000: −2.7%
U.S. rank in 1990: 71st (State rank: 5th)
U.S. rank in 2000: 82nd (State rank: 5th)

Metropolitan Area Population (Cleveland–Akron CMSA)
1980: 2,938,277
1990: 2,859,644
2000: 2,945,831
Percent change, 1990–2000: 3.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 16th

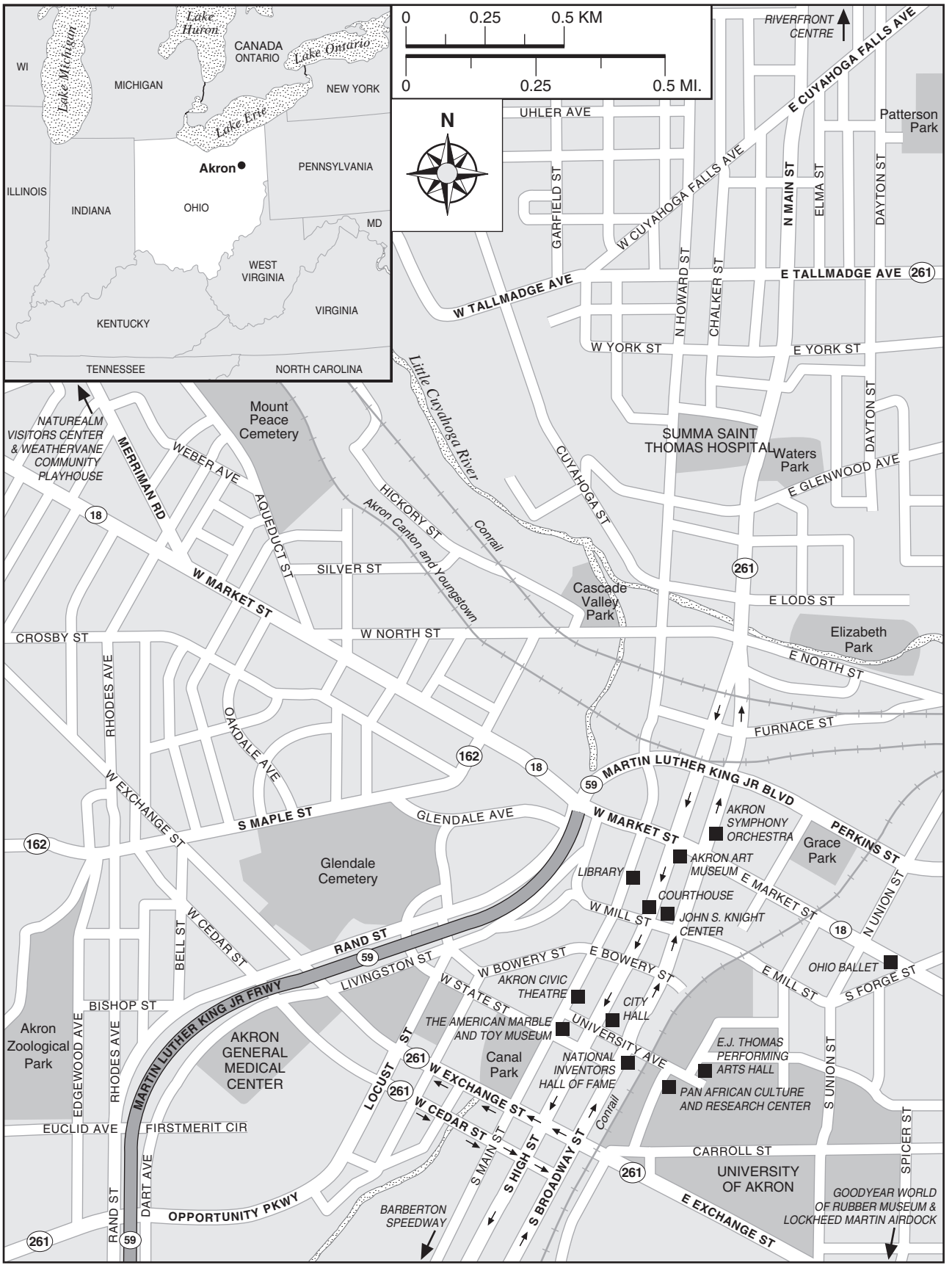
Area: 62.41 square miles
Elevation: 1,050 feet above sea level
Average Annual Temperature: 49.2° F
Average Annual Precipitation: 35 inches of rain; 48 inches of snow

Major Economic Sectors: research and development, manufacturing, healthcare, education
Unemployment Rate: 7.1% (February 2005)
Per Capita Income: $17,596 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Akron

Daily Newspapers: *The Akron Beacon Journal*


Lake Michigan
Lake Huron
Lake Erie
Lake Ontario
CANADA
ONTARIO
WI
MICHIGAN
NEW YORK
PENNSYLVANIA
Akron
ILLINOIS
INDIANA
OHIO
MD
WEST VIRGINIA
VIRGINIA
KENTUCKY
TENNESSEE
NORTH CAROLINA
0 0.25 0.5 KM
0 0.25 0.5 MI.
N
RIVERFRONT CENTRE
E CUYAHOGA FALLS AVE
UHLER AVE
Patterson Park
GARFIELD ST
W CUYAHOGA FALLS AVE
N MAIN ST
ELMA ST
DAYTON ST
E TALLMADGE AVE
261
W TALLMADGE AVE
N HOWARD ST
CHALKER ST
W YORK ST
E YORK ST
NATUREALM VISITORS CENTER & WEATHERVANE COMMUNITY PLAYHOUSE
MERRIMAN RD
WEBER AVE
Mount Peace Cemetery
Little Cuyahoga River
SUMMA SAINT THOMAS HOSPITAL
Waters Park
E GLENWOOD AVE
CUYAHOGA ST
HICKORY ST
Akron Canton and Youngstown
Conrail
AQUEDUCT ST
SILVER ST
W MARKET ST
18
Cascade Valley Park
E LODS ST
CROSBY ST
W NORTH ST
Elizabeth Park
E NORTH ST
RHODES AVE
OAKDALE AVE
FURNACE ST
162
MARTIN LUTHER KING JR BLVD
59
W EXCHANGE ST
S MAPLE ST
GLENDALE AVE
AKRON SYMPHONY ORCHESTRA
PERKINS ST
Grace Park
Glendale Cemetery
AKRON ART MUSEUM
LIBRARY
E MARKET ST
COURTHOUSE
W MILL ST
JOHN S. KNIGHT CENTER
N UNION ST
W CEDAR ST
BELL ST
RAND ST
OHIO BALLET
E MILL ST
S FORGE ST
W BOWERY ST
E BOWERY ST
LIVINGSTON ST
AKRON CIVIC THEATRE
W STATE ST
CITY HALL
BISHOP ST
THE AMERICAN MARBLE AND TOY MUSEUM
UNIVERSITY AVE
Akron Zoological Park
EDGEWOOD AVE
RHODES AVE
AKRON GENERAL MEDICAL CENTER
MARTIN LUTHER KING JR FRWY
Canal Park
NATIONAL INVENTORS HALL OF FAME
E.J. THOMAS PERFORMING ARTS HALL
LOCUST ST
W EXCHANGE ST
W CEDAR ST
PAN AFRICAN CULTURE AND RESEARCH CENTER
S UNION ST
EUCLID AVE
FIRSTMERIT CIR
S MAIN ST
S HIGH ST
S BROADWAY ST
CARROLL ST
UNIVERSITY OF AKRON
SPICER ST
DART AVE
OPPORTUNITY PKWY
BARBERTON SPEEDWAY
E EXCHANGE ST
GOODYEAR WORLD OF RUBBER MUSEUM & LOCKHEED MARTIN AIRDOCK
RAND ST

Introduction

Akron is the cradle of the rubber industry in the United States, home of the National Inventors Hall of Fame, birthplace of Alcoholics Anonymous and current site of the leading edge of polymer engineering and research. Akron's history has been one of adaptation, of seeing opportunity and developing a response, all of which has led to the community becoming an industrial power. The city balances a long tradition of manufacturing and transportation businesses with fine cultural tastes. Akron has given the U.S. a century of automotive tires, plastics, oatmeal, roundballer LeBron James, rocker Chrissie Hynde of the Pretenders, New Wave band Devo, and the All–American Soap Box Derby—a true show of the city's diversity.

Geography and Climate

Akron's natural surroundings provide a little of everything—to the south and east lie the gently rolling Appalachian Foothills, to the north is the glacial legacy of Lake Erie, and Akron itself sits on the Cuyahoga River in the Great Lakes Plains region. The Plains are renowned for their fertility, while the Appalachian Plateau is not only beautiful but a concentrated repository of minerals.

Akron experiences four distinct seasons throughout the year. A consistently high level of humidity makes for cold winters and hot summers. The winter season can be quite snowy, although Akron's relative distance from Lake Erie protects it from the full barrage of lake effect precipitation experienced by Cleveland. Year-round moisture generates an excellent growing climate.

Area: 62.41 square miles

Elevation: 1,050 feet above sea level

Average Temperatures: January, 24.8° F; July, 71.5° F; annual average, 49.2° F

Average Annual Precipitation: 35 inches of rain; 48 inches of snow

History

Great Lake, Good Spot to Settle

The last Ice Age left northern Ohio a priceless gift—a mammoth body of water to support fish, game and agriculture, along with rich soil and mineral deposits. Lake Erie was named for a tribe of native people who lived on its shores; other early inhabitants attracted by the bountiful flora and fauna included Iroquois, Miami, Shawnee, Wyandot, Delaware, and Ottawa Indian tribes. The first residents left little mark on the land, aside from a well-worn trail that became known as the Portage Path used to transport canoes between large bodies of water. The native tribes also left a linguistic heads-up— their words for the concepts of ''hunger'' and ''cold'' were soon understood by subsequent European explorers.

Northern Ohio's riches of fish and furs couldn't be ignored by adventurers from across the pond; French trappers set up outposts to protect their fur trade and subsequently fought the British for the area in what came to be known as the French and Indian War. As part of a treaty, France ceded Ohio and the Great Lakes to Great Britain, which forbade U.S. settlers to occupy the area. Not known for obedience to the Queen, pioneers from the eastern U.S. colonies continued to traverse the area; following the American Revolution, Great Britain ceded Ohio and the Northwest Territories to the U.S. However, the British continued to occupy fortifications that they had agreed to leave. Tensions had continued to run high between the U.S. and Great Britain after the war of American independence, and a new generation of ''warhawks'' on the east coast fed the unrest with reports that the Brits were inciting native tribes to perpetrate violence on U.S. pioneers and explorers along the Great Lakes. War was declared in 1812, with British and Canadian troops taking on an under-prepared U.S. military. Native American tribes picked a side and fought for reasons ranging from survival to revenge, although the tribes's alliance with the British was effectively ended when the Shawnee Chief Tecumseh was killed shortly after the Battle of Lake Erie.

The War of 1812 ultimately ended in a stalemate but with lasting effects on both Canada and the U.S.—national identity was cemented in both countries, and a firm border was established along the Great Lakes. Ohio had been a state since 1803, and the U.S. had just spent a great deal of effort to ensure that the productive, fertile area remained part of the Union. But how to bring those riches to the rest of the country?

The Ohio-Erie Canal

Ever since humans first cast eyes on the ocean-like expanse of Lake Erie, the creation of a navigable route between the lake and other major water systems nearby was a primary objective. The Appalachian and Adirondack Mountains created obstacles to ground transportation methods of the time, and water was viewed as an easy route. Plans for a canal system had been percolating for decades before the War of 1812; after the war, construction commenced on the Erie Canal that would connect the northeast end of the lake with

the Hudson River, allowing for transportation of goods and people on to the Atlantic Ocean. A parallel canal was begun from the south shore of Lake Erie with a plan to join the Ohio River at Portsmouth, then proceed east through Pennsylvania to the wealthy eastern communities hungry for Ohio wheat, furs, and minerals.

Communities sprang up along the canal construction route and its attendant industries. An hour south of Lake Erie, at the high point of the Ohio-Erie canal, the town of Akron (Greek for ''high'') was platted in 1811 and founded in 1825. The canal required 17 locks to be passed in the vicinity of Akron, necessitating that passengers spend a number of hours in the burgeoning town. Businesses were developed to meet the needs and desires of the pass-through traffic as well as to facilitate the freight trade—barrels and pottery containers were manufactured in Akron amid taverns, general stores and boat building enterprises. Hard-working immigrants came to Akron to labor on the canal and stayed to prosper in canal-related businesses after the waterway was completed. Akron was established as a true crossroads, and then found itself at the figurative crossroads of the U.S. Civil War.

''Farmers of Rich and Joyous Ohio . . .''

In the mid-1800s, Ohio was a microcosm of the nation. The northern counties, including Summit, were home to some of the most passionate abolitionists in the country. The southern counties, abutting pro-slavery states Kentucky and Virginia, were equally passionate in support of states' rights. In this atmosphere of division, the pro-abolition family of John Brown moved to northern Ohio in search of a politically supportive community. Brown and his family lived a somewhat chaotic existence, as he struggled to provide for his wife and children as a tanner, sheep farmer and wool merchant. In 1844, Brown moved to Akron and partnered with city founder Simon Perkins in a wool business; the partnership was dissolved in 1851 for financial reasons and Brown moved his family out of Ohio as he became increasingly troubled by slavery in the U.S. Events in ''bleeding Kansas'' inspired Brown and several of his sons to travel to the free state to take part in raids on pro-slavery factions. Brown gained a national platform for his views and actions, which culminated in his band's raid on Harper's Ferry, Virginia (now West Virginia). Brown was apprehended by Robert E. Lee and was hanged in 1859—arguably, the raid on Harper's Ferry pushed the country into Civil War and ultimately gained Brown's goal of ending slavery in the U.S.

With Brown's fierce beliefs in its memory and Sojourner Truth's Akron speech ringing in its ears, Ohio joined the Union and contributed more than its conscripted quota of volunteers to the army during the Civil War. During and after the war, life in Akron and northern Ohio underwent a shift from the agrarian to the industrial, as entrepreneurs adapted to meet the demands of a nation doing battle. Railroads began to crisscross the country, and Akron was not immune—train transport of goods eventually led to the demise of the Ohio-Erie Canal in 1913. However, in the late 1800s, Akron needed all the freight transport systems available: B.F. Goodrich had come to town.

Akron's Beginnings in Rubber

Dr. Benjamin Franklin Goodrich grew up on the east coast and received his medical education in Cleveland, Ohio. After serving as a surgeon during the Civil War, Goodrich could see the potential in vulcanized rubber products as developed by Charles Goodyear and decided in 1870 to locate a company in Akron. A couple of decades later, the Goodyear Tire and Rubber Company, named in honor of Charles Goodyear, based its headquarters in Akron and provided competition for Goodrich. Firestone Rubber followed in 1900 and General Tire in 1915, establishing Akron as the ''Rubber Capital of the World.'' Rubber production at that time consisted mainly of bicycle and carriage tires and rubber pads for horseshoes. The industry pulled in workers not only from other states but from other countries, making for a motivated and diverse population.

Akron's fortunes were boosted by rubber demand during World War I; the ensuing Great Depression had an economic impact on the industry and the city as a whole, but the American love affair with the automobile came to the rescue. In the early 1900s, the Model T had been outfitted with Goodyear tires; by 1926, Goodyear had become the world's largest rubber company as it sprinted to keep ahead of its competitors in Akron. World War II again increased the need for fighter plane tires and other equipment, bringing more growth and wealth to the Rubber Capital. With many men serving in the military, women entered the industrial workforce in droves; the local rubber manufacturers used women in advertising to both promote the war effort and their products.

After the war, change was in the air. In the 1950s and 1960s, radial tires became the industry standard and Akron's factories weren't equipped for the switch. Some companies attempted a hybrid tire with poor results, and B.F. Goodrich converted its machinery over to radial production equipment at great expense to the company. These costs, coupled with industry strikes and factory shutdowns in the 1970s and 1980s, decimated the rubber business in Akron. Today, Firestone maintains a technical research center in Akron and Goodyear continues to produce racing tires while researching new tire technology, but most of the other rubber companies have left.

Post-Rubber Akron

Akron has rebounded from the tough days in the rubber industry, again demonstrating its ingenuity and resourcefulness in the field of polymer research and engineering. More

than 400 polymer-related companies operate in the area, and the University of Akron has created both a degree program in polymer engineering and a research facility that supports local efforts. In addition, aerospace design is taking flight in local industry.

The city of Akron is redefining itself and rediscovering itself as it celebrates its contributions to American inventiveness, music, and sports. The downtown area is undergoing a renaissance, and the Ohio & Erie Canal National Heritage Corridor has been preserved in recognition of the history of the waterway. Akron is facing forward, but it remembers how it got where it is today.

Historical Information: Summit County Historical Society, 550 Copley Road, Akron, OH 44320; telephone (330) 535-1120; email schs@summithistory.org

Population Profile

Metropolitan Area Residents (Cleveland-Akron CMSA)
1980: 2,938,277
1990: 2,859,644
2000: 2,945,831
Percent change, 1990–2000: 3.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 16th

City Residents
1980: 237,177
1990: 223,019
2000: 217,074
2003 estimate: 212,215
Percent change, 1990–2000: −2.7%
U.S. rank in 1990: 71st (5th in state)
U.S. rank in 2000: 82nd (5th in state)

Density: 3,497.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 145,924
Black or African American: 61,827
American Indian and Alaskan Native: 575
Asian: 3,257
Native Hawaiian and Pacific Islander: 48
Hispanic or Latino (may be of any race): 2,513
Other: 940

Percent of residents born in state: 75.6%

Age characteristics: (2000)
Population under 5 years old: 15,661
Population 5 to 9 years old: 16,309
Population 10 to 14 years old: 14,809
Population 15 to 19 years old: 14,591
Population 20 to 24 years old: 16,464
Population 25 to 34 years old: 33,234
Population 35 to 44 years old: 32,546
Population 45 to 54 years old: 27,565
Population 55 to 59 years old: 9,003
Population 60 to 64 years old: 7,567
Population 65 to 74 years old: 14,631
Population 75 to 84 years old: 11,321
Population 85 years and over: 3,373
Median age: 34.2

Births (2002, Summit County)
Total number: 7,015

Deaths (2002, Summit County)
Total number: 5,352

Money income (1999)
Per capita income: $17,596
Median household income: $31,835
Total households: 90,143

Number of households with income of . . .
less than $10,000: 5,259
$10,000 to $14,999: 3,070
$15,000 to $24,999: 7,703
$25,000 to $34,999: 7,856
$35,000 to $49,999: 10,251
$50,000 to $74,999: 11,648
$75,000 to $99,999: 4,654
$100,000 to $149,999: 2,485
$150,000 to $199,999: 558
$200,000 or more: 620

Percent of families below poverty level: 14% (36% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

The City of Akron operates under the council-mayor form of government, with the 13-member council and the mayor working together to establish administrative departments and to oversee the city finances. The city is divided into 10 wards, each of which elect a council member for a two-year term of service. The other three council members are elected by the city populace at-large and serve four-year terms in office. The mayor is also elected by the general populace of Akron and serves a four-year term. The mayor selects a

cabinet composed of the Deputy Mayors of Economic Development, Planning, Public Service, Safety, Labor Relations, Intergovernmental Relations, Finance, and Law.

Head Official: Mayor Donald L. Plusquellic (D) (since 1987; current term expires 2008)

Total Number of City Employees: 3,000 (2005)

City Information: City of Akron, 102 Municipal Building, 166 South High Street, Akron, OH 44308; telephone (330)875-2320

Economy

Major Industries and Commercial Activity

From its former honor as the ''Rubber Capital of the World,'' Akron has moved forward into the world of liquid crystal and polymer research, development, and technology. More than 400 companies in the area are at work on one aspect or another of polymers, creating what is now referred to as ''The Polymer Valley.'' The University of Akron supports the industry with both a College of Polymer Engineering and a specialized laboratory and research facility accessible by Akron area business partners.

As a transportation hub between the east coast of the U.S. and parts west, Akron has built an industry around motor vehicle production, movement of freight, and aeronautics. In 2003 the local branch of Lockheed-Martin was awarded a $2 million Department of Defense contract to develop a new high altitude airship capable of carrying a variety of payloads. Local researchers in the aeronautics field have been studying ''lighter than air'' technology for aircraft since the days of the Goodyear Blimp being docked in Akron.

Items and goods produced: plastic products, polymers, chemicals, metals, motor vehicles and related equipment, biomedical products, aeronautical instruments, and controls

Incentive Programs—New and Existing Companies

Local programs—Through Tax Increment Financing, the City of Akron offers businesses the opportunity to apply real property taxes to a public infrastructure improvement that will directly benefit the business. In addition, businesses that locate or expand into an Akron Enterprise Zone are eligible for a tax abatement program that allows for up to 100 percent of tangible personal property taxes to be in abatement for up to 10 years.

State programs—The State of Ohio encourages new businesses, expansion of existing businesses, export of Ohio-produced goods, and flexibility of production via a variety of incentive programs. The Machinery and Equipment Tax Credit is based on the amount of a company's investment in machinery purchase or retooling in an Ohio county over the three years preceding claim of the tax credit and is divided evenly over seven years. A Research and Development Tax Credit is available for machinery and equipment purchased for pure and directed research activities. Those manufacturers who get their goods into international circulation may be able to capitalize on the Export Tax Credit, which is based on the average increase in export sales over the two years prior to the tax credit claim. The Brownfields Tax Credit provides a break for private sector businesses that rehabilitate and reuse properties once considered environmentally contaminated.

A refundable Job Creation Tax Credit is available to businesses that locate or expand in Ohio; the tax credit may be as much as 75 percent for up to 10 years. The Working Opportunity and Welfare to Work tax credit programs encourage employers to hire individuals from seven targeted groups of potential employees, including food stamp recipients, vocational rehab referrals from the Department of Veteran Affairs, Supplemental Security Income recipients, participants in Temporary Assistance for Needy Families, and 18-24 year olds. Employers may also receive tax breaks to offset costs of training current employees via the Ohio Training Tax Credit Program.

Job training programs—The state of Ohio has created the Enterprise Ohio Network of public community colleges and universities that work with businesses and organizations to provide continuing education for employees. The Ohio Investment in Training Program offers reduced-cost training and materials to new or expanding businesses, with an emphasis on employment sectors in which training costs are comparatively high.

Summit County's Employment Resource Center assists employers with recruitment and skills testing for prospective employees, customizes on-the-job training for new or reallocated workers, and can advise employers and employees during layoff situations.

Development Projects

In an effort to counter the outflow of businesses and residents to malls and suburbs, downtown Akron became a Special Improvement District in the mid-1990s. This designation as a private nonprofit entity has allowed the city to enhance parking and transit services, marketing of the downtown area, business recruitment and retention, and the physical presentation and security of the area. The restoration project has included adaptive reuse of large, unoccupied businesses in the

district; examples include the Roetzel & Andress Office Center (bringing 85,000 square feet of retail space and 100,000 square feet of office space to the downtown area) and Advanced Elastomer Systems (now located in buildings 40 and 41 of the B.F. Goodrich complex and continuing the trend of innovation in a most appropriate setting).

The City of Akron has a number of business and industrial parks under development or open for new enterprises. The Ascot Business Park is being cultivated for light industrial and manufacturing businesses, with 85 of 228 total acres complete in 2005. Current tenants include companies that produce plastics, chemicals, aluminum, glass, and graphic art rubber products. The Airport Development Area encourages location of businesses that fit within the existing aviation, commercial, and industrial themes. Current tenants include a bottling company, flight schools, and plastic producers. The University Technology Park is located near the University of Akron Polymer Science Center and is dedicated to industrial research and technology businesses specializing in polymers. Nine acres are available for development.

New businesses established in the Akron area include the headquarters of both Newell Rubbermaid and Neighborhood Development Corporation, L'Oreal Cosmetics, Feature Foods, Lockheed-Martin, RJS Manufacturing, 24 Brown Street Corporation, Spectrum Brands, and Includis Manufacturing Software.

In 2005 the Akron-Canton Airport completed a $7 million renovation of its terminal building, with improvements made to the food court, baggage claim wing, entrances, parking lots and Internet access at the airport. Runway improvements are anticipated in the near future.

Commercial Shipping

Akron businesses have a variety of choices when it comes to shipping, considering the city's proximity to major waterways, airports, roadways, and rail systems. The Akron Fulton Airport, located in the southeast corner of the municipality, was home to the original Goodyear Airdock and site of the first lighter-than-air craft. The airport has four paved runways and can accommodate all types of private, single- and multi-engine aircraft. The Akron-Canton Airport offers a range of commercial flight and cargo shipping options. Carriers include AirTran, Delta, Frontier, Northwest, United and US Airways Express. Further air cargo options are available up the road 40 miles in Cleveland, where Cleveland Hopkins International Airport hosts a number of carriers that include UPS, FedEx and the United States Postal Service.

A multitude of interstate, U.S. and state highways intersect in Akron, providing ready access to and from all points in the country. Interstates 71, 76 and 77 all pass through the city; bypasses have been created to encourage smooth traffic flow. Local trucking and transport firm Roadway Express, a subsidiary of Yellow Roadway Corporation, leads the ground transport field with a network of shipping options extending to Canada, Alaska, Hawaii, Puerto Rico and across the globe. Akron's industrial history has made the city a magnet for many other companies that specialize in handling and transport of a range of freight. Several rail systems pass through Akron as well, including CSX and Norfolk Southern Railroads.

The Great Lakes Seaway from the Port of Cleveland and the St. Lawrence Seaway link the Akron area to the Atlantic Ocean, providing access to Europe, Africa, South America, Australia and Asia.

Labor Force and Employment Outlook

Developments in the early 2000s portend that the manufacturing sector is likely to see more layoffs and lost jobs in the future. The manufacture of durables may rebound somewhat, but the employment sectors expected to demonstrate significant growth are projected to be health care and social assistance, science and technology professions, administration and support services, leisure and hospitality, wholesale trade, transportation and warehousing, construction, retail trade, services, and recreation, arts and entertainment. Adaptation and retraining will be critical for workers to make the shift from production to a more service oriented job market.

The following is a summary of data regarding the Cleveland-Akron metropolitan statistical area labor force, 2004 annual averages.

Size of nonagricultural labor force: 328,500

Number of workers employed in . . .
- *construction and mining:* 13,900
- *manufacturing:* 49,300
- *trade, transportation and utilities:* 65,700
- *information:* 4,700
- *financial activities:* 14,600
- *professional and business services:* 43,600
- *educational and health services:* 42,800
- *leisure and hospitality:* 30,300
- *other services:* 13,600
- *government:* 50,000

Average hourly earnings of production workers employed in manufacturing: $15.25

Unemployment rate: 7.1% (February 2005)

Largest employers	*Number of employees (2005)*
Goodyear Tire and Rubber Co.	4,700
Summa Health System	3,650

Largest employers	*Number of employees (2005)*
Akron Public Schools	3,000
City of Akron	3,000
Akron General Medical Center	2,794
Fred Albrecht Grocery Co.	2,000
Children's Hospital Medical Center	1,543
Roadway Express	1,500
FirstMerit Corp.	1,475
FirstEnergy	1,400
Sterling Inc.	1,313

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Akron area.

2004 (3rd Quarter) ACCRA Average House Price: $205,000

2004 (3rd Quarter) ACCRA Cost of Living Index: 91.5 (U.S. average = 100.0)

State income tax rate: Ranges from .0743% to 7.5% maximum

State sales tax rate: 6%

Local income tax rate: 2.25% (Akron)

Local sales tax rate: 0.75% (Summit County)

Property tax rate: $89.270 per $1,000 assessed value

Economic Information: Greater Akron Chamber, One Cascade Plaza, 17th Floor, Akron, OH 44308-1192; telephone (303)376-5550; toll-free (800)621-8001.

Education and Research

Elementary and Secondary Schools

In 2001 Akron Public Schools committed to a 10-point contract with the community, vowing to heighten academic standards, raise test scores and graduation rates, keep schools safe, cut costs and limit growth, execute and enforce contracts with parents of students, move students into alternative school programs as necessary, provide continuing education for teachers and administrators, work closely with community partners, monitor the budget closely, and delay requests for more operational monies until the 10 points of the contract were met (which happened as of the 2004-2005 school year). Akron Public Schools is a large district that boasts a student body that is approximately half African American and half Anglo-American, along with representation from Asian, Pacific Islander, Latino, and American Indian cultural and ethnic groups. The district's diverse language program is a source of pride.

A plethora of specialized programs and studies are offered in classes that meet all state standards for education. Team and individual sports, music, and art offerings have been supported in Akron Public Schools, demonstrating the district's commitment to individualized learning. The district has incorporated alternative school facilities that serve students who are at risk of dropping out of the general school population or who pose a discipline problem.

In 2003 the district embarked on an ambitious 15-year plan to renovate existing school structures into state-of-the-art community learning centers. The updated facilities will serve as modern school buildings for Akron Public School students during the day, and in the evening will be available for community programs, adult education, recreation, and after-school enrichment activities.

The following is a summary of data regarding Akron public schools as of the 2004–2005 school year.

Total enrollment: 27,595

Number of facilities
elementary schools: 39
middle schools: 10
high schools: 8

Student teacher ratio: 15.2:1

Teacher salaries
minimum: $31,769
maximum: $69,753

Funding per pupil: $9,360

The city of Akron is also home to a number of private middle and high school programs, most of which are operated under the auspices of religious institutions. A Waldorf school is located in nearby Copley, Ohio, and several Montessori schools are located in Akron and surrounding communities.

Public Schools Information: Akron Public Schools, Administration Building, 70 N. Broadway, Akron, OH 44308-1911; telephone (330)761-1661

Colleges and Universities

With the unlikeliest of mascots (Zippy the Kangaroo), the University of Akron has a student body of 24,129. The university functions on the semester system and offers more than 200 undergraduate majors, more than 100 master's degrees, 17 doctoral degrees and 4 law degrees. The university has adapted to economic trends in the Akron area by instituting a College of Polymer Science and Engineering; other

degree programs prepare students for careers in nursing, education, the fine arts, the social sciences and more.

Adult vocational education is available at several institutions in the Akron area, including the Ohio College of Massotherapy (OCM). Enrolling approximately 250 full-time students, OCM combines classroom and experiential work in pursuit of an associates degree in Applied Science or a diploma in Massage Therapy. Specialized healthcare programs in x-ray technology or nursing can be studied through the local hospitals organized under the Summa Health System, including St. Thomas Medical Center and Akron City Hospital.

Other institutions for post-secondary education include Southern Ohio University's northeast campus, the Academy of Court Reporting, Wooster Business College, Akron Barber College, Stafford Flight Academy, Advanced Career College, and the Akron Machining Institute.

Akron is a mere hour south of Cleveland and within easy reach of the main campuses and branches of several post-secondary education programs. Kent State University is located about 24 miles to the northeast of Akron.

Libraries and Research Centers

Akron and its surrounding communities are served by the Akron-Summit County Public Library system, which is comprised of a main library facility in Akron, 17 branch libraries, and a bookmobile. The library system provides access to more than 1.2 million books, approximately 250,000 audio-visual materials, and 1,800 periodicals. The main library houses a number of special collections centered around local history; one of the newer collections has preserved musical contributions of local Summit County performers from the past to present day. Photographs, books, articles, and other materials chronicle the history of the rubber industry, the World Series of Golf, and the Soap Box Derby in Akron. Each branch of the library system offers a variety of reading and education programs for children, teens, and adults throughout the year. Book delivery is available for homebound readers.

Located on the fourth floor of the Summit County Courthouse, the Akron Law Library promotes ''the study and investigation of law and legal research . . . '' to its membership of attorneys, judges, magistrates, and other court personnel. More than 81,500 volumes are on hand for browsing, along with an increasing number of audio-visual formats. Library members can also utilize online legal research resources, and three professional law librarians are onsite to assist with research questions and access to materials.

Future legal eagles conduct research in the Law Library associated with the law school at the University of Akron. The library maintains a comprehensive selection of books, audio-visual materials and periodicals related to the legal profession, supporting the academic work of students and the pedagogical efforts of faculty members. The university also provides a general library service for students in other degree programs, with materials including electronic books, government documents, maps, periodicals, and printed books.

The University of Akron is the site of breakthrough research efforts such as an examination of the D.A.R.E. (Drug Abuse Resistance Education) program, with procedural revisions expected as an outcome, and applied polymer research taking place in the Institute of Polymer Engineering. The institute works with a variety of businesses in the polymer industry, providing lab equipment and personnel trained in research and testing techniques. The Polymer Engineering program has gone so far as to convince nationally-recognized glass artist Dale Chihuly to create a large-scale polymer sculpture for the campus, with installation expected during the summer of 2005.

Public Library Information: Akron-Summit County Public Library, 60 South High Street, Akron, OH 44326; telephone (330)643-9000

Health Care

One of the Akron area's largest employers, Summa Health System operates two medical facilities for a total of 694 licensed beds in the city. Akron City Hospital specializes in diagnosis, treatment and ongoing care in the areas of orthopedics, oncology, cardiovascular issues, geriatrics, and obesity. St. Thomas Hospital offers wound care, eye surgery, orthopedics and behavioral health treatment. Both Summa hospitals provide emergent and acute care.

Akron General Medical Center was founded in 1914 and has evolved into a tertiary care, nonprofit teaching hospital with 537 licensed beds. The facility provides emergency and trauma care, critical care, and services in a wide variety of specialties such as sleep disorder diagnosis and treatment, pain management, heart and vascular treatment, endocrinology and diabetes care. Akron General is equipped to respond to many conditions, disorders and diseases; as a full-service medical facility, it provides its students with opportunities to research, observe and intervene with a broad spectrum of health concerns.

The Children's Hospital Medical Center of Akron is licensed for 253 beds and is the largest pediatric care provider in northeast Ohio. The design of the structure and the approach of the staff are intended to promote calm and healing in the hospital's young patients, who visit the hospital for treatment of conditions such as trauma, cystic fibrosis,

speech and hearing issues, and cancer. The hospital houses a regional burn trauma center for the treatment of both adults and children, and a Ronald McDonald House is located across from the facility for the convenience and comfort of families whose children have been admitted.

Edwin Shaw Rehabilitation Hospital provides therapeutic treatment for patients recovering from disorders that have disrupted physical or mental function. The hospital employs traditional methods along with fun and innovative approaches such as the Challenge Golf Course designed to improve the skills of players with identified disabilities.

Private practices in general and specialized medicine are available in Akron, as are walk-in and urgent care clinics. Practitioners of massage therapy, chiropractic care, acupuncture and hypnotherapy also exist in the metro area.

Recreation

Sightseeing

Sightseeing in Akron might start where the city itself started—with the Ohio & Erie Canal. The original canal route has been transformed into a recreational and historical education zone called the CanalWay, which was designated as a National Heritage site in 1996. The 110-mile area can be explored by biking or walking all or part of the 60 miles of Towpath Trail along the route where mules once towed barges, or by driving the CanalWay Ohio National Scenic Byway that stretches from Canton to Cleveland, or by riding the Cuyahoga Valley Scenic Railroad. Both the Byway and the Railroad pass near destinations such as Inventure Place, Akron's Northside, the Visitors Center for the Canal, Rockside Road, and Quaker Square. The original Quaker Oats Company building has been converted into a unique center for entertainment, shopping, and dining; the silos of the old factory can be rented as lodging in one of Akron's most memorable hotels.

The CanalWay transports visitors to downtown Akron by way of the Northside District, a collection of restored buildings, outdoor sculptures, unique cafés, galleries, and restaurants in the city's reborn city center. Northside makes a good jumping-off point for a tour of Akron history; just north of the train station in Northside are the nine locks that allowed barges to climb the canal from Little Cuyahoga River to the Portage Summit. The restored Mustill Store reflects the 19th century canal-era design and houses a visitors center with exhibits on local industry related to the canal.

The Glendale Cemetery was established in 1839 and reveals much of the history of Akron in its engravings and epitaphs. A restored 1876 Gothic chapel remains on the grounds, and mausoleums exhibiting Egyptian, Greek, Roman, Gothic, and Art Moderne influences line Cypress Avenue as it runs through the grounds.

At the Goodyear World of Rubber Museum on East Market Street, visitors can retrace the beginnings of vulcanization, observe modern rubber production processes, and check out an Indy 500 race car with Goodyear tires.

Heading south and east through downtown, visitors will come upon the National Inventors Hall of Fame, which honors the creative and brave individuals who have advanced technology and the sciences over the course of the country's existence. The Inventors Workshop onsite stimulates innovation and problem-solving in visitors who participate in interactive and fun exhibits, demonstrations, and experiments. Camp Invention provides a week-long immersion experience during the summer for children in grades two through six, and older students can compete in the Collegiate Inventors Competition sponsored by the museum.

The Akron Zoological Park is home to more than 400 animals in exhibits such as the Tiger Valley habitat, the Bald Eagle Exhibit, the Otter Exhibit, and the Penguin Point Exhibit. The aviary and Lemur Island are perennially popular attractions. As an accredited world conservation zoo, the Akron Zoo coordinates breeding programs to conserve endangered species. The zoo offers seasonal and special events throughout the year, including Spring Surprise, Senior Safari, Boo at the Zoo, and Snack with Santa.

The home of Dr. Bob, co-founder of Alcoholics Anonymous back in 1935, is open to tourists. It all started in a tidy house on Ardmore Avenue when Bill Wilson helped Dr. Robert Smith kick his alcohol addiction. The two opened the house to other alcoholics, creating a grassroots addiction treatment program that is thriving today.

Other must-see attractions include Stan Hywet Hall and Gardens (former home of Goodyear co-founder Frank Seiberling), St. Bernard Church, the American Marble and Toy Museum, and the Pan African Culture and Research Center on the grounds of the University of Akron.

Arts and Culture

The Akron Art Museum is undergoing extensive renovations that are expected to be unveiled in 2006; in the interim, temporary exhibits are scattered throughout the city to keep the taste for art alive. When reopened, the museum will be expanded to 65,000 square feet of soaring architecture with tripled gallery space and increased outdoor exhibit areas. The museum's collections include works of Warhol, Stella, Bourke-White, and Callahan.

The Akron Symphony is the headliner for local performing arts; comprised of a symphony orchestra, a youth symphony

Stan Hywet Hall and Gardens.

and a symphony chorus. The professional orchestra offers free Picnic Pops concerts in local parks, chamber music during Sundays at the Elms, three Family Series concerts, seven Classic Series concerts, a Gospel Meets Symphony performance, and educational outreach programs and concerts for the public schools.

The E.J. Thomas Performing Arts Hall at the University of Akron hosts musical performances (both national and local), plays and musicals. The performance hall has joined forces with Broadway Across America, one of the largest live theater production companies in the U.S., and now offers a Broadway in Akron series. The Civic Theatre in Akron participates in the Broadway in Akron series production and provides an elegant venue for musical, dramatic and comedic performances. Nationally-recognized musical performers are often booked at the Blossom Music Center in Cuyahoga Falls.

The Ohio Ballet, a professional company in residence at the University of Akron, performs classical and more contemporary ballet pieces. The Children's Ballet Theatre in Akron was founded in 1993 to provide a pre-professional performance opportunity for select young dancers from 10 to 18 years of age. The Children's Ballet Theatre annually performs ''The Nutcracker'' and has become recognized for productions of ''Coppelia'' and ''Cinderella.''

The Weathervane Playhouse is a community theater that produces a year-round schedule of family theater, musicals, and contemporary comedies and dramas. The 2004-2005 season offered an eclectic mix, ranging from ''Winnie the Pooh'' and ''Forever Plaid'' to ''The Rocky Horror Picture Show.'' The Playhouse holds classes in Hands-On Theater, audition tactics, and musical theater techniques in addition to summer camps for younger performers.

Akron is home to the largest professional dinner theater in the world—in its 51,000 square feet of space, the Carousel Dinner Theatre can entertain up to 1,000 guests with dinner and a show.

Arts and Culture Information: Akron-Summit Convention and Visitors Bureau, 77 E. Mill Street, Akron, OH 44308; telephone (330)374-7560; toll-free (800)245-4254

Festivals and Holidays

The cold of the Ohio winter means festivities are either inside or on the ski slopes in January—early in the month, the One Act Play Festival takes place at the Miller South School for the Visual and Performing Arts, while a number of races and demo events are occurring at nearby Boston Mills and Brandywine ski resorts. Ski and snowboard events continue throughout February, and the heart can be warmed by the Valentine Exhibit held each year at Hower House Victorian mansion. The Akron/Canton Home and Flower Show in February awakens thoughts of spring, with gardening seminars held in the John S. Knight Center. March is a month of festival as well as weather extremes, with the Annual Spring Needlework Show and the Fists Against Hunger Martial Arts Tournament. March also brings an Akron tradition of wintry night hikes in anticipation of spring.

Earth Day activities and resumption of baseball season herald the arrival of spring in April. Akron's newest extravaganza is the National Hamburger Festival, to be held each Memorial Day weekend in celebration of an all-American culinary creation. The first festival is expected to take place in May of 2006 in downtown Akron.

Fathers Day in Akron is observed with the high-flying antics of the Aero Expo air show at the Akron Fulton Airport. Throughout the weekend, aerobatic performances are staged by modern military aircraft and the Tuskegee Airmen. The AA Founders Day Celebration in mid-June coincides with the Riverfest Irish Festival in Cuyahoga Falls. Toward the end of June, Boston Mills Ski Resort hosts its annual Artfest, with juried fine arts and crafts shows featuring more than 160 artists.

The Fourth of July weekend sets off musical and culinary fireworks with the Akron Family Barbecue at Lock 3 on the Canal. Rib vendors, carnival rides and games, street entertainers, and children's activities light up the July nights. At the end of the month, the annual Akron Arts Expo coordinates a juried art show with more than 165 exhibitors, plus food and live entertainment. July winds up with the All-American Soap Box Derby World Championships at Derby Downs. In the heat of August, folks from around the region dress up in Civil War garb for the Annual Civil War Encampment and Reenactment held at Hale Farm and Village.

During the entire month of September, locals take advantage of cooler temperatures by indulging in Metro Parks' Fall Hiking Spree, following any of the 13 trails that wander through prime fall foliage. Two festivals at the end of the month say goodbye to summer (the Annual Mum Fest at Lake Anna Park) and hello to fall (the Annual Loyal Oak Cider Fest at Crawford Knecht Cider Mill). In October, the Annual Wonderful World of Ohio Mart is held at Stan Hywet Hall and Gardens, while the Akron Zoo celebrates Halloween with Boo at the Zoo. The month of November ushers in the Annual Holiday Mart at the Summit County Fairgrounds Arena, followed by the Holiday Tree Festival at the John S. Knight Center later in the month. The annual Christmas Music Spectacular in mid-December has become a beloved tradition, and FirstNight Akron is catching on as a family-friendly, alcohol-free way to see in the New Year.

Sports for the Spectator

The big event in Akron is the All-American Soap Box Derby World Championship Finals, held each August at Derby

Downs. Since 1934, the Soap Box Derby has been encouraging youth to build and race their own non-motorized vehicles. The race has become increasingly sophisticated and now has three divisions ranging from beginners in the Derby to more advanced participants to a Masters Division. The festivities last for a week and are attended by locals, celebrities, and sports personalities from across the country.

From April to September, hardball fans enjoy Akron Aeros games at beautiful Canal Park Stadium. The Aeros are the AA farm team affiliate of the Cleveland Indians, drawing half a million fans each season. The Akron Racers are one of six national pro fast-pitch women's softball teams; games are played at Firestone Stadium.

The University of Akron Zips play a number of sports in Division I of the National Collegiate Athletic Association, providing college sports fans with football, baseball, basketball, softball, volleyball, and track events. Cleveland is also home to several professional teams, including the Indians baseball franchise, the Browns football team, the Cavaliers basketball organization, and the Barons hockey club.

Sports for the Participant

The City of Akron organizes year-round individual and team sports through its recreation bureau, including basketball, wrestling, baseball, softball, volleyball, and weight training at local community centers operated by the city. Akron also maintains a championship golf course; Good Park Golf Course is located on the west side of the city and offers watered tees, greens, and fairways during golf season. A snack bar and pro shop are onsite as well. Riverwoods Golf Course provides nine holes for public use, and Turkeyfoot Lake Golf Links has an 18-hole course located in the Portage Lakes area. Valley View Golf Club has 27 holes. Mud Run has a nine-hole course and a driving range.

The Metro Parks system, which serves Akron and the greater Summit County community, maintains more than 8,700 acres of recreational and educational space. A 33-mile Bike and Hike Trail provides safe workout areas for cyclists and walkers, and the extensive trail systems throughout Metro Parks are appropriate for light hiking and mountain biking in the warmer seasons and cross-country skiing in the winter.

Camping, boating, swimming, and fishing can be enjoyed within the bounds of Portage Lakes State Park in Akron. The Portage Lakes formed when chunks of glacier settled in depressions in the ground; the resulting plants in the area are unique and consist of tamarack trees, skunk cabbage, and cranberry. A wide variety of animals and birds can be observed near the lakes, and anglers can fish for largemouth bass, walleye, bullhead, carp, pickerel, pan fish, and channel catfish.

Great fishing can also be experienced on Lake Erie, otherwise known as the ''Walleye Capital of the World.'' Besides walleye, anglers can hook smallmouth bass, yellow perch, salmon, and silver bullet steelhead. For a fish-eye view of the lake, it's possible to scuba dive into the depths of Lake Erie to explore a number of shipwreck sites.

Cuyahoga Valley National Park contains more than 125 miles of hiking trails that cross a variety of habitats and ecosystems. Some trails are accessible to all visitors; others are more challenging, though elevation change on the trails is relatively minimal. When winter hits, sledding and cross-country skiing fun can be had at the Kendall Lake Winter Sports Center in the Park. All trails can be accessed by snowshoe, and Kendall Lake often reaches sufficient thickness for ice skating.

The Road Runner Akron Marathon has gained a reputation as one of 50 great marathons in the U.S., based on the organization of the race and the quality of the course. Participants can choose to run the full marathon or be part of a marathon relay team. The event kicks off with inspirational speakers and a pasta party, followed by a celebration at Canal Park Stadium after the race has ended. A Kids Fun Run is also available.

In the winter months, the Brandywine and Boston Mills Ski Resorts are the scene of downhill skiing, snowboarding, and sledding galore.

Shopping and Dining

The former Quaker Oats Factory has been given new life as the Quaker Square Complex, home of unique specialty stores, galleries, and restaurants. The Trackside Grille in Quaker Square serves up food and displays of authentic railroad artifacts. The shopping experience continues in local shops throughout the downtown area. The Summit Mall on West Market Street is anchored by Dillard's and Kaufmann's stores and houses more than 120 vendors beneath its roof. The Plaza at Chapel Hill incorporates a collection of 45 stores and an 8-screen theater. Don Drumm Studios and Gallery in Akron features works by more than 500 artists in a gallery that spans two buildings. Foodies will appreciate the West Point Market, a 25,000 square foot buffet of gourmet foods such as Belgian chocolates, premium wines, imported caviar, homemade breads and a convenient café.

Akron's dining scene is continental, in reflection of its immigrant past; Italian and Chinese eateries abound, as do Mexican restaurants. Many culinary tastes are represented, however, including Cajun, Thai, Korean, Indian, French, Greek, Japanese, and Irish. Establishments range from homey cafés to fine dining bistros. The Menches Brothers Restaurant experience commemorates the invention of two American favorites by the local Menches Brothers of Akron: hamburgers, and the cornucopia ice cream cone. After-dinner coffee can be found at a small selection of local coffee houses.

Convention Facilities

The John S. Knight Center has served downtown Akron since 1994, greeting conventioneers and meeting participants with its dramatic glass rotunda and spiral staircase in the 22,000 square foot lobby. The facility offers a 30,000 square foot exhibition hall, 12,000 square feet of banquet space, and another 12,600 square feet for meetings. Meeting areas are flexible and can be customized in a variety of configurations; all spaces meet specifications of the Americans with Disabilities Act.

The Akron Complex at the Summit County Fairgrounds contributes 68,000 square feet of exhibition space capable of accommodating 296 booths and seating for up to 2,500 people. The complex adds 3,000 square feet of meeting space and 2,500 square feet for banquet functions.

Greystone Hall and Theater in Akron contains 10,000 square feet of exhibition space, with seating for 400; 120 square feet of meeting space and 400 square feet of banquet area are also available. Two local theaters can also be utilized for meetings and conventions: the Carousel Dinner Theatre can be converted into 14,000 square feet of exhibition area with seating for 1,000, and the Akron Civic Theatre has seating for 2,700 in the performance hall.

Transportation

Approaching the City

The Akron-Canton Airport is located just south of Akron proper and is accessed by Interstate 77. The airport offers a range of commercial flight options, with carriers such as AirTran, Delta, Frontier, Northwest, United, and US Airways Express. The Cleveland Hopkins International Airport 40 miles north of Akron provides another air option, with flights serving all regions of the U.S. and the globe. Amtrak supplies passenger train service to the area.

A number of interstate, U.S. and state highways intersect in Akron, making the city easily accessible by road. Interstates 71, 76, and 77 all pass near or through the city, and U.S. highway 224 cuts a north-south swath through its heart. State highways 18, 21, and 8 aid travelers in entering Akron. Greyhound bus service provides ground transportation to supplement personal vehicle travel.

Traveling in the City

Market Street runs from the northwest to the southeast through the center of Akron, where it is intersected at almost a 90-degree angle by Main Street as it runs from the northeast to the southwest edge of the city. These streets make good navigational reference points in a city where several of the arterials are not constructed on a grid but rather radiate out from the city center like spokes in a wheel. Interstate 76 and state highway 8 also can guide travelers within Akron.

Bus service within the city is provided by the Metro Transit Authority, with an extensive route system and customized transportation options for senior or disabled riders. Taxi companies supplement the mass transit services. The CanalWay offers safe bike passage to portions of Akron, and the city is in the process of implementing a 20-year strategic plan that will allow for creation of more bike lanes and increased options for alternative transportation.

Communications

Newspapers and Magazines

The mainstream daily paper in the area is the *Akron Beacon Journal,* which is available in both home delivery and digital versions. The newspaper covers international, national, and local news, along with sports, entertainment and business happenings. Special sections are published periodically to address seasonal interests in gardening, sports, and travel. Community news is the focus of Akron's *West Side Leader* periodical. Several other local newspapers address specific groups or interest areas, including the legal community, seniors, the rubber and plastics industry, and women's issues.

The City of Akron has recently begun publication of *Akron City Magazine* to keep the community abreast of developments and events. Several industry-specific publications are produced locally and distributed nationally.

Television and Radio

No television stations broadcast from Akron; most programming is relayed from the Cleveland area. A governmental channel for City of Akron issues exists, and the region receives network channels ABC, CBS and NBC in addition to the WB, PBS and PAX. Cable service is available.

Akron's three AM and 6 FM radio stations offer oldies, adult contemporary, talk, news, and alternative programming. Other radio station options are received via Cleveland and other nearby cities..

Media Information: Akron-Summit Convention and Visitors Bureau, 77 E. Mill Street, Akron, OH 44308; telephone (330)374-7560; toll-free (800)245-4254

Akron Online

Akron Public Schools. Available www.akronschools.com

Akron-Summit Convention & Visitors Bureau. Available www.visitakron-summit.org

Akron-Summit County Public Library. Available www.akronlibrary.org

City of Akron. Available www.ci.akron.oh.us

Greater Akron Chamber. Available www.greaterakronchamber.org

Summit County Historical Society. Available summithistory.org

Selected Bibliography

Endres, Kathleen L., *Rosie the Rubber Worker: Women Workers in Akron's Rubber Factories During World War II* Kent, OH: Kent State University Press (2000)

Havighurst, Walter, *Ohio: A History* New York: Norton (1976)

Cincinnati

The City in Brief

Founded: 1789 (incorporated 1819)

Head Official: Mayor Charlie Luken (since 1999)

City Population
1980: 385,457
1990: 364,040
2000: 331,285
2003 estimate: 317,361
Percent change, 1990–2000: −9.1%
U.S. rank in 1980: 32nd
U.S. rank in 1990: 45th
U.S. rank in 2000: 63rd

Metropolitan Area Population (PMSA)
1980: 1,660,000
1990: 1,525,090
2000: 1,646,395
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 20th
U.S. rank in 1998: 23rd
U.S. rank in 2000: 23rd

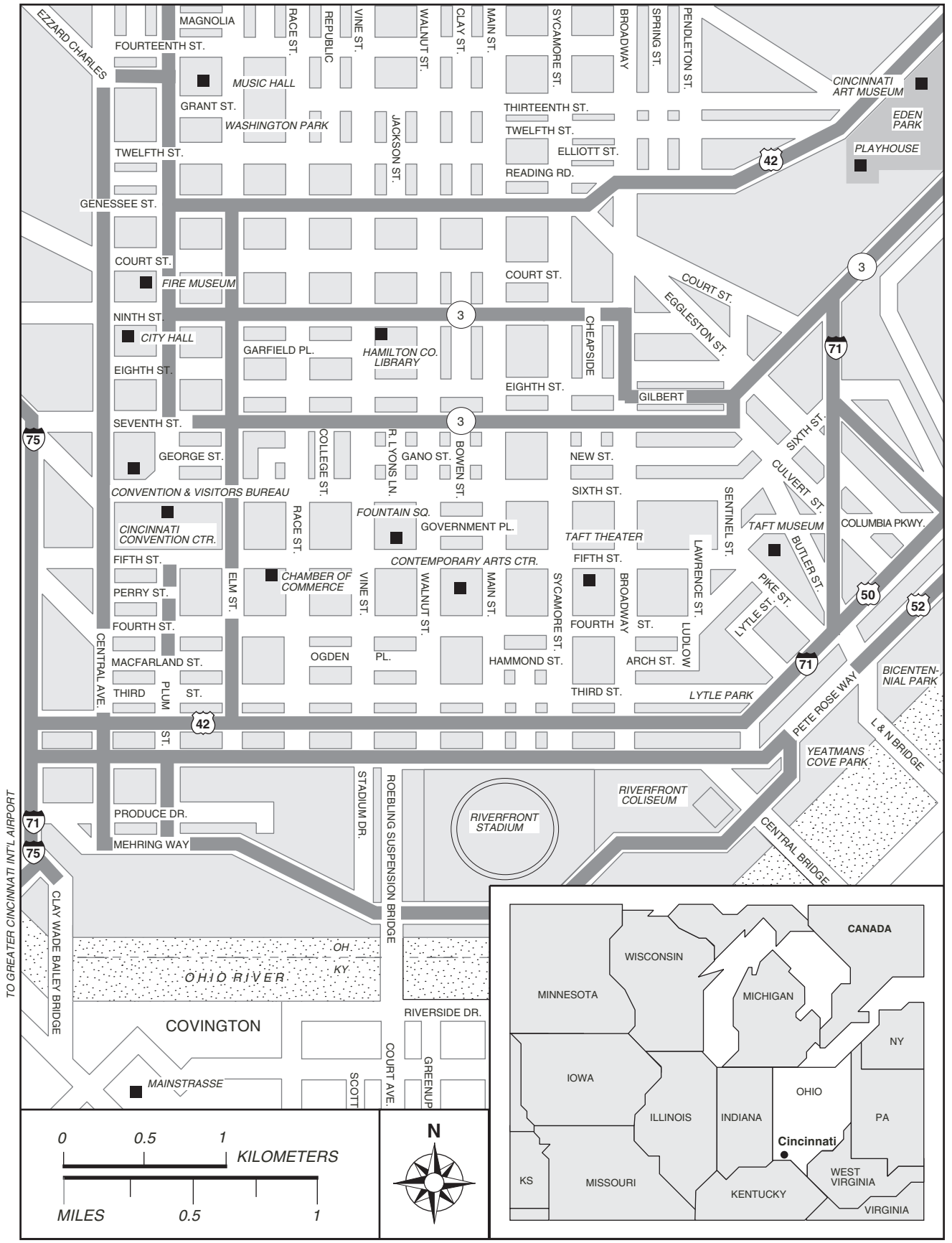
Area: 78 square miles (2000)
Elevation: 869 feet above sea level
Average Annual Temperature: 53.3° F
Average Annual Precipitation: 40.14 inches (23.9 inches of snow)

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government
Unemployment Rate: 6.2% (February 2005)
Per Capita Income: $19,962 (1999)

2002 FBI Crime Index Total: 29,205

Major Colleges and Universities: University of Cincinnati, Xavier University

Daily Newspapers: *The Cincinnati Enquirer*, *The Cincinnati Post*


EZZARD CHARLES
MAGNOLIA
FOURTEENTH ST.
RACE ST.
REPUBLIC
VINE ST.
WALNUT ST.
CLAY ST.
MAIN ST.
SYCAMORE ST.
BROADWAY
SPRING ST.
PENDLETON ST.
MUSIC HALL
GRANT ST.
WASHINGTON PARK
JACKSON ST.
THIRTEENTH ST.
TWELFTH ST.
ELLIOTT ST.
READING RD.
CINCINNATI ART MUSEUM
EDEN PARK
PLAYHOUSE
42
TWELFTH ST.
GENESSEE ST.
COURT ST.
FIRE MUSEUM
NINTH ST.
CITY HALL
GARFIELD PL.
HAMILTON CO. LIBRARY
CHEAPSIDE
COURT ST.
EGGLESTON ST.
3
71
EIGHTH ST.
GILBERT
SEVENTH ST.
75
GEORGE ST.
COLLEGE ST.
R. LYONS LN.
GANO ST.
BOWEN ST.
NEW ST.
SIXTH ST.
CULVERT ST.
CONVENTION & VISITORS BUREAU
CINCINNATI CONVENTION CTR.
FOUNTAIN SQ.
GOVERNMENT PL.
SIXTH ST.
SENTINEL ST.
TAFT MUSEUM
COLUMBIA PKWY.
TAFT THEATER
BUTLER ST.
FIFTH ST.
CONTEMPORARY ARTS CTR.
LAWRENCE ST.
PERRY ST.
ELM ST.
CHAMBER OF COMMERCE
PIKE ST.
LYTLE ST.
50
52
FOURTH ST.
CENTRAL AVE.
MACFARLAND ST.
OGDEN
PL.
HAMMOND ST.
ARCH ST.
LUDLOW
THIRD
PLUM
ST.
THIRD ST.
LYTLE PARK
BICENTEN-NIAL PARK
PETE ROSE WAY
L & N BRIDGE
YEATMANS COVE PARK
42
PRODUCE DR.
STADIUM DR.
ROEBLING SUSPENSION BRIDGE
RIVERFRONT STADIUM
RIVERFRONT COLISEUM
CENTRAL BRIDGE
MEHRING WAY
TO GREATER CINCINNATI INT'L AIRPORT
CLAY WADE BAILEY BRIDGE
OH.
OHIO RIVER
KY.
RIVERSIDE DR.
COVINGTON
COURT AVE.
GREENUP
SCOTT
MAINSTRASSE
0 0.5 1
KILOMETERS
MILES 0.5 1
N
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
ILLINOIS
INDIANA
OHIO
PA
Cincinnati
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA

Introduction

Cincinnati, the seat of Hamilton County, is Ohio's third largest city and the center of a metropolitan statistical area comprised of Clermont, Hamilton, and Warren counties in Ohio, Kenton County in Kentucky, and Dearborn County in Indiana. Praised by Charles Dickens and Winston Churchill among others, Cincinnati is noted for its attractive hillside setting overlooking the Ohio River. The city enjoys a rich cultural history, particularly in choral and orchestral music, dating from German settlement in the nineteenth century. Once the nation's pork capital and the country's largest city, Cincinnati today is home to several leading national corporations.

Geography and Climate

Cincinnati is set on the north bank of the Ohio River in a narrow, steep-sided valley on the Ohio-Kentucky border in southwestern Ohio. The city is spread out on hills that afford beautiful vistas of downtown and give the city a picturesque landscape. The area's continental climate produces a wide range of temperatures from winter to summer. Winters are moderately cold with frequent periods of extensive cloudiness; summers are warm and humid with temperatures reaching 90 degrees about 19 days each year.

Area: 78 square miles (2000)

Elevation: 869 feet above sea level

Average Temperatures: January, 28.9° F; July, 75.3° F; annual average, 53.3° F

Average Annual Precipitation: 40.14 inches (23.9 inches of snow)

History

Ohio River Crossing Part of Northwest Territory

The Ohio River basin first served as a crossing point for Native Americans traveling south. It is believed that Robert Cavelier, sieur de La Salle, was the first explorer to reach this spot on the Ohio River as early as 1669. Part of the Northwest Territory that the newly formed United States government received from England at the conclusion of the Revolutionary War, Cincinnati became a strategic debarkation point for settlers forging a new life in the wilderness. Congressman John Cleves Symmes of New Jersey purchased from the Continental Congress one million acres of land between the two Miami rivers, and three settlements were platted. In February 1789, John Filson named one of the settlements Losantiville, meaning ''the place opposite the Licking [River].'' The next year, General Arthur St. Clair, governor of the Northwest Territory, renamed the village Cincinnati in honor of the Roman citizen-soldier Lucius Quinctius Cincinnatus and after the Society of the Cincinnati, an organization of American Revolutionary army officers. He made Cincinnati the seat of Hamilton County, which he named after Alexander Hamilton, then president general of the Society of Cincinnati.

River Traffic Swells City's Population

Fort Washington was built in the area in 1789 as a fortification from which action was mounted against warriors of the Ohio tribe, but the military efforts proved unsuccessful until General Anthony Wayne trained an army that defeated the Ohio at Fallen Timbers in 1794, securing the area for settlement. Cincinnati was chartered as a town in 1802 and as a city in 1819. The introduction of the river paddle-wheeler on the Ohio River after the War of 1812 turned Cincinnati into a center of river commerce and trade. The opening of the Miami Canal in 1827 added to the town's economic growth. William Holmes McGuffey published his Eclectic Readers in Cincinnati in 1836, and eventually 122 million copies were sold. The first mass migration of Germans in 1830 and Irish a decade later swelled Cincinnati's population to 46,338 people.

The economy continued to boom as the South paid cash for foodstuffs produced in the city, and by 1850 Cincinnati was the pork-packing capital of the world. More than 8,000 steamboats docked at Cincinnati in 1852. Cincinnati merchants protested the cutoff of Southern trade at the outbreak of the Civil War, but federal government contracts and the city's role as a recruiting and outfitting center for Union soldiers righted the economy. Cincinnati was a major stop on the Underground Railroad, a secret network of cooperation aiding fugitive slaves in reaching sanctuary in the free states or Canada prior to 1861. Cincinnati also served as a center of Copperhead political activity during the Civil War; Copperheads were Northerners sympathetic to the Southern cause. The city's proximity to the South spread fear of invasion by the Confederate Army, and martial law was decreed in 1862 when raiders led by Edmund Kirby-Smith, a Confederate commander, threatened invasion.

Cincinnati residents played an important role in the Abolitionist cause. James G. Birney, who published the abolitionist newspaper *The Philanthropist,* and Dr. Lyman Beecher of the Lane Theological Seminary were leading Northern antislavery activists. Dr. Beecher's daughter, Harriet Beecher Stowe, lived in Cincinnati from 1832 to 1850 and

wrote much of her best seller, *Uncle Tom's Cabin,* there. African Americans have in fact been prominent in Cincinnati's history since its founding. The city's first African American church was built in 1809 and the first school in 1825. African Americans voted locally in 1852, 18 years before the passage of the Fifteenth Amendment. The first African American to serve on city council was elected in 1931, and two African Americans have served as mayor.

Prosperity Follows End of Civil War

A suspension bridge designed by John R. Roebling connected Ohio and Kentucky upon its completion in 1867. Cincinnati prospered after the Civil War, and, with a population that grew to 200,000 people became the country's largest city before annexing land to develop communities outside the basin. Cincinnati's most revered public monument, the Tyler Davidson Fountain, was unveiled in 1871 in the heart of downtown. During this period Cincinnati's major cultural institutions were founded, including the art museum and art academy, the conservatory of music, the public library, the zoo, and Music Hall. Two of the city's most cherished traditions also date from this time: the May Festival of choral music at Music Hall and the first professional baseball team, the Cincinnati Red Stockings.

In reaction to the decline of riverboat trade in the 1870s, the city of Cincinnati built its own southern rail line—it was the first and only city to do so—at a cost of $20 million, rushing to complete the project in 1880. The era of boss-rule in the municipal government was introduced in 1884 when newly elected Governor Joseph B. Foraker appointed George Barnsdale Cox, a tavern keeper, to head the Board of Public Affairs. With control of more than 2,000 jobs, Cox and his machine ruled Cincinnati through a bleak period of graft and corruption, which finally came to an end with a nonpartisan reform movement that won election in 1924. The city's new charter corrected the abuses of the Cox regime.

On the national scene, a political dynasty was established when Cincinnatian William Howard Taft was elected President and then became the only President to be appointed Chief Justice of the U.S. Supreme Court. Taft's son, Robert A. Taft, was elected to three Senate terms; and his grandson, Robert Taft, Jr., was elected to the U.S. House of Representatives.

City Retains Vitality in Twentieth Century

Cincinnati weathered the Great Depression better than most American cities of its size, largely because of a resurgence of inexpensive river trade. The rejuvenation of downtown began in the 1920s and continued into the next decade with the construction of Union Terminal, the post office, and a large Bell Telephone building. The flood of 1937 was one of the worst in the nation's history, resulting in the building of protective flood walls. After World War II, Cincinnati unveiled a master plan for urban renewal that resulted in modernization of the inner city. Riverfront Stadium and the Coliseum were completed in the 1970s, as the Cincinnati Reds baseball team emerged as one of the dominant teams of the decade. Tragedy struck the Coliseum in December 1981 when eleven people were killed in a mass panic prior to The Who rock and roll concert. In 1989, the two-hundredth anniversary of the city's founding, much attention was focused on the city's Year 2000 plan, which involved further revitalization.

The completion of several major new development projects enhance the city as it enters the early years of the new millennium. Cincinnati's beloved Bengals and Reds teams both have new, state-of-the-art homes: Paul Brown Stadium, opened in 2000, and the Great American Ball Park, opened in 2003, respectively. Two new museums have opened: the Rosenthal Center for Contemporary Art in 2003, and the National Underground Railroad Freedom Center in 2004. The Banks is a new, developing 24-hour urban neighborhood of restaurants, clubs, offices, and homes with sweeping skyline views, along the city's riverfront. Cincinnati has received such accolades as ''Most Liveable City,'' Partners for Livable Communities, April 2004; number five U.S. arts destination, *American Style Magazine,* Summer 2004; and inclusion in the top 10 ''Cities that Rock,'' *Esquire Magazine,* April 2004.

Historical Information: Cincinnati Historical Society, Museum Center, Cincinnati Union Terminal, 1301 Western Avenue, Cincinnati, OH 45203; telephone (513)287-7030

Population Profile

Metropolitan Area Residents (PMSA)
1980: 1,660,000
1990: 1,525,090
2000: 1,646,395
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 20th
U.S. rank in 1998: 23rd
U.S. rank in 2000: 23rd

City Residents
1980: 385,457
1990: 364,040
2000: 331,285
2003 estimate: 317,361
Percent change, 1990–2000: −9.1%
U.S. rank in 1980: 32nd
U.S. rank in 1990: 45th (State rank: 3rd)
U.S. rank in 2000: 63rd

Density: 4,249.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 175,492
Black or African American: 142,176
American Indian and Alaska Native: 709
Asian: 5,132
Native Hawaiian and Pacific Islander: 130
Hispanic or Latino (may be of any race): 4,230
Other: 7,646

Percent of residents born in state: 71.6%

Age characteristics (2000)
Population under 5 years old: 23,862
Population 5 to 9 years old: 22,810
Population 10 to 14 years old: 22,109
Population 15 to 19 years old: 23,805
Population 20 to 24 years old: 31,327
Population 25 to 34 years old: 56,094
Population 35 to 44 years old: 48,757
Population 45 to 54 years old: 38,757
Population 55 to 59 years old: 12,777
Population 60 to 64 years old: 10,333
Population 65 to 74 years old: 19,761
Population 75 to 84 years old: 14,645
Population 85 years and older: 6,248
Median age: 32.1 years

Births (2002, Hamilton County)
Total number: 11,031

Deaths (2002, Hamilton County)
Total number: 8,461 (of which, 114 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,962
Median household income: $29,493
Total households: 147,979

Number of households with income of . . .
less than $10,000: 26,690
$10,000 to $14,999: 12,786
$15,000 to $24,999: 24,409
$25,000 to $34,999: 21,197
$35,000 to $49,999: 22,172
$50,000 to $74,999: 20,451
$75,000 to $99,999: 9,282
$100,000 to $149,999: 6,301
$150,000 to $199,999: 2,025
$200,000 or more: 2,666

Percent of families below poverty level: 18.2% (37.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 29,205

Municipal Government

Since 1926, the top vote-getter of city council had automatically become mayor, but as of 2001, the mayor is elected independently. A city manager is appointed by the mayor and the city's nine-member council. Council members are elected to two-year terms; the city manager serves for an indefinite period.

Head Official: Mayor Charlie Luken (since 1999; current term expires 2005)

Total Number of City Employees: 7,223 (2004)

City Information: City Hall, 801 Plum Street, Cincinnati, OH 45202; telephone (513)591-6000

Economy

Major Industries and Commercial Activity

Cincinnati's diversified economic base includes manufacturing, wholesale and retail trade, insurance and finance, education and health services, government, and transportation. Known worldwide for Procter & Gamble soap products and U.S. Playing Cards, the city ranks high nationally in the value of manufacturing shipments. Ten *Fortune* 500 companies have established headquarters in Cincinnati: AK Steel (steel manufacturer), American Financial (financial services), Ashland Inc. (chemicals), Cinergy Corp. (public utilities), Federated Department Stores (retail stores), Fifth Third Bancorp (financial services), The Kroger Co. (grocery stores), Omnicare (pharmacy services), Procter & Gamble Co. (consumer goods), and Western & Southern Financial (financial services). More than 360 other *Fortune* 500 companies maintain operations in Cincinnati. Retail sales in the metropolitan Cincinnati area average $2.8 billion annually.

More than one thousand area firms have contributed to Cincinnati's position as an international trade center, generating approximately $6.7 billion in sales to markets outside the United States each year. Foreign investment in the local economy is substantial; more than 300 Cincinnati-area firms are presently owned by companies in Asia (especially Japan), Europe (especially France, Germany, and the United Kingdom), Canada, South America, and Africa. Among these companies are: AEG, Bayer, Faurecia, Krupp-Hoesch, Mitsubishi Electric, Siemens, Snecma, Sumitomo Electric, Toyota Motor Mfg.-North American Headquarters, and Valeo. Toyota, one of Cincinnati's largest employers, chose the greater Cincinnati area for its North American manufac-

turing plant because, in the words of its Senior Vice President of Corporate Affairs, Dennis C. Cuneo, ''The area has an excellent transportation system, a world-class airport, an excellent quality of life and a positive business climate.'' In 2003, *Expansion Management* magazine ranked Cincinnati 11th for European investment.

Federal agencies with regional centers located in the city are the United States Postal Service, the U.S. Internal Revenue Service, the U.S. Environmental Protection Agency, and the National Institute for Occupational Safety and Health.

The University of Cincinnati, the city's largest employer, has an economic impact of more than $3 billion.

Items and goods produced: aircraft engines, auto parts, motor vehicles, chemicals, valves, alcoholic beverages and soft drinks, food and kindred products, playing cards, drugs, cosmetics, toiletries, detergents, building materials, cans, metalworking and general industrial machinery, toys, apparel, mattresses, electric motors, robotics, electronic equipment, housewares, shoes, printing and publishing

Incentive Programs—New and Existing Companies

Greater Cincinnati offers a wide range of economic development assistance programs to businesses planning to expand or locate new operations within the 13-county region.

Local programs—Local organizations offer assistance for small businesses, women, and minority business owners. One such organization, the Cincinnati Business Incubator (CBI), specializes in assisting woman- and minority-owned small businesses operating—or seeking to start a business—in designated Empowerment Zones. CBI offers training and workshops that focus on business skills and profit building.

State programs—In Ohio, incentive programs are administered by the Ohio Department of Development, which operates a system of regional development offices. Incentive programs in Ohio include enterprise zones, Community Reinvestment Areas, job creation and training tax credit programs, and a variety of loan programs, as well as machinery and equipment tax credits; research and development, warehouse, and manufacturing equipment sales tax exemption; storage-only warehouse property tax exemption; and tax increment financing.

Job training programs—The City of Cincinnati Employment and Training Division oversees vocational, life, and pre-employment skills training and job placement employment initiatives. Cincinnati Works focuses on four service areas: job readiness, job search, retention, and advancement. Great Oaks Center for Employment Resources offers customized training and services to meet the needs of companies. Services and programs include: Comprehensive vocational assessment, employee assessment, employment services, professional development, job profiling, return to work services, workplace programs, and customized training. TechSolve, a non-profit organization for manufacturers, offers help with change in manufacturing operations; its training programs aim to maintain a high performance workforce.

Development Projects

The Dr. Albert B. Sabin Cincinnati Convention Center expansion, scheduled for completion in 2006, is projected to have an economic impact of $417 million. The expanded 750,000 square foot center will feature nearly 200,000 square feet of exhibition space. Major developments completed in Cincinnati in recent years include the new home of the Bengals, state-of-the-art Paul Brown Stadium, opened in 2000; and the new home of the Reds, the Great American Ball Park, opened in 2003. Hallmarks of a rebirth of the city's riverfront, the Stadium forms the western anchor of this revitalized area, while the Ball Park forms the eastern anchor. Development of The Banks, a 15-acre, 24-hour urban neighborhood of restaurants, clubs, offices, apartments and homes with sweeping skyline views, has begun to unfold near the Stadium. The Banks is projected to have an economic impact of $1.9 billion. Other developments include the opening of the National Underground Railroad Freedom Center in 2004. This new museum offers lessons on the struggle for freedom, and celebrates Cincinnati's role as a transit point for runaway slaves in the mid-1800s. Another museum, the Rosenthal Center for Contemporary Art, opened in 2003.

Economic Development Information: Ohio Department of Development, PO Box 1001, Columbus, OH 43216; telephone (800)848-1300

Commercial Shipping

The Greater Cincinnati Airport pumps approximately $4 billion into the local economy; contributing significantly to the region's transportation system, it is considered a major inducement in attracting new industry. The airport is the primary U.S. hub for DHL Worldwide Express, which ships one million pounds of cargo from the airport daily. The area has two foreign trade zones, one in Hamilton County and the other in Boone County, Kentucky near the international airport. Greater Cincinnati has the fifth largest inland U.S. port for domestic loads, with approximately 52.3 million tons of cargo transported annually through Cincinnati on the Ohio River system.

All major markets are easily reached from Greater Cincinnati via interstate. Three interstates (I-71, I-74 and I-75) link Cincinnati with the nation, while I-70, 55 miles to the north, links the east and west coasts. Twenty major metropolitan areas are served by one day's trucking service and another

30 metropolitan areas are within two days. Three major railroad systems—CSX Transportation, Norfolk Southern Corp., and Conrail—serve the region.

Labor Force and Employment Outlook

More than 1.56 million workers live within 50 miles of downtown Cincinnati. Graduates from the colleges and universities within a 200-mile radius add more than 100,000 young professionals to the workforce each year. The region is noted for its strong work ethic, which translates into a workforce that is productive, responsible, and dedicated. The city has been successful in attracting new business including company headquarters in recent years, and considers itself well positioned for further economic growth, citing its outstanding airport service, high worker productivity, and quality of life among other positive factors. Among the rapidly growing sectors of the area's economy are high-tech manufacturing, aerospace (in 2003, the Cincinnati-Dayton corridor was awarded $2.5 billion in defense spending and $1.4 billion in U.S. defense projects), automotive manufacturing, and life sciences. Long-term labor market projections are available at the Chamber's web site for industry employment, occupational employment, and labor force size. Projected annual job openings by occupation, reflecting employment growth, and replacement needs are included.

The following is a summary of data regarding the Cincinnati-Middletown metropolitan area labor force (2004 annual averages):

Size of non-agricultural labor force: 1,021,800

Number of workers employed in . . .
construction and mining: 52,700
manufacturing: 125,700
trade, transportation and utilities: 208,100
information: 16,300
financial activities: 65,000
professional and business services: 144,700
educational and health services: 130,300
leisure and hospitality: 102,700
other services: 42,500
government: 133,900

Average hourly earnings of production workers employed in manufacturing: $15.94

Unemployment rate: 6.2% (February 2005)

Largest employers	*Number of employees*
University of Cincinnati	15,400
Kroger Company	13,000
The Procter & Gamble Company	13,000
Toyota Motor Manufacturing North America Inc.	8,360
Fifth Third Bank	7,800
Cincinnati Public Schools	7,335
City of Cincinnati	7,223
Trihealth, Inc.	7,055
Cincinnati Children's Hospital Medical Center	7,029
Mercy Health Partners	6,785

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Cincinnati area.

2004 (3rd Quarter) ACCRA Average House Price: $210,949

2004 (3rd Quarter) ACCRA Cost of Living Index: 93.8 (U.S. average = 100.0)

State income tax rate: Ranges from 0.742% to 7.5%

State sales tax rate: 5.0%

Local income tax rate: 2.1%

Local sales tax rate: 1.0%

Property tax rate: ranges from $61.66 to $133.45 per $1,000 of assessed valuation; assessed at 35% of market value (Hamilton County)

Economic Information: Greater Cincinnati Chamber of Commerce, 441 Vine Street, Suite 300, Cincinnati, OH 45202; telephone (513)579-3100; fax (513)579-3101

Education and Research

Elementary and Secondary Schools

The Cincinnati Public School (CPS) district is spread across the city plus Amberley Village, Cheviot, Golf Manor, most of the city of Silverton, parts of Fairfax and Wyoming, and parts of Anderson, Columbia, Delhi, Green, and Springfield townships, with a total area of about 90 square miles. It is the third-largest public school district in the state. CPS opened the first public Montessori elementary school in the country in 1975. The district now offers 21 high schools with specific focuses, and 22 elementary magnet schools offering nine programs such as the arts, foreign language, and Montessori and Paideia teaching styles. The district's $985 million Facilities Master Plan, launched in 2002, is financing the building or renovation of more than a dozen schools; the first new school resulting from this plan—Rockdale Academy—was completed in January 2005.

The following is a summary of data regarding the CPS district as of the 2003–2004 school year.

Total enrollment: 38,779

Number of facilities
elementary schools: 58 (consisting of both K-6 and K-8 schools)
high schools: 21

Student/teacher ratio: 13.2:1

Teacher salaries
minimum: $34,888
maximum: $69,609

Funding per pupil: $9,749 (2001-2002)

A parochial school system operated by the Catholic Diocese as well as a variety of private schools throughout the area provide instruction from kindergarten through twelfth grade. Cincinnati is home to more than 130 private schools. Its Catholic school system is the ninth largest in the nation.

Public Schools Information: Cincinnati Public Schools, PO Box 5381, Cincinnati, OH 45201; telephone (513)363-0000

Colleges and Universities

The University of Cincinnati (UC), part of Ohio's state higher education system, was founded in 1819. The university has an enrollment of more than 34,000 students and grants degrees at all levels, from associate through doctorate, in a complete range of fields. The university includes a main academic campus, a medical campus, a branch campus in suburban Blue Ash, and a rural branch campus in Clermont County, east of Cincinnati. The university is a nationally recognized research institution known for its professional schools, notably the colleges of medicine, engineering, law, business, applied science, and design, architecture, art, and planning. Cooperative education originated at the University of Cincinnati, in 1906; other UC firsts include the development of the oral polio vaccine and the first antihistamine.

Cincinnati is also home to Xavier University, a Jesuit institution founded in 1831, which offers undergraduate and graduate programs in such areas as theology, criminal justice, psychology, business, education, English, health services administration, nursing, and occupational therapy.

Hebrew Union College-Jewish Institute of Religion, a graduate rabbinical seminary, was founded in 1875 and is the nation's oldest institution of higher Jewish education. In addition to its Rabbinical School, the College-Institute includes Schools of Graduate Studies, Education, Jewish Communal Service, Sacred Music, and Biblical Archaeology. Branch campuses are located in Los Angeles, New York, and Jerusalem.

The Athenaeum of Ohio is an accredited center of ministry education and formation within the Roman Catholic tradition. Other colleges in Cincinnati are the Art Academy of Cincinnati, a small independent college of art and design; The Union Institute, designed for adults who have the desire to assume a significant measure of personal responsibility for planning and executing their degree programs; and Cincinnati Bible College and Seminary.

Colleges and universities in the metropolitan area include Miami University in Oxford, offering specialized studies in more than 100 academic majors and pre-professional programs, and particularly known for its business school; Northern Kentucky University; Thomas More College; St. Thomas Institute; and College of Mount St. Joseph.

Vocational and technical education is available at a variety of institutions such as Cincinnati State Technical and Community College, and Gateway Community and Technical College.

Libraries and Research Centers

The Public Library of Cincinnati and Hamilton County is the third-oldest library in the nation, with holdings totaling 9.6 million items. The library system is comprised of a downtown facility and 57 branches. The 542,527 square-foot main library has 15 departments, among them a library for the blind. Special collections cover a range of topics, among them inland rivers, sacred music, patents from 1790 to the present, nineteenth and twentieth century illustrators, and Bibles and English language dictionaries; the library is also a depository for federal documents.

Cincinnati-area colleges and universities also maintain campus libraries. The largest is the University of Cincinnati Libraries, which include a central facility with more than 2.1 million volumes and nearly 20,000 periodical subscriptions; the law school and the University of Cincinnati Medical Center operate separate library systems. The Hebrew Union College-Jewish Institute of Religion Klau Library, with holdings of 425,000 volumes and 2,340 periodical subscriptions, is an important center for such subject interests as Hebraica, Judaica, ancient and near-Eastern studies, and rabbinical studies. Several cultural and scientific organizations operate libraries, including the Art Museum, the Cincinnati Museum Center, the Taft Museum, and the Zoological Society. The Cincinnati Historical Society Library holds 90,000 books relating to the history of the United States, Ohio, and the Old Northwest Territory, especially metropolitan Cincinnati.

The U.S. Department of Health and Human Services has a library in Cincinnati that is open to the public. Collections of approximately 200,000 volumes are maintained by the Cincinnati Law Library Association and the Young Men's Mercantile Library Association. Among corporations housing libraries for their own personnel and researchers are General

Electric and the Andrew Jergens Co. Other specialized libraries are affiliated with hospitals, churches, and synagogues.

The University of Cincinnati (UC) is a major research center, and its research funding continues to increase steadily. In 2003, UC earned more than $300 million in research grants and contracts, an 18 percent increase over the previous year. In addition to the funding increase, the university's Intellectual Property Office reported 86 invention disclosures, 25 U.S. patents filed, and 9 U.S. patents issued during fiscal year 2003. Research is conducted in a wide variety of fields, including sociology, biology, aeronautics, health, psychology, and archaeology. The university's Medical Center campus features such research facilities as the Genome Research Institute, and is home to BIO/START, a biomedical business incubator.

Public Library Information: Public Library of Cincinnati and Hamilton County, 800 Vine Street, Cincinnati, OH 45202-2009; telephone (513)369-6900

Health Care

The Cincinnati medical community, a regional health care center, has gained prominence for education, treatment, and research. The University of Cincinnati maintains the oldest teaching hospital/medical center in the country and is the place where Albert Sabin developed the first polio vaccine and Leon Goldman performed the first laser surgery for the removal of cataracts. In 1994, University Hospital joined with The Christ Hospital to form the Health Alliance, which consists of six hospitals—University Hospital; Christ Hospital; Jewish Hospital, where Henry Heimlich, when he was chief of surgery there, developed his famous maneuver; Fort Hamilton Hospital; and St. Luke Hospitals East and West—in Cincinnati and northern Kentucky. Children's Hospital Medical Center, one of the nation's largest and most respected pediatric hospitals, also operates the largest pediatric residency program and developed the first heart-lung machine.

More than 30 hospitals serve the Cincinnati area. Among the general care and specialized facilities are the Shriners Burns Institute, St. Elizabeth Medical Center, Good Samaritan, Bethesda, Deaconess, Providence, and St. Francis-St. George hospitals.

Recreation

Sightseeing

A tour of Cincinnati can begin downtown at Fountain Square, the site of the Tyler Davidson Fountain, one of the city's most revered landmarks, which was made in Munich, Germany, and erected in 1871. Several historic monuments, including statues in honor of three United States presidents—James A. Garfield, William Henry Harrison, and Abraham Lincoln—are also located in the downtown area.

Eden Park in Mt. Adams, one of Cincinnati's oldest hillside neighborhoods and named after President John Quincy Adams, provides a panoramic view of the city and of northern Kentucky across the Ohio River. In Eden Park the Irwin M. Krohn Conservatory maintains several large public greenhouses showcasing more than 3,500 plant species: the Palm House features palm, rubber, and banana trees in a rainforest setting with a 20-foot waterfall; the Tropical House has ferns, bromeliads, begonias, chocolate and papaya trees, and vanilla vine; the Floral House has seasonal floral displays among its permanent collection of orange, kumquat, lemon, and grapefruit trees; the Desert Garden is home to yuccas, agaves, cacti, and aloes; and the Orchid House displays 17 genera of orchids.

The Cincinnati Zoo, opened in 1872, is the second oldest zoo in the United States. Set on 75 acres, the zoo is home to 510 animal species as well as 3,000 plant varieties. The zoo is recognized worldwide for the breeding of animals in captivity; the zoo park introduced the nation's first insect world exhibit. The zoo features such rare animals as the white Bengal tiger, Sumatran rhinoceros, and lowland gorilla, as well as manatees, alligators and crocodiles, orangutans, elephants, giraffes, and polar bears. The zoo's newest permanent exhibit, Wolf Woods, opened in May 2005. Here, visitors can view the rare Mexican gray wolf and other North American animals, including river otters, gray fox, wild turkey, striped skunk, and thickbilled parrots.

Historic houses open for public viewing include the former homes of Harriet Beecher Stowe, author of *Uncle Tom's Cabin;* and William Howard Taft, 27th President of the United States. The Harriet Beecher Stowe House displays artifacts of African American history, featuring documents from the Beecher family. The William Howard Taft National Historic Site was Taft's birthplace and boyhood home; several rooms have been restored to reflect Taft's family life. Dayton Street on Cincinnati's West End features restored nineteenth-century architecture. The Spring Grove Cemetery and Arboretum, a national historic landmark, contains 1,000 labeled trees on 733 landscaped acres lined with statuary and sculpture.

Paramount's Kings Island Theme Park, 20 minutes north of Cincinnati, features more than 80 amusement attractions and is known nationally for its daring rollercoasters and water rides, among them The Beast, the world's longest wooden rollercoaster. The nearby Beach Waterpark has nearly 50 waterslides and rides. Sharon Woods Village, in nearby Sharonville, is an outdoor museum of restored nineteenth-

The home of former president William Howard Taft is open to the public.

century southwestern Ohio buildings. Meier's Wine Cellar, Ohio's oldest and largest winery, offers tours.

Arts and Culture

Many of Cincinnati's cultural institutions date from the mid-nineteenth century, and the city takes particular pride in their longevity and quality. The primary venues for the performing arts are Music Hall which, built in 1878, retains its nineteenth-century elegance and is affectionately known as the city's Grand Dame; and the Aronoff Center for the Arts, opened in 1995, which features three performance spaces as well as the Weston Art Gallery, and presents thousands of exhibits and performances each year. Cincinnati is home to the Cincinnati Symphony Orchestra, Cincinnati Ballet, and Cincinnati Opera. The symphony, established in 1895, performs classical and pops concert series. The ballet company, based at the Aronoff Center, offers more than 30 performances annually, presenting both classical and contemporary dance. The opera company, the second oldest in the United States, presents four productions during a summer season. Based at Music Hall, a new four-story opera headquarters is being built in the hall's underutilized north wing, scheduled for completion in October 2005.

Riverbend Music Center, an open-air amphitheater designed by noted architect Michael Graves, is the summer performance quarters for the Cincinnati Pops Orchestra and Symphony Orchestra, as well as the site for concerts by visiting artists. Popular music traditions in Cincinnati include the Matinee Musicale, founded in 1911, the Cincinnati Chamber Music Series, and the Taft Chamber Concerts.

Music in Cincinnati is not limited to the classical tradition. Cincinnati and nearby Covington, Kentucky, support an active jazz club scene. The Blue Wisp Jazz Club features local and national talent.

Cincinnati Playhouse in the Park, a professional regional theater, is housed in a modern facility in Eden Park. Recipient of the 2004 Regional Theatre Tony Award, the Playhouse presents a September-June season of comedies, dramas, classics, and musicals on a main stage and in a smaller theater. The University of Cincinnati's College—Conservatory of Music presents nearly 1,000 events per year and is most noted for its philharmonic orchestra concerts, operas, and musical theater productions; many performances are free. The Showboat Majestic, a restored nineteenth-century showboat on the Ohio River Public Landing, is one of the last original floating theaters still in operation. Performances on the showboat include dramas, comedies, old-fashioned melodramas, and musicals. The Ensemble Theatre of Cincinnati presents regional, world, and off-Broadway premiere productions at its theater downtown.

In addition to music and performing arts, the visual arts are an integral part of the city's cultural heritage. The Woman's Art Museum Association was responsible for the construction of the Cincinnati Art Museum in 1871; the museum, which has undergone an extensive renovation, houses nearly 100 galleries. Its permanent collection features an outstanding collection of Asian art and musical instruments, and a Cincinnati Wing with local artworks dating from 1788 through the present. Downtown's Taft Museum, housed in an 1820 mansion and formerly the home of art patrons Charles and Anna Taft, was presented as a gift to the city in 1932. The museum holds paintings, decorative arts, sculpture, furniture, and more. The Rosenthal Center for Contemporary Art, also located downtown, opened in 2003 and presents changing exhibitions of modernist art in a variety of forms; its ''UnMuseum'' is designed for children. A number of art galleries occupy converted warehouses near the shopping district.

Union Terminal, a former train station declared a masterpiece of Art Deco construction when it opened in 1933, has been restored and is home to the Cincinnati Museum Center at Union Terminal. The center includes the Cincinnati History Museum, featuring recreations of historical settings showcasing the city's past; the Museum of Natural History and Science, where visitors can walk through glaciers, explore caves, and learn about the human body; the Cinergy Children's Museum, where kids can climb, crawl, explore, and learn about the world in educational exhibits; and an Omnimax theater. The National Underground Railroad Freedom Center, opened in 2004, is a 158,000 square-foot facility tracing the 300-year history of slavery in America and highlighting the role of the Underground Railroad. The Cincinnati Fire Museum, located in a 1907 firehouse, exhibits the history of fire fighting in Cincinnati.

Festivals and Holidays

Each year Cincinnati presents a number of festivals that celebrate the city's heritage and institutions. The Celtic Lands Culture Fest in March includes storytelling, dancing, food, music and crafts. The nation's professional baseball season opens in April with the Cincinnati Reds game at Riverfront Stadium. Preceding the game is an Opening Day Parade originating at historic Findlay Market. The Appalachian Festival, held in May, has mountain crafts, live music, dancing, and storytellers; it is said to be the largest craft show in the country. May Festival, a tradition begun in 1873, is the oldest continuing festival of choral and orchestral music in the country. The Taste of Cincinnati celebration held over Memorial Day weekend downtown affords the city's best restaurants an opportunity to feature some of their favorite menu items. Summerfair brings an arts and crafts show to the city's riverfront the second weekend in June. Juneteenth Festival is a celebration of African-American freedom, featuring diverse music and food. The day-long Riverfest celebration on Labor Day honors the area's river heritage and is the city's largest celebration. The festival features water skiing, sky diving and

air shows, and riverboat cruises, and is capped by a spectacular fireworks display. The Harvest Home Fair, held the following weekend in nearby Cheviot, features horse, art, and flower shows, a parade, 4-H auction, petting zoo, and more. The Valley Vineyards Wine Festival, also in September, features wine, tours, food, music, camping, arts, crafts and activities. Oktoberfest Zinzinnati features German food, customs, dancing, and beer; downtown streets are blocked off for the festivities. Early December brings Balluminaria at Eden Park, where hot air balloons are lit up at dusk near Mirror Lake.

Popular Christmas-holiday events in Cincinnati include the annual tree-lighting on Fountain Square, the Festival of Lights at the Cincinnati Zoo, and the Boar's Head and Yule Log Festival at Christ Church Cathedral downtown, a Cincinnati tradition since 1940.

Events are held throughout the year in nearby Sharon Woods Village and in the MainStrasse Village in Covington, Kentucky, across the Ohio River.

Sports for the Spectator

The Cincinnati Reds, World Series winners in 1975, 1976, and 1990, is America's oldest professional baseball team; they play their home games at the new Great American Ball Park. Opened in 2003, the park has a seating capacity of 42,059 and is praised for its innovative features, breathtaking views, and tributes to the Reds' rich history. The Cincinnati Bengals, who captured the American Football Championship in 1981 and 1988, play home games at Paul Brown Stadium, opened in 2000. The stadium has a seating capacity of 65,535, on three levels; its open-ended design allows for stunning views of the downtown skyline and the riverfront.

The Cincinnati Mighty Ducks of the American Hockey League play at the Cincinnati Gardens. The Cincinnati Cyclones are in the International Hockey League and play at the Crown. The University of Cincinnati and Xavier University provide a schedule of college sports teams and cross-town rivalry in basketball, in which both schools enjoy strong traditions and some national prominence.

Thoroughbred racing takes place at River Downs Racetrack in late April through Labor Day, and at Turfway Park in Florence, Kentucky, from September through mid-October, and Thanksgiving through mid-April. The Association of Tennis Professionals compete in tournament play each August in nearby Mason.

Sports for the Participant

Cincinnati maintains more than 5,000 acres of park land in attractive urban settings. Alms Park and Eden Park offer dramatic views of the Ohio River and northern Kentucky, and these parks, as well as others, attract joggers because of their natural beauty and challenge for runners. The Cincinnati Nature Center—Rowe Woods is comprised of 1,025 acres with nature trails covering more than 17 miles, and a nature center featuring a bird-viewing area, library, and displays. The 1,466 acres of Mount Airy Forest feature hiking and picnic areas. The city's recreation department sponsors an array of sports from softball to soccer for all age groups and manages neighborhood swimming pools and tennis courts throughout the summer. Sawyer Point on the Ohio River provides facilities for pier fishing, rowboating, skating, tennis, and volleyball.

Shopping and Dining

Cincinnati consists of distinct neighborhoods where shopping districts provide an atmosphere not found in many cities today. The city's revitalization is most evident downtown in the area known as Over-the-Rhine, the old German neighborhood around Vine and Main Streets. There, art galleries, restaurants, and breweries flourish in restored nineteenth-century buildings. Cincinnati's skywalk system connects downtown stores, hotels, and restaurants, allowing visitors to explore the shopping district free of traffic and weather concerns. The downtown Tower Place mixes local and nationally known stores with specialty shops in a compact area. Other downtown Cincinnati shopping highlights include a Lazarus-Macy's and Saks Fifth Avenue department stores. Neighborhood and suburban shopping districts and malls abound on both sides of the river, and the region offers endless antique shops, boutiques, arts and crafts shops, and ethnic and fashion collections. Other shopping opportunities include large regional malls, factory outlets, discount houses, and museum stores. The Findlay Market, an open-air marketplace that has been in operation since 1852, offers ethnic foods in an old-world atmosphere.

Cincinnati restaurants have been rated highly by critics and travel guides. The city is home to several restaurants that have received critical acclaim nationally, including Maisonette, a French restaurant that has received Five Stars from Mobil for 40 consecutive years. Both the number and variety of first-rate restaurants are impressive. One of Cincinnati's specialties is moderately priced German cuisine. Cincinnati restaurateurs have been successful in opening establishments in architecturally interesting buildings, such as firehouses, police precincts, or riverboat paddle-wheelers. A locally made ice cream, Graeter's, is widely popular, as is a downtown New York-style deli, Izzy's, known for its corned beef. The city's oldest tavern, opened in 1861, is still in business as a bar and grill. Cincinnati chili, Greek in origin, is flavored with cinnamon and chocolate as the ''secret'' ingredients and served over spaghetti; 3-way, 4-way, or 5-way chili choices consist of various combinations of grated cheese, onions, beans, and oyster crackers.

Visitor Information: Greater Cincinnati Convention and Visitors Bureau, 300 West Sixth Street, Cincinnati, OH 45202; telephone (513)621-2142

Convention Facilities

The Dr. Albert B. Sabin Cincinnati Convention Center is conveniently situated downtown and connected via the 20-block Skywalk system with shops and stores, restaurants, entertainment and cultural activities, and hotels. The architecturally interesting entrance to the post-modern style Convention Center features the preserved facade of the historic Albee Theatre, which once stood near Fountain Square and was demolished several years ago. The center is undergoing a $160 million renovation and expansion, scheduled for completion in 2006.

The complex consists of three levels: the exhibit level contains three halls with 162,000 square feet of combined space that will accommodate up to 15,000 meeting participants; on the second level 41 separate rooms provide banquet and meeting capacities ranging from 30 to 2,300 people; the third level is comprised of three ballrooms that combine to offer 30,000 square feet of space. Convention center amenities include a banquet kitchen, teleconferencing facilities, handicapped access, and adjacent parking for 5,000 vehicles. When expanded in 2006, the 750,000 square foot center will feature nearly 200,000 square feet of exhibition space, and $4.5 million in technology upgrades.

Meeting and convention accommodations can also be found at several luxury hotels clustered downtown near the Convention Center and at other hotels and motels throughout the Greater Cincinnati area. More than 22,500 lodging rooms are available citywide.

Convention Information: Greater Cincinnati Convention and Visitors Bureau, 300 West Sixth Street, Cincinnati, OH 45202; telephone (513)621-2142

Transportation

Approaching the City

Nearly 1,200 flights depart and arrive and depart daily at Cincinnati/Northern Kentucky International Airport. Located only 15 minutes from downtown Cincinnati, it is one of the fastest growing airports in the world. It is the second largest hub for Delta Air Lines. The airport offers non-stop air service from the region to 130 cities, including international service to Frankfurt, London, Paris, Rome, Amsterdam, Montreal and Toronto.

Metropolitan Cincinnati is linked to other areas via I-75, a major north/south route running between the Canadian border through Florida; I-71, running between Louisville and northeast Ohio; and I-74, the area's principal link from the west. I-70, a major transcontinental route, runs east/west approximately 55 miles north of the city. Other highways providing access to downtown and the metropolitan region are: Interstates 275, which circles the metropolitan area, and 471, which runs in to downtown; U.S. 50 and 52; and several state and county routes.

Passenger rail service into renovated Union Terminal is available by Amtrak. Bus transportation is provided by Greyhound.

Traveling in the City

Downtown streets are in a grid pattern, making travel within the city relatively easy. Streets running east/west are numbered, beginning with 2nd Street near the Ohio River. The public transit bus system is operated by Metro, which schedules regular routes in the city and the suburbs.

Communications

Newspapers and Magazines

Cincinnati's major daily newspapers are *The Cincinnati Enquirer,* circulated every morning, and the evening *The Cincinnati Post.* The *Cincinnati Herald,* an African American oriented newspaper, appears weekly. Both the Associated Press and United Press International maintain offices in Cincinnati. *Cincinnati Magazine* is a monthly publication focusing on topics of community interest.

A number of nationally circulated magazines are published in Cincinnati; among them are *Writer's Digest,* a professional magazine for writers; *Dramatics Magazine,* for students interested in theatre as a career; and *St. Anthony Messenger,* a family-oriented Catholic magazine. Cincinnati-based Standard Publishing Company produces religious magazines like *Weekly Bible Reader,* for children, and *Seek,* for young adults and adults. Specialized publications originating in the city are directed toward readers with interests in business, medicine, pharmacy, engineering, the arts, crafts, and other fields.

Television and Radio

Cincinnati is the broadcast media center for southwestern Ohio, northern Kentucky, and southeastern Indiana. Eight commercial, public, and independent television stations are received in the city; cable service is available. Thirty-five AM and FM radio stations broadcast educational, cultural, and religious programming as well as rock and roll, contemporary, classical, gospel, blues, jazz, and country music.

Media Information: *The Cincinnati Enquirer,* Gannet Co., 312 Elm Street, Cincinnati, OH; telephone (513)721-2700; and, *The Cincinnati Post*, E.W. Scripps Co., 125 E. Court, Cincinnati, OH 45202; telephone (513)352-2000

Cincinnati Online

The Cincinnati Enquirer. Available enquirer.com/today

Cincinnati Museum Center. Available www.cincymuseum.org

Cincinnati Public Schools. Available www.cpsboe.k12.oh.us

Cincinnati Regional Links. Available www.rcc.org/reglinks.html

City of Cincinnati home page. Available www.ci.cincinnati.oh.us

Greater Cincinnati Chamber of Commerce. Available www.cincinnatichamber.com/home.htm

Greater Cincinnati Convention and Visitors Bureau. Available www.cincyusa.com

Public Library of Cincinnati and Hamilton County. Available www.cincinnatilibrary.org

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Cleveland

The City in Brief

Founded: 1796 (incorporated 1836)

Head Official: Mayor Jane Campbell (D) (since 2001)

City Population
1980: 573,822
1990: 505,616
2000: 478,403
2003 estimate: 461,324
Percent change, 1990–2000: −5.4%
U.S. rank in 1980: 18th
U.S. rank in 1990: 23rd
U.S. rank in 2000: 40th (State rank: 2nd)

Metropolitan Area Population
1990: 2,202,069
2000: 2,250,871
Percent change, 1990–2000: 0.2%
U.S. rank in 1980: 11th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 16th (PMSA)

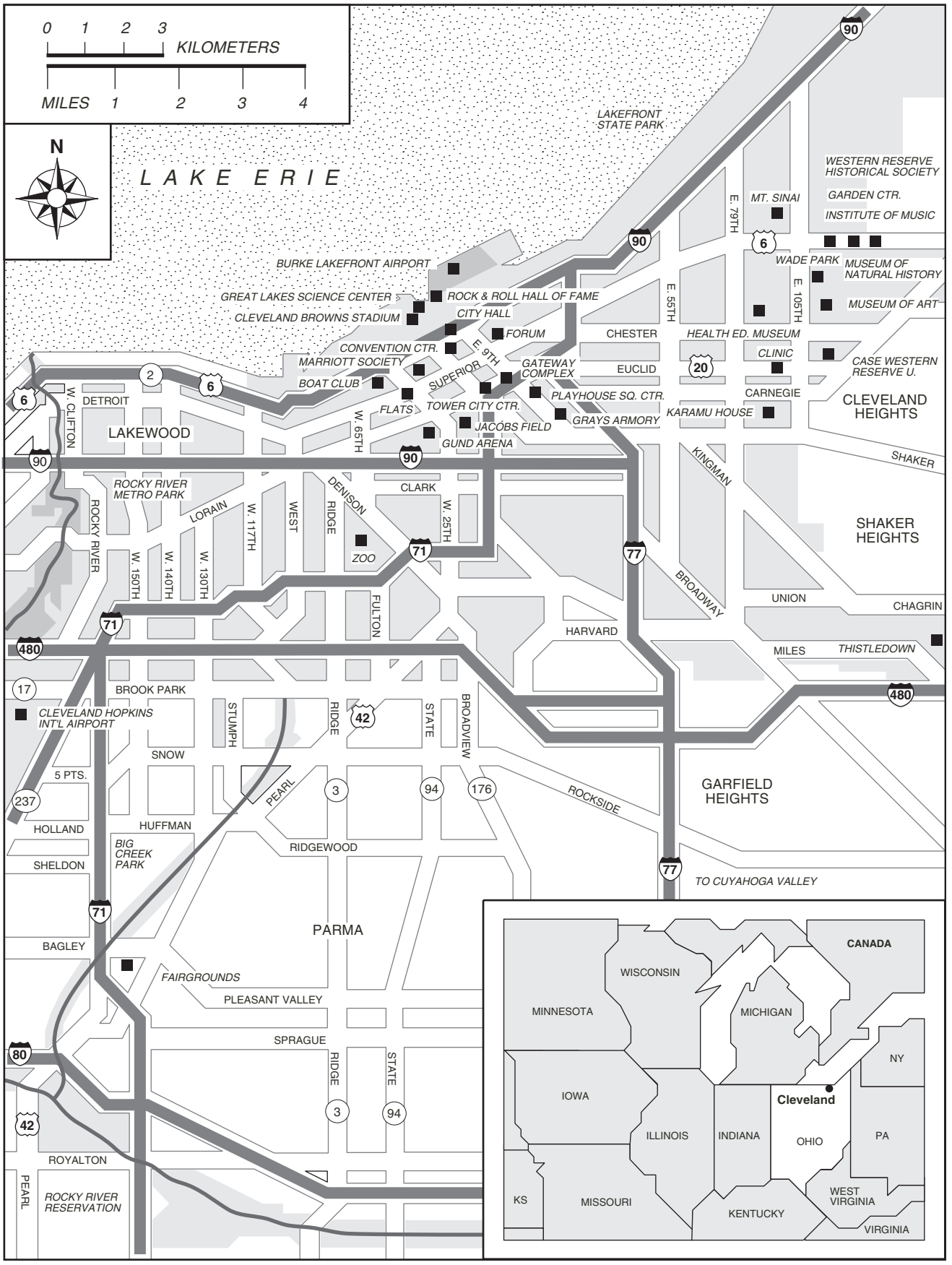
Area: 82.42 square miles (2000)
Elevation: most of the city is on a level plain 60 to 80 feet above Lake Erie
Average Annual Temperature: 49.6° F
Average Annual Precipitation: 38.71 inches of rain; 55.8 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government
Unemployment Rate: 6.3% (March 2005)
Per Capita Income: $14,291 (1999)

2002 FBI Crime Index Total: 33,209

Major Colleges and Universities: Case Western Reserve University; Cleveland State University

Daily Newspaper: *Plain Dealer*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KILOMETERS
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N
LAKE ERIE
LAKEFRONT STATE PARK
WESTERN RESERVE HISTORICAL SOCIETY
GARDEN CTR.
INSTITUTE OF MUSIC
MT. SINAI
E. 79TH
WADE PARK
MUSEUM OF NATURAL HISTORY
MUSEUM OF ART
E. 105TH
E. 55TH
BURKE LAKEFRONT AIRPORT
GREAT LAKES SCIENCE CENTER
ROCK & ROLL HALL OF FAME
CLEVELAND BROWNS STADIUM
CITY HALL
FORUM
CHESTER
HEALTH ED. MUSEUM
CLINIC
CONVENTION CTR.
MARRIOTT SOCIETY
E. 9TH
SUPERIOR
GATEWAY COMPLEX
EUCLID
CASE WESTERN RESERVE U.
BOAT CLUB
PLAYHOUSE SQ. CTR.
CARNEGIE
CLEVELAND HEIGHTS
FLATS
TOWER CITY CTR.
KARAMU HOUSE
W. 65TH
JACOBS FIELD
GRAYS ARMORY
GUND ARENA
W. CLIFTON
DETROIT
LAKEWOOD
SHAKER
KINGMAN
ROCKY RIVER METRO PARK
CLARK
DENISON
LORAIN
W. 117TH
WEST
RIDGE
W. 25TH
SHAKER HEIGHTS
ROCKY RIVER
W. 150TH
W. 140TH
W. 130TH
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UNION
CHAGRIN
HARVARD
MILES
THISTLEDOWN
BROOK PARK
CLEVELAND HOPKINS INT'L AIRPORT
STUMPH
STATE
BROADVIEW
SNOW
5 PTS.
PEARL
ROCKSIDE
GARFIELD HEIGHTS
HOLLAND
HUFFMAN
RIDGEWOOD
BIG CREEK PARK
SHELDON
TO CUYAHOGA VALLEY
PARMA
BAGLEY
FAIRGROUNDS
PLEASANT VALLEY
SPRAGUE
ROYALTON
ROCKY RIVER RESERVATION
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
Cleveland
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA

Introduction

The seat of Cuyahoga County, Cleveland is Ohio's second largest city and is at the center of a metropolitan statistical area that encompasses Cuyahoga, Geauga, Lake, and Medina counties. The city's location on Lake Erie accounts for its success as a transportation, industrial, and commercial center. Cleveland contributed a number of industrial discoveries that benefited national growth and prosperity in the nineteenth century. In the early twentieth century, the local political system set a standard for reform that contributed to the general welfare of its citizens. Today Cleveland's revitalized central business and commercial districts complement its cultural institutions and major professional sports teams.

Geography and Climate

Extending 31 miles along the south shore of Lake Erie, Cleveland is surrounded by generally level terrain except for an abrupt ridge that rises 500 feet above the shore on the eastern edge of the city. Cleveland is bisected from north to south by the Cuyahoga River. The continental climate is modified by west to northerly winds off Lake Erie, which lower summer temperatures and raise winter temperatures. Summers are moderately warm and humid, winters relatively cold and cloudy. Snowfall fluctuates widely, ranging from 45 inches in west Cuyahoga County to 90 inches in the east. Thunderstorms often bring damaging winds of 50 miles per hour or greater; tornadoes occur frequently.

Area: 82.42 square miles (2000)

Elevation: most of the city is on a level plain 60 to 80 feet above Lake Erie

Average Temperatures: January, 25.7° F; July, 71.9° F; annual average, 49.6° F

Average Annual Precipitation: 38.71 inches of rain; 55.8 inches of snow

History

Lake Erie Port Attracts Development

U.S. General Moses Cleaveland was sent in 1796 by the Connecticut Land Company to survey the Western Reserve, a one-half million acre tract of land in northeastern Ohio, which was at that time called ''New Connecticut.'' General Cleaveland platted a townsite on Lake Erie at the mouth of the Cuyahoga River, named from a Native American term for crooked river because of the unusual U shape that causes it to flow both north and south. Cleaveland copied the New England style of town square layout. The settlement was abandoned, however, when dysentery and insects drove Cleaveland and his company back to New England. The eventual taming of the Western Reserve wilderness has been credited to Lorenzo Carter, who arrived at General Cleaveland's original townsite in 1799. Carter, a man of impressive ability and stature, brought stability to the primitive setting and established friendly relations with the Native Americans in the area. The revived settlement was named for its initial founder; the current spelling of the name can be traced to a newspaper compositor who dropped the first ''a'' from Cleaveland in order to fit the name on the newspaper masthead. Cleveland's geographic position as a Lake Erie port made it ideally situated for development in transportation, industry, and commerce.

By 1813 the port was receiving shipments from the cities in the East. Cleveland was chosen as the northern terminus of a canal system connecting the Ohio River and Lake Erie; it was completed in 1832. Cleveland was incorporated in 1836 as its population increased dramatically. Telegraph lines were installed in 1847, and shortly thereafter Western Union telegraph service was founded in Cleveland by Jeptha H. Wade. The opening of the Soo Canal in 1855 and the arrival of the railroad soon thereafter strengthened Cleveland's position as a transportation center.

The city played a significant role in the Civil War. Clevelanders generally opposed slavery, and a prominent local lawyer defended abolitionist John Brown. As a principal stop along the Oberlin-Wellington Trail, Cleveland was active in the Underground Railroad. While the city sent its share of volunteers to fight for the Union cause, during the Civil War the ironworks industry grew, aided by the discovery of soft coal in canal beds. After the war the iron industry continued to expand in Cleveland, and local fortunes were made in steel and shipping; those who benefited created the Cleveland residential district known as ''Millionaires Row.''

Industry and Reform Spell Progress

John D. Rockefeller's Standard Oil Company, organized in 1870, put Cleveland on the map as the nation's first oil capital. A rise in trade unionism paralleled Cleveland's industrialization. The Brotherhood of Locomotive Engineers established headquarters in the city, which was the site of national labor meetings that eventually led to walkouts and brought about better conditions for workers. Inventors found a hospitable environment in Cleveland. Charles F. Brush, originator of the carbon arc lamp, founded the Brush Electric Light and Power Company and installed arc lamps

throughout the city. He also invented and manufactured the first practical storage battery. Worcester R. Warner and Ambrose Swasey perfected automotive gear improvements and designed astronomy instruments, bringing about innovations in both industries.

Cleveland gained a reputation as a reform city during the five-term administration of Thomas Loftin Johnson, a captain of the steel and transportation industries. Johnson was influenced by the American social philosopher Henry George, and his administration won high praise from muckraking journalist Lincoln Steffens, who called Johnson the nation's ''best mayor'' and Cleveland ''the best governed city in the United States.'' First elected to office on the ''three-cent fare program,'' Johnson fought to overcome the entrenched political interests of his nemesis, Mark Hanna, who used his power to work against Johnson's reforms. Johnson, a mentor to a generation of young politicians, improved life in Cleveland by building new streets and parks, creating a municipal electric company to curb the abuses of private utilities, and introducing city-owned garbage and refuse collection. He also set standards for meat and dairy products, and even took down ''keep off the grass'' signs in city parks.

Like other Rust Belt cities, Cleveland suffered in the 1950s and 1960s, becoming the subject of national attention and ridicule when the polluted Cuyahoga River burst into flames in 1969. The event, a low point in Cleveland history, became a rallying point in the passage of the Clean Water Act of 1972.

Cleveland's renaissance began in the early 1980s. From grass roots efforts initiated by neighborhood groups, to the city's top brass—business, civic, and political leaders—citizens have worked hard to mold Cleveland into a model city for America. The result—$7 billion in capital investment, including new hotels and world-class attractions. The city has also gained international and national attention as a model city for urban progress. Cleveland has been awarded the coveted ''All America City'' distinction five times.

The sheen from that title was growing tarnished by the mid-2000s, however. With a high school graduation rate among the lowest in the nation, along with taxes among the highest, Cleveland faced challenges in many arenas. Community leaders and businesses united to tackle these problems by stimulating innovation and entrepreneurship, attracting new businesses while retaining existing ones, and encouraging education and workforce development.

Historical Information: Western Reserve Historical Society, 10825 East Blvd., Cleveland, OH 44106; telephone (216)721-5722; email webmaster@wrhs.org. Great Lakes Historical Society, Clarence Metcalf Research Library, 480 Main St., PO Box 435, Vermillion, OH 44089; telephone (216)967-3467; email glhs1@inlandseas.org.

Population Profile

Metropolitan Area Residents

1990: 2,202,069
2000: 2,250,871
Percent change, 1990–2000: 0.2%
U.S. rank in 1980: 11th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 16th (PMSA)

City Residents

1980: 573,822
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2003 estimate: 461,324
Percent change, 1990–2000: −5.4%
U.S. rank in 1980: 18th
U.S. rank in 1990: 23rd
U.S. rank in 2000: 40th (State rank: 2nd)

Density: 6,166.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 198,510
Black or African American: 243,939
American Indian and Alaska Native: 1,458
Asian: 6,444
Native Hawaiian and Pacific Islander: 178
Hispanic or Latino (may be of any race): 34,728
Other: 17,173

Percent of residents born in state: 71.2% (2000)

Age characteristics (2000)
Population under 5 years old: 38,594
Population 5 to 9 years old: 41,708
Population 10 to 14 years old: 36,799
Population 15 to 19 years old: 32,495
Population 20 to 24 years old: 32,061
Population 25 to 34 years old: 71,847
Population 35 to 44 years old: 73,822
Population 45 to 54 years old: 55,111
Population 55 to 59 years old: 18,857
Population 60 to 64 years old: 17,130
Population 65 to 74 years old: 31,573
Population 75 to 84 years old: 21,266
Population 85 years and older: 7,140
Median age: 33.0 years

Births (2002, Cuyahoga County)
Total number: 17,375

Deaths (2002, Cuyahoga County)
Total number: 15,177 (of which, 180 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,291
Median household income: $25,928
Total households: 190,725

Number of households with income of . . .
less than $10,000: 40,118
$10,000 to $14,999: 18,446
$15,000 to $24,999: 33,725
$25,000 to $34,999: 28,228
$35,000 to $49,999: 28,814
$50,000 to $74,999: 25,592
$75,000 to $99,999: 9,328
$100,000 to $149,999: 4,336
$150,000 to $199,999: 820
$200,000 or more: 1,318

Percent of families below poverty level: 22.9% (59.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 33,209

Municipal Government

Cleveland city government is administered by a mayor and a 21-member council. Councilpersons and the mayor, who is not a member of council, are elected to four-year terms.

Head Official: Mayor Jane Campbell (D) (since 2001; current term expires November 2005)

Total Number of City Employees: 8,743 (2003)

City Information: Cleveland City Hall, 601 Lakeside Ave., Cleveland, OH 44114; telephone (216)664-2000

Economy

Major Industries and Commercial Activity

Diversified manufacturing is a primary economic sector, resting on a traditional base of heavy industry in particular. Consistent with a nationwide trend, the services industry—transportation, health, insurance, retailing, utilities, commercial banking, and finance—is emerging as a dominant sector. Cleveland serves as headquarters to 11 companies on the *Fortune* 500 list, both industrial and non-industrial. These firms are, in order of their *Fortune* 500 rank: National City Corp., Eaton Corp., Parker Hannifin Corp., Sherwin-Williams Co., KeyCorp, Nacco Industries, American Greetings Corp., Ferro Corp., Medical Mutual of Ohio, Applied Industries Technologies, and Lincoln Electric Holdings. Cleveland is also home to nearly 150 international companies from 25 different countries.

Manufacturing has traditionally been the primary industry of northeast Ohio. It remains so today, although the local economy has suffered along with the rest of the nation during the recession of the late 1990s and early 2000s. Dubbed ''Polymer Valley,'' the metropolitan Cleveland area has the largest concentration of polymer companies in the United States; for example, Goodyear Tire & Rubber Co., the world's largest tire company, is headquartered in nearby Akron. The area's other manufacturing companies are engaged in such areas as the automotive industry, fabricated metals, electrical/electronic equipment, and instruments and controls.

Supported by the manufacturing industry is the science and engineering field. More than 168 engineering companies are located in the Cleveland metro area. These firms engage in civil engineering, construction, and the burgeoning field of information technology, which employs approximately 73,500 area workers. Among the local institutions of science and engineering are the Cleveland Engineering Society, the Cleveland Society of Professional Engineers, the Great Lakes Science Center, the NASA John H. Glenn Research Center, ASM (American Society for Metals) International, and the engineering schools of Case Western Reserve University, Cleveland State University, and the University of Akron.

Cleveland's research base for the biotechnology and biomedical industry has tripled in recent years, from $50 million to $150 million. More than 100 biotechnology firms are located in northeast Ohio, along with more than 100 research laboratories. The Cleveland Clinic Foundation has the nation's largest hospital-based department of biomedical engineering. Area colleges offer training in biomedical or bioscience technology; among them are Case Western Reserve University, Cleveland State University, Kent State University, Lakeland Community College, and the University of Akron.

Items and goods produced: automobile parts, bolts and nuts, machine tools, paints and lacquers, rubber and oil products, chemicals, rayon, foundry and machine shop products, electrical machinery and appliances, men's and women's clothing, iron and steel

Incentive Programs—New and Existing Businesses

Local programs—The Greater Cleveland Partnership (GCP) was formed in 2003 through the merger of the Greater Cleveland Roundtable, the Greater Cleveland Growth Association, and Cleveland Tomorrow. GCP provides access to local and state business incentives and job training programs. It can link businesses with a variety of assistance

including international trade, business financing, tax credits and abatement programs, technology transfer, labor force recruitment, and training and market data. GCP is also affiliated with Growth Capital Corp., which provides financing assistance to businesses in northeast Ohio to facilitate business expansion, new facility construction, and equipment purchases. Neighborhood Progress Inc. is a non-profit organization that offers up to $5 million per year in low-interest funds to develop Cleveland's neighborhoods.

State programs—The state of Ohio offers a number of incentives designed to encourage new companies and retain existing businesses. Tax credit programs include those for job creation, machinery and equipment investment, export, research and development franchise, and technology investment. Ohio also offers a property tax abatement for areas identified as enterprise zones, and sales tax exemptions for research and development.

Job training programs—Ohio Industrial Training Program (OITP) is a state program that can provide assistance to a business through a competitive grant award. Funds are used to reimburse the incurred eligible training costs. OITP may assist a company up to a maximum of one-half of the project's total eligible training costs. The Ohio Job Training Tax Credit is offered to businesses engaged in manufacturing and other specified service industries. Career Service Centers offer customized training programs designed to meet the needs of a specific business, as well as other ongoing skill training for current or new employees; these Career Service Centers are operated by Case Western Reserve University, Cleveland Institute of Art, Cleveland State University, Cuyahoga Community College, and David N. Myers College.

Development Projects

In March 2004 *Site Selection* magazine ranked the Cleveland area, with 96 projects, the 10th in the nation for number of new and expanded corporate facility projects. Among these corporate projects were the expansion of Minolta's Cleveland facility, which added 25,000 square feet; the $4.5 million expansion of U.S. Cotton's facility; and a new, 5,000-square-foot distribution center for Netflix Inc.

The Milton & Tamar Maltz Jewish Heritage Museum is scheduled to open in the fall of 2005. The $13.5 million, 24,000-square-foot facility will house displays, interactive exhibits, and a 60-seat theater. Groundbreaking will begin in September 2005 on a six-year, $258-million expansion and renovation of the Cleveland Museum of Art. The Western Reserve Historical Society will spend $30 million to create an additional 100,000 square feet of space to house its car and plane collection. Euclid Avenue is undergoing a $168 million renovation between the downtown Public Square and the Playhouse Square Center; construction is scheduled for completion in 2007.

Economic Development Information: Greater Cleveland Partnership, Tower City Center, Ste. 200, 50 Public Sq., Cleveland, OH 44113; telephone (216)621-3300; toll-free (888)304-GROW; fax (216)621-4617; email customer service@clevegrowth.com

Commercial Shipping

Cleveland is at the center of the nation's largest concentration of industrial and consumer markets. The city of Cleveland is home to more than 100 offices of motor freight carrier companies and there are many others located throughout the metropolitan area. Three railroads—Norfolk Southern, CSX Transportation, Wheeling & Lake Erie Railroad—serve the region. More than 1,200 miles of highways connect the region with other U.S. markets, and the World Trade Center Cleveland assists companies with international business ventures. Cleveland-Hopkins International Airport is served by 11 cargo-only carriers.

The Port of Cleveland, the largest overseas general cargo port on Lake Erie and third largest port on the Great Lakes, serves more than 50 countries, shipping cargo to and receiving cargo from 120 ports around the world. The Port is also the site of Foreign Trade Zone #40, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. Every service for shippers—banking, insurance, customs, stevedoring, and storage—is available from experienced firms. Each year the port handles 13 to 15 million tons of cargo, primarily semi-finished products, machinery, and such bulk cargo as iron ore, stone, cement, and salt. The port was visited by 898 ships in 2003.

Labor Force and Employment Outlook

The following is a summary of data regarding the Cleveland metropolitan area labor force, 2004 annual average.

Size of nonagricultural labor force: 1,073,400

Number of workers employed in . . .
construction and mining: 44,600
manufacturing: 151,900
trade, transportation and utilities: 200,100
information: 20,200
financial activities: 81,100
professional and business services: 132,800
educational and health services: 164,700
leisure and hospitality: 92,400
other services: 44,200
government: 141,600

Average hourly earnings of production workers employed in manufacturing: $18.64

Unemployment rate: 6.3% (March 2005)

Largest metropolitan area employers	*Number of employees*
Federal Government	18,728
Ford Motor Co.	11,800
Catholic Diocese of Cleveland	10,000
Board of County Commissioners	9,963
Cleveland Clinic Foundation	9,445
Cleveland Municipal School District	8,520
Charter One Bank	7,057
Invacare Corp.	5,630
The MetroHealth System	5,300
Cole Vision Corp.	5,168

Cost of Living

Cleveland's taxes are moderately high. According to the strategic plan presented by the Greater Cleveland Partnership in September 2004, ''we are strangling ourselves with high taxes both on individuals and businesses.'' The report goes on to say that ''local and state tax rates place many Cleveland suburbs among the highest-taxed communities in the country.''

The following is a summary of data regarding several key cost of living factors in the Cleveland area.

2004 (3rd Quarter) ACCRA Average House Price: $253,363

2004 (3rd Quarter) ACCRA Cost of Living Index: 103.4 (U.S. average = 100.0)

State income tax rate: Ranges from 0.691% to 6.980%

State sales tax rate: 7.0% (food and prescription drugs are exempt)

Local income tax rate: 2.0%

Local sales tax rate: 7.5%

Property tax rate: basic rate ranges from 96.5 to 183.40 mills per $1,000 of assessed value

Economic Information: Greater Cleveland Partnership, Tower City Center, Ste. 200, 50 Public Sq., Cleveland, OH 44113; telephone (216)621-3300; toll-free (888)304-GROW; fax (216)621-4617; email customerservice@clevegrowth.com

Education and Research

Elementary and Secondary Schools

The Cleveland Municipal School District, administered by a seven-member nonpartisan board that appoints a superintendent, enrolls the largest student population of any Ohio school system. It is one of 31 districts in Cuyahoga County. More than 300 businesses and other organizations have joined in a partnership with the city's 121 schools; one of these is NASA John H. Glenn Research Center.

Cleveland's schools experienced academic, financial, and structural crises in the mid-2000s. In 2004 the high school graduation rate was only 40.8 percent, while only 11.3 percent of residents achieved a college degree. Worsening the situation, the Cleveland Municipal School District had a $36 million operating deficit; in order to rectify the shortfall, the board of education planned to close a number of schools and lay-off part of the workforce for the 2005–2006 school year. In June 2002, prompted by the collapse of a school gym roof, a $1.5 billion Facilities Plan was approved to replace or renovate each school in the district within 10-12 years.

The following is a summary of data regarding Cleveland public schools as of the 2004–2005 school year.

Total enrollment: 73,943

Number of facilities
elementary schools: 59
K–8 schools: 31
middle schools: 13
senior high schools: 19
other: 2

Student/teacher ratio: 16.5:1

Teacher salaries
average: $45,156

Funding per pupil: $8,950

More than 30 parochial and private schools offer a range of educational alternatives at the pre-school, kindergarten, elementary, and secondary levels in the Cleveland metropolitan area. Among them is the University School, a more than 100-year-old kindergarten-through twelfth-grade independent day school for boys.

Public Schools Information: Cleveland Municipal School District, 1380 E. 6th St., Cleveland, OH 44114; telephone (216)574-8000; email info@cmsdnet.net

Colleges and Universities

Cleveland State University (CSU), predominantly a commuter institution, enrolls more than 16,500 students. The university grants undergraduate and graduate degrees in 60 fields, including doctoral programs in regulatory biology, chemistry, engineering, urban studies, and urban education. CSU's Cleveland-Marshall College of Law is the largest law school in Ohio. Case Western Reserve University offers undergraduate, graduate, and professional education in 60

areas of study such as medicine, dentistry, nursing, law, management, and applied social sciences; it is a major research institution ranking among the best in undergraduate engineering and business programs. Cleveland College of Jewish Studies is one of only five colleges in North America to be accredited as an institution of higher Jewish learning.

The Cleveland Institute of Art offers a five-year bachelor of fine arts program. The Cleveland Institute of Music grants baccalaureate, master's, and doctoral degrees in various music fields in conjunction with Case Western Reserve University, which provides the academic curriculum. Other colleges in Cleveland include David N. Myers University, formerly known as Dyke College, and Cuyahoga Community College (CCC), which is the city's largest college and the fourth largest in the state. Offering career education leading to an associate degree and enrolling more than 22,000 students at its Metropolitan, Eastern, and Western campuses, CCC's programs include allied health, business technologies, engineering technologies, early childhood education, law enforcement, and mental health.

Among the colleges and universities enrolling more than 1,000 students and located in the surrounding area or within commuting distance of Cleveland are Baldwin-Wallace College, John Carroll University, Kent State University, Lakeland Community College, Lorain County Community College, Oberlin College, University of Akron, and Ursuline College, which is the oldest Catholic women's college in the nation.

Libraries and Research Centers

Approximately 90 libraries are operated in Cleveland by a diverse range of public agencies, private corporations, and other organizations. The Cleveland Public Library maintains a main facility (recently restored), 28 branches, a Library for the Blind and Physically Handicapped, and a Public Administration Library in City Hall. The Cleveland Public Library, said to be the nation's second largest municipal library, has more than 9 million items that include more than 3 million volumes, more than 6,000 current periodical titles, 4 million microforms, 1 million photographs, 137,000 sound recordings, 173,000 maps, 97,000 videos and DVDs, as well as computer software and CD-ROMS. The library is a depository for federal, state, international, local, and United Nations documents. The Library for the Blind and Physically Handicapped offers 11,000 Braille titles, 150,000 cassettes, and 48,000 discs; the library also includes material on visual and physical disabilities in their collection.

In 2003 the Ohio Center for the Book was dedicated at the main Cleveland Public Library, enabling it to serve the entire state. That year the library system became the first in the nation to offer eBooks to patrons. The Langston Hughes branch was the recipient of an Ohio Historical Marker in December 2003 in honor of its namesake, the Cleveland poet James Mercer Langston Hughes.

The Cuyahoga County Public Library, which houses nearly 3 million books, operates four large regional libraries, 22 branch libraries, and two mini libraries in communities throughout the county. The Western Reserve Historical Society, the Cleveland Museum of Art, and the Cleveland Museum of Natural History maintain reference libraries. As a major research institution, Case Western Reserve University maintains holdings of more than 1.5 million books, nearly 14,000 periodical subscriptions, and approximately 35 special collections in such fields as literature, history, philosophy, urban studies, psychology, and the sciences; six departmental libraries are also located on campus. The Cleveland Health Sciences Library is operated by Case Western Reserve University and the Cleveland Medical Library Association. Other colleges and universities, as well as several corporations, hospitals, and religious organizations, maintain libraries in the city.

More than 400 public and private research centers are based in the Cleveland metropolitan area. Among them are the John H. Glenn Research Center of the National Aeronautics and Space Administration (NASA), the Cleveland Clinic Educational Foundation, and the Cleveland Psychoanalytic Institute. In 2003 Case Western Reserve University was awarded an $18 million grant to create the Wright Center of Innovation to focus on fuel cell research. University Hospitals represents the largest concentration of biomedical research in Ohio. Greater Cleveland's medical community as a whole receives more than $100 million in research dollars from the National Institutes of Health each year, making Cleveland a leading center nationwide for biomedical research and spending.

Public Library Information: Cleveland Public Library, 325 Superior Ave. NE, Cleveland, OH 44114-1271; telephone (216)623-2800; fax (216)623-7015; email info@library.cpl.org

Health Care

Cleveland is home to a number of the nation's top institutions providing health care, medical education, and medical research and technology. The Cleveland metropolitan area is served by 50 hospitals; 23 are affiliated with medical schools, including Case Western Reserve University School of Medicine. The region employs more than 9,000 physicians and 23,000 health care professionals.

Cleveland Clinic and University Hospital Health Systems control 90-plus percent of the area's hospital beds. The Cleveland Clinic Foundation, which pioneered kidney trans-

plants and open-heart surgery, is a 945-bed treatment and referral center for patients throughout the United States and the world. It consistently ranks among the best hospitals in the country in *U.S. News & World Report* surveys. Cleveland Clinic rates highly for care in cardiology, gastroenterology, neurology, orthopedics, and urology. Rainbow Babies and Childrens Hospital is one of the country's best for pediatric and neonatal intensive care. University Hospitals, nationally recognized for cancer research and treatment, receives excellent rankings in three specialties. Among other Cleveland facilities in the medical forefront is St. Vincent Charity Hospital, which participated in the development of the first heart-lung machines.

Health Care Information: Cleveland Health Education Museum, 8911 Euclid Ave.; Cleveland, OH; telephone (216)231-5010

Recreation

Sightseeing

One of Cleveland's most popular attractions is the Rock and Roll Hall of Fame and Museum, the world's only facility dedicated to the living heritage of rock and roll music. Situated on the shores of Lake Erie, the museum houses six floors of costumes, interactive exhibits, and original films, along with the most extensive collection of rock and roll artifacts and memorabilia in the world. Adjacent to the Rock and Roll Hall on North Coast Harbor is the Great Lakes Science Center. Visitors can explore the wonders of science, the environment, and technology via more than 400 interactive exhibits. Located inside the center is the six-story OMNIMAX theater, with supersized images and digital sound that allows viewers to feel as though they were actually in the film.

North America's largest collection of primate species is housed at the Cleveland Metroparks Zoo and RainForest, located five miles south of downtown. The zoo has more than 3,300 animals from around the world, including 84 endangered species, and occupies 168 rolling, wooded acres. The two-acre RainForest is home to more than 600 animals and 10,000 plants from the jungles of the world, and features a 25-foot waterfall and simulated tropical storm.

The NASA John H. Glenn Research Center is the only NASA facility north of the Mason-Dixon line. Named after the Ohio astronaut, it presents programs on space exploration, aircraft propulsion, satellites, and alternative energy sources. Two of Cleveland's best-known monuments are the Garfield Monument in Lakeview Cemetery and the National Shrine of Our Lady of Lourdes, which resembles the original shrine in France and is located 10 miles east of the city.

Seasonal amusement parks located in Greater Cleveland Geauga Lake and Cedar Point, known for its world-record-breaking collection of roller coasters and rides, (located 63 miles from Cleveland, in Sandusky, Ohio). Sandusky is also home to Kalahari Resort, the largest indoor waterpark in Ohio.

Arts and Culture

University Circle, located four miles east of downtown, boasts the largest concentration of cultural institutions and museums in the country. Within one square mile, visitors will find more than 40 non-profit institutions including the Cleveland Museum of Art, Cleveland Museum of Natural History, Cleveland Botanical Garden, Children's Museum of Cleveland, HealthSpace Cleveland, Crawford Auto-Aviation Museum, and Museum of Contemporary Art Cleveland (MOCA), which, in honor of its 35th anniversary, changed its name from the Cleveland Center for Contemporary Art in 2003.

Museums located outside of University Circle include the Hungarian Heritage Society, the Shaker Historical Society and Museum, the Steamship William G. *Mather* Museum, and the Dunham Tavern Museum, the oldest Cleveland museum building on its original site. The Milton & Tamar Maltz Museum of Jewish Heritage is scheduled to open in the fall of 2005.

The Cleveland Orchestra, considered one of the nation's top orchestras, plays a season of concerts at Severance Hall from September to May; the summer season is scheduled at the open-air Blossom Music Center from June to August. Blossom also hosts opera, classical, pop, jazz, rock, and folk concerts during the summer months. The Cleveland Chamber Music Society and the Cleveland Chamber Symphony offer a schedule of chamber music each year. The Cleveland Institute of Music presents hundreds of concerts by faculty, students, and visiting artists, and the Cleveland Pops Orchestra performs music from motion pictures and Broadway shows. The internationally acclaimed Cleveland Quartet gives performances throughout the world. The nation added its eighth House of Blues with the 2004 opening of Cleveland's concert club.

Two dance companies perform in Cleveland: Dance Cleveland and North Coast Ballet Theatre. Cleveland's three opera companies, Opera Cleveland at the State Theater, Lyric Opera, and Cleveland Institute of Music's Opera Theater, stage operatic presentations.

Cleveland supports a number of theater companies. Cleveland Play House, the country's first professional resident company, presents a season of classical drama and new works. Playhouse Square Center, with its five beautifully restored circa 1920 theaters, is the nation's second largest performing arts center. The Ohio Theatre is home to the Great Lakes Theater Festival; the others host touring Broad-

Cleveland's Rock and Roll Hall of Fame and Museum was designed by I.M. Pei.

way shows, musicals, concerts, opera, and ballets. Karamu House, from the Swahili for ''a center of enjoyment, a place to be entertained,'' has earned a national reputation as a center of African American culture.

Festivals and Holidays

Cleveland schedules a full calendar of annual events. Each January, Cleveland organizes a Martin Luther King Jr. celebration, followed two months later by a festive St. Patrick's Day Parade through downtown. The Cleveland International Film Festival also takes place in March with nearly than 200 film screenings. The state's largest environmental event is EarthFest, held in April at the Cleveland Metroparks Zoo. The Cleveland Botanical Garden Flower Show, the largest outdoor flower show in North America, takes place in May at the Cleveland Botanical Gardens.

June brings the Parade the Circle Celebration, featuring an art parade and free admission to University Circle facilities. Visitors can join in Cleveland's annual July birthday bash in the Flats with riverfront festivities and performances as well as an amazing fireworks and laser light show. Samples of savory ribs, live entertainment, and family fun are on the menu at the New Cleveland Rib Burnoff in July. Cleveland showcases its diversity at summer festivities such as the Irish Cultural Festival, Puerto Rican Friendly Days, the Annual Polish Heritage Festival, and the Cleveland Pride Parade & Festival, celebrating the lesbian-gay-bi-transsexual community.

The week-long Cuyoga County Fair in August features rides, exhibits, and shows. An unforgettable Labor Day weekend event is the Cleveland National Air Show at Burke Lakefront Airport. Art meets technology at the Ingenuity Festival, taking place at various downtown locations in early September; running nearly simultaneously with this event is Taste of Cleveland, at which food from more than 30 local restaurants can be sampled. The Johnny Appleseed Festival at Mapleside Farms, and the Midwest Oktoberfest are among the area's many fall festivals. The Christmas season marks its start with the annual Holiday Lighting ceremony on downtown's Public Square the day after Thanksgiving.

Sports for the Spectator

Cleveland is a major-league sports city with major-league sports facilities. Gund Arena hosts NBA Cleveland Cavaliers basketball, the WNBA Cleveland Rockers basketball, and the American Hockey League's Cleveland Barons, as well as more than 200 family events and concerts each year. State-of-the-art Jacobs Field is home to Major League Baseball's Cleveland Indians. The Cleveland Browns professional football team, named for their first coach, the legendary Paul Brown, is part of the National Football League's American Conference and play home games at the lakefront Cleveland Browns Stadium. Indoor soccer action is brought to fans by the Cleveland Force at the Cleveland State University Convocation Center. The Cleveland Junior Lumberjacks play youth hockey at the Metroplex. The Champ Car Grand Prix of Cleveland is held over three June days at the Burke Lakefront Airport. Thistledown Race Track offers thoroughbred racing and Northfield Park schedules harness races.

Sports for the Participant

Cleveland's Metroparks system, consisting of 20,000 acres in 15 parks that surround the city's core, represents one of the nation's largest concentrations of park land per capita. Facilities are available for hiking, cycling, tennis, swimming, golf, boating, and horseback riding. Winter activities include cross-country skiing, tobogganing, ice skating, and ice fishing. Downhill skiing is available at three nearby resorts. Greater Cleveland encompasses more than 70 public and private golf courses. One hundred miles of Lake Erie shoreline, as well as inland lakes, reservoirs, rivers, and streams, make fishing a favorite pastime; the annual catch in Lake Erie equals that of the other four Great Lakes combined. Cuyahoga Valley National Park, Cleveland Lakefront State Park, Huntington Beach, and Mentor Headlands State Park are popular summer spots for water sports enthusiasts. The Cleveland Marathon and 10K is held downtown in May.

Shopping and Dining

More than 600 retail businesses are located in downtown Cleveland. The elegant Tower City Center offers shopping and dining at more than 100 establishments. ETON, situated on Chagrin Boulevard, houses retail and dining establishments amid fountains, gardens, and sculptures, and recently underwent a $50 million expansion and renovation. Just west of downtown Cleveland is the new Crocker Park, a $450 million shopping center that encompasses 12 city blocks in Westlake. Unique shopping opportunities can be found throughout the city, such as: Antique Row on Lorain Avenue which attracts antique buyers; the Arcade, a nineteenth-century marketplace containing more than 100 shops and restaurants; and West Side Market in nearby Ohio City which sells fresh fish and meats, vegetables and fruits, baked goods, cheeses, and ethnic foods.

Visitor Information: Convention & Visitors Bureau of Greater Cleveland, 3100 Terminal Tower, 50 Public Sq., Cleveland, OH 44113; telephone (216)621-4110; toll-free 800-321-1001; fax (216)623-4499; email cvb@travelcleveland.com

Convention Facilities

The *Tradeshow Week Major Exhibit Hall Directory* ranks the International Exposition & Conference Center ninth in

the nation for exhibition space. Situated on a 175-acre site next to Cleveland-Hopkins International Airport, the center contains 902,000 square feet of exhibit space, 800,000 of which is contained in a single room. The Cleveland Convention Center, located downtown, contains 375,000 square feet of flexible exhibit space that can be divided into four separate meeting halls; 37 meetings rooms are available to accommodate up to 10,000 attendees. The largest room in the Cleveland Masonic Temple & Auditorium is 15,000 square feet, and the largest in the Cleveland State University Convocation Center is 23,520 square feet.

Other convention and meeting facilities are located throughout the Greater Cleveland area; among them are the Forum, Grays Armory, Play House Square Center, and the Spitzer Conference Center, located in Elyria approximately 20 minutes from the Cleveland-Hopkins International Airport.

Convention Information: Convention & Visitors Bureau of Greater Cleveland, 3100 Terminal Tower, 50 Public Sq., Cleveland, OH 44113; telephone (216)621-4110; toll-free 800-321-1001; fax (216)623-4499; email cvb@travel cleveland.com

Transportation

Approaching the City

Cleveland-Hopkins International Airport, the Midwestern hub for Continental Airlines, is served by 12 national, two international, and 11 commuter carriers that schedule direct and connecting flights throughout the United States and to major foreign cities. A rapid transit system connects the airport to downtown. Commuter air service to regional cities is available at Burke Lakefront Airport; business and general aviation traffic is handled at Cuyahoga County Airport. Twenty-one other general aviation facilities are located in the metropolitan area.

Three major interstates intersect downtown Cleveland: I-77 and I-71, which run north and south, and I-90, which runs east and west. In addition, I-480 connects the eastern and western Cleveland suburbs and runs south of the city, bypassing the downtown area; I-490 does the same by connecting I-90 and I-71 to I-77. Amtrak provides rail transportation service into Cleveland.

Traveling in the City

The Regional Transit Authority (RTA) operates Cleveland's extensive rapid transit system. RTA has a direct link from downtown Public Square to Hopkins International Airport. The Waterfront Line, a light rail transportation system, connects Cleveland's downtown attractions. Visitors can conveniently and economically travel from Public Square and Tower City Center's hotels and shopping venues to the Flats Entertainment District and North Coast Harbor attractions like the Rock and Roll Hall of Fame, Great Lakes Science Center, and Cleveland Browns Stadium. Trolley tours and riverboat cruises offer unique and informative views of the city. Average intracity commuting time is under 24 minutes.

Communications

Newspapers and Magazines

Cleveland's major daily newspaper is the *Plain Dealer,* which is also Ohio's largest daily newspaper. Numerous community newspapers, including the *Call & Post,* an African American community newspaper, also circulate in the city. *Cleveland Magazine,* for readers in the Cleveland metropolitan area, features articles on politics and urban and suburban contemporary living and events. *Northern Ohio LIVE,* a monthly magazine describing entertainment opportunities, and *Crain's Cleveland Business* are also published there. The award-winning *Cleveland Scene* is an alternative magazine published weekly.

About 80 specialized magazines and trade, professional, and scholarly journals are published in Cleveland on such subjects as explosives engineering, local history, fraternal organizations, lawn care, ethnic culture, business and economics, religion, medicine, welding and metal production, food service, and building trades.

Television and Radio

Cleveland is the broadcast media center for northeastern Ohio. Greater Cleveland television viewers tune into programming scheduled by five stations based there. A dozen AM and FM radio stations broadcast a wide range of listening choices, from religious and inspirational features to news and talk shows to all major musical genres.

Media Information: *Plain Dealer,* 1801 Superior Ave., Cleveland, OH 44114; telephone (216)999-6000. *Cleveland Magazine,* 1422 Euclid Ave., Ste. 730, Cleveland, OH 44115; telephone (216)771-2833; fax (216)781-6318. *Northern Ohio LIVE,* 11320 Juniper Rd., Cleveland, OH 44106; telephone (216)721-1800; email info@livepub.com

Cleveland Online

City of Cleveland Home Page. Available www.city .cleveland.oh.us

Cleveland Municipal School District. Available www.cmsdnet.net

Cleveland Public Library. Available www.cpl.org

Convention & Visitors Bureau of Greater Cleveland. Available www.travelcleveland.com

Greater Cleveland Partnership. Available www.clevelandgrowth.com

Plain Dealer. Available www.plaindealer.com

Rock and Roll Hall of Fame. Available www.rockhall.com

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Phillips, Kimberley L., *Alabama North: African-American Migrants, Community, and Working-Class Activism in Cleveland, 1915-45 (The Working Class in American History)* (University of Illinois Press, 2000)

Schneider, Russell, *The Boys of the Summer of '48* (Sports Publishing Inc., 1998)

Columbus

The City in Brief

Founded: 1797 (incorporated 1834)

Head Official: Mayor Michael B. Coleman (D) (since 2003)

City Population
1980: 564,871
1990: 632,945
2000: 711,470
2003 estimate: 728,432
Percent change, 1990–2000: 12.4%
U.S. rank in 1980: 19th
U.S. rank in 1990: 16th
U.S. rank in 2000: 15th

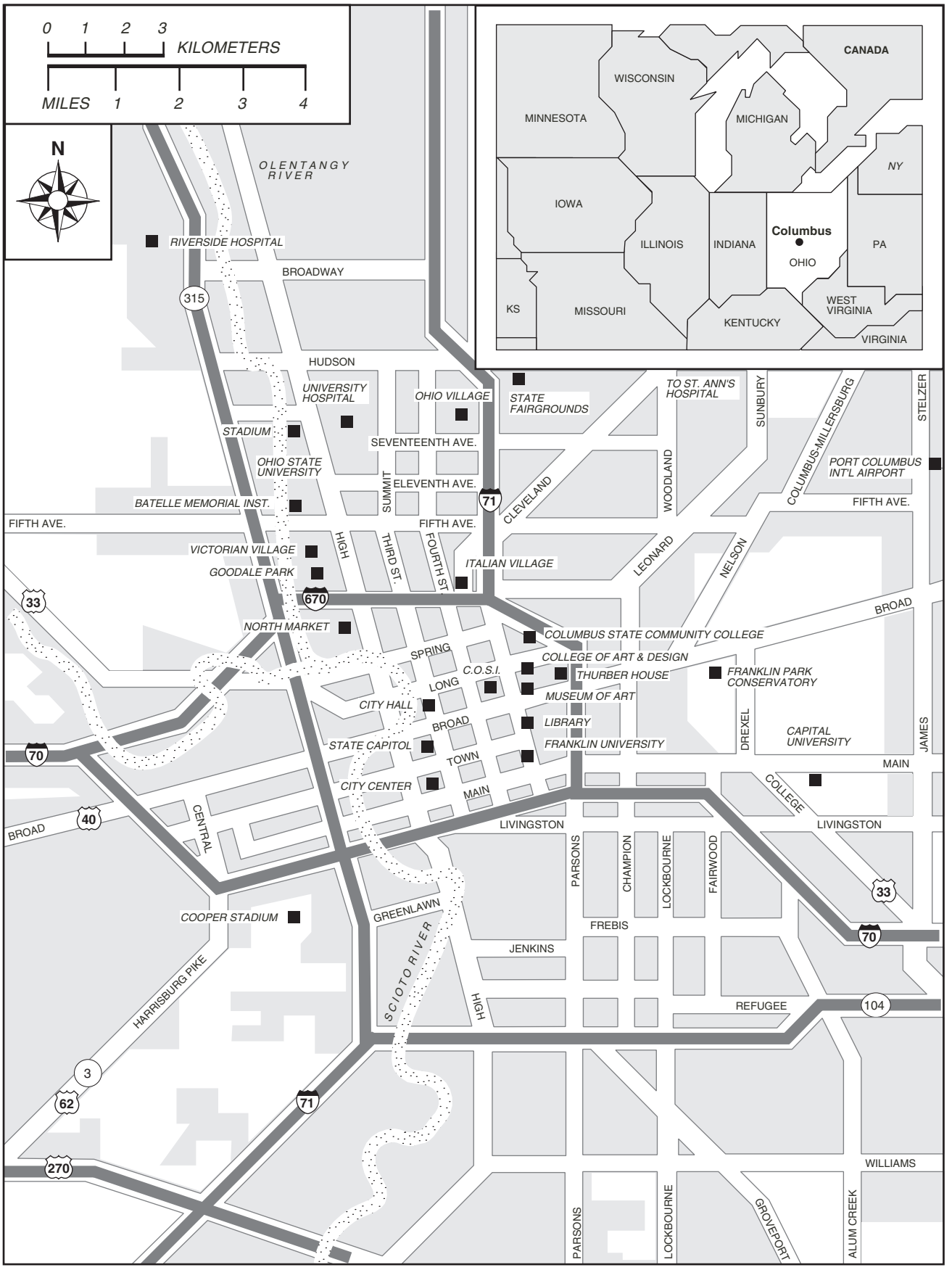
Metropolitan Area Population
1980: 1,244,000
1990: 1,345,450
2000: 1,540,157
Percent change, 1990–2000: 14.5%
U.S. rank in 1980: 28th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 32nd

Area: 225.9 square miles (2000)
Elevation: Ranges from 685 to 893 feet above sea level
Average Annual Temperature: 52.8° F
Average Annual Precipitation: 39.4 inches of rain; 27.7 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, government, manufacturing, education
Unemployment Rate: 6.3% (February 2005)
Per Capita Income: $20,450 (1999)
2003 FBI Crime Index Total: 94,326

Major Colleges and Universities: The Ohio State University, Capital University, Ohio Dominican University

Daily Newspaper: *The Columbus Dispatch*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KILOMETERS
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OLENTANGY RIVER
RIVERSIDE HOSPITAL
BROADWAY
315
HUDSON
UNIVERSITY HOSPITAL
OHIO VILLAGE
STATE FAIRGROUNDS
TO ST. ANN'S HOSPITAL
SUNBURY
COLUMBUS-MILLERSBURG
STELZER
STADIUM
SEVENTEENTH AVE.
OHIO STATE UNIVERSITY
SUMMIT
ELEVENTH AVE.
CLEVELAND
WOODLAND
PORT COLUMBUS INT'L AIRPORT
BATELLE MEMORIAL INST.
FIFTH AVE.
71
VICTORIAN VILLAGE
GOODALE PARK
HIGH
THIRD ST.
FOURTH ST.
ITALIAN VILLAGE
LEONARD
NELSON
33
670
NORTH MARKET
BROAD
COLUMBUS STATE COMMUNITY COLLEGE
SPRING
COLLEGE OF ART & DESIGN
C.O.S.I.
THURBER HOUSE
FRANKLIN PARK CONSERVATORY
LONG
MUSEUM OF ART
CITY HALL
LIBRARY
DREXEL
CAPITAL UNIVERSITY
JAMES
70
STATE CAPITOL
FRANKLIN UNIVERSITY
TOWN
MAIN
CITY CENTER
COLLEGE
CENTRAL
40
LIVINGSTON
PARSONS
CHAMPION
LOCKBOURNE
FAIRWOOD
COOPER STADIUM
GREENLAWN
FREBIS
JENKINS
SCIOTO RIVER
HARRISBURG PIKE
REFUGEE
104
3
62
270
WILLIAMS
GROVEPORT
ALUM CREEK
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
ILLINOIS
INDIANA
Columbus
OHIO
PA
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MISSOURI
KENTUCKY
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VIRGINIA

Introduction

Columbus, the capital of Ohio and the state's largest city, is the seat of Franklin County. The focus of an urban complex comprised of Grandview Heights, Upper Arlington, Worthington, Bexley, and Whitehall, Columbus is the center of the metropolitan statistical area that includes Delaware, Fairfield, Franklin, Licking, Madison, Pickaway, and Union counties. Chosen by the Ohio General Assembly as the state capital because of its central location, Columbus developed in the nineteenth century as an important stop on the National Highway and as a link in the nation's canal system. Today, the city is a leader in research, education, technology, and insurance. *Inc.* magazine describes Columbus as ''clean, with good schools, reasonably priced housing, and a college-town atmosphere that helps attract and retain young people.''

Geography and Climate

Situated in central Ohio in the drainage area of the Ohio River, Columbus is located on the Scioto and Olentangy rivers; two minor streams running through the city are Alum Creek and Big Walnut Creek. Columbus's weather is changeable, influenced by air masses from central and southwest Canada; air from the Gulf of Mexico reaches the region during the summer and to a lesser extent in the fall and winter. The moderate climate is characterized by four distinct seasons. Snowfall averages around 27 inches annually.

Area: 225.9 square miles (2000)

Elevation: Ranges from 685 to 893 feet above sea level; average elevation is 777 feet

Average Temperatures: January, 28.3° F; July, 75.1° F; annual average, 52.8° F

Average Annual Precipitation: 39.4 inches of rain; 27.7 inches of snow

History

Central Location Makes Columbus Ohio's Capital

After Ohio gained statehood in 1803, the General Assembly set out to find a geographically centralized location for the capital. Congress had enacted the Ordinance for the Northwest Territory in 1787 to settle claims from the American Revolution and a grant was given to Virginia for lands west of the Scioto River. Lucas Sullivant, a Virginia surveyor, established in 1797 the village of Franklinton, which quickly turned into a profitable trading center. In 1812 plans for a state Capitol building and a penitentiary at Franklinton were drawn up and approved by the legislature, which also agreed to rename the settlement Columbus. Construction of the state buildings was delayed for four years by the War of 1812.

During its early history the major threat to Columbus was a series of fever and cholera epidemics that did not subside until swamps close to the center of town were drained. With the opening in 1831 of the Ohio & Erie Canal, which was connected to Columbus by a smaller canal, and then the National Highway in 1833, Columbus was in a position to emerge as a trade and transportation center. Then, on February 22, 1850, a steam engine pulling flat cars made its maiden run from Columbus to Xenia, 54 miles away, and Columbus entered the railroad age. Five locally financed railroads were in operation by 1872.

Columbus, with a population of 20,000 people in 1860, became a military center during the Civil War. Camp Jackson was an assembly center for recruits and Columbus Barracks—renamed Fort Hayes in 1922—served as an arsenal. Camp Chase, also in the area, was the Union's largest facility for Confederate prisoners, and the Federal Government maintained a cemetery for the more than 2,000 soldiers who died there.

Academic Prominence Precedes High-Technology Growth

Columbus prospered economically after the Civil War, as new banks and railroad lines opened and horse-and-buggy companies manufactured 20,000 carriages and wagons a year. The city's first waterworks system and an extended streetcar service were built during this period. In 1870 the Ohio General Assembly created, through the Morrill Land Grant Act, the Ohio Agricultural and Mechanical College, which became a vital part of the city's life and identity. This coeducational institution, renamed The Ohio State University in 1878, is now one of the country's major state universities. The Columbus campus consists of nearly 400 permanent buildings on 1,644 acres of land. Today, the university's technological research facilities, coupled with the Battelle Memorial Institute, comprise one of the largest private research organizations of its kind in the world.

Two events prior to World War I shook Columbus's stability. The streetcar strike of 1910 lasted through the summer and into the fall, resulting in riots and destruction of street cars and even one death. The National Guard was called out to maintain order, and when the strike finally ended, few concessions were made by the railway company. Three years later, the Scioto River flood killed 100 people and left 20,000 people homeless; property damages totaled $9 million.

Traditionally a center for political, economic, and cultural activity as the state capital, Columbus is today one of the fastest-growing cities in the east central United States. The downtown area underwent a complete transformation in the 1990s, and the economy surged as high-technology development and research companies moved into the metropolitan area. Franklin County saw its population top 1,000,000 for the first time in the 2000 census and celebrated its bicentennial in 2003.

Historical Information: Ohio Historical Society, 1985 Velma Avenue, Columbus, OH 43211; telephone (614)297-2510

Population Profile

Metropolitan Area Residents
1980: 1,244,000
1990: 1,345,450
2000: 1,540,157
Percent change, 1990–2000: 14.5%
U.S. rank in 1980: 28th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 32nd

City Residents
1980: 564,871
1990: 632,945
2000: 711,470
2003 estimate: 728,432
Percent change, 1990–2000: 12.4%
U.S. rank in 1980: 19th
U.S. rank in 1990: 16th
U.S. rank in 2000: 15th

Density: 3,225 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 483,332
Black or African American: 174,065
American Indian and Alaska Native: 2,090
Asian: 24,495
Native Hawaiian and Pacific Islander: 367
Hispanic (may be of any race): 17,471
Other: 8,292

Percent of residents born in state: 67.8%

Age characteristics (2000)
Population under 5 years old: 53,347
Population 5 to 9 years old: 50,119
Population 10 to 14 years old: 44,291
Population 15 to 19 years old: 48,663
Population 20 to 24 years old: 74,938
Population 25 to 34 years old: 139,434
Population 35 to 44 years old: 110,351
Population 45 to 54 years old: 81,256
Population 55 to 59 years old: 25,724
Population 60 to 64 years old: 20,316
Population 65 to 74 years old: 33,793
Population 75 to 84 years old: 21,705
Population 85 years and over: 7,533
Median age: 30.6 years

Births (2002, Franklin County)
Total number: 17,013

Deaths (2002, Franklin County)
Total number: 8,351

Money income (1999)
Per capita income: $20,450
Median household income: $37,897
Total households: 301,800

Number of households with income of . . .
less than $10,000: 32,322
$10,000 to $14,999: 19,282
$15,000 to $24,999: 41,998
$25,000 to $34,999: 44,296
$35,000 to $49,999: 53,290
$50,000 to $74,999: 60,876
$75,000 to $99,999: 27,505
$100,000 to $149,999: 15,584
$150,000 to $199,999: 3,516
$200,000 or more: 3,131

Percent of families below poverty level: 10.8% (19% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 94,326

Municipal Government

The city of Columbus is governed by a mayor and a council comprised of seven members who are elected at large to a four-year term.

Head Official: Mayor Michael B. Coleman (D) (since 2003; current term expires 2007)

Total Number of City Employees: 7,724 (2004)

City Information: City Hall, 90 W. Broad St., Rm. 247 Columbus, Ohio 43215. Mayor's Action Center, telephone

(614)645-CITY (2489); Information (city operator), telephone (614)645-8100

Economy

Major Industries and Commercial Activity

Columbus's diversified economy is balanced among the services, trade, government, and manufacturing sectors. State government, education, banking, research, insurance, and data processing in particular have helped the city to resist recession. Telecommunications, retailing, health care, and the military are other strong employment areas. Home to more than 70 insurance companies, Columbus ranks among the insurance capitals of the United States. The city is the corporate headquarters for nationwide firms such as Nationwide Insurance Enterprise, Banc One Corporation, The Limited, Inc., American Electric Power, Wendy's International, Huntington Bancshares, Inc., Consolidated Stores Corporation, Borden Inc., Ashland Chemical, Battelle Memorial Institute, and Bob Evans Foods Inc. Twenty of Columbus's largest financial institutions operate more than 400 offices throughout the metropolitan region.

The U.S. government is the city's third largest employer; it operates the Defense Supply Center, whose 3,000 employees operate a massive central storehouse that ships up to 10,000 items a day to military posts around the world. Manufacturing comprises about 10 percent of the metropolitan Columbus economic base; the main production categories being machinery, fabricated metal, printing and publishing, and food processing. Local industry profits from proximity to coal and natural gas resources. Limestone and sandstone quarries operate in the area.

Items and goods produced: airplanes, auto parts, appliances, telephone components, computer equipment, glass, coated fabrics, shoes, food products

Incentive Programs—New and Existing Companies

Several city and state programs are available to assist existing companies and proposed startups in the Columbus metro area.

Local programs—The Columbus Development Department incentive programs focus on small business lending and inner-city revitalization, including the Office of Business Assistance and Office of Financial Assistance to help create and sustain jobs and companies; among their specialties are infrastructure assistance and urban brownfields redevelopment. The Greater Columbus Chamber of Commerce oversees very successful public and private partnerships and small business programs to ensure the success of the region's businesses. Training programs are available through the Small Business Administration and the Central Ohio Industrial Training Program.

State programs—State of Ohio incentive programs include loans, loan guarantees, and industrial revenue bonds.

Job training programs—Ohio's Adult Vocational Education Full-Service Centers offer customized training programs designed to meet the needs of a specific business, as well as other ongoing skill training for current or new employees.

Development Projects

Columbus is one of the nation's fastest-growing cities. The city's focus is on downtown development; in 2001 the city commenced a Strategic Business Plan to revitalize downtown Columbus and bring jobs and investment to the city center. The city sought input from businesses and from the community with a ''Tell Us Your Great Idea'' campaign, and the Columbus Downtown Development Corporation was formed to bring the ideas to fruition. Public and private entities invested $1.72 billion in the downtown area between 2001 and 2004.

In 2000 the new $150 million, 800,000 square foot Nationwide Arena opened and is home to the NHL's Columbus Blue Jackets. In 2001 the Greater Columbus Convention Center celebrated the completion of an $85 million expansion and renovation, which increased the center's size from 1.4 million to 1.7 million square feet. The renovations include an additional 120,000 square feet of exhibit space, a 15,000 square foot ballroom, and 11 new meeting rooms (for a total of 426,000 square feet of exhibit space, 2 ballrooms, and 61 meeting rooms). An additional 1,100 parking spaces and new shops and restaurants round out the improvements.

Economic Development Information: Greater Columbus Chamber of Commerce, telephone (614)221-1321

Commercial Shipping

Strategically located between the Northeast and Midwest regions and served by an excellent transportation system, Columbus is a marketing, distribution, and warehouse center. An important link in the import/export shipping network is Rickenbacker Air/Industrial Park, which has been designated a free trade zone. Twenty-one passenger and freight air carriers serve Port Columbus International Airport, two passenger carriers and a number of freight carriers fly out of Rickenbacker, and Bolton Field provides runway space and amenities for charter air services. Three major railroads operate routes through Columbus; all provide piggyback and rail car shipping and two have export-import containerization facilities. Completing the ground transportation system are more than 100 motor freight companies. One of three

inland ports in the United States, Columbus receives and ships U.S. Customs-sealed containers to the Pacific Rim.

Labor Force and Employment Outlook

Among Ohio's 10 largest cities, Columbus is the only one whose population increased in the 1990s, and this trend continues in the 2000s. Eighty-three percent of the population over age 25 are high school graduates and 29 percent have college degrees; 71 percent of the population over the age of 16 is in the labor force. While the region has a more desirable workforce than most of the nation, the increase in average age is causing some concern. The Chamber of Commerce has launched several projects to give businesses the tools to compete in such a market.

Traditional economic mainstays such as government, the Ohio State University, corporate headquarters, and large financial institutions continue to lend stability to the local economy. The Columbus area has lost manufacturing jobs in the last decade but has added positions in services to create a net gain in jobs overall.

The following is a summary of data regarding the Columbus metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 922,616

Number of workers employed in . . .
construction and mining: 40,900
manufacturing: 82,000
trade, transportation, and utilities: 183,900
information: 19,700
financial activities: 74,500
professional and business services: 132,800
educational and health services: 100,700
leisure, hospitality, and other services: 125,400
government: 153,400

Average hourly earnings of production workers employed in manufacturing: $18.80

Unemployment rate: 6.3% (February 2005)

Largest employers	*Number of employees*
State of Ohio	28,015
The Ohio State University	22,100
The United States Federal Government	17,000
Banc One Corporation	15,500
Limited Brands	15,250
Ohio Health	15,000
Nationwide Insurance	12,520

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Columbus area.

2004 (3rd Quarter) ACCRA Average House Price: $257,430

2004 (3rd Quarter) ACCRA Cost of Living Index: 101.7 (U.S. average = 100.0)

State income tax rate: Ranges from 0.743% to 7.5%

State sales tax rate: 5.0% (food and prescription drugs are exempt)

Local income tax rate: 2%

Local sales tax rate: 6.75% (total)

Property tax rate: Taxes on real property are assessed on 35 percent of the property's total market value. Businesses with personal property valued at $10,001 or more must also pay personal property tax in the state of Ohio.

Economic Information: Greater Columbus Chamber of Commerce, telephone (614)221-1321

Education and Research

Elementary and Secondary Schools

The Columbus Public Schools (CPS) are administered by a seven-member board of education that supports a superintendent. The system's Alexander Graham Bell Elementary School for the hearing impaired is considered one of the nation's finest. Alternative/magnet schools; a high school for the performing arts; a virtual high school; and the International Baccalaureate diploma program, giving qualified graduates access to the world's leading universities, are also among the system's offerings.

According to the 2004 report by the superintendent of schools, in 2003–2004 the CPS graduation rate rose to 59.9 percent, a 0.6 percent increase over the previous year and a 3.9 percent increase over the year 2000. In 2002–2003 CPS met 5 of 18 state standards on proficiency tests and graduation and attendance rates; by 2003–2004 the rate remained at 5 of 18 standards, and the district maintained or improved performance in 16 of 18 standards. In 2004, CPS had more teachers achieve National Board Certified Status than any other school district in Ohio.

The following is a summary of data regarding the Columbus public schools as of the 2003–2004 school year.

Total enrollment: 62,201

Number of facilities
elementary schools: 90
middle schools: 26

senior high schools: 18, plus 4 career centers and 4 special schools

Student/teacher ratio: 18.6:1

Teacher salaries
minimum: $35,089
maximum: $76,302

Funding per pupil: $10,757

Columbus is also served by more than 13 charter schools and 12 private and parochial schools that offer a range of curricula, including special education programs.

Colleges and Universities

The Ohio State University, a major institution of higher learning at both the state and national levels, with an enrollment of more 58,000 students as of April 2005, awards undergraduate through doctorate degrees. In addition to its Columbus campus, the university maintains four regional campuses and a two-year branch facility. The Ohio State system includes eight schools and 18 colleges that administer 12,000 courses, 174 undergraduate majors, and 204 graduate programs.

Capital University schedules courses leading to undergraduate and graduate degrees in such fields as arts and sciences, music, nursing, business administration, and law; the university also operates an adult education division. Other four-year institutions located in the Columbus area include the Columbus College of Art and Design and Franklin University. Columbus State Community College, enrolling more than 11,000 students, grants two-year associate degrees in business, health, public service, and engineering technologies.

Libraries and Research Centers

Columbus is home to more than 60 libraries that are maintained by a range of institutions, corporations, government agencies, and organizations. The Columbus Metropolitan Library (CML) operates 21 branches in Columbus and throughout Franklin County in addition to the Main Library. CML also jointly operates the Northwest Library with the Worthington Public Library. The collections of several Central Ohio library systems, including CML, are linked electronically in the Discovery Place Libraries consortium, offering customers access to a total of over 3 million items. CML's collection contains more than 2.4 million items, including books, periodicals, videotapes, DVDs, CD-ROMs, films, audiocassettes, compact discs, circulating visuals, maps, charts, microfilm/microfiche, sheet music, and photos. In addition, the Library maintains special collections on local and state history and federal and state documents. CML is also part of the Ohio Public Library Information Network (OHIOLINK), a statewide on-line resource. OHIOLINK was created to help guarantee that all Ohio citizens continue to have access to information regardless of location or format.

The Ohio State University Libraries hold about 5.7 million book volumes and operate numerous department libraries and five campus facilities. Included in the more than 25 special collections are the American Association of Editorial Cartoonist Archives, including a long term loan of more than 3,000 original ''Calvin and Hobbes'' cartoons by Bill Watterson; American playwrights' theater records; film scripts; Ohio News Photographers Association Archives; and various author collections featuring the works of such writers as Miguel de Cervantes, Emily Dickinson, Nathaniel Hawthorne, Edith Wharton, James Thurber, and Samuel Beckett. The library is a depository for federal, state, and European Economic Community documents.

As the state capital, Columbus is the site of libraries associated with state governmental divisions, including the Supreme Court of Ohio, the Ohio Department of Transportation, the Ohio Environmental Protection Agency, the Ohio Legislative Service Commission, and the Public Utilities Commission of Ohio. The *Columbus Dispatch,* all local colleges and universities, most major hospitals, several churches and synagogues, and cultural organizations maintain libraries in the city. Private corporations and law firms provide library facilities for both employee and public use. Among the research institutions that house libraries are Battelle Columbus Laboratories, Chemical Abstracts Service, National Center for Research in Vocational Education, and the Institute of Polar Studies at Ohio State University, housing the Byrd Polar Collection.

Columbus is home to the headquarters of Battelle Memorial Institute, considered the world's largest independent research organization, which conducts research, analysis, testing, design, and consultation in fields that include energy, environmental quality, health sciences, engineering and manufacturing technology, and national security. The American Ceramic Society performs educational, technical, scientific, and information services for the international ceramic community. The Online Computer Library Center (OCLC) maintains an automated information and cataloging system for more than 6,000 libraries in the United States.

More than 60 research centers at The Ohio State University provide research, testing, analysis, design, and consultation services. Other research facilities located in Columbus are Chemical Abstracts Service of the American Chemical Society, The Applied Information Technologies Research Center, Edison Welding Institute, Honda of America Transportation Research Center, and several engineering, pharmaceutical, and chemical firms.

Public Library Information: Columbus Metropolitan Library, 96 South Grant Avenue, Columbus, OH 43215; telephone (614)645-2800; fax (614)645-2050

Health Care

The Columbus and Franklin County metropolitan region is served by 15 hospitals and three nationally recognized medical research facilities including The Ohio State University's Arthur G. James Cancer Hospital and Research Institute.

Children's Hospital, one of the country's largest children's health care institutions, conducts research on childhood illnesses and specializes in burn treatment. Among the other hospitals in Columbus are Columbus Community Hospital, Riverside Methodist Hospital, Grant Medical Center, and Doctors Hospital, the largest osteopathic teaching facility in the nation.

Recreation

Sightseeing

At the center of Columbus's downtown is the State Capitol Building, an example of Greek Doric architecture. Several blocks south of the Capitol, German Village, one of the city's major attractions, is a restored community in a 230-acre area settled by German immigrants in the mid-1800s. The largest privately funded restoration in the United States, the district features German bakeries, outdoor beer gardens, restaurants, and homes.

The Center of Science and Industry (COSI) maintains hands-on exhibits in health, history, science, and technology for all ages. COSI's 300,000 square foot building consists of a modern style element joined to the existing historic building. The facility features a curved facade, a large atrium, a host of Learning Worlds, and two unique theaters, the Space Theater, and the IWERKS Theater. The Space Theater boasts all new DIGISTAR 3-D technology; the IWERKS Theater, a six-story plus, multimillion-dollar theater, seats 400 people and presents nationally known films.

The Columbus Zoo displays animals in natural habitats and has gained a reputation for successfully breeding endangered species, including gorillas, cheetahs, snow leopards, polar bears, and eagles. The zoo houses the world's largest reptile collection and is the home of four generations of gorillas. The first phase of the zoo specializes in North American wildlife and features the Manatee Coast Exhibit; this is modeled after the 10,000 Island wildlife area in southwestern Florida, one of the few remaining untouched natural places in the United States. The zoo's second phase, the African Forest project, opened in June 2000. The African Forest outdoor gorilla exhibit features two large glass viewing areas and landscaping. Creative exhibits and a holding building reflect simple African forest architecture and offer indoor viewing of colobus monkeys and Congo gray parrots, as well as a mixed species aviary. The next phase, Gateway to Asia, began construction in March 2005 and is scheduled to open in the fall of 2006.

Franklin Park Conservatory and Garden Center cultivates tropical, subtropical, and desert plants. Columbus's Park of Roses, the world's largest municipal rose garden, displays 450 varieties of roses. Located seven minutes from downtown, the Ohio Historical Center and Ohio Village recreate a nineteenth-century Ohio town, where period dishes are served at the Colonel Crawford Inn. Costumed craftspeople add to the authenticity of the exhibits. The Mid-Ohio Historical Museum displays antique dolls and toys. Hanby House, a station on the Underground Railroad, is now a memorial to Ben Hanby, who composed ''Darling Nelly Gray.''

Arts and Culture

Columbus is a national leader in local government support of the arts. The Greater Columbus Arts Council distributes $2 million annually to support a more than $52 million cultural industry. One focus of cultural activities is the Martin Luther King, Jr. Complex, which showcases African American cultural events, while the Cultural Arts Center, located in a renovated arsenal, hosts visual and performing arts events classes.

Three elegant theaters are also the scene of cultural activity in Columbus. The Palace Theatre, opened in 1926, has been completely renovated and now houses Opera Columbus and presents Broadway touring musicals and plays, concerts, and films. The Ohio Theatre, a restored 1928 movie palace and the official theater for the state of Ohio, is the home of the Columbus Symphony Orchestra, BalletMet, the new Broadway series, and presentations sponsored by the Columbus Association for Performing Arts. The 102-year-old Southern Theatre closed between 1979 and 1998 and then reopened after a $10 million restoration project.

The Reality Theatre, Contemporary American Theatre Company, Gallery Players, and the theater department at The Ohio State University stage live theater performances ranging from world premieres to revivals of classic plays.

The Columbus Museum of Art houses a sculpture garden and a permanent collection of European and American art works. The restored Thurber House, the home of James Thurber during his years as a student at Ohio State, is now a writers' center that displays Thurber memorabilia.

Festivals and Holidays

The first weekend of March marks the annual Arnold Fitness Weekend, a health and fitness convention headed by

The Columbus Museum of Art has a permanent collection of European and American art.

actor Arnold Schwarzenegger at which bodybuilders and other athletes come together to socialize and compete. The Open Garden Tour, featuring both parks and private homes, is held in April. Music in the Air, sponsored by the city Recreation and Parks Department, is the country's largest free outdoor concert series; 200 concerts are presented at Columbus parks beginning in late May and concluding on Labor Day weekend. The Columbus Arts Festival, which draws 500,000 people to the city, begins the summer festival season in early June. The city's Red, White & Boom! Parade in early July is followed by one of the largest fireworks displays in the Midwest. The Columbus Jazz and Rib Fest draws participants to downtown locations the last weekend in July. A major event in Columbus is the Ohio State Fair; held in August, the fair features livestock shows, agricultural and arts exhibitions, horse shows, rides, and concessions. Columbus observes First Night Columbus on December 31 to bring family-friendly New Year's celebrations to the area.

Sports for the Spectator

Columbus is home to a Major League Soccer team, the Columbus Crew, who play in Columbus Crew Stadium. The stadium, opened in 1999, is the first specifically built for professional soccer in the United States and combines European soccer atmosphere with traditional American amenities to make it one of the premier soccer venues in the country. The Columbus Blue Jackets, a National Hockey League team, first played in 2000 at Nationwide Arena, a 20,000-seat, 685,000-square-foot, $150 million venue.

The Big Ten conference Ohio State Buckeyes, one of the nation's top college football teams, play a home schedule to sold-out crowds on fall Saturday afternoons in the 90,000-seat Ohio Stadium. The Buckeyes also field men's and women's basketball teams that play home games at Jerome Schottenstein Center, a 20,000-seat arena that opened in October 1998. The Columbus Clippers, a Triple-A affiliate of baseball's professional New York Yankees, play a 70-game home schedule at 15,000-seat Cooper Stadium, and the city is finalizing funding to build a larger, newer stadium near the Nationwide Arena to replace the 1932 Cooper Stadium.

The Columbus Marathon, held each October, attracted 4,500 finishers in 2004, and the Capital City Half Marathon, first run in April 2004, is planned to be an annual event. Harness racing is on view at Scioto Downs, where more than a dozen world records have been set in a season that runs from early May to mid-September. The Little Brown Jug, the year's biggest harness race, is held at the Delaware County Fairgrounds. Columbus's most important golf event, Jack Memorial Tournament, is sometimes referred to as the ''fifth major''; competitors tee-off in nearby Dublin at the Muirfield Village course that Jack Nicklaus designed.

Sports for the Participant

Columbus city parks number more than 165 on 5,400 acres; 10 metroparks cover an additional 9,400 acres. Water sports can be enjoyed on two major rivers and three lakes in the city; among the area's popular activities are fishing, boating, sailing, water skiing, and paddleboating. The city maintains municipal tennis courts; indoor tennis and racquetball courts are available at private clubs. The city's scenic commuter routes are popular among joggers and cyclists. Year-round recreational programs for all age groups are available at the city parks.

Shopping and Dining

One of the largest shopping showcases in Columbus is the innovative outdoor shopping and entertainment district called Easton, said to be a larger complex than Minnesota's Mall of America. Easton features nearly 120 shops, a luxury Hilton Hotel and Easton Town Center, anchored by the world's first Planet Movies by AMC, a 6,200 seat, and a 30-screen megaplex movie theater. In addition, Easton includes a mall with a Nordstrom's and other national retailers.

Columbus City Center downtown offers 130 upscale stores and restaurants. Among the distinctive shopping districts in Columbus is German Village, where small shops and stores offer specialty items. Short North exhibits and sells the works of Columbus and national artists as well as clothing and home furnishings. High Street, the Main Street of the university district, offers eclectic shopping and dining options.

Diners in Columbus can choose from among a number of restaurants serving contemporary American, European, and ethnic cuisine. In 2005 *Food and Wine* magazine named Kahiki one of the world's five coolest bars. Several restaurants are housed in architecturally interesting buildings such as churches and firehouses. The renovated North Market features local produce and German, Middle Eastern, Indian, and Italian delicatessens. Columbus is also home base to both Wendy's and Bob Evans national restaurant chains.

Visitor Information: Greater Columbus Convention and Visitors Bureau, telephone (614)221-6623; toll-free (800)354-2657

Convention Facilities

Convention and meeting planners are offered a wide range of facilities in the metropolitan Columbus area. The Greater Columbus Convention Center, which opened in 1993 and underwent expansion in 2001, hosting more than 2,500,000 attendees and delegates that year. The Convention Center features 1.7 million square feet of exhibition space and

100,000 square feet of retail space. The nearby Ohio Center Mall is an added attraction to the convention center. Other meeting facilities include Franklin County Veterans Memorial, Ohio Expo Center (site of the Ohio State Fair), and the Palace and Ohio theaters.

First-class downtown hotels, including the Hyatt Regency, the Westin, the Courtyard by Marriott, and the Doubletree Guest Suites, maintain a complete range of meeting and banquet facilities. There are more than 3,000 hotel rooms within walking distance of the Convention Center.

Convention Information: Greater Columbus Convention Center; telephone (614) 827-2500; toll-free (800)626-0241

Transportation

Approaching the City

Twenty-one commercial domestic and international airlines schedule daily flights into Port Columbus International Airport, which recently underwent a $92 million improvement to celebrate its 75th anniversary in 2005. Port Columbus, just eight minutes from downtown, is serviced by 21 airlines and has more than 350 arrivals and departures daily. Rickenbacker International Airport also services the Columbus area. General aviation facilities are provided at Bolton Field.

Two interstate highways—north-south I-71 and east-west I-70—intersect in the city; I-270 serves as a bypass, and I-670 is a downtown innerbelt. Several other major highways provide convenient access into and out of Columbus.

Traveling in the City

Columbus streets conform to a grid pattern, the principal thoroughfares being Broad Street (U.S. 40/62) and High Street (U.S. 23 south of I-70), which form the main downtown intersection and divide north-south streets and east-west avenues. Efficient traffic flow into the center city permits commuting time of no more than 45 minutes from outlying areas.

The public bus system is operated by Central Ohio Transit Authority (COTA).

Communications

Newspapers and Magazines

The principal daily newspaper in Columbus is *The Columbus Dispatch* (morning). *Business First,* a business weekly, presents current news as well as analyses of local commerce. Several suburban newspapers also have a wide circulation in the metropolitan area.

Columbus is the publishing base for magazines and journals with extensive state and national distribution. Especially popular with Ohio readers is *Ohio Magazine,* which contains articles on local and state topics. A number of professional organizations publish their official journals in the city; among them are the Ohio Academy of Science, the Ohio State Bar Association, the Ohio Historical Society, and the Ohio Education Association. Other specialized publications are directed toward Ohio readers with interests in such fields as agriculture, religion, education, library science and communications, banking, business and industry, and sports.

Columbus is also home to membership publications of several national organizations, including Business Professionals of America and the American Society for Nondestructive Testing. The Ohio State University Press publishes several scholarly journals in such fields as theoretical geography, higher education, banking, and urban planning; several academic departments and colleges also issue publications.

Television and Radio

Columbus is the broadcast media center for central Ohio. Three commercial network affiliates and one public station—all locally based—provide television programming for viewers in the city and surrounding communities. Cable service is also available. Radio listeners tune in to music, news, special features, and public-interest programs scheduled by 13 locally-based AM and FM radio stations.

Media Information: *The Columbus Dispatch,* 34 South Third Street, Columbus, OH 43215; telephone (614)461-5000. *Columbus Monthly,* PO Box 29913, Columbus, OH 43229; telephone (614)888-4567

Columbus Online

City of Columbus home page. Available ci.columbus.oh.us

The Columbus Dispatch. Available www.dispatch.com (subscription based)

Columbus Metropolitan Library. Available www.cml.lib.oh.us

Columbus Public Schools. Available www.columbus.k12.oh.us/schools.html

The Greater Columbus Convention & Visitors Bureau. Available www.columbuscvb.org

Greater Columbus Super Site. Available www.columbus .org

Ohio Historical Society Archives/Library. Available www .ohiohistory.org/resource/archlib

Ohio State University Extension Data Center. Available www.osuedc.org/current

Selected Bibliography

Conway, W. Fred, *The Most Incredible Prison Escape of the Civil War* (Fire Buff House, 1991)

Howells, William Dean, *Years of My Youth* (New York and London: Harper & Brothers, 1916)

Jacobs, Gregory S., *Getting Around Brown: Desegregation, Development, and the Columbus Public Schools (Urban Life and Urban Landscape)* (Ohio State University Press, 1998)

Dayton

The City in Brief

Founded: 1795 (incorporated, 1805)

Head Official: Mayor Rhine D. McLin (since 2002)

City Population
1980: 203,371
1990: 182,011
2000: 166,179
2003 estimate: 161,696
Percent change, 1990–2000: −8.7%
U.S. rank in 1980: 70th
U.S. rank in 1990: 89th
U.S. rank in 2000: 141st

Metropolitan Area Population
1980: 942,000
1990: 951,270
2000: 950,558
Percent change, 1990–2000: −0.1%
U.S. rank in 1980: 39th
U.S. rank in 1990: 51st
U.S. rank in 2000: 52nd

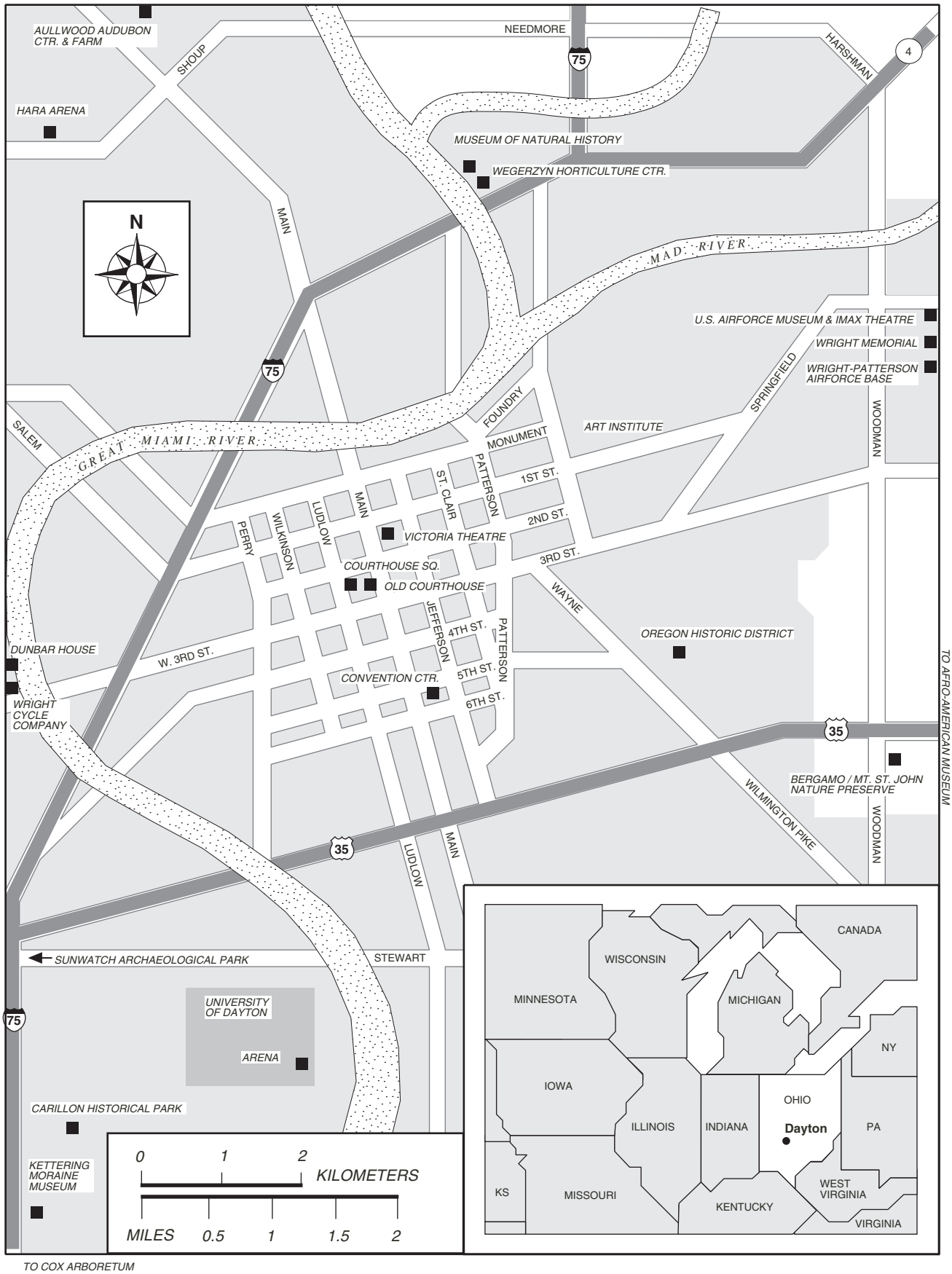
Area: 56.63 square miles (2000)
Elevation: 750 feet above sea level
Average Annual Temperature: 51.7° F
Average Annual Precipitation: 36.6 inches

Major Economic Sectors: Wholesale and retail trade, manufacturing, services, government, transportation
Unemployment Rate: 7.1% (March 2005)
Per Capita Income: $15, 547 (2000)

2002 FBI Crime Index Total: 15,932

Major Colleges and Universities: University of Dayton; Wright State University

Daily Newspaper: *Dayton Daily News*


AULLWOOD AUDUBON CTR. & FARM
SHOUP
NEEDMORE
75
HARSHMAN
4
HARA ARENA
MUSEUM OF NATURAL HISTORY
WEGERZYN HORTICULTURE CTR.
N
MAIN
MAD RIVER
U.S. AIRFORCE MUSEUM & IMAX THEATRE
WRIGHT MEMORIAL
WRIGHT-PATTERSON AIRFORCE BASE
SPRINGFIELD
WOODMAN
FOUNDRY
ART INSTITUTE
SALEM
GREAT MIAMI RIVER
MONUMENT
PATTERSON
1ST ST.
ST. CLAIR
LUDLOW
MAIN
2ND ST.
PERRY
WILKINSON
VICTORIA THEATRE
3RD ST.
COURTHOUSE SQ.
OLD COURTHOUSE
WAYNE
JEFFERSON
4TH ST.
PATTERSON
OREGON HISTORIC DISTRICT
DUNBAR HOUSE
W. 3RD ST.
CONVENTION CTR.
5TH ST.
6TH ST.
WRIGHT CYCLE COMPANY
35
BERGAMO / MT. ST. JOHN NATURE PRESERVE
TO AFRO-AMERICAN MUSEUM
WILMINGTON PIKE
WOODMAN
35
LUDLOW
MAIN
SUNWATCH ARCHAEOLOGICAL PARK
STEWART
75
UNIVERSITY OF DAYTON
ARENA
CARILLON HISTORICAL PARK
KETTERING MORAINE MUSEUM
0 1 2 KILOMETERS
MILES 0.5 1 1.5 2
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
OHIO
ILLINOIS
INDIANA
Dayton
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
TO COX ARBORETUM

Introduction

Dayton, the seat of Ohio's Montgomery County, is the focus of a four-county metropolitan statistical area that includes Montgomery, Miami, Clark, and Greene counties and the cities of Kettering, Miamisburg, Xenia, Fairborn, Oakwood, and Vandalia. World-famous through the pioneering efforts of the Wright brothers, today Dayton is an aviation center and home of Wright-Patterson Air Force Base, headquarters of the United States Air Force bomber program. Dayton, once vulnerable to severe flooding, was the site of the first comprehensive flood control project of its kind. Today the city is at the center of industrial and high-technology development, serving traditional and new markets.

Geography and Climate

Surrounded by a nearly flat plain that is 50 to 100 feet below the elevation of the adjacent rolling countryside Dayton is situated near the center of the Miami River Valley. The Mad River, the Stillwater River, and Wolf Creek, all tributaries of the Miami River, join the master stream within the city limits. The Miami Valley is a fertile agricultural region because of evenly distributed precipitation and moderate temperatures. High relative humidity throughout the year can cause discomfort to people with allergies. Winter temperatures are moderated by the downward slope of the Miami River; cold polar air from the Great Lakes produces extensive cloudiness and frequent snow flurries, but snow accumulation averages only nine inches annually.

Area: 56.63 square miles (2000)

Elevation: 750 feet above sea level

Average Temperatures: January, 26.6° F; July, 74.7° F; annual average, 51.7° F

Average Annual Precipitation: 36.6 inches

History

Town Planned Despite Flood Danger

The point where the Mad River flows into the Great Miami was a thoroughfare for native tribes on their way from Lake Erie to Kentucky and for frontier heroes such as George Rogers Clark, Simon Kenton, Daniel Boone, and Anthony Wayne. Revolutionary War veterans General Arthur St. Clair, General James Wilkinson, Colonel Israel Ludlow, and Jonathan Dayton of New Jersey, for whom Dayton is named, purchased 60,000 acres in the area from John Cleves Symmes. Ludlow surveyed the town plot in the fall of 1795, and the first settlers arrived on April 1, 1796. In spite of well-founded Native American warnings against the danger of floods, settlers occupied the area where Dayton now stands at the confluence of four rivers and creeks.

Ohio gained statehood in 1803, and two years later Dayton was incorporated as a town and became the seat of Montgomery County. The opening of the Miami & Erie Canal in 1828 brought booming cannons and cheering crowds in celebration of future economic prosperity. That year 100,000 people descended upon Dayton, whose population then numbered 6,000 people, to hear William Henry Harrison, Whig presidential candidate. A year later Dayton was incorporated as a city. In 1851 the Mad River & Lake Erie Railroad reached Dayton, motivating Daytonians to establish new industries that were expanded during the Civil War boom years. Local Congressman Clement L. Vallandigham was head of the anti-Lincoln Copperhead faction in the North, which brought riots, murder, and the destruction of the Republican *Dayton Journal* newspaper office. Vallandigham was banished from the Union for treason.

Industrial Innovation Characterizes Dayton

Dayton entered its golden age of invention and business acumen when John Patterson bought James Ritty's cash register company and his ''mechanical money drawer'' in 1884. Two years later, Patterson introduced the ''daylight factory,'' a new work environment in which 80 percent of the walls were glass. National Cash Register soon set the standard for this indispensable business device. Dayton-based inventors Wilbur and Orville Wright taught themselves aerodynamics by reading every book on the subject in the Dayton public library. They experimented with kites and gliders and built the world's first wind tunnel to test their ideas. Then on December 17, 1903, the Wright brothers made aviation history at Kitty Hawk, North Carolina, when their flying machine made its first successful flight. The Wrights' commonsensical approach to solving the centuries-old problem of heavier-than-air flight is considered one of the great engineering achievements in history.

The next inventor and engineer to make his mark in Dayton was Charles ''Boss'' Kettering, who began his career at National Cash Register by inventing an electric cash register. Kettering and a partner founded the Dayton Engineering Laboratories Company (Delco), which became a subsidiary of General Motors in 1920 when Kettering was appointed a vice president and director of research at General Motors. Kettering repeatedly revolutionized the automobile industry; he designed the motor for the first practical electric starter, developed tetraethyl lead that eliminated engine knock and

led to ethyl gasoline, and, with chemists, discovered quick-drying lacquer finishes for automobile bodies. Kettering is considered to have demonstrated the value of industrial research and development.

Reform, Cooperation Meet City's Challenges

Newspaper publisher James Cox bought the *Dayton News* in 1898 and then purchased other newspapers in Ohio, Florida, and Atlanta, Georgia. Cox turned to politics in 1909, serving as Dayton's congressman, then as Ohio governor, and running for the presidency in 1920 on the Democratic ticket but losing to Warren G. Harding. As governor, Cox initiated a number of reforms, including the initiative and referendum, minimum wage, and worker's compensation.

Destructive floods had frequently plagued Dayton during the city's first 100 years. Total devastation came on March 25, 1913, when the Great Miami River, swollen by a five-day downpour that brought ten inches of rain, burst through protective levees and flooded the city. So powerful was the flood that houses were literally wrenched from their foundations and sent down the Great Miami. The water level did not recede until March 28, by which time 361 people had died and property damage had reached $100 million.

The flood forced citizens to find a solution to this perennial threat; they responded by raising $2 million in 60 days. Arthur E. Morgan, a self-taught engineer who was then head of the Tennessee Valley Authority—and later became the president of Antioch College in nearby Yellow Springs—was charged with the responsibility of finding solutions. A systematic plan of flood protection consisting of five huge dams and retaining basins was proposed. The Miami Conservancy District, the first comprehensive flood-control project of its kind in the United States, was established by the state legislature on June 18, 1915. Construction was completed in 1922. In another response to the flood crisis, Dayton turned to the nonpartisan, democratically controlled commission-manager form of government, becoming the first major American city to do so and inspiring other cities to follow suit.

During both World Wars, Dayton's manufacturing facilities produced planes, tanks, guns, and other war materials that were vital to successful military efforts. In the post-war years, the focus of Dayton's industry shifted to consumer products. Household appliances, automobiles, and early components of the computer industry were manufactured in Dayton from mid-century on.

In 2005 the city celebrated its bicentennial anniversary of incorporation. Today, Dayton is home to fine educational institutions, an art institute, a symphony orchestra, a natural history museum, and Wright-Patterson Air Force Base. Dayton blends metropolitan amenities with the feel of an All-American city.

Population Profile

Metropolitan Area Residents
1980: 942,000
1990: 951,270
2000: 950,558
Percent change, 1990–2000: −0.1%
U.S. rank in 1980: 39th
U.S. rank in 1990: 51th
U.S. rank in 2000: 52nd

City Residents
1980: 203,371
1990: 182,011
2000: 166,179
2003 estimate: 161,696
Percent change, 1990–2000: −8.7%
U.S. rank in 1980: 70th
U.S. rank in 1990: 89th
U.S. rank in 2000: 141st (State rank: 6th)

Density: 2,979.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 88,676
Black or African American: 71,668
American Indian and Alaska Native: 500
Asian: 1,075
Native Hawaiian and Pacific Islander: 63
Hispanic (of any race): 2,626
Other: 1,160

Percent of residents born in state: 70.6%

Age characteristics (2000)
Population under 5 years old: 11,786
Population 5 to 9 years old: 12,065
Population 10 to 14 years old: 11,350
Population 15 to 19 years old: 13,287
Population 20 to 24 years old: 16,868
Population 25 to 34 years old: 23,490
Population 35 to 44 years old: 24,738
Population 45 to 54 years old: 20,051
Population 55 to 59 years old: 6,773
Population 60 to 64 years old: 5,811
Population 65 to 74 years old: 10,589
Population 75 to 84 years old: 7,340
Population 85 years and over: 2,031
Median age: 32.4

Births (2002, Montgomery County)
Total number: 7,235

Deaths (2002, Montgomery County)
Total number: 5,641 (of which, 60 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,547
Median household income: $27,423
Total households: 67,476

Number of households with income of . . .
Less than $10,000: 12,622
$10,000 to $14,999: 6,419
$15,000 to $24,999: 11,951
$25,000 to $34,999: 9,818
$35,000 to $49,999: 10,416
$50,000 to $74,999: 9,746
$75,000 to $99,999: 3,815
$100,000 to $149,999: 2,044
$150,000 to $199,999: 255
$200,000 or more: 390

2002 FBI Crime Index Total: 15,932

Municipal Government

The Dayton City Commission is comprised of the mayor and four commissioners, who serve part-time. They are elected at large on a non-partisan basis for four-year overlapping terms. Each member of the commission has equal voting power.

Head Official: Mayor Rhine D. McLin (since 2002; current term expires January 2006)

Total Number of City Employees: 2,944 (2000)

City Information: City of Dayton, 101 W. Third St., Dayton, OH 45402; telephone (937)333-3333

Economy

Major Industries and Commercial Activity

Dayton's balanced economy is supported principally by manufacturing, wholesale and retail trade, and services. In recent years, Dayton has suffered from many of the ills plaguing the national economy. Most major industries have charted reductions in jobs in the past three to five years, and those industries related to the automotive industry have been the hardest hit. Dayton businesses are working towards a resurgence by focusing on increased business investment and diversifying into the manufacturing of technical products and services. Dayton employers are also concerned about the constraints of a stagnant and aging population; employers are working to recruit highly skilled employees to the region, particularly in the high-tech fields. The most important factor in determining Dayton's economic future, however, is the fate of the area's major manufacturing employers such as Delphi Automotive, General Motors, and Behr, whose presence is so vital to the area's continued prosperity.

In the past ten years, employment in education and health services has grown steadily in Dayton. More than 35 institutions of higher learning in the metropolitan area provide a significant number of jobs. Area health care facilities have been steadily expanding both their physical facilities and the services offered. Technological advances in health care have been readily adopted in Dayton area hospitals, making this economic sector one of the most promising for the region.

More than 1,500 other firms in the Dayton area manufacture accounting systems, bicycles, castings and forgings, compressors, concrete products, washing machines, generators, hoists and jacks, industrial belts, machine tools, name plates, paints and varnishes, paper and paper-making machinery, plastics, precision gauges, tools and dies, and meat products.

Wright-Patterson Air Force Base, the research and development arm of the U.S. Air Force, is the fifth largest employer in the state of Ohio and the largest employer at a single location. Wright-Patterson employs almost one of every twelve people working in the greater Dayton area. Approximately 10,000 of its more than 20,000 employees are civilians; though, as part of announcements of major base consolidations and closings throughout the U.S., Wright-Patterson was slated to gain nearly 600 more military personnel and lose just under 200 of its civilian population. Wright-Patterson is the headquarters of the Air Force Logistics Command, Air Force Material Command, and the Aeronautical Systems Division (ASD), in addition to more than 100 other Department of Defense divisions. The U.S. Defense Department Joint Logistics Systems Center, affiliated with Wright-Patterson, oversees the installation of new computer systems for all military services; the center generates many private sector jobs. The ASD at Wright-Patterson manages the U.S. Air Force bomber program; also housed at the base is the Center for Artificial Intelligence Applications (CAIA). Wright-Patterson also houses the Air Force Institute for Technology, which trains thousands of students each year. In addition, Wright-Patterson is credited with bringing to Dayton one of the highest concentrations of aerospace/high-technology firms in the nation. These firms employ scientists, engineers, technicians, and specialists actively involved in development and application in both the private and public sectors.

Another vital factor in the metropolitan area economy is the Miami Valley Research Park, supported by the Miami Val-

ley Research Foundation, a private, nonprofit corporation; the 1,500-acre park is a university-related research facility that is the site of corporate and government research firms. The Research Park's goal is to promote research, technology, and science in the region, while helping to create and preserve employment opportunities.

Incentive Programs—New and Existing Companies

Local programs—The CityWide Direct Loan program offers assistance for the acquisition of real estate, facility renovation and construction, and equipment purchasing.

State programs—The State of Ohio grants direct low interest loans, industrial revenue bonds, and financial assistance for research and development to companies creating or retaining jobs in Ohio. Additionally, the Ohio Job Creation Tax Credit provides tax credits for Ohio companies that expand as well as companies relocating to Ohio. Enterprise zones provide significant tax reductions on property investments made by businesses expanding in or relocating to specific areas of Ohio.

Job training programs—The Ohio Investment in Training program provides financial assistance and technical resources for assisting Ohio businesses in the training of employees. Additionally, area colleges and universities offer many options for training.

Development Projects

The Dayton Downtown Partnership has been committed to the development of Dayton's urban space for more than a decade. Ongoing development is occurring at RiverScape, a riverside park and event venue that has attracted nighttime crowds of up to 50,000. The second phase of the project, completed in 2003, added improvements and extensions to RiverScape's pathways, bridges, gardens, and fountains. Discussions are currently underway for a potential third phase, which will include a whitewater park and an entertainment venue. The Schuster Performing Arts Center, another product of the Dayton Downtown Partnership, opened in 2003 to immediate success. The Center includes two theatres as well as office and residential space, and has greatly contributed to Dayton's effort to become a regional center for the arts.

Economic Development Information: Dayton Area Chamber of Commerce, 1 Chamber Plaza, Dayton, OH 45402-2400; telephone (937)226-1444

Commercial Shipping

Dayton International Airport, ranking among the nation's busiest air-freight facilities, is the midwestern hub for Emery Worldwide, a CF company. Dayton's central location means that the Dayton International Airport is within 90 minutes by air from 55 percent of the nation's population. Passengers can find nonstop flights from Dayton International to 19 major cities, including Detroit, Chicago, New York, Atlanta, and Houston. Ten airlines fly approximately 80 daily flights in and out of Dayton International. Thirty trucking companies maintain terminals in the metropolitan area. Just north of the city, the intersection of interstates 70 and 75 creates a hub that is a focal point of the nation's transportation network and has lured transportation companies to the Dayton area.

Three Class I rail systems furnish rail cargo transportation, including trailer on flat car service; both CSX and Conrail operate switching yards in the city. Because of its transportation system, which affords direct access to major markets, Dayton has become an important warehouse and distribution center.

Labor Force and Employment Outlook

Dayton educational institutions provide employers with skilled workers. In particular, the region abounds with employees highly educated in the fields of science and engineering. Dayton area businesses have increasingly been attempting to retain area-educated employees to their workforces. Recently, jobs have been lost in Dayton's traditional manufacturing sectors, which are highly dependent on the fortunes of the automobile industry.

The following is a summary of data regarding the Dayton-Springfield metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 412,300

Number of workers employed in . . .
- *construction and mining:* 15,700
- *manufacturing:* 59,300
- *transportation, trade, and utilities:* 71,400
- *information:* 11,100
- *financial activities:* 18,700
- *professional and business services:* 53,200
- *educational and health services:* 62,300
- *leisure and hospitality:* 38,200
- *other services:* 17,000
- *government:* 65,400

Average hourly earnings of production workers employed in manufacturing: $20.97

Unemployment rate: 7.1% (March 2005)

Largest employers	*Number of employees*
Wright-Patterson Air Force Base	22,000
Premier Health Partners	9,000
Delphi Automotive Systems	8,700
AK Steel Corp.	3,800
Good Samaritan Hospital	3,000

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Dayton area.

2004 (3rd Quarter) ACCRA Average House Price: $210,857

2004 (3rd Quarter) ACCRA Cost of Living Index: 93.5 (U.S. average = 100.0)

State income tax rate: Ranges from 0.743% to 7.5%

State sales tax rate: 5.0% (food and prescription drugs are exempt)

Local income tax rate: 2.25%

Local sales tax rate: 1.5%

Property tax rate: $61.55 per $1,000 assessed valuation (2005)

Economic Information: Dayton Area Chamber of Commerce, 1 Chamber Plaza, Dayton, OH 45402-2400; telephone (937)226-1444

Education and Research

Elementary and Secondary Schools

The Dayton City Schools system, the sixth largest district in the state of Ohio, is administered by a seven-member, nonpartisan board of education that appoints a superintendent. The system supports magnet schools, a Partners in Education program, and a Challenger Learning Center. The aerospace industry supports a District Space Symposium.

The following is a summary of data regarding the Dayton public schools as of the 2001–2002 school year.

Total enrollment: 19,813

Number of facilities
elementary schools: 25
junior high schools: 4
senior high schools: 6

Student/teacher ratio: 13.6:1

Teacher salaries
average: $39,912 (1999-2000)

Funding per pupil: $10,123

Catholic, Jewish, Baptist, Seventh Day Adventist, Church of God, and nondenominational groups also operate schools in the region.

Colleges and Universities

A wide range of higher learning resources are available within driving distance of Dayton. Located in the area are 26 colleges and universities, and 10 vocational and technical schools that offer curricula for traditional as well as nontraditional students. The largest state-funded institution is Wright State University, with an enrollment of more than 16,000 students in 100 undergraduate and 50 Ph.D., graduate, and professional degree programs; Wright State operates schools of law, medicine, pharmacy, and nursing.

The University of Dayton, founded in 1850, is the state's largest independent university and grants associate, baccalaureate, master's, and doctorate degrees in 120 fields of study. The university operates professional schools in education, business administration, engineering, and law. The United Theological Seminary, affiliated with the United Methodist Church, offers graduate programs in theology. Based near Dayton in Yellow Springs is Antioch University; founded by Horace Mann in 1852, Antioch has long been respected for its innovative role in alternative and cooperative education. Central State University, in neighboring Wilberforce, is Ohio's only public university with a traditionally African American student enrollment.

Sinclair Community College, located in downtown Dayton, awards two-year associate degrees in such areas as allied health, business, engineering technologies, and fine and applied arts. With an enrollment of 24,000 students, Sinclair is one of the largest community colleges in the nation. The school is known for its robotics program, operated in association with General Motors Fanacu. The Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base is operated by the Air Force for military personnel. Designed primarily as a graduate school, AFIT also offers upper-level baccalaureate study as well as continuing education for civilians. Included among AFIT graduates are 25 U.S. astronauts.

Libraries and Research Centers

Dayton is home to approximately 30 libraries operated by a variety of institutions, businesses, and organizations. The Dayton and Montgomery County Library is the largest facility in the Miami Valley. Containing about 1.7 million books, more than 1,100 periodicals, and compact discs, microfiche, audio- and videotapes, and films, the library operates a main library and 21 branches; special collections include local history and federal and state documents. All of the colleges and universities in the area maintain substantial campus libraries with holdings in a wide range of fields. Most specialized libraries are affiliated with hospitals, law firms, major corporations, and government agencies.

Dayton's higher education community is involved in technological research of national scope. The University of Dayton

Research Institute works in association with Wright-Patterson Air Force Base, the foremost aeronautical research and development center in the Air Force; about 10,000 scientists and engineers are employed at the base. Human-computer interaction is studied at the university's Information System Laboratory. The engineering department at Central State University conducts projects for the National Aeronautics and Space Administration and for high-technology firms. Wright State University School of Medicine's Cox Heart Institute has received recognition for the development of diagnostic and surgical treatment of heart disease. Also located in Dayton is the Hipple Cancer Research Center, one of several independent cancer research facilities in the country.

Public Library Information: Dayton and Montgomery County Public Library, 215 East Third Street, Dayton, OH 45402-2103; telephone (937)227-9500; fax (937)227-9524

Health Care

Eighteen hospitals, four of which are teaching hospitals, and a medical community that comprises the third-largest employment sector in the Miami Valley combine to make Dayton a primary health care center for southwestern Ohio. Miami Valley Hospital, providing 827 beds, is the city's largest medical facility; Miami Valley operates an air ambulance service and maintains a Level 1 regional trauma center as well as units specializing in kidney dialysis, burn treatment, maternity services, and women's health programs.

In addition to furnishing in-patient and out-patient care, 560-bed Good Samaritan Hospital houses the Family Birthing Center, the Marie-Joseph Living Care Center, and a substance abuse treatment center. St. Elizabeth Medical Center, founded in 1878 near downtown Dayton, provides 631 beds and specializes in family medicine, physical therapy, sports medicine, women's health programs, and senior health care. In suburban Kettering, the Kettering Memorial Hospital/ Sycamore Hospital provides 630 beds. Among other medical facilities in Dayton are Children's Medical Center, Grandview Hospital, Dartmouth Hospital, and Veterans Affairs Medical Center.

Recreation

Sightseeing

The Dayton Museum of Natural History maintains a planetarium and observatory, and operates SunWatch, a twelfth-century Native American village restoration south of the city, which is considered the most complete prehistoric settlement of any culture east of the Mississippi. The United States Air Force Museum is the world's largest military aviation museum. Historic Dayton buildings and collections of artifacts from the city's golden age of invention are presented at the Kettering Moraine Museum. The Oregon Historic District, Dayton's oldest neighborhood, is a center of shopping, dining, and nightlife amidst nearly 200-year-old architecture. In downtown Dayton on Thursdays, Fridays, and Saturdays, the new ''market district,'' centered around the National City 2nd Street Public Market and the Webster Street Market, showcases home-baked bread, fresh produce, and other foods and crafts. The National Afro-American Museum and Cultural Center, located in Wilberforce, a stop on the Underground Railroad, consists of the museum and renovated Carnegie Library.

At Carillon Historical Park, on 65 acres next to the Great Miami River, the carillon bells that are a Dayton landmark are among the featured displays, which also include the Wright Flyer III and the Barney & Smith railroad car. RiverScape provides facilities for paddleboating on the river and a venue for live music as well as serving as the setting for displays relating to Dayton's history and the many inventions born in the city. Festival Plaza, the focal point of Riverscape, features gardens, fountains, and pools in the summer and a skating rink during winter months. The Cox Arboretum is a 160-acre public garden set in native woodlands. Five miles of trails wind through woods and meadows containing more than 150 indigenous Ohio plant species at Aullwood Audubon Center, a 200-acre nature sanctuary. Other nature preserves in the Dayton area include Wegerzyn Horticultural Center and Bergamo/Mt. St. John.

The Paul Laurence Dunbar House, the restored home of one of the country's great African American poets, is open to the public. The Wright Memorial commemorates the spot where the Wright brothers tested their airplane during its invention; the Wright Brothers Bicycle Shop is a National Historic Landmark. At the center of Dayton's downtown district, the Montgomery County Historical Society is housed in the Old Courthouse, which was built in 1850 and is considered one of the nation's finest examples of Greek Revival architecture.

Arts and Culture

Dayton supports an active cultural community. The Arts Center Foundation was created in 1986 to plan and fund new facilities to house Dayton's major arts institutions. The restoration and renovation of Victoria Theatre, listed on the National Register of Historic Places, transformed the theatre into a modern performing arts complex. The Victoria Theatre is home to the Fifth Third Bank Broadway Series, a summer film series, the Victoria Children's Theatre Festi-

val, the Dayton Ballet, and the Dayton Contemporary Dance Company. The Dayton Art Institute, founded in 1919, sponsors exhibition programs, Sunday afternoon musicales, twilight concerts, gallery talks, and studio classes. Artworks by the members of the Dayton Society of Painters and Sculptors, Inc., are exhibited in two galleries at the society's Victorian mansion quarters in the historic St. Anne's Hill district. Permanent collections include Oceanic, Native American, and African art, as well as a sizeable glass collection.

The Dayton Philharmonic Orchestra, founded as a chamber orchestra in 1933, is now an 85-member orchestra performing classical, pops, chamber, and a summer band concert series at Memorial Hall and other Dayton locations. Dayton Opera, founded in 1960, presents four fully staged operas at the new Benjamin and Marian Schuster Performing Arts Center. The Center, which opened in 2003, includes a 2,300-seat performance hall as well as a rehearsal hall, a Wintergarden and glass atrium, and an 18-story tower with first-class office and condominium space. Dayton Ballet's season of four productions includes traditional and new ballet works. Dayton Contemporary Dance Company, nationally acclaimed for innovative work, presents three performances a year in addition to national tours.

The Dayton Music Club celebrated its centennial in 1988; it sponsors free music programs at various city locations with performances by local and national artists. Other regularly scheduled musical events include the chamber concert Vanguard Series, the Soirees Musical piano performances, the Bach Society choral productions, the CityFolk ethnic and folk music series, and concerts at area churches.

Theater companies offering full seasons of traditional and experimental works include the Dayton Playhouse, the Human Race, and the Dayton Theatre Guild. The Victoria Theatre, which opened in 1865 as Dayton's first theatrical house for live entertainment, sponsors touring companies' productions as well as a season of children's drama. Wright State University, the University of Dayton, Sinclair Community College, and Antioch College stage theater performances for the general public. The Muse Machine, a Dayton organization designed to inform young people about the arts and culture, each year stages a theatrical production showcasing student performers. *Blue Jacket,* an outdoor drama about the white Shawnee war chief, is presented each summer at a facility 6 miles southeast of neighboring Xenia.

Festivals and Holidays

Art in the Park in May attracts artists from around the nation for an outdoor fine arts and crafts show. At A World A'Fair, held in May at the Convention Center, 35 countries share their native culture, cuisine, and costumes. Dave Hall Plaza Park hosts music festivals in the summer.

The Vectren Dayton Air Show, one of the largest of its kind in the world, draws more than 200,000 spectators to the Dayton International Airport in July. Aerobatic displays, military jet demonstrations, and entertainment for the whole family make the Air Show one of the most important events on Dayton's calendar. Arts and crafts, ethnic foods, music and dancing, and special children's activities are featured at Oktoberfest, held in early October on the grounds of the Dayton Art Institute. Each year the Dayton Holiday Festival begins the day after Thanksgiving with a tree-lighting ceremony at Courthouse Square. Ohio Renaissance Festival is held on weekends in August and September near Waynesville. In May, the Dayton Amateur Radio Association hosts Hamvention, a convention that draws ham radio enthusiasts from across the country.

Sports for the Spectator

Dayton is home to the Dayton Dragons, a Midwest League baseball Class A club in the Cincinnati Reds' farm system; they play at Fifth Third Field. Dayton also boasts a class AA ECHL ice hockey team, the Dayton Bombers. The Bombers play at the Nutter Center, which also hosts Wright State University athletic events and various regional and state high school tournaments. Dayton sports fans support both the Cincinnati Reds baseball team and the Cincinnati Bengals football team. The University of Dayton Flyers field a football team in National Collegiate Athletic Association (NCAA) Division III, as does Wittenberg University in nearby Springfield. The Flyers' basketball team has a record of successful competition on the national level and is now in the Midwestern Collegiate Conference.

Sports for the Participant

The Dayton Recreation and Parks Department sponsors sports programs for preschoolers to senior citizens at 78 parks and 10 recreation centers. Programs include soccer and tennis camps, summer-day camps for children, and softball leagues. Swimming, canoeing, golf, tennis, basketball, volleyball, boating, sailing, fishing, and winter sports are also available. Among the facilities managed by the department are the Jack Nicklaus Sports Center, the Wesleyan Nature Center, and the Horace M. Huffman River Corridor Bikeway, a 24-mile path along the Great Miami River. Golfing opportunities in Dayton include Kittyhawk Golf Center, the largest public golf facility in Ohio, and the Madden Golf Center, designed by notable course architect Alex Campbell. The Urban Krag Climbing Center features an 8,000 square foot vertical climbing wall in a beautifully restored church.

Shopping and Dining

Downtown, the Merchants Row District offers jewelry, antiques, books, and more. The Oregon Historic District is a

12-block area near downtown that features shops, restaurants, and clubs among restored turn-of-the-century homes. The National City Second Street Public Market features the wares of local farmers and food and gift vendors, including fresh flowers and produce, gourmet coffee, and homemade baked goods. The Webster Street Market, housed in a restored nineteenth-century railroad freight depot, also provides a unique market-style shopping experience. The public markets are open Thursday through Sunday. There are nearly 30 shopping centers in the region, the largest being Dayton Mall and Fairfield Commons Mall.

Dining choices in Dayton include Japanese, Chinese, Mexican, Italian, Indian, and American cuisine. One critically acclaimed restaurant, which specializes in French and continental cuisine, is known for its rack of lamb, duck, and fresh seafood. Another serves authentic German dishes. One of the city's most popular eateries is a traditional steak and chop house that does not take reservations or serve desserts.

Visitor Information: Dayton/Montgomery County Convention and Visitors Bureau, 1 Chamber Plaza, Suite A, Dayton, OH 45402; toll-free (800)221-8235

Convention Facilities

Situated in the central business district, the Dayton Convention Center is within walking distance of hotels, restaurants, shopping, and entertainment. The Convention Center offers two exhibit halls, with capacities of 47,000 square feet and 21,300 square feet, which can be combined to accommodate from 3,600 to 9,970 people in a variety of settings. Also part of the complex are 22 meeting rooms, a 674-seat theater, a fully equipped kitchen, and teleconferencing, sound, and lighting systems. Hara Arena Conference and Exhibition Center, the second-largest facility of it kind in the state of Ohio, contains a total of 165,575 square feet of space, which includes an 8,000-seat arena. On the Wright State University campus is the multipurpose Ervin J. Nutter Center, which seats up to 300 people in 5,500 square feet of space.

Dayton-area hotels and motels offer meeting and banquet accommodations for large and small groups; more than 7,500 lodging rooms can be found in the Dayton-Montgomery County area.

Convention Information: Dayton/Montgomery County Convention and Visitors Bureau, 1 Chamber Plaza, Suite A, Dayton, OH 45402; telephone (800)221-8235. Dayton Convention Center, telephone (937)333-4707

Transportation

Approaching the City

The destination for the majority of air traffic into Dayton is the Dayton International Airport, near the junction of I-70 and I-75 north of the city. Dayton International is served by nine airlines. In 2004 more than 1.4 million passengers were enplaned at Dayton. Seven general aviation airports are located throughout the Miami Valley.

Highways into metropolitan Dayton include two major interstate freeways, east-west I-70 and north-south I-75; I-675, a bypass connects these highways and provides direct access to the city from Columbus and Cincinnati. U.S. 35 extends from east to west through the southern sector of Dayton. State routes leading into Dayton from points throughout the state and the immediate vicinity are 4, 202, 48, 49—all with a general north-south orientation.

Traveling in the City

Regional Transit Authority (RTA) provides regularly scheduled mass transit bus service throughout Montgomery County and in parts of Greene County; RTA operates special routes to Wright-Patterson Air Force Base and Wright State and Central State Universities. Dayton is one of the few U.S. cities to have retained an electric trolleybus system.

Communications

Newspapers and Magazines

Established in 1808 and merged with the *Journal Herald* in 1988, the *Dayton Daily News* is the city's daily morning newspaper. More than 20 suburban newspapers plus local college and university publications circulate weekly. Special-interest magazines published in Dayton cover such subjects as religion, African American culture, and management.

Television and Radio

Dayton is the primary center for television and radio north of Cincinnati in southwestern Ohio. Six television stations—four commercial affiliates and two public—broadcast from Dayton; cable service is available. Sixteen AM and FM radio stations schedule a variety of programs such as jazz, gospel, Celtic and folk, African American, contemporary, and classical music, educational features, and news.

Media Information: *Dayton Daily News,* Dayton Newspapers Inc., 45 South Ludlow Street, Dayton, OH 45402; telephone (937)222-5700

Dayton Online

City of Dayton Home Page. Available www.ci.dayton.oh.us

Dayton Area Chamber of Commerce. Available www.daytonchamber.org

Dayton/Montgomery County Convention & Visitors Bureau. Available daytoncvb.com/index.php

Dayton Public Schools. Available www.dps.k12.oh.us

Dayton Public Schools, school district report card. Available www.ode.state.oh.us/reportcard/archives

Wright-Patterson Air Force Base. Available www.wpafb.af.mil/index.html

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Toledo

The City in Brief

Founded: 1817 (incorporated 1837)

Head Official: Mayor Jack Ford (since 2001)

City Population
1980: 354,635
1990: 332,943
2000: 313,619
2003 estimate: 298,242
Percent change, 1990–2000: −5.8%
U.S. rank in 1980: 40th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 66th

Metropolitan Area Population
1980: 617,000
1990: 614,128
2000: 618,203
Percent change, 1990–2000: −0.7%
U.S. rank in 1980: 55th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 69th

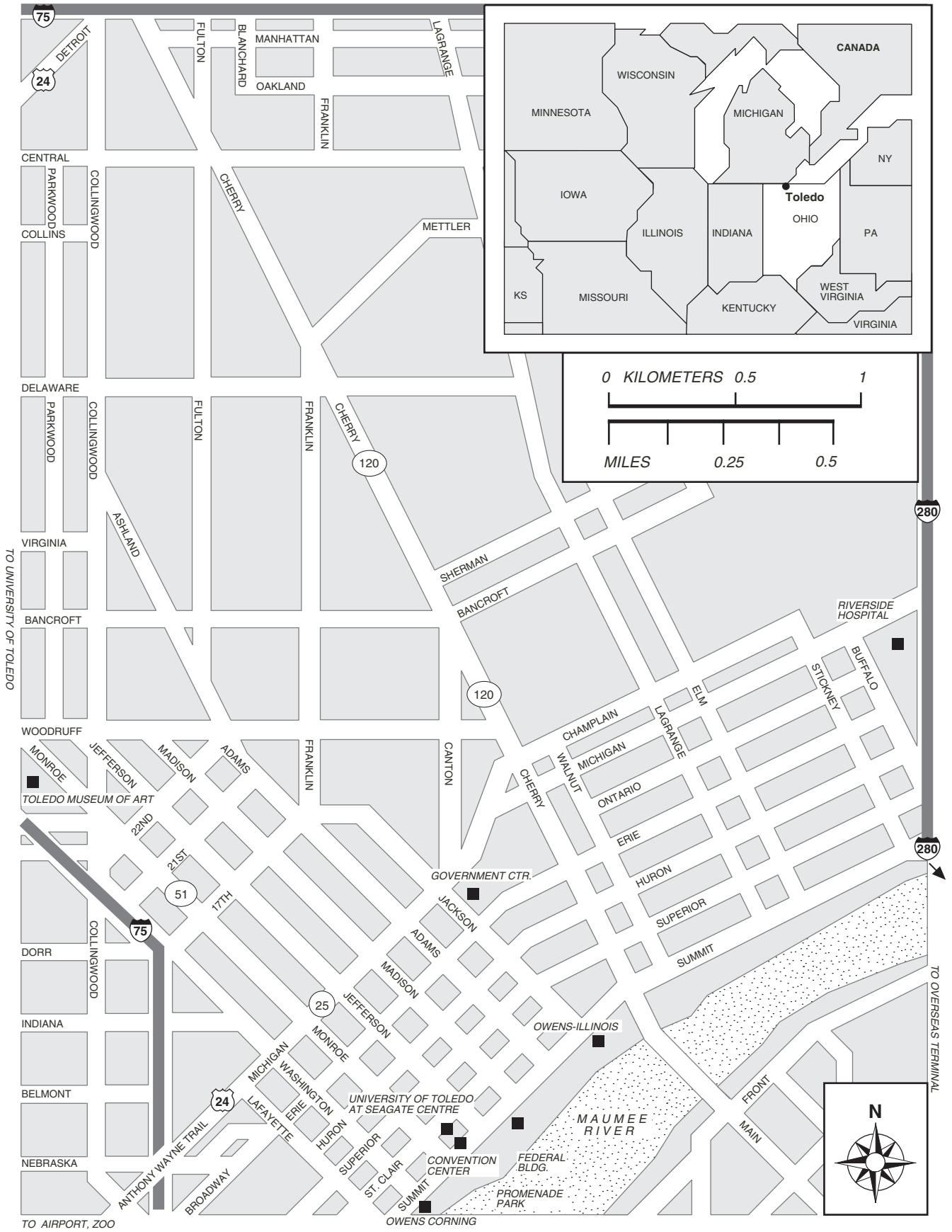
Area: 81 square miles (2000)
Elevation: 615 feet above sea level
Average Annual Temperature: 48.5° F
Average Annual Precipitation: 33 inches

Major Economic Sectors: Services, wholesale and retail trade, manufacturing, government
Unemployment Rate: 7.4% (March 2005)
Per Capita Income: $17,388 (1999)

2002 FBI Crime Index Total: 26,717

Major Colleges and Universities: University of Toledo; Davis College; Stautzenberger College; Medical College of Ohio; Owens Community College

Daily Newspaper: *The Toledo Blade*


75
24
DETROIT
FULTON
BLANCHARD
MANHATTAN
OAKLAND
LAGRANGE
FRANKLIN
CENTRAL
PARKWOOD
COLLINGWOOD
CHERRY
METTLER
COLLINS
DELAWARE
VIRGINIA
ASHLAND
SHERMAN
BANCROFT
120
280
TO UNIVERSITY OF TOLEDO
RIVERSIDE HOSPITAL
BUFFALO
STICKNEY
ELM
CHAMPLAIN
MICHIGAN
ONTARIO
ERIE
HURON
SUPERIOR
SUMMIT
WOODRUFF
MONROE
JEFFERSON
MADISON
ADAMS
CANTON
WALNUT
TOLEDO MUSEUM OF ART
22ND
21ST
17TH
51
GOVERNMENT CTR.
JACKSON
DORR
INDIANA
25
OWENS-ILLINOIS
TO OVERSEAS TERMINAL
BELMONT
WASHINGTON
LAFAYETTE
UNIVERSITY OF TOLEDO AT SEAGATE CENTRE
MAUMEE RIVER
FRONT
MAIN
NEBRASKA
ANTHONY WAYNE TRAIL
BROADWAY
ST. CLAIR
CONVENTION CENTER
FEDERAL BLDG.
PROMENADE PARK
TO AIRPORT, ZOO
OWENS CORNING
N
CANADA
WISCONSIN
MINNESOTA
MICHIGAN
NY
IOWA
Toledo
OHIO
ILLINOIS
INDIANA
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
0 KILOMETERS 0.5 1
MILES 0.25 0.5

Introduction

Toledo, the seat of Ohio's Lucas County, is the focus of a metropolitan complex comprised of Ottawa Hills Maumee, Oregon, Sylvania, Perrysburg, and Rossford. The city played a strategic role in the War of 1812, after which the victorious Americans enjoyed unimpeded settlement of the Northwest Territory. The site of pioneer advancements in the glass-making industry, today Toledo continues to be headquarters of international glass companies. The Port of Toledo is a major Great Lakes shipping point. Toledo's commitment to arts, culture, education, and citywide revitalization has residents and city leaders looking toward a bright future.

Geography and Climate

Toledo is located on the western end of Lake Erie at the mouth of the Maumee River, surrounded by generally level terrain. The soil is quite fertile, particularly along the Maumee Valley toward the Indiana state line. The proximity of Lake Erie moderates temperatures. Snowfall in Toledo is normally light.

Area: 81 square miles (2000)

Elevation: 615 feet above sea level

Average Temperatures: January, 22.5° F; July, 72.1° F; annual average, 48.5° F

Average Annual Precipitation: 33 inches

History

French, British Settle Maumee Valley

As early as 1615 Etienne Brule, Samuel de Champlain's French-Canadian scout, discovered the Erie tribe of Native Americans living at the mouth of the Maumee River, the largest river that flows into the Great Lakes. Robert Cavelier, sieur de La Salle, claimed the territory in the name of France's King Louis XIV in 1689, and French trading posts were subsequently established in the Maumee Valley. A century later the British built Fort Miami there. Following the French and Indian War in 1763, France ceded all claims in the territory to Britain, who annexed the region to the Canadian Province of Quebec in 1774. At the end of the American Revolution, the region became part of the United States and was designated as part of the Northwest Territory in 1787. Renegade agents incited Native American warriors to attack settlers in the area; when American military forces were sent there in 1790, the native tribes prevailed. Four years later, General Anthony Wayne defeated 2,000 Native Americans at the Battle of Fallen Timbers southwest of present-day Toledo. General Wayne then directed the building of several forts, of which one was Fort Industry, constructed at the present site of Toledo.

At the outbreak of the War of 1812 the few settlers in the vicinity fled. In January, 1813, General William Henry Harrison, later President of the United States, erected Fort Meigs, a massive fortification enclosing 9 acres, which became known as the ''Gibraltar of the Northwest.'' In the Battle of Lake Erie, off Put-In-Bay, the U. S. Navy's young Commodore Perry defeated the British naval force, followed by Harrison's defeat of General Proctor at the Battle of the Thames. These victories re-secured the Northwest Territory for the United States. After the war, a permanent settlement was formed on the northwest side of the Maumee River near the mouth of Swan Creek. In 1817 an Indian treaty conveyed most of the remaining land in the area to the federal government. The village of Port Lawrence near Fort Industry was formed by a Cincinnati syndicate in 1817, but it failed in 1820 and was then revived. Port Lawrence voted in 1835 to consolidate with the settlement of Vistula, one mile away, and the two were incorporated as Toledo in 1837.

The choice of the name of Toledo for the new city is shrouded in local legend. Popular versions give credit to a merchant who suggested Toledo because it ''is easy to pronounce, is pleasant in sound, and there is no other city of that name on the American continent.'' Whatever the source, friendly relations with the city of Toledo, Spain, have resulted. The Hispanic government awarded *The Blade,* the city's oldest newspaper, the royal coat of arms, and the University of Toledo has permission to use the arms of Spain's Ferdinand and Isabella as its motif.

Border Dispute Precedes Industrial Growth

The ''Toledo War'' of 1835-36 between Ohio and Michigan over their common boundary did not involve bloodshed but it did result in federal intervention to resolve the dispute. Governor Robert Lucas of Ohio led a force of 1,000 soldiers to Perrysburg in March 1835, with the intent of driving Michigan militia from Toledo, but emissaries sent by President Andrew Jackson arranged a truce. Governor Lucas held a special session of the legislature in June, creating Lucas County out of the land in Wood County involved in the dispute. The new county held court in Toledo on the first Monday of September, which proved it had exercised jurisdiction over the disputed territory by holding a Court of Common Pleas in due form of law. Finally, Congress settled the issue by stipulating that the condition of Michigan's

entrance into the Union would award Ohio the contested land and Michigan, in compensation, would receive what is now the state's Upper Peninsula.

Toledo in the mid-nineteenth century benefitted from the opening of new canals, the establishment of businesses along the river bank to accommodate trade and new shipping industries, and the arrival of the railroad. Prosperity continued during the Civil War, and by the end of the century the city became a major rail center in the United States. During the 1880s Toledo's industrial base, spurred by the discovery of inexpensive fuel, attracted glass-making entrepreneurs. Edward Libbey established a glassworks in Toledo, and then hired Michael Owens to supervise the new plant. The two pioneers revolutionized the glass business with inventions that eliminated child labor and streamlined production. Edward Ford arrived in the Toledo region in 1896 to found the model industrial town of Rossford and one of the largest plate-glass operations of its time.

Two politicians stand out in the history of Toledo. Samuel M. ''Gold Rule'' Jones was elected mayor on a nonpartisan ticket and emerged as a national figure. His reform efforts in city government introduced one of the first municipal utilities, the eight-hour workday for city employees, and the first free kindergartens, public playgrounds, and band concerts. Mayor Brand Whitlock continued Jones's reforms by securing a state law for the nonpartisan election of judges and Ohio's initiative and referendum law in 1912.

John Willys moved his Overland automobile factory from Indianapolis to Toledo in 1908, and, in time, automotive-parts manufacture flourished in the area; the industry was firmly established by such firms as Champion Spark Plug and Warner Manufacturing Company, maker of automobile gears. A strike by Auto-Lite workers in 1934 was marred by violence and prompted the intervention of U.S. troops and the Federal Department of Labor; the resolution of this strike, which received national attention, helped contribute to the unionization of the automotive industries. The Toledo Industrial Peace Board, set up in 1935 to resolve labor disputes by round-table discussion, served as a model for similar entities in other cities.

An All-American City

Toledo today boasts amenities and points of interest including the University of Toledo, the Medical College of Ohio at Toledo, a symphony, ballet and opera company, the Toledo Museum of Art, the Toledo Zoo, and the Anthony Wayne suspension bridge (1931). The site of the battle of Fallen Timbers, a national historic landmark, is in a nearby state park. Toledo's commitment to arts and culture is evident, as is its focus on neighborhood revitalization. A renewed vitality, even in the face of diminishing central-city residents, has city planners looking toward the future.

Historical Information: Toledo-Lucas County Public Library, History-Travel-Biography Department, 325 Michigan Street, Toledo, OH 43624; telephone (419)259-5207

Population Profile

Metropolitan Area Residents
1980: 617,000
1990: 614,128
2000: 618,203
Percent change, 1990–2000: −0.7%
U.S. rank in 1980: 55th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 69th

City Residents
1980: 354,635
1990: 332,943
2000: 313,619
2003 estimate: 298,242
Percent change, 1990–2000: −5.8%
U.S. rank in 1980: 40th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 66th

Density: 3,890 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 220,261
Black or African American: 73,854
American Indian and Alaska Native: 970
Asian: 3,233
Native Hawaiian and Pacific Islander: 76
Hispanic or Latino (may be of any race): 313,619
Other: 7,166

Percent of residents born in state: 77.4 % (2000)

Age characteristics (2000)
Population under 5 years old: 22,849
Population 5 to 9 years old: 23,879
Population 10 to 14 years old: 22,737
Population 15 to 19 years old: 22,343
Population 20 to 24 years old: 24,977
Population 25 to 34 years old: 47,580
Population 35 to 44 years old: 45,816
Population 45 to 54 years old: 38,256
Population 55 to 59 years old: 12,993
Population 60 to 64 years old: 10,989
Population 65 to 74 years old: 20,799
Population 75 to 84 years old: 15,374

Population 85 years and older: 5,027
Median age: 33.2 years

Births (2003)
Total number: 6,075

Deaths (2003)
Total number: 4,601

Money income (1999)
Per capita income: $17,388
Median household income: $32,546
Total households: 128,925

Number of households with income of . . .
less than $10,000: 18,198
$10,000 to $14,999: 11,090
$15,000 to $24,999: 20,117
$25,000 to $34,999: 18,859
$35,000 to $49,999: 20,942
$50,000 to $74,999: 23,201
$75,000 to $99,999: 9,798
$100,000 to $149,999: 5,035
$150,000 to $199,999: 908
$200,000 or more: 694

Percent of families below poverty level: 14.2% (58.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 26,717

Municipal Government

The city of Toledo is administered by a strong-mayor form of government. The mayor and 12 council members are elected to four-year terms.

Head Official: Mayor Jack Ford (since 2001; current term expires 2005)

Total Number of City Employees: about 2,950 (2005)

City Information: City Hall, telephone (419)936-2020

Economy

Major Industries and Commercial Activity

Manufacturing comprises about one-fifth of Toledo's economic base. Nearly 1,000 manufacturing facilities are located in the metropolitan area. Such manufacturing facilities include automotive assembly and parts production, glass, plastic, and metal parts. Toledo is home to the headquarters of such corporations as The Andersons, Dana Corporation, Libbey, Inc., Libbey-Owens-Ford Company, Owens Corning, Owens-Illinois, and Seaway Food Town. Major employers include DaimlerChrysler, General Motors/Powertrain, ProMedica Health Systems, and Toledo Public Schools. With 10 major financial institutions, Toledo is also a banking and finance center for northwestern Ohio.

Medical and technologically-oriented businesses are a major force in the local economy; Lucas County ranks among the 50 counties in the United States that account for 50 percent of medical industry production. Several private testing laboratories and manufacturers of medical instruments and allied products are located in the Toledo area. In addition, more than 400 plastics, metalworking, and electronics companies adapt engineering and production capabilities to the medical device and instrument industries. With its many nearby universities and large public school system, education is also an economic pillar. The Medical College of Ohio is the eighth largest employer in Toledo, and contributes nearly $500 million to the economy per year.

Items and goods produced: automotive and truck components, health care products, glass products, fiberglass, packaged foods, plastic and paper products, building materials, furniture, metal products

Incentive Programs—New and Existing Companies

The Regional Growth Partnership, Inc. (RGP) is the principal agency for facilitating business expansion and location in the Toledo metropolitan area. Created as a non-profit public/private partnership, the RGP is charged with the mission of creating employment and capital investment needed to generate economic growth in greater Toledo and northwest Ohio. The RGP works closely with all public and private economic development organizations. The RGP provides customized services to fit the individual needs of each business client. Services include customized location proposals and sales presentations, comprehensive site and facility searches, project financial and incentive packaging, labor market information, other market and community data, regional evaluation tours, and leadership networking. A number of tax incentives, technology, and training assistance programs are available at the state and local level.

Economic Development Information: Regional Growth Partnership, 300 Madison Avenue, Suite 270, Toledo, OH 43604; telephone (419)252-2700; fax (419)252-2724

Development Projects

The economy continues to thrive in Toledo. Production of Jeep Liberty began in April of 2001 at the new Jeep assem-

bly plant. Major university projects include the Toledo Science and Technology Center, a program to stimulate economic development by creating jobs and assisting local businesses. Downtown Toledo, Inc. is an ongoing public-private partnership made up of local business leaders, property owners, and citizens. It was created to enhance the quality of life and economy of the downtown Toledo area.

Significant investment has been made at the University of Toledo and Owens Community College. The Medical College of Ohio Cancer Center Institute opened in January of 2000.

Commercial Shipping

Toledo is situated at the center of a major market area; located within 500 miles of the city are 43 percent and 47 percent, respectively, of U.S. and Canadian industrial markets. A commercial transportation network, consisting of a Great Lakes port, railroads, interstate highways, and two international airports, provides access to this market area as well as points throughout the nation and the world.

Toledo is served by both Toledo Express in Toledo and Detroit Metropolitan Airport in nearby Detroit, Michigan. Toledo Express, served by seven airlines, carries passengers and is a major air freight center. Named one of the five best small airports in the Midwest, Toledo Express is the international hub for Burlington Air Express. It has recently begun a 4-year, $22 million renovation project. Detroit Metropolitan Airport is within a 50-minute drive.

The Port of Toledo, on the Maumee River, is a 150-acre domestic and international shipping facility that includes a general cargo center, mobile cargo handling gear, and covered storage space. In 2004 the port handled 122,514 tons of cargo. Designated as a Foreign Trade Zone, the complex affords shippers deferred duty payments and tax savings on foreign goods.

Toledo is served by four railroad systems, which provide direct and interline shipping; Norfolk/Southern maintains piggyback terminal facilities in the city. More than 90 truck firms link Toledo with all major metropolitan areas in the United States and points throughout Canada.

Labor Force and Employment Outlook

Farming, industrial production, and agriculture contribute to the area's growing economy. Manufacturing accounts for about 18 percent of the jobs in metropolitan Toledo. The Toledo area has a strong automotive industry base and is one of the top three machine tooling centers in the United States. The area has experienced strong growth in the steel, metals, and plastic industries. Retail and service businesses continue to expand.

Businesses in Toledo have access to graduates from at least 20 higher educational institutions within a one-hour drive of the city.

The following is a summary of data regarding the Toledo metropolitan area labor force, 2004 annual averages:

Size of nonagricultural labor force: 329,600

Number of workers employed in . . .
construction and mining: 15,800
manufacturing: 51,300
trade, transportation and utilities: 64,800
information: 4,700
financial activities: 13,200
professional and business services: 34,600
educational and health services: 46,700
leisure and hospitality: 32,900
other services: 15,400
government: 50,200

Average hourly earnings of production workers employed in manufacturing: $21.87

Unemployment rate: 7.4% (March 2005)

Largest manufacturing/ utility employers	*Number of employees*
DaimlerChrysler Corp./Toledo	5,583
GM Corp./Powertrain Div. Corp.	3,860
Libbey, Inc.	1,329
Dana Corporation.	1,225
Owens-Illinois, Inc.	1,200

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Toledo area.

2004 (3rd Quarter) ACCRA Average House Price: $212,283

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.4 (U.S. average = 100.0)

State income tax rate: 2.25%

State sales tax rate: 6.0% (food and prescription drugs are exempt)

Local income tax rate: 2.25%

Local sales tax rate: 1.25% (county)

Property tax rate: 60.65 mills (2002)

Economic Information: Regional Growth Partnership, 300 Madison Avenue, Suite 270, Toledo, OH 43604; telephone (419)252-2700

Education and Research

Elementary and Secondary Schools

Public elementary and secondary schools in Toledo are administered by the Toledo Public Schools system, the fourth largest public school system in the state of Ohio, with just over 35,000 students. Five partisan board of education members select a superintendent. Washington Local Schools serve much of the northwest area of the city.

The following is a summary of data regarding Toledo public schools as of the 2002–2003 school year.

Total enrollment: 35,533

Number of facilities
elementary schools: 47
junior high schools: 7
senior high schools: 8

Student/teacher ratio: 23–25:1

Teacher salaries
minimum: $32,697
maximum: $65,520

Funding per pupil: $7,838

The Catholic Diocese of Toledo operates an extensive parochial school system in the city and surrounding area. Other private and church-related schools also offer educational alternatives.

Public Schools Information: Toledo Public Schools, 420 East Manhattan, Toledo, OH 43608; telephone (419)729-8200

Colleges and Universities

The University of Toledo's eight colleges enroll nearly 21,000 students and offer degrees in undergraduate and graduate fields, including engineering and pharmacy. The Medical College of Ohio (MCO) grants a medical degree as well as graduate degrees in medical science and industrial hygiene; MCO conducts joint educational programs and collaborative research with area businesses and educational institutions. Owens Community College offers two-year programs in biomedical equipment, computer-integrated manufacturing, and glass engineering, among others.

Within commuting distance of Toledo are Bowling Green State University and the University of Michigan.

Libraries and Research Centers

Toledo is home to about two dozen libraries operated by public agencies, private organizations, and corporations. The Toledo—Lucas County Public Library houses about 2.3 million books and has an annual circulation of over 6 million; the library system includes 18 branches and two bookmobiles located throughout the city and the county. The University of Toledo, the Medical College of Ohio at Toledo, and Owens Community College maintain campus libraries. Other libraries are associated with the Toledo Museum of Art, companies such as Libbey-Owens-Ford, law firms, hospitals, and churches and synagogues.

The Medical College of Ohio (MCO) in Toledo is active in medical research and development. MCO has created the Health Technology Park to house college facilities and the Northwest Ohio Health Technology Center (NOHTC), which serves as a research and development incubator for private companies and academic institutions.

Research and development is also conducted at the University of Toledo's Polymer and Thin Films Institute and Eitel Institute for Silicate Research as well as at Edison Industrial Systems Center. The federally-funded National Center for Tooling and Precision Products research is housed at the University of Toledo. The National Drosophilia Species Resource Center, affiliated with nearby Bowling Green State University, is internationally known for fruit-fly research.

Public Library Information: Toledo-Lucas County Public Library, 325 Michigan Street, Toledo, OH 43624-1332; telephone (419)259-5207; fax (419)255-1332

Health Care

Eight hospitals serve the metropolitan Toledo area with complete general, specialized, and surgical care. The largest facilities are Toledo Hospital, with 620 beds, and St. Vincent Mercy Medical Center, with 576 beds and Life Flight operations. Other hospitals include St. Anne Mercy Hospital, Flower Hospital, St. Charles Mercy Hospital, Riverside Medical College, Wood County, and St. Luke's. A valuable resource in the community is the Medical College of Ohio, which operates three hospitals and provides training for health care professionals. In 2000 the Medical College of Ohio Cancer Institute opened to provide patients with cutting-edge treatment while conducting cancer research at the molecular, cellular, and physiological levels. The Center also offers a specialty center for the treatment of breast cancer.

Recreation

Sightseeing

Fort Meigs, located near Toledo along the southern bank of the Maumee River west of Perrysburg, was the largest walled fortification in North America. Built in 1813 under the direction of General William Henry Harrison (who later became president of the United States), Fort Meigs is an impressive structure of earthworks and timber. Toledo's Old West End, covering 25 blocks, is one of the largest collections of late-Victorian architecture in the country; Frank Lloyd Wright studied the Old West End in preparing his plans for Oak Park, Illinois.

The freighter SS *Willis* was first launched in 1911 and served for many years on the Great Lakes as the largest ship of its type. Now restored, it is docked at International Park and open for tours. The Sauder Farm and Craft Village, a living-history museum in nearby Archbold, recaptures life in northwest Ohio in the 1830s. Wolcott House Museum in Maumee depicts life in the Maumee Valley from 1840 to 1860.

The Toledo Zoo, one of the nation's highest rated zoological parks, offers state-of-the-art exhibits, together with historical architecture, fully integrated to provide more than 4,000 animals with the best possible environment and offer visitors an exciting experience. An innovative exhibition called Africa! opened in May of 2004.

Toledo Center of Science & Industry (COSI) is located at the corner of Summit and Adams streets on the riverfront. With eight Exhibition Learning Worlds, a restaurant, and a retail store, COSI also offers exciting firsthand science learning and fun for visitors of all ages. There are opportunities to ride the high wire cycle, play virtual volleyball, or experience the full-motion simulator theater.

Located in a firehouse that dates from around 1920, the Toledo Firefighters Museum preserves 150 years of fire fighting in the city. Thousands of items are on exhibit, including many of large pieces of vintage fire fighting equipment. The Toledo Botanical Garden cultivates herbs, roses, azalea, rhododendron, and wildflowers; artists' studios and galleries are maintained on the grounds.

Toledo boasts 144 parks covering 2,367 acres. The Metroparks of the Toledo Area preserves 8,000 acres of parks in Lucas County. The nine metroparks of the Toledo area preserve sand dunes, tall grass prairies, upland woody swamp forests, and oak savannahs. The parks offer elevated views of the Maumee River Valley. From May through October, the Miami and Erie Canal Restoration at Providence Metropark features a mule-drawn canal boat that carries passengers along a one and one-fourth mile stretch of the original canal, through a working canal lock, and past the Isaac Ludwig Mill, which features heritage crafts and water-powered milling demonstrations. Oak Openings Preserve protects threatened and endangered plant species, while Pearson Preserve protects one of the few remnants of the Great Black Swamp. The metroparks present many free nature and history programs and capture a sense of the natural beauty of the area at the time it was first settled.

Arts and Culture

The Toledo Museum of Art was founded in 1912 when Edward Libbey made a contribution of money and land to help initiate the museum's first stage of construction. Today the museum's permanent collection represents holdings from diverse cultures and periods, including ancient Egyptian tombs, a medieval cloister, a French chateau, glass, furniture, silver, tapestries, and paintings by world masters.

Without a doubt, the cultural highlight of Toledo's downtown revitalization efforts is the Valentine Theatre. When it originally opened in 1895, the Valentine was the finest theatrical venue between New York and Chicago. The Valentine Theatre is also home of the Toledo Symphony and the Toledo Ballet. The intimate and acoustically superior 901-seat, $28 million theater allows for excellent viewing of the stage and projected English titles when necessary.

The Toledo Symphony Orchestra presents a full season of concerts in Peristyle Hall at the Toledo Museum of Art. Stranahan Theater hosts performances by the Toledo Opera Association and touring Broadway shows. Two community theater groups, Toledo Repertoire Theatre and the Village Players, stage several productions annually, while Junior Theatre Guild stages four annual professional family-oriented shows. The Toledo Ballet Association presents local and guest performers, sometimes in collaboration with the opera and symphony. Both the University of Toledo and Bowling Green State University schedule plays and other cultural events, many featuring well-known performing artists and speakers.

Festivals and Holidays

Many festivals celebrate Toledo's history and its ethnic diversity. The festival season starts Memorial Day weekend with the Rock, Rhythm 'n Blues Festival in downtown Toledo. Through the summer, Rallies by the River offer music and refreshments at Promenade Park on Friday evenings. In June, the Old West End Festival opens restored Victorian homes to the public. The Crosby Festival of the Arts is held in late June at the Toledo Botanical Garden. The annual fireworks display takes place downtown on the river. Also in July, the Lucas County Fair is held at the fairgrounds. The Northwest Ohio Rib-Off takes place in August at Promenade Park.

Sports for the Spectator

The Toledo Mud Hens, the Triple A farm team for professional baseball's Detroit Tigers, compete in the International League with home games at Fifth Third Field. The Toledo Storm, East Coast Hockey League affiliates for the National Hockey League's Detroit Red Wings, entertain fans at Toledo Sports Arena. Raceway Park presents harness racing on a spiral-banked five-eighths mile track from March to December. Stock car racing is on view at Toledo Speedway. The University of Toledo Rockets and the Bowling Green State University Falcons field teams in Mid-American Conference sports.

Sports for the Participant

Toledo, the largest port on Lake Erie, offers some of the best fishing in the world. Walleye season runs from May to August, followed by perch in the fall; white and smallmouth bass are other popular catches. Ice fishing is available in January and February. Toledo maintains one of Ohio's best park systems, with more than 140 areas for sports and relaxation. The Lucas County Recreation Department provides facilities for swimming, tennis, track, handball, and softball. Toledo Area Metroparks offer boating, cycling, hiking, jogging, water and field sports, and fitness trails on over 6,600 acres. Toledo boasts some of the finest golf courses in the country. The Toledo Roadrunners Club has been holding the Glass City Marathon for more than 29 years; runners race along country roads and through neighboring communities and downtown Toledo. The race pays tribute to the memory of Sy Mah, a Toledo runner who once held the Guinness World Book record for running 524 marathons in his lifetime.

Shopping and Dining

Unique shopping opportunities in Toledo and environs include glass factory outlet stores, featuring all types and styles of glassware; flea markets; the Erie Street Market; and art galleries. Four major shopping centers are located in the area.

Among Toledo's hundreds of restaurants is Tony Packo's Cafe, celebrated by Corporal Klinger, a character on the television program ''M*A*S*H.'' Featuring an extensive Tiffany lamp collection, the restaurant serves a distinctive hot dog, Hungarian hamburgers, and a vegetable soup with Hungarian dumplings. The Docks on the Maumee River offer a variety of interesting restaurants; these include Gumbo's, Real Seafood Co., Zia's Italian, Tango's Mexican Cantina, and Cousino's Navy Bistro.

Visitor Information: The Greater Toledo Convention and Visitors Bureau, 401 Jefferson Avenue, Toledo, OH 43604; telephone (419)321-6404; toll-free (800)243-4667

Convention Facilities

The principal meeting and convention site in Toledo is the SeaGate Convention Centre, situated downtown one block from the Maumee River; connected to the convention center is the University of Toledo at SeaGate Center facility. When combined, the three-level complex features 75,000 square feet of multipurpose space, which can be divided into three separate halls, and 25 meeting rooms. Hotels and motels provide additional meeting space, accommodating groups ranging from 12 to 800 participants; more than 7,000 guest rooms are available in the greater Toledo area.

Convention Information: The Greater Toledo Convention and Visitors Bureau, 401 Jefferson Avenue, Toledo, OH 43604; telephone (419)321-6404; toll-free (800)243-4667. SeaGate Convention Center, 401 Jefferson Avenue, Toledo, OH 43604; telephone (419)255-3300

Transportation

Approaching the City

Toledo Express Airport is served by five commercial airlines providing direct and connecting flights to major cities throughout the United States. The airport also handles corporate and private aircraft. Additional general aviation services are available at Metcalf Field, operated by the Port Authority and located south of the city. Detroit Metropolitan Airport, less than an hour's drive from Toledo, is served by international as well as domestic flights.

A network of interstate, federal, and state highways facilitates access into and around the city and links Toledo to points in all sectors of the nation. Interstate 75 extends north through Michigan and south through Florida; the Ohio Turnpike (I-80 and I-90) connects Toledo with the East and West Coasts. Other highways include U.S. 24, 25, 20, and 23.

Amtrak provides east-west rail service to Toledo plus daily service from Detroit. Greyhound and Trailways buses travel into the city.

Traveling in the City

Streets in the city of Toledo are laid out on a grid pattern; downtown streets are tilted on a northwest-southeast axis to conform to the Maumee River. Toledo's bus-based public transportation system, TARTA, schedules routes throughout the city and suburban areas. Boat, train, trolley, and horse-drawn carriage tours are available.

Communications

Newspapers and Magazines

The major daily newspaper in Toledo is *The Blade*. *The Toledo Journal* is a weekly African American newspaper. Several neighborhood newspapers, as well as scholarly, academic, and religious journals, and special-interest tabloids and magazines are also published in the city, including the *Toledo Union Journal,* a bimonthly labor newspaper.

Television and Radio

Toledo is the broadcast media center for northwestern Ohio and parts of southeastern Michigan. Television viewers receive programs from six stations—one public and five commercial—based in the city. Twelve AM and FM radio stations schedule a complete range of music, news, information, and public interest features; one broadcasts performances by local cultural groups.

Media Information: The Toledo Blade Company, 541 N. Superior Street, Toledo, OH 43660; telephone 1-800-724-6000

Toledo Online

The Blade. Available www.toledoblade.com

City of Toledo Home Page. Available www.ci.toledo.oh.us/Homepage.html

Greater Toledo Convention and Visitors Bureau. Available www.toledocvb.com

Regional Growth Partnership. Available www.rgp.org

Toledo Area Chamber of Commerce. Available www.toledochamber.com

Toledo-Lucas County Public Library. Available www.library.toledo.oh.us

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Jones, Marnie, *Holy Toledo: Religion and Politics in the Life of 'Golden Rule' Jones* (University Press of Kentucky, 1998)

Toledo Museum of Art et al. *Toledo Treasures: Selections from the Toledo Museum of Art* (Hudson Hills Press, 1995)

SOUTH DAKOTA

Pierre 533
Rapid City 543
Sioux Falls 555

The State in Brief

Nickname: Coyote State; Mount Rushmore State
Motto: Under God the people rule

Flower: Pasque flower
Bird: Ringnecked pheasant

Area: 77,116 square miles (2000; U.S. rank: 17th)
Elevation: 966 feet to 7,242 feet above sea level
Climate: Continental, characterized by seasonal extremes of temperature as well as persistent winds, low humidity, and scant rainfall

Admitted to Union: November 2, 1889
Capital: Pierre
Head Official: Governor Mike Rounds (R) (until 2007)

Population
- **1980:** 691,000
- **1990:** 696,004
- **2000:** 754,844
- **2004 estimate:** 770,883
- **Percent change, 1990–2000:** 8.5%
- **U.S. rank in 2004:** 46th
- **Percent of residents born in state:** 68.1% (2000)
- **Density:** 9.9 people per square mile (2000)
- **2002 FBI Crime Index Total:** 17,342

Racial and Ethnic Characteristics (2000)
- **White:** 669,404
- **Black or African American:** 4,685
- **American Indian and Alaska Native:** 62,283
- **Asian:** 4,378
- **Native Hawaiian and Pacific Islander:** 261
- **Hispanic or Latino (may be of any race):** 10,903
- **Other:** 3,677

Age Characteristics (2000)
- **Population under 5 years old:** 51,069
- **Population 5 to 19 years old:** 176,412
- **Percent of population 65 years and over:** 14.3%
- **Median age:** 35.6 years (2000)

Vital Statistics
- **Total number of births (2003):** 11,254
- **Total number of deaths (2003):** 7,142 (infant deaths, 80)
- **AIDS cases reported through 2003:** 105

Economy
- **Major industries:** Finance, insurance, and real estate; agriculture; tourism; wholesale and retail trade; services
- **Unemployment rate:** 3.7% (April 2005)
- **Per capita income:** $28,299 (2003; U.S. rank: 38)
- **Median household income:** $39,829 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.9% (3-year average, 2001-2003)
- **Income tax rate:** None
- **Sales tax rate:** 4.0%

Pierre

The City in Brief

Founded: 1880 (incorporated 1883)

Head Official: Mayor Dennis Eisnach (since 2002)

City Population
1980: 11,973
1990: 12,906
2000: 13,267
2003 estimate: 13,939
Percent change, 1990–2000: 2.7%
U.S. rank in 1990: 1,963rd
U.S. rank in 2000: Not reported (State rank: 7th)

Hughes County Population

1980: 14,244
1990: 14,814
2000: 16,416
Percent change, 1990–2000: 9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

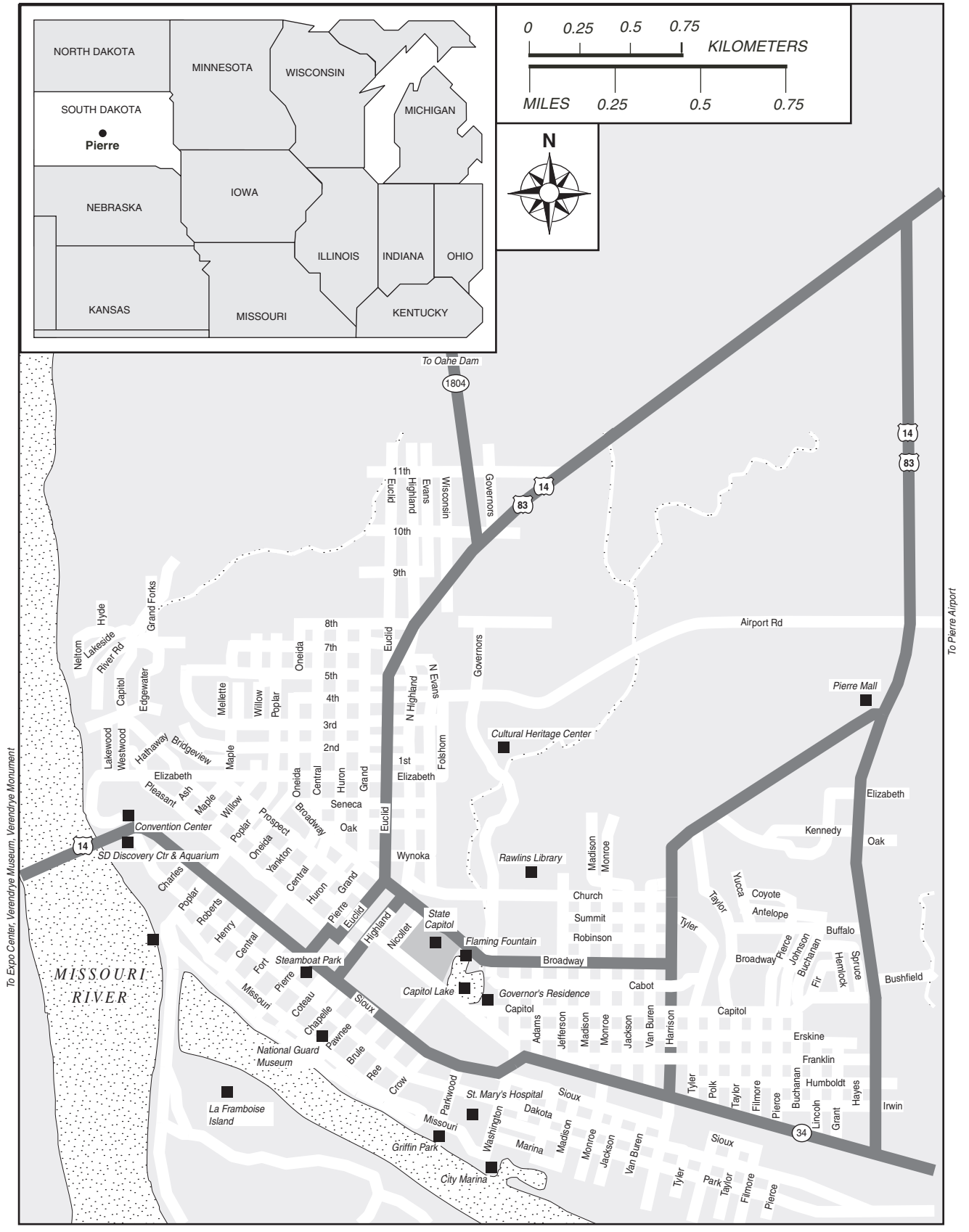
Area: 13.01 square miles (2000)
Elevation: 1,484 feet above sea level
Average Temperatures: Annual average 44° F
Average Annual Precipitation: 16.8 inches of rain; 40 inches of snow

Major Economic Sectors: Finance, insurance, real estate, trade
Unemployment Rate: 3.7% (March 2005, state of South Dakota)
Per Capita Income: $20,462 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Capital University Center

Daily Newspaper: *Capital Journal*


NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
Pierre
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
0 0.25 0.5 0.75
KILOMETERS
MILES 0.25 0.5 0.75
N
To Oahe Dam
1804
14
83
To Pierre Airport
To Expo Center, Verendrye Museum, Verendrye Monument
MISSOURI RIVER
Airport Rd
Pierre Mall
Cultural Heritage Center
Rawlins Library
Convention Center
SD Discovery Ctr & Aquarium
State Capitol
Flaming Fountain
Steamboat Park
Capitol Lake
Governor's Residence
National Guard Museum
La Framboise Island
St. Mary's Hospital
Griffin Park
City Marina
11th
10th
9th
8th
7th
5th
4th
3rd
2nd
1st
Grand Forks
Hyde
Neltom
Lakeside
River Rd
Capitol
Edgewater
Lakewood
Westwood
Hathaway
Bridgeview
Maple
Elizabeth
Pleasant
Ash
Willow
Poplar
Prospect
Broadway
Oak
Seneca
Oneida
Central
Huron
Grand
Euclid
Wynoka
Charles
Roberts
Henry
Fort
Pierre
Missouri
Coteau
Chapelle
Pawnee
Brule
Ree
Crow
Sioux
Parkwood
Dakota
Washington
Marina
Monroe
Jackson
Van Buren
Harrison
Adams
Jefferson
Madison
Monroe
Jackson
Van Buren
Nicollet
Highland
Evans
Wisconsin
Governors
N Highland
N Evans
Folsom
Mellette
Willow
Poplar
Oneida
Church
Summit
Robinson
Capitol
Cabot
Yucca
Coyote
Antelope
Taylor
Tyler
Buffalo
Pierce
Johnson
Buchanan
Broadway
Fir
Hemlock
Spruce
Bushfield
Kennedy
Oak
Elizabeth
Erskine
Franklin
Humboldt
Polk
Taylor
Fillmore
Pierce
Buchanan
Lincoln
Grant
Hayes
Irwin
Park
Sioux
Tyler
Fillmore
Pierce

Introduction

Pierre (pronounced peer) is the seat of Hughes County and the second smallest capital city in the United States. Pierre is located on the east bank of the Missouri River in central South Dakota. Pierre is the administrative center of South Dakota and a major distribution point for the area's agricultural concerns. Except for the winter months each year, when the legislature is in session, Pierre remains a sleepy small town with a beautifully restored state capitol building.

Geography and Climate

Pierre is located in the center of South Dakota on the Missouri River, 105 miles west of Huron, South Dakota, and 2 miles from the geographical center of the United States.

Seventy percent of the time, the skies over Pierre are clear and visibility is more than forty-five miles. Like the rest of the state, Pierre has cold winters, warm to hot summers, light moisture in the winter, and moderate moisture in the summer.

Area: 13.01 square miles (2000)

Elevation: 1,484 feet above sea level

Average Temperatures: January, 7.8° F; July, 77.1° F; annual average 44° F

Average Annual Precipitation: 16.8 inches of rain; 40 inches of snow

History

Early History and Exploration by Whites

The first white men to see the Pierre area were the two LaVerendrye brothers. They were the sons of the French explorer who first claimed the region for France in 1743, Pierre Gaultier de Varennes. At the site above present-day Fort Pierre, South Dakota, at one of the bluffs above the Missouri River, the brothers left an inscribed lead plate, which thereafter lay covered until found by a group of children in 1913. The plate is now on display at the South Dakota Cultural Heritage Center in Pierre.

In the mid-eighteenth century, the Sioux Indians, who had been pushed out of Minnesota by the Chippewa, arrived at the Missouri River. Their arrival challenged the claim of the Arikara, the native people who lived in palisaded forts around present-day Pierre. In 1794, the battle for control of central South Dakota finally came to an end when the Sioux drove the Arikara from the area.

In 1803, the United States completed the Louisiana Purchase from France, which included the area that would later be named South Dakota. In September 1804, Meriwether Lewis and William Clark anchored their canoe at the site of present-day Pierre. During that time, Lewis and Clark met with 50 or more chiefs and warriors, including the Teton Sioux. They named the nearby river Teton, in honor of the tribe, but it is now called the Bad River.

The meeting started out badly but negotiations soon improved when the explorers and the Indians shared a feast of buffalo meat, corn, pemmican, and a potato dish. After all present smoked a peace pipe, the explorers continued their journey upriver. During their visit to the Pierre area, Lewis and Clark raised the United States flag there.

City Is Established

When the explorers returned to St. Louis in 1806, they described the streams full of beaver and grasslands full of buffalo, and they noted the lack of trading forts in the Pierre area. Their report soon attracted people interested in exploiting the riches of the region.

In 1817, Joseph LaFramboise built a fur trading post across the river from where Pierre now sits. In 1831, a representative of the American Fur Company, Pierre Chouteau, Jr., built Fort Pierre to replace the old LaFramboise trading post. In 1855, the U.S. Army bought Fort Pierre for use as a military post, but abandoned it two years later in favor of nearby Fort Randall. Even after the army departed, people continued to live at the site of Fort Pierre.

In 1861, the Dakota Territory was formally established. Once the railroad line made South Dakota more accessible, settlers began to pour in, causing the Great Dakota Boom of 1878-1887. During that period, in 1880, the new town of Pierre began as a ferry landing at the site of a railroad terminal, across the river from Fort Pierre on what was formerly Arikara Indian tribal grounds. Rapid growth ceased when droughts struck throughout South Dakota, bringing the period of prosperity to a quick end. On February 22, 1889, South Dakota entered the union as the 40th state.

Pierre Chosen as Capital

The period from 1889 to 1897 saw development slowed by a depressed national economy, a time known in South Dakota as the Great Dakota Bust The number of new settlers greatly declined and some who had moved to Pierre and the rest of the state departed. But by the late 1890s, the state and the nation began to recover.

In 1890 Pierre was made the capitol of South Dakota after a drawn-out political battle between its supporters and supporters of the town of Mitchell, which was situated further east and nearer to the bulk of the state's population. In the end, however, Pierre won a statewide vote by a large margin.

In 1908 the cornerstone for the new capitol was set down, and the Capitol Building in Pierre opened its doors in 1910. As state government grew, the building expanded and separate office buildings were constructed. The original structure still stands today as part of the capitol complex.

Pierre in the Twentieth Century

During the 1930s, South Dakotans faced not only the Great Depression but severe problems caused by drought and dust. Many jobs were created for Pierre citizens by the Civilian Conservation Corps and other government agencies.

In 1944, the U.S. Congress passed legislation that resulted in the construction of the Oahe Dam near Pierre, which still serves the region. In 1949 a terrible blizzard struck the area, and the railroad line from Pierre to Rapid City, South Dakota, was blocked for weeks. A 1952 flood of the Missouri River caused severe damage to the town of Pierre but it was not destroyed, making clear to the citizens of Pierre the wisdom of the Oahe Dam building project. The project remains controversial among the Cheyenne River Sioux, who believe land was taken from them illegally for the dam construction.

The dam, the largest of six Missouri River dams and one of the largest dams in the world, has a generating capacity of 700,000 kilowatts. Along with the other dams on the Missouri River in South Dakota, it generates more than 2 million kilowatts of electricity. Other benefits of the dam include expanded recreation areas, irrigation, increased public water supplies, and fish and wildlife development.

During the wintertime, Pierre is abuzz with activity, as legislators from various parts of the state meet for three months to decide issues of state government. The rest of the year, Pierre is a quiet tourist town and farming center. In recent years, Pierre has invested millions of dollars in projects that benefit businesses and the community.

Historical Information: The South Dakota State Historical Society, 900 Governors Drive, Pierre, SD 57501; telephone (605)773-3458

Population Profile

Hughes County Residents
1980: 14,244
1990: 14,814
2000: 16,416
Percent change, 1990–2000: 9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

City Residents
1980: 11,973
1990: 12,906
2000: 13,876
2003 estimate: 13,939
Percent change, 1990–1999: 2.7%
U.S. rank in 1990: 1,963rd
U.S. rank in 2000: Not given (State rank: 7th)

Density: 9.9 people per square mile (2000, South Dakota state figure)

Racial and ethnic characteristics (2000)
White: 12,337
Black or African American: 28
American Indian or Alaska Native: 1,188
Asian: 64
Native Hawaiian and Pacific Islander: 3
Hispanic (may be of any race): 173
Other: 40

Percent of residents born in state: 74.8% (2000)

Age characteristics (2000)
Population under 5 years old: 909
Population 5 to 9 years old: 954
Population 10 to 14 years old: 1,208
Population 15 to 19 years old: 1,023
Population 20 to 24 years old: 583
Population 25 to 34 years old: 1,716
Population 34 to 44 years old: 2,248
Population 45 to 54 years old: 2,076
Population 55 to 59 years old: 699
Population 60 to 64 years old: 505
Population 65 to 74 years old: 913
Population 75 to 84 years old: 680
Population 85 years and over: 362
Median age: 37.6 years

Births (2003, Hughes County)
Total number: 213

Deaths (2003, Hughes County)
Total number: 150

Money income (1999)
Per capita income: $20,462
Median household income: $42,962

Number of households with income of . . .
less than $10,000: 431
$10,000 to $14,999: 301
$15,000 to $24,999: 745
$25,000 to $34,999: 835

$35,000 to $49,999: 1,070
$50,000 to $74,999: 1,276
$75,000 to $99,999: 522
$100,000 to $149,999: 249
$150,000 to $199,999: 96
$200,000 or more: 79

Percent of families below poverty level: 5.5% (37.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Pierre is the seat of Hughes County and the state capital of South Dakota. The city has a mayor-commission form of government. Its five commissioners, including the mayor, each serve three-year terms.

Head Official: Mayor Dennis Eisnach (since 2002; current term expires June 2005)

Total Number of City Employees: 123 (2005)

City Information: Mayor's Office, 222 E. Dakota, Pierre, SD 57501; telephone (605)773-7407

Economy

Major Industries and Commercial Activity

Pierre serves as the major trading center for central South Dakota. Its economy is supported by government, agriculture, and recreational activities tied in with the Missouri River reservoirs. Pierre's retail area has a radius of 100 miles and comprises approximately 100,000 people. Nearby lakes Oahe and Sharpe, both reservoirs on the Missouri River, make it possible for Pierre businesses to enjoy low electric rates and abundant water for production processes.

Pierre's economy depends largely on the state government, which has its operations in the city and is the largest local employer. The largest private employer is St. Mary's Hospital, with 485 employees. Small businesses and tourism are the remaining sources of jobs and income. Tourism was spurred by the lakes created by the Missouri Basin Development Plan.

Agriculture remains an important part of the economy of Hughes County, home to about 380 farms. The principal crops in the area are wheat, rye, oats, wild hay, flax, corn, barley, mint, soy beans, and alfalfa. Farmers raise cattle, chickens, hogs, buffalo, and horses, and produce eggs and milk.

Items and goods produced: assembly metal works, water conditioners, helicopters, dairy products, bottled beverages, wheat, corn, barley, processed furs

Incentive Programs—New and Existing Companies

Local programs—Development assistance and financing programs are offered by the Pierre Economic Development Corporation (PEDCO) and the Economic Development Administration. Free business consultation and a local revolving loan fund have helped dozens of new businesses get started and older ones to expand. PEDCO also works with business owners contemplating selling their businesses, and offers a free office and manufacturing space database to help in finding locations for businesses. E-commerce is well supported through seminars and other programs. The Small Business Administration Development Center helps with business plan development, market surveys, cash flow projections, and financing options.

State programs—The South Dakota MicroLOAN program offers funds of up to $20,000 to qualifying businesses for working capital, equipment, real estate, or other fixed costs. The USDA Business & Industry Guaranteed Loans make funds available for working capital, equipment, buildings, and debt refinancing.

Job training programs—The Work Force Development Program provides companies with the money needed to train new and existing employees. Job Service of South Dakota and Capital University Center provide training in leadership, customer service, and business. The Capital University Center offers short-term training and certificate programs to meet the needs of businesses in central South Dakota. The Right Turn, a career learning center, offers programs to help individuals train for employment; programs include GED preparation and testing, the Alternative High School program, medical transcription, clerical/computer skills, and other short term training programs, a basic skills brush-up class, career/education counseling, and job search assistance.

Development Projects

Building projects that have been completed since the beginning of the new century include dedication of the $3.9 million Aquatic Center, the opening of a 72,000-square-foot distribution center for Running Supply Inc., and a $2 million city golf course renovation. On top of the recent $11 million addition to St. Mary's Healthcare Center, another $12 mil-

lion expansion is underway there, and will include a new area for transitional care, kidney dialysis and rehabilitation. A ribbon cutting was held for the expanded, four-lane Pierre-to-Interstate connection. A brand new soccer complex also held its first statewide tournaments.

Economic Development Information: Pierre Economic Development Corporation (PEDCO), Business Expansion Office; telephone (605)224-6610; toll-free (800)962-2034

Commercial Shipping

In addition to the Pierre Municipal Airport, the city is served by numerous trucking companies, and package service is provided by Federal Express, United Parcel Service, DHL, and Airborne Express. The Dakota, Minnesota & Eastern Railroad also serves the city.

Labor Force and Employment Outlook

Well-known for its superb labor force, the Greater Pierre area has a labor force of approximately 14,000 people, and they have among the highest educational level in the state. The area has a good balance of skilled, semi-skilled, technical, and entry-level workers.

According to the Pierre Area Chamber of Commerce, the total number of employed residents was 13,480 out of a labor force figure for the entire area of 14,055. The South Dakota Department of Labor affirms that the fastest growing industries in the state are health care and social assistance, followed by accommodation and food services, finance and insurance, and construction. Industries that are declining on a statewide basis include local government positions, manufacturing, agriculture, forestry, fishing and hunting.

The following is a summary of data regarding the Pierre labor force as of April 2005.

Size of civilian labor force: 13,430

Number of workers employed in . . .
natural resources/mining/construction: 750
manufacturing: 100
trade, transportation, and utilities: 2,575
information: 185
financial activities: 680
professional and business services: 535
educational and health services: 1,360
leisure and hospitality: 1,590
other services: 725
government: 4,930

Average hourly earnings of production workers employed in manufacturing: Not reported

Unemployment rate: 3.7% (March 2005, South Dakota)

Largest employers	*Number of employees*
South Dakota State Government	2,140
St. Mary's Healthcare Center	485
Pierre School District	350
Federal government	240
Dakotamart	200
Morris, Inc.	150
Pierre Indian Learning Center	150

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Pierre area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 2.0% (plus 1.0% on hotel/motel, restaurant, and liquor establishments. Food and drugs are exempt)

Property tax rate: $3.71 per $1,000 of assessed valuation, city of Pierre, plus $23.53 per $1,000, Hughes County and schools (2001)

Economic Information: Pierre Area Chamber of Commerce, PO Box 548, Pierre, SD 57501; telephone (605)224-7361

Education and Research

Elementary and Secondary Schools

The Pierre School District has always held itself to high academic standards and the community has long been a source of support for its schools. Increased communication through the use of the Oahe Cable Channel by airing drama, chorus, band performances, and activities and lessons is a current focus of the district. Riggs High School hosts adult education classes, and is home to the Community Concert Series and the Short Grass Arts Council. Pierre Public Schools currently partners with the Capital University Center providing classrooms and technology. The Pierre Education Foundation provides financial support via grants for innovative Pierre educators. A cooperative spirit with the community of Pierre flourishes through several programs including: Right Turn, Advanced High, Character Education, Youth to Youth, Junior Achievement, Reading Buddies, the Mentorship Program for Students

at Risk, Fine Arts and Athletic Booster Clubs, and Native American Liaison.

The following is a summary of data regarding the Pierre public school system as of the 2004–2005 school year.

Total enrollment: 2,624

Number of facilities
elementary schools: 4
junior high/middle schools: 1
senior high schools: 1

Student/teacher ratio: elementary, 20.7:1, junior high, 17.2:1, senior high, 20:1

Teacher salaries
average: $32,414 (2002–2003)

Funding per pupil: $5,607 (2002–2003)

Pierre also has a Catholic elementary school, an Indian Learning Center, and an alternative education program operated in conjunction with The Right Turn, a career learning center.

Public Schools Information: Pierre Public Schools, 302 E. Dakota, Pierre, SD 57501; telephone (605)773-7300

Colleges and Universities

While Pierre is not the site of any colleges or universities, it does boast the Capital University Center. This non-profit institution helps students earn university degrees through Northern State University, South Dakota State University, the University of South Dakota, and South Dakota School of Mines & Technology. The center offers courses that enable students to obtain associate degrees in business, and master's degrees in business administration, industrial management, and technology management.

Libraries and Research Centers

Rawlins Municipal Library, which celebrated 100 years in 2003, contains nearly 50,000 books and has special collections on the history of South Dakota. The South Dakota State Library houses more than 180,000 volumes, with special collections on Native American and South Dakota history.

Other libraries in the city include those of the South Dakota State Historical Society, the South Dakota Supreme Court, St. Mary's Healthcare Center, the South Dakota Braille & Talking Book Library, and the South Dakota Department of Game, Fish & Parks Wildlife Division Library.

Public Library Information: Rawlins Municipal Library, 1000 E. Church St., Pierre, SD 57501; telephone (605)773-7421; fax (605)773-7423

Health Care

Pierre is served by St. Mary's Healthcare Center, an 86-bed acute care facility. The center's north building facility includes a laboratory, expanded radiology lab, and an obstetrics unit with home-like labor, delivery, and recovery rooms. Services at St. Mary's include medical, surgical, pediatrics, obstetrics, ambulatory care, home health care, and Countryside Hospice, as well as a variety of specialties.

Health Care Information: St Mary's Health Care Center, 801 E Sioux Ave, Pierre, SD 57501; telephone (605)224-3100

Recreation

Sightseeing

A must-see for Pierre visitors is the beautiful 1910 state capitol, one of the most fully restored in the nation. Its rotunda reaches 96 feet and features a brightly colored Victorian glass top. Pillars flank the marble staircase, and the terrazzo tile floor includes 66 blue tiles, each representing one of the artisans who worked on laying it by hand. Finishing touches are provided by marble water fountains and brass door fixtures, art murals and sculptures. Out on the capitol grounds is a fountain fed by an artesian well with a natural gas content so high it can be lit. The glowing fountain serves as a memorial to war veterans.

At the Cultural Heritage Center, South Dakota history is brought to life through museum exhibits and publications, educational programming and research services. High-tech exhibits feature early Native American cultures, an early history of white settlement, the river boat era, and the railroad period. Among the Native American exhibits are a teepee visitors can walk through, a rare Sioux horse effigy, and a full headdress. The Verendrye Museum in Fort Pierre, across the river from the city, provides an eclectic display of exhibits and items of historical interest.

The Discovery Center and Aquarium is a hands-on display of 50 self-guided science activities in the areas of sound, vision, light, electricity, and motion. Its Aquatic Education wing has three aquariums featuring Missouri River fish. The planetarium provides a look at the skies overhead.

The South Dakota National Guard Museum displays a wide range of military weapons and other items such as an A-7D jet fighter plane, a Sherman tank and several artillery pieces, military uniforms, small arms, and helicopter and jet engines.

Pierre National Grasslands is a 116,000-acre preserve allowing camping, hiking, fishing, and other outdoor activities.

Six miles north of Pierre, tours of the Oahe Dam are available. The dam is the second largest rolled-earth dam in the world. A visit to the Oahe Dam and Powerhouse and Oahe Visitor Center, dedicated in 1962, tells the story of the dam and has displays on such topics as the Lewis and Clark Expedition and the dam itself. On site is the Oahe Chapel, removed from its original site at the old Arikara Indian Village, which was flooded when the dam was built.

Arts and Culture

Pierre Players, the longest running community theater group in South Dakota, offers productions throughout the year. The Pierre Concert Series presents a variety of musical and dance productions by professional touring troupes.

Festivals and Holidays

September activities in Pierre center on statewide softball tournaments held in the city and Goosefest, an outdoor festival that features a South Dakota Arts Showcase, craft and Native American pottery and food booths, and Lewis and Clark reenactments. October brings the Native American Day festival and the Annual Governor's Hunt. The holidays are heralded by the Pierre Players' Christmas Pageant and the Capitol Christmas Tree display. June's many events include softball tournaments, band concerts, and concerts in the parks. July is highlighted by the Independence Day celebration, including a rodeo and parade, baseball and softball tournaments, concerts, summer theater, and the governor's Cup Walleye Tournament. August is enlivened by the 4-H Rodeo and the three-day Riverfest Festival, which features music; water ski, car, and air shows; water events; and a kids' carnival.

Sports for the Spectator

Pierre's Expo Center features indoor hockey and skating events. In nearby Fort Pierre, pari-mutuel horse racing is offered in the springtime; rodeos and stock shows are also held there.

Sports for the Participant

Farm Island and the La Framboise Island offer such activities as biking, hiking, camping, and wildlife observation. Pierre's city parks system boasts 11 parks, 11 tennis courts, a beach volleyball court, a Frisbee course, basketball courts, horseshoe pits, two swimming beaches, indoor and outdoor swimming pools, a band concert shell, an assortment of playground equipment, fishing piers, seven little league baseball fields, baseball diamond, pony league field, eight softball fields, eight soccer fields, an outdoor skate park, and 3.5 miles of bike path. Griffin Park, the major park area, is located in a riverside setting and has a swimming pool and newly renovated camping facilities.

Five miles upstream from Pierre, Lake Oahe's 2,250-mile shoreline offers swimming, boating, water skiing, scuba diving, snorkeling, camping and picnicking. Anglers come to Lake Oahe in search of a variety of sport fish, including walleye, northern pike, Chinook salmon, channel catfish, small mouth bass, white bass, sauger, bluegill, and crappies. Public hunting grounds offer excellent waterfowl and upland game hunting, featuring Canada geese, mallards, pheasants, and grouse. Whitetail and mule deer and antelope also abound, offering challenges to the big game hunter. Knowledgeable guides and game lodges are available to provide enjoyable and successful hunting experiences.

Shopping and Dining

The city's main shopping center is the 34-store Pierre Mall, which is anchored by JCPenney, Sears, and Kmart. There is also a Wal-Mart in the city.

Pierre's variety of restaurants primarily offer American cuisine and include Smokees BBQ, Classy's, Outpost Lodge, and Jake's Good Times Place.

Visitor Information: Pierre Convention & Visitors Bureau, 800 West Dakota Ave., Pierre, SD 57501; telephone (605)224-7361

Convention Facilities

Pierre is the meeting headquarters for many South Dakota organizations. The King's Inn Hotel and Conference Center, located downtown, provides meeting and banquet space for up to 750 people. The Rivercenter Best Western Ramkota Convention Center has 16 different rooms that can accommodate groups of 15 to 15,000. Guests are served by a dozen hotels and motels throughout Pierre.

Convention Information: Pierre Convention & Visitors Bureau, 800 West Dakota Ave., Pierre, SD 57501;telephone (605)224-7361

Transportation

Approaching the City

The Pierre Regional Airport, located three miles from central Pierre, includes offices, and boarding and baggage terminals. It is served by Mesaba (a Northwest Airlink) and Great Lakes Aviation. Greyhound and Jack Rabbit offer bus transportation.

Traveling in the City

U.S. highway 148 runs north and south through Pierre, connecting State Highway 34 that runs east and west and U.S. Highway 14/83 that extends eastward to Pierre from Ft. Pierre and turns north, then northeast as it runs through the city of Pierre. Other main streets are Missouri, Dakota, and Sioux avenues, which run east and west, and Capitol, Nicolett, and Broadway avenues, which surround the State Capitol Building.

Communications

Newspapers and Magazines

The *Capital Journal* is Pierre's daily paper; *The Times* appears weekly, and there are two weekly trade papers: *The Farmer & Rancher Exchange* and the *Reminder Plus.* Local magazines include *Dakota Outdoors* and the *South Dakota High Liner.* The journal *South Dakota History* covers the history of the Northern Great Plains.

Television and Radio

Pierre is served by some 20 radio station. There are two local television channels.

Media Information: *The Capital Journal,* 333 W. Dakota, PO Box 669, Pierre, SD 57501-0669, telephone (605)224-7301

Pierre Online

Pierre Area Chamber of Commerce. Available www.pierre.org

Pierre *Capitol Journal.* Available www.capjournal.com

Pierre Convention & Visitors Bureau (includes fishing report and hunting information). Available www.pierrechamber.com

Pierre School District. Available pierre.k12.sd.us

Rawlins Municipal Library. Available rpllib.sdln.net

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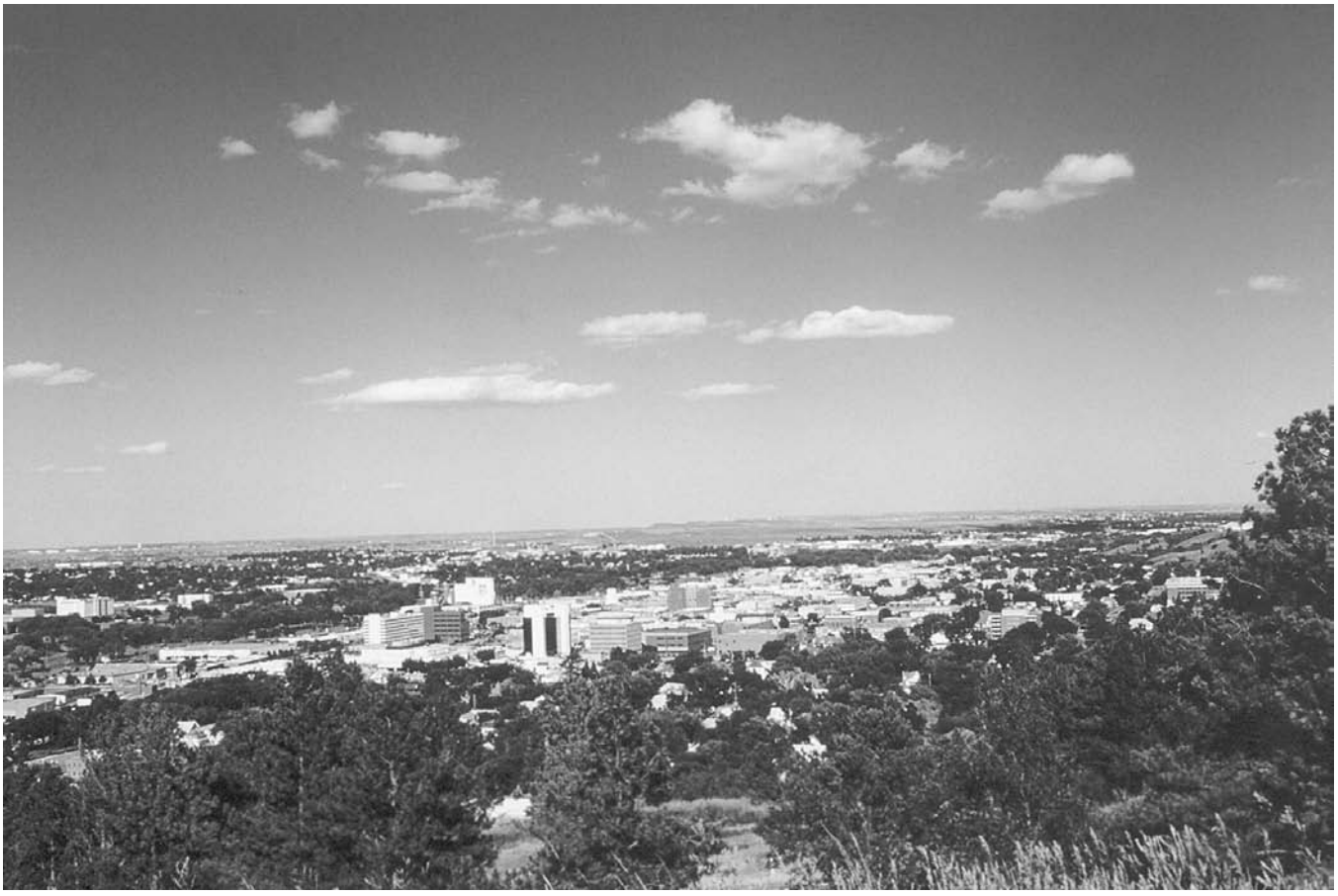
Hoover, Herbert T., and Larry J. Zimmerman, *South Dakota Leaders: From Pierre Choteau, Jr. to Oscar Howe* (Vermillion, SD: University of South Dakota Press: 1989)

Jensen, Delwin, *Fort Pierre-Deadwood Trail* (Pierre, SD: State Publishing Company, 1989)

Rapid City



The City in Brief

Founded: 1876 (incorporated 1882)

Head Official: Mayor Jim Shaw (R) (since 1999)

City Population
1980: 46,492
1990: 54,523
2000: 59,607
2003 estimate: 60,876
Percent change, 1990–2000: 8.1%
U.S. rank in 1990: 445th
U.S. rank in 2000: 472nd

Metropolitan Area Population
1980: 70,361
1990: 81,343
2000: 88,565
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 276th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 327th

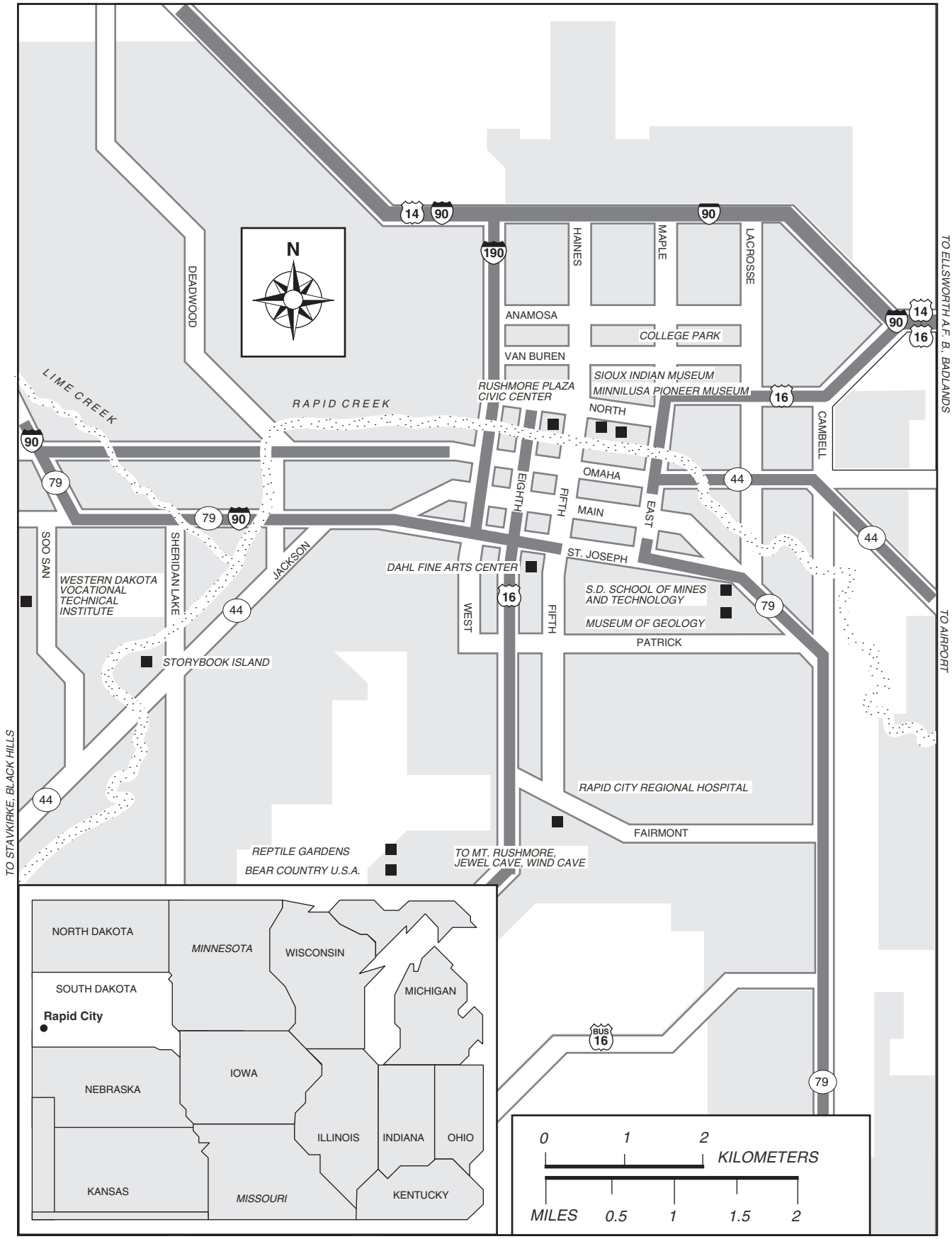
Area: 45 square miles (2000)
Elevation: 3,200 feet above sea level
Average Annual Temperature: 46.6° F
Average Annual Precipitation: 16.7 inches of rain; 39.1 inches of snow

Major Economic Sectors: Agriculture, wholesale and retail trade, services, government
Unemployment Rate: 4.0% (February 2005)
Per Capita Income: $19,445 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 2,930

Major Colleges and Universities: South Dakota School of Mines and Technology, Western Dakota Technical Institute, National American University

Daily Newspaper: *Rapid City Journal*


N
DEADWOOD
LIME CREEK
RAPID CREEK
14
90
190
HAINES
MAPLE
LACROSSE
ANAMOSA
COLLEGE PARK
VAN BUREN
SIOUX INDIAN MUSEUM
MINNILUSA PIONEER MUSEUM
RUSHMORE PLAZA CIVIC CENTER
NORTH
CAMBELL
16
TO ELLSWORTH A.F. B., BADLANDS
79
44
OMAHA
EIGHTH
FIFTH
MAIN
EAST
ST. JOSEPH
SOO SAN
SHERIDAN LAKE
JACKSON
WESTERN DAKOTA VOCATIONAL TECHNICAL INSTITUTE
DAHL FINE ARTS CENTER
S.D. SCHOOL OF MINES AND TECHNOLOGY
MUSEUM OF GEOLOGY
WEST
PATRICK
STORYBOOK ISLAND
TO AIRPORT
TO STAVKIRKE, BLACK HILLS
RAPID CITY REGIONAL HOSPITAL
FAIRMONT
REPTILE GARDENS
BEAR COUNTRY U.S.A.
TO MT. RUSHMORE, JEWEL CAVE, WIND CAVE
BUS
NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
Rapid City
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
0 1 2
KILOMETERS
MILES 0.5 1 1.5 2

Introduction

Rapid City, the seat of Pennington County, is a diverse and thriving small Midwestern city that refers to itself as ''The Star of the West.'' Tourists are drawn to the area, which was celebrated in the 1990 award-winning film *Dances With Wolves,* to see the presidents' busts carved into Mount Rushmore and to visit the Black Hills. The city enjoys a thriving economy based on the farmers who have been raising beans, wheat, and alfalfa since the turn of the last century. A regional center for retail shopping and medical facilities, the city is home to the South Dakota School of Mines and Technology as well as Ellsworth Air Force Base. Seven percent of Rapid City's population is made up of Native Americans whose arts and crafts abound in the city's shops. Locals like to say that the city has the quality of life of a small town with the business and cultural benefits of a city.

Geography and Climate

Rapid City, the natural eastern gateway to the great growing empire known as the West River Region, is surrounded by contrasting land forms. The forested Black Hills rise immediately west of the city, while the other three edges of the city look out on the prairie. Protected by the 6,000- to 7,000-foot peaks of the Black Hills, Rapid City enjoys an enviable climate, free of the icy blizzards and scorching summers typical of much of the rest of the Dakotas. Summers are warm but dry and autumn is noted for its delightful ''Indian summer'' weather. Mild, sunny days are common throughout the winter and occasional ''chinook'' or warm winds frequently follow a stint of snowy weather. Snowfall is normally light with the greatest monthly average less than eight inches. Spring is characterized by wide variations in temperature and occasionally some wet snowfall. Low humidity levels, infrequent precipitation, and northwesterly winds prevail in the city.

Area: 45 square miles (2000)

Elevation: 3,200 feet above sea level

Average Temperatures: January, 21.9° F; July, 72.6° F; annual average, 46.6° F

Average Annual Precipitation: 16.7 inches of rain; 39.1 inches of snow

History

New City Becomes Regional Trade Center

The discovery of gold in 1874 brought an influx of settlers into the Black Hills region of South Dakota. Rapid City was founded in 1876 by a group of disappointed miners, who promoted their new city as the ''Gateway to the Black Hills.'' John Brennan and Samuel Scott, with a small group of men, laid out the site of the present Rapid City, which was named for the spring-fed Rapid Creek that flows through it. A square mile was measured off and the six blocks in the center were designated as a business section. Committees were appointed to bring in prospective merchants and their families to locate in the new settlement. Although it began as a hay camp, the city soon began selling supplies to miners and pioneers. By 1900 Rapid City had survived a boom and bust and was establishing itself as an important regional trade center.

Tourism and the Military Spur Economy

The invention of the automobile brought tourists to the Black Hills. Gutzon Borglum, the famous sculptor, began work on Mount Rushmore in 1927, and his son, Lincoln Borglum continued the carving of the presidents' faces in rock following his father's death. The massive sculpture was completed in 1938. Although tourism sustained the city throughout the Great Depression of the 1930s, the gas rationing of World War II had a devastating effect on the tourist industry in the town.

The city benefited greatly from the opening of Ellsworth Air Force Base, an Army Air Corps base. As a result, the population of the area nearly doubled between 1940 and 1948, from almost 14,000 to nearly 27,000 people. Military families and civilian personnel soon took every available living space in town, and mobile parks proliferated. Rapid City businesses profited from the military payroll.

Rapid City Since Mid-Century

In 1949 city officials envisioned the city as a retail and wholesale trade center for the region and designed a plan for growth that focused on a civic center, more downtown parking places, new schools, and paved streets. A construction boom continued into the 1950s. Growth slowed in the 1960s, but the worst natural disaster in Rapid City's history led to another building boom a decade later. On June 9, 1972, heavy rains caused massive flooding of the Rapid Creek. More than 200 people lost their lives and more than $100 million in property was destroyed.

The devastation of the flood and the outpouring of private donations and millions of dollars in federal aid led to the completion of one big part of the 1949 plan—clearing the

area along the Rapid Creek and making it a public park. New homes and businesses were constructed to replace those that had been destroyed. Rushmore Plaza Civic Center and a new Central High School were built in part of the area that had been cleared. In 1978, Rushmore Mall was built, adding to the city's position as a retail shopping center.

In recent times, Rapid City has been highly rated for its manufacturing climate. A hardworking labor force and a governmental structure deeply rooted in the concept of being a partner in the success of its business community remain major assets. The city offers an extraordinary quality of life with abundant recreational activities, culture, and short workplace commutes. Recent city development efforts show a continued vision for improvement and growth in the area.

Population Profile

Metropolitan Area Residents
1980: 70,361
1990: 81,343
2000: 88,565
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 276th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 222nd

City Residents
1980: 46,492
1990: 54,523
2000: 59,607
2003: 60,876
Percent change, 1990–2000: 8.1%
U.S. rank in 1990: 445th
U.S. rank in 2000: 472nd

Density: 1,336.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 50,266
Black or African American: 579
American Indian and Alaska Native: 6,046
Asian: 594
Native Hawaiian and Pacific Islander: 35
Hispanic (may be of any race): 1,650
Other: 434

Percent of residents born in state: 58% (2000)

Age characteristics (2000)
Population under 5 years old: 4,169
Population 5 to 9 years old: 3,973
Population 10 to 14 years old: 4,309
Population 15 to 19 years old: 4,654
Population 22 to 24 years old: 5,009
Population 25 to 34 years old: 7,866
Population 35 to 44 years old: 9,259
Population 45 to 54 years old: 7,768
Population 55 to 59 years old: 2,533
Population 60 to 64 years old: 2,179
Population 65 to 74 years old: 4,017
Population 75 to 84 years old: 2,781
Population 85 years and older: 1090
Median age: 34.8 years

Births (2003, Pennington County)
Total number: 1,424

Deaths (2003, Pennington County)
Total number: 810 (of which, 5 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,445
Median household income: $35,978
Total households: 23,969

Number of households with income of . . .
less than $10,000: 2,291
$10,000 to $14,999: 1,625
$15,000 to $24,999: 4,080
$25,000 to $34,999: 3,765
$35,000 to $49,999: 4,537
$50,000 to $74,999: 4,263
$75,000 to $99,999: 1,782
$100,000 to $149,999: 1,057
$150,000 to $199,999: 266
$200,000 or more: 366

Percent of families below poverty level: 9.4% (53% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,930

Municipal Government

Rapid City has a mayor-council form of government with an elected, full-time mayor and two part-time council members from each of the city's five wards, who are elected to staggered two-year terms. All positions are non-partisan.

Head Official: Mayor Jim Shaw (R) (since 1999; current term expires May 2007)

Total Number of City Employees: 675 (2005)

City Information: City of Rapid City, 300 Sixth Street, Rapid City, SD 57701; telephone (605)394-4136

Economy

Major Industries and Commercial Activity

Agriculture, tourism, mining, logging, professional services/retail, and Ellsworth Air Force Base are the major factors in Rapid City's economy. The area is also known for the manufacture of high-value, low-bulk items that can be swiftly shipped to market or assembly centers in other parts of the nation.

Agriculture is a major industry in South Dakota, and Rapid City is the regional trade center for farm-ranch activity in the southwest part of the state and neighboring counties in Montana, Wyoming, and Nebraska. Cattle and sheep production dominate the agricultural scene, as well as processing and packing of meat and meat byproducts, but the cultivation of small grains is also important. Services offered to area farmers and ranchers include selling of new and used farm equipment, spare parts and repairs, and flour milling.

The health care sector is strong, employing more than 8,000 people in the Black Hills region at major health care organizations such as Rapid City Regional Hospital. Other important industrial and employment institutions include several large construction companies, rock quarries, steel fabrication firms, and trucking firms. Several light industries and services located in the city include manufacturing of computer parts, printing, Native American crafts, and headquarters for insurance companies and other businesses. Regional or headquarters facilities of many state and federal offices also operate in the city.

Centrally located in the beautiful Black Hills region, Rapid City benefits from a large annual tourist trade. Within half a day's drive of Rapid City are five of the country's most famous national park areas: Mount Rushmore National Memorial, Devil's Tower National Monument, Badlands National Park, Jewel Cave National Monument, and Wind Cave National Park. The area further boasts of a variety of restaurants, several large annual events and attractions, more than 4,400 hotel/motel rooms and many modern campgrounds.

Each year the multimillion-dollar payroll for workers at Ellsworth Air Force Base, the largest employer in the state, boosts the local economy. Ellsworth was slated for closure as part of a proposal in mid-2005 to close 33 large bases and 150 smaller ones, which would have a devastating effect on the Rapid City economy; an Air Force study in 2004 estimated the base's economic impact on the state at $278 million annually.

Items and goods produced: computer components, jewelry, cement, processed foods, steel products, printing, wood products

Incentive Programs—New and Existing Companies

The city of Rapid City, along with Pennington County and the Governor's Office of Economic Development, offers a number of financial incentives to aid industry looking to establish operations in the area.

Local programs—Black Hills Vision is a regional economic development initiative that encourages tech-based employment and seeks to develop a high-tech corridor in the Rapid City area. A small business incubator, which is to be called The Black Hills Business Development Center, is a cornerstone of the Black Hills Vision; it will offer technical support and collaboration opportunities for emerging businesses. Projected to open in late 2005, the center will be located on the South Dakota School of Mines & Technology Campus. The Rapid City Economic Development Partnership oversees the incubator jointly with West River Foundation. Rapid City rebates the tax increment created by investments in real property for up to 15 years. The Rapid City Economic Development Loan Fund (dba Rapid Fund) is a low-interest loan program that is focused on the development of primary jobs in the manufacturing sector. A portfolio of 14 different loans are available for business expansion, relocation, or start-up. Pennington County has a real estate tax incentive offered to new industrial or commercial structures, or new non-residential agricultural structures.

State programs—The South Dakota REDI Fund lends money at three percent interest to companies creating new jobs in the state. Designed and administered by a board of 13 business leaders, the program is known to be efficient, flexible, and responsible. The money can be used for almost any capital purchase or operating financing for which a company qualifies under standard banking guidelines. The state offers a variety of other loans, subfunds and training assistance. Federal Small Business Administration (SBA) participation loans and SBA Direct loans are also available.

Job training programs—Career counseling and customized job training are offered at the Career Learning Center. The South Dakota Workforce Development Program extends training opportunities in conjunction with approved educational institutions; new employee skills, retraining, and advancement/promotion assistance is offered.

Development Projects

In 1992, gathering energy and tax dollars after redevelopment efforts following the 1972 flood, Rapid City formed Vision 2012, a program of long-term planning for the community. More than $65 million has been spent from the fund on improvements already; projects include the Meadowbrook Golf Course, Canyon Lake Restoration, the Journey Museum, and the Rapid City Boys Club.

In April 2005, 49 new projects were recommended for funding by the city council; projects include a variety of

civic improvement, municipal infrastructure and economic development projects. Among the projects is the $10.8 million Dahl Arts Center building which is to include a 457-seat theater, 3 multi-purpose spaces, 3 gallery spaces, 3 art education classrooms, a gift shop, kitchen, administration wing, and art reference library; groundbreaking for the center is scheduled in September 2005. Other important proposed projects include a Children's Care Rehab and Development Center, which would service youth on an outpatient basis; Rushmore Civic Plaza Addition, a $14.5 million project that would add seating for sporting events; and an emergency Response Training Center. The Rapid City Regional Airport is undergoing facilities renovations and repairs in 2004/2005.

Economic Development Information: Rapid City Area Economic Development Partnership, 444 Mt. Rushmore Road N., PO Box 747, Rapid City, SD 57701; telephone (605)343-1880; toll free (800)956-0377; fax (605)343-1916; email info@rapiddevelopment.com

Commercial Shipping

Rapid City is served by the Dakota, Minnesota, & Eastern Railroad and offers piggyback service with daily switching service. Nearly 30 motor freight carriers, as well as terminals, are located in Rapid City. Parcel service is provided by United Parcel Service.

Labor Force and Employment Outlook

Rapid City boasts of a young and eager workforce that is well educated. Ninety-six percent of residents have a high school diploma; 20 percent have a bachelors degree.

The following is a summary of data regarding the Rapid City metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 58,800

Number of workers employed in . . .
mining and construction: 4,600
manufacturing: 3,900
trades, transportation and utilities: 12,400
information: 1,100
financial activities: 3,200
professional and business services: 4,100
educational and health services: 9,000
leisure and hospitality: 8,000
other services: 2,700
government: 9,700

Average hourly earnings of production workers employed in manufacturing: $13.36

Unemployment rate: 4% (February 2005)

Largest employers	*Number of employees*
Ellsworth Air Force Base	3,943
Rapid City Regional Hospital	3,000
Rapid City School District	1,593
Federal Government	1,435
City of Rapid City (includes seasonal workers)	1,375
State of South Dakota	1,049
Walmart/Sams Club	965

Cost of Living

Low utility costs and no personal income taxes are factors that help Rapid City offer a reasonable cost of living. The 2003 average sales price for a single family home was $136,707; the average rental for a two-bedroom apartment was $639.

The following is a summary of data regarding several key cost of living factors in the Rapid City area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 2.0%

Property tax rate: $30.1323 per $1,000; assessed at 85 percent (2000)

Economic Information: Rapid City Area Economic Development Partnership, 444 Mt. Rushmore Road N., PO Box 747, Rapid City, SD 57701; telephone (605)343-1880; toll free (800)956-0377; fax (605)343-1916; email info @rapiddevelopment.com

Education and Research

Elementary and Secondary Schools

The Rapid City School District, second largest in the state, covers 419 square miles. The district offers services to special education and academically gifted children as well as technology staff development and Indian education programs. Serving Ellsworth Air Force Base and surrounding area, the Douglas School District has 2,400 students, one preschool, three elementary schools, one middle school, and one high school.

The following is a summary of data regarding Rapid City's public schools as of the 2003–2004 school year.

Total enrollment: 12,914

Number of facilities
elementary schools: 16
middle schools: 5
high schools: 3

Student/teacher ratio: 16.5:1

Teacher salaries
minimum: $25,006
maximum: $53,601

Funding per pupil: $5,648 (2001-2002)

Rapid City also has several private and parochial schools.

Colleges and Universities

South Dakota School of Mines and Technology (SDSM&T) has long been recognized as one of the best science and engineering colleges in the county. SDSM&T, which enrolls about 2,400 students, is known for its technological expertise and innovation, as well as for its world-famous Museum of Geology. The school offers 16 bachelors, 12 masters, 3 doctoral and several co-curricular degrees. Western Dakota Technical Institute provides diplomas and Associate in Applied Science degrees in 25 career fields to more than 4,000 students; fields of study include business and construction trades, agricultural, electronics, human services, computer aided drafting, and mechanical career fields. Western Dakota Tech works closely with the local business community to provide student training programs. National American University offers a wide variety of bachelor and associate degrees in business.

Libraries and Research Centers

The Rapid City Public Library, with more than 147,000 volumes, has strong collections in business and audio-visual materials, and operates one bookmobile, a homebound service and homework help. Its South Dakota collection includes many items for historical research. The library subscribes to several hundred magazines and newspapers and houses the collection of the Rapid City Society for Genealogical Research Inc. South Dakota School of Mines and Technology (SDSM&T), National American University, and Rapid City Regional Hospital also have libraries.

SDSM&T has been involved in providing research services for government, industry, and business for at least a century, with a primary emphasis on energy, the environment, and mineral development. They are also a regional Patent and Trademark Depository and house a 15-seat computer lab.

Public Library Information: Rapid City Public Library, 610 Quincy Street, Rapid City, SD 57701; telephone (605)394-4171; fax (605)394-6626

Health Care

Rapid City Regional Hospital provides comprehensive acute care services to South Dakota and portions of North Dakota, Nebraska, Wyoming, and Montana. The hospital is the main health care center between Minneapolis and Denver with 42 specialties including radiation, cardiology, and emerging medicine. Employing more than 3,000 people, the hospital system offers care at Black Hills Rehabilitation Hospital, the John T. Vucurevich Cancer Care Center and the Regional West Center for Behavioral Health as well as clinics and outpatient care.

The Black Hills Regional Eye Institute is a not-for-profit corporation dedicated to providing the most modern and complex eye care for children and adults of the region. More than 2,000 eye surgeries are performed each year in one of the four surgical rooms at the Eye Surgery Center. The Institute physicians and staff travel to 12 satellite clinics throughout the 5-state area served to provide treatment of eye problems within the local communities.

Health care is also available at Rapid City Community Health Center, Sioux San Hospital, and the Black Hills Surgery Center.

Recreation

Sightseeing

The Black Hills Visitor Information Center has maps and brochures and is a good first stop on a trip to Rapid City. Visitors may wish to begin with a trip to Storybook Island, an 11-acre park with free attractions for youngsters. It is filled with dozens of larger-than-life sets that depict children's nursery rhymes and tales, including Yogi Bear's picnic basket and the Crooked Man's house. The unique Stavkirk Chapel, an exact replica of the famous 830-year-old Borgund Church in Norway, features intricate woodcarvings, strange dragon heads, and ingenious pegged construction. Fossil skeletons of giant, prehistoric marine reptiles command attention at the Museum of Geology at the South Dakota Schools of Mines and Technology. The museum also houses the world's finest exhibits of Badlands fossils and an extensive collection of rare and beautiful rocks, gems, and minerals from the Black

The Indian Museum of North America celebrates North American Indian life and history, operating as part of the Crazy Horse Memorial in Rapid City.

Hills; more than 250,000 vertebrate fossils and 6,000 minerals are housed at the museum. Seven life-size concrete replicas of monstrous prehistoric reptiles are located in the outdoor park-like setting at Dinosaur Park.

With four different major collections, the Journey Museum tells the story of the Great Plains. Displays of rock formations, fossilized remains and documentation of significant scientific discoveries are found at The Museum of Geology. Collections from thousands of archeological sites can be examined at the Archeological Research Center. The Black Hills region's frontier past can be relived at the Minnilusa Pioneer Museum, which focuses on historic events and people. The Sioux Indian Museum celebrates Native Americans of the present and past through their artistry and achievements.

Discovered in 1900, Jewel Cave, a national monument, contains more than 132 miles of surveyed passageways in an underground labyrinth that offers rare and unusual calcite crystal formations. Wind Cave, the first cave designated as part of the National Parks system, provides more than 116 miles of mapped corridors and halls, making it the fifth-longest cave in the world. With its jagged cliffs, deep canyons, flat-topped buttes, and rich fossils, Badlands National Park is one of the most stunning geological displays on earth. Crazy Horse Memorial, a still-in-progress mountain carving of the great Indian hero, is open for visitors. Reptile Gardens, founded in 1937, gives spectators the opportunity to observe colorful birds and reptiles surrounded by thousands of orchids and other tropical and desert plants in its Skydome. The gardens also feature miniature horses and donkeys; the Bird Program featuring hawks, owls, eagles, parrots, and other birds; an alligator and crocodile show; Bewitched Village featuring trained animals; and the Snake Program. Bear Country U.S.A., a 250-acre drive-through wildlife park, features the world's largest collection of black bears plus a large and varied collection of North American wildlife including grizzly bears, timber wolves, mountain lions, buffalo, moose, elk, and more. Visitors are treated to the recently expanded visitor center, which allows visitors to step out of their vehicles and see young and smaller animals up close. The Air and Space Museum at the entrance of Ellsworth Air Force Base features 25 vintage aircraft. Several tour companies offer guided tours to some of the memorable sites featured in the award-winning film *Dances With Wolves.*

Arts and Culture

Dahl Fine Arts Center features exhibits of paintings and sculptures by local artists, especially local Native American artists. A 180-foot-long oil-on-canvas mural depicts 200 years of American History. The museum, which will move into a new facility in 2007, offers tours and family events. The Black Hills Community Theatre, Inc., the city's only community theater, is based in the Dahl Center's 170-seat auditorium. The nearby Black Hills Playhouse at Custer State Park is a professional theater and training center. Two puppet theaters entertain the community. Black Hills Dance Theatre, Inc. engages a variety of regionally and nationally recognized dance companies. The Black Hills Symphony Orchestra's 80 members offer educational outreach programs in the community as well as perform a variety of concerts. Other community arts attractions include the Blacks Hills Chamber Music Society, Rapid City Municipal band, the Dakota Voices, and other musical groups.

Festivals and Holidays

More than 25 years of music and family entertainment is the focus of The Black Hills Bluegrass Music Festival, which is held in June. July's Black Hills Heritage celebrates the cultural heritage of the Black Hills. The Sturgis Motorcycle Rally in nearby Sturgis attracts more than 500,000 visitors each August for concerts, food, vendors and demo and scenic motorcycle rides. The Central States Fair, a week-long extravaganza that entertains crowds from all over the region, also occurs in August. September brings fall color to the hills and a treat to the tastebuds at the nearby Taste of Spearfish celebration. October's Buffalo Roundup, where the visitor is invited to 'feel the thunder' of 1,500 herded buffalo, is held annually at nearby Custer State Park. Rodeo fun is the attraction at January's Black Hills Stock Show and Rodeo. In addition, Indian pow wows are scheduled at various times throughout the state.

Sports for the Spectator

The Rushmore Plaza Civic Center Arena plays host to the Indoor Football League's Black Hills Red Dogs. Rapid City's Annual Black Hills Stock Show & Rodeo in late January-early February, draws large crowds.

Sports for the Participant

Rapid City has 26 parks, playgrounds and special outdoor public facilities spanning 1,500 acres of park land inside the city limits. The largest, Sioux Park, offers 210 acres. A 13.5-mile bicycle path spans the town, which boasts 17 golf courses, 36 tennis courts, 16 horseshoe courts, 10 racquetball courts, 3 outdoor swimming pools, an indoor aquatic facility, 9 ball field complexes, 8 soccer facilities, an ice arena, 1 hockey rink, and 2 frisbee golf courses.

Outdoor lovers enjoy two ski areas, 400 miles of trails and nature walks, 14 mountain lakes and 300 miles of streams and reservoirs; blue ribbon trout fishing and many types of hunting are also available.

Shopping and Dining

Since its inception, Rapid City has been a commercial center for miners, ranchers, the military, and tourists. Downtown

Rapid City, with more than 400 businesses, is a diverse mix of retail stores, financial institutions, service businesses, and lodging. Anchored by JCPenney, Sears, Herbergers and Target, the Rushmore Mall has a total of 120 retail stores. Other local shopping areas include Baken Park, the city's first shopping center; Eastside Family Thrift Shopping Center; Northgate Shopping Center; Haines Station; and the Sturgis Road shopping area. A number of Rapid City shops specialize in fine hand-crafted paintings, pottery, jewelry, and museum quality reproductions created by the Sioux who live in the region. Manufacturers and retailers of the areas famous Black Hills Gold abound; many offer tours as well as retail stores.

Many fine restaurants are located throughout the city, featuring sizzling steaks cut from prime South Dakota beef.

Visitor Information: Rapid City Convention and Visitors Bureau, PO Box 747, Rapid City, SD 57709; telephone (605)718-8484; toll-free (800)487-3223; fax (605)348-9217; email tourist@rapidcitycvb.com. South Dakota Department of Tourism, 711 Wells Avenue, Pierre, SD 57501; toll-free (800)773-3301; email sdinfo@state.sd.us.

Convention Facilities

The Rushmore Plaza Civic Center, located near the heart of downtown Rapid City, provides an 11,500-seat arena, 120,000 square feet of exhibit space, a luxurious 1,774-seat theater, meeting rooms, and catering facilities. Seventy-five motels/hotels provide 4,400 rooms. Alongside a flowing creek, greenway, and bike path is the Central States Fairgrounds convention facilities, which can accommodate groups of 25 to 6,000 and offers services such as a 224-unit campground, 6,000 seat grandstand, 8,000 vehicle parking spaces, 8 acres of asphalt display area and food service locations.

Convention Information: Rapid City Convention and Visitors Bureau, PO Box 747, Rapid City, SD 57709; toll-free (800)487-3223; email tourist@rapidcitycvb.com

Transportation

Approaching the City

The Rapid City Regional Airport, 9 miles east of the city, is the third most active airport in the Northern Rockies. It offers flights to and from Las Vegas, Minneapolis, Salt Lake City, Chicago, and Denver via four carriers. Two fixed-base operators provide charter service. Charter bus service is provided by Rapid City Charter Bus, Deadwood Express, Jack Rabbit Lines, Stagecoach West, and Gray Line of the Black Hills. Dakota Minnesota and Eastern Railroad offers transport to the east, south and west.

Several wide, modern highways intersect in the city including Interstate 90, which runs east and west; State Highway 79, which runs north and south is being expanded to a four-lane highway; U.S. Highway 14, which cuts through the city on an angle running northwest to southeast; and U.S. Highway 16, which approaches the city center from the south. Six highways lead from the north, west, and south into the canyons and mountains.

Traveling in the City

The city is divided into three main areas named by locals according to compass direction: South Robbinsdale, North Rapid City, and West Rapid. Two inter-city bus lines serve Rapid City. City bus service is offered by the Rapid Transit System; Dial A Ride offers curb to curb service for transport of ADA certified passengers; Rapid Ride, a fixed-route bus system takes passengers to more than 200 stops along five city and two connector routes.

Communications

Newspapers and Magazines

The city's daily newspaper is the *Rapid City Journal*. Other local newspapers include the weeklies *The Plainsman* and *Indian Country Today. The Visitor* is a quarterly magazine; *Investment Report* is a monthly magazine published in Rapid City.

Television and Radio

Rapid City is served by four network television stations and two cable companies. The city has 11 AM and FM radio stations.

Media Information: *Rapid City Journal,* 507 Main Street, PO Box 450, Rapid City, SD 57701; telephone (605)394-8400

Rapid City Online

City of Rapid City home page. Available www.rcgov.org

Ellsworth Air Force Base home page. Available www.ellsworth.af.mil

Rapid City Area Economic Development Partnership home page. Available www.rapiddevelopment.com

Rapid City Convention & Visitors Bureau home page. Available www.rapidcitycvb.com

Rapid City Public Library home page. Available www .rapidcitylibrary.org

South Dakota Arts Council home page (directory of arts festivals and pow wows). Available www.sdarts.org

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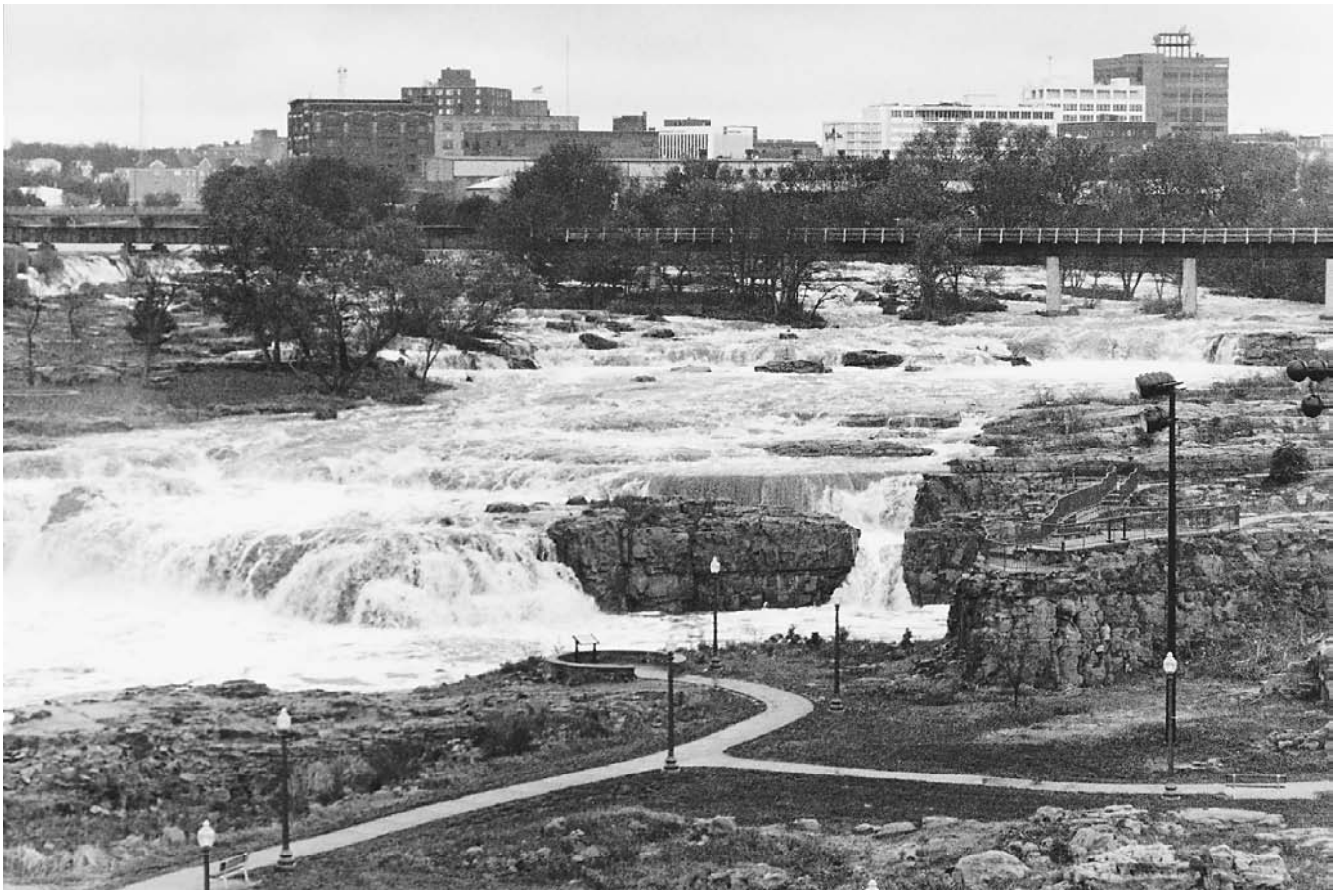
Riney, Scott, *The Rapid City Indian School, 1898-1933* (University of Oklahoma Press, 1999)

Sioux Falls



The City in Brief

Founded: 1870 (incorporated, 1889)

Head Official: Mayor Dave Munson (since 2002)

City Population
1990: 100,836
2000: 123,975
2003 estimate: 133,834
Percent change, 1990–2000: 22.9%
U.S. rank in 1980: 223rd
U.S. rank in 1990: 194th
U.S. rank in 2000: 195th

Metropolitan Area Population
1980: 109,435
1990: 139,236
2000: 172,412
Percent change, 1990–2000: 23.8%
U.S. rank in 1980: 270th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 180th

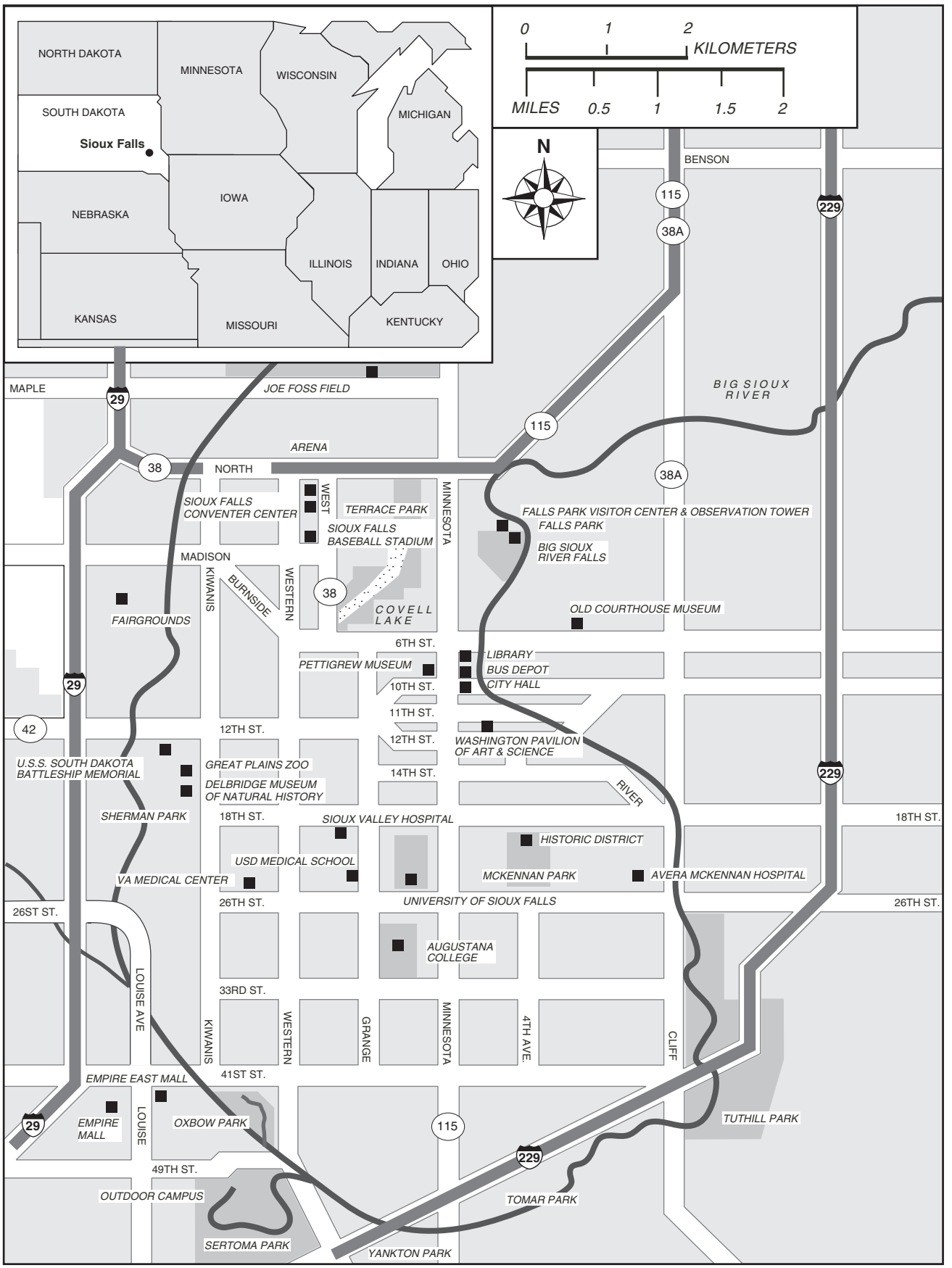
Area: 56.34 square miles (2000)
Elevation: 1,421 feet above sea level
Annual Average Temperature: 45.1° F
Average Annual Precipitation: 24.69 inches of rain, 38.1 inches of snow

Major Economic Sectors: Wholesale and retail trade, services, manufacturing
Unemployment Rate: 3.5% (February 2005)
Per Capita Income: $21,374 (1999)

2002 FBI Crime Index Total: 4,189

Major Colleges and Universities: Augustana College; University of Sioux Falls

Daily Newspaper: *Argus Leader*


NORTH DAKOTA
MINNESOTA
WISCONSIN
MICHIGAN
SOUTH DAKOTA
Sioux Falls
IOWA
NEBRASKA
ILLINOIS
INDIANA
OHIO
KANSAS
MISSOURI
KENTUCKY
0 1 2
KILOMETERS
MILES 0.5 1 1.5 2
N
BENSON
115
229
38A
MAPLE
29
JOE FOSS FIELD
BIG SIOUX RIVER
ARENA
38
NORTH
SIOUX FALLS CONVENTER CENTER
WEST
TERRACE PARK
MINNESOTA
SIOUX FALLS BASEBALL STADIUM
FALLS PARK VISITOR CENTER & OBSERVATION TOWER
FALLS PARK
BIG SIOUX RIVER FALLS
MADISON
KIWANIS
BURNSIDE
WESTERN
COVELL LAKE
FAIRGROUNDS
OLD COURTHOUSE MUSEUM
6TH ST.
PETTIGREW MUSEUM
LIBRARY
BUS DEPOT
CITY HALL
10TH ST.
11TH ST.
42
12TH ST.
WASHINGTON PAVILION OF ART & SCIENCE
U.S.S. SOUTH DAKOTA BATTLESHIP MEMORIAL
GREAT PLAINS ZOO
DELBRIDGE MUSEUM OF NATURAL HISTORY
14TH ST.
RIVER
SHERMAN PARK
18TH ST.
SIOUX VALLEY HOSPITAL
HISTORIC DISTRICT
USD MEDICAL SCHOOL
VA MEDICAL CENTER
MCKENNAN PARK
AVERA MCKENNAN HOSPITAL
26TH ST.
UNIVERSITY OF SIOUX FALLS
26ST ST.
AUGUSTANA COLLEGE
LOUISE AVE
33RD ST.
KIWANIS
WESTERN
GRANGE
MINNESOTA
4TH AVE.
CLIFF
41ST ST.
EMPIRE EAST MALL
EMPIRE MALL
LOUISE
OXBOW PARK
TUTHILL PARK
49TH ST.
OUTDOOR CAMPUS
TOMAR PARK
SERTOMA PARK
YANKTON PARK

Introduction

Sioux Falls, seat of South Dakota's Minnehaha County, is the largest city in the state and the center of the metropolitan statistical area that includes Sioux Falls as well as Lincoln and Minnehaha counties. The city first grew during the Dakota boom years of the late nineteenth century as the arrival of the railroad made possible the nationwide transportation of granite quarried in Sioux Falls. Sioux Falls has grown in many ways since then, and consistently tops the rankings by *Forbes* and *Inc.* magazines of top cities for business.

Geography and Climate

Located in the Big Sioux River Valley in southeast South Dakota, Sioux Falls is surrounded by gently rolling terrain that slopes to higher elevations approximately 100 miles to the north-northeast and to the south. The city's climate is continental, exhibiting frequent weather changes from day to day and from week to week as differing air masses move into the area. During the late fall and winter, strong winds cause abrupt drops in temperature, but cold spells are usually of short duration. Snowfall and sleet average 38.1 inches yearly, and one or two heavy snows fall each winter, with blizzard conditions sometimes resulting. Thunderstorms are common in late spring and summer; tornadoes can occur from spring through summer. Flooding from melting snow runoff in the spring along the Big Sioux River and Skunk Creek is reduced by a diversion canal around the city.

Area: 56.34 square miles (2000)

Elevation: 1,421 feet above sea level

Average Temperatures: January, 14.0° F; July, 73.0° F; annual average, 45.1° F

Average Annual Precipitation: 24.69 inches of rain, 38.1 inches of snow

History

Falls on Big Sioux River Attract Settlers

Attracted by the economic potential of the Sioux Falls on the Big Sioux River, Dr. George M. Staples of Dubuque, Iowa, organized Western Town near the falls in 1856. Staples and his group hoped that the settlement would become the capital of the Territory of Dakota, but it was not chosen. Instead, in the winter of 1856, the Legislature of Minnesota Territory chartered the Dakota Land Company and established the town of Sioux Falls.

In August 1862 the settlers, fearing violence from the local Native Americans, abandoned the village. Raiders did burn the buildings and destroy everything, including an old Smith printing press used by the *Sioux Falls Democrat* that was dumped in the Big Sioux River after it was stripped of decorative items. Fort Dakota, a military post, was established in the area in May 1865, to help assure the resettlement of Sioux Falls. Another incentive came when the water power of the falls was harnessed in 1873. A scourge of grasshoppers in 1874 hurt resettlement, but by 1876 Sioux Falls claimed a population of 600 people. Sioux Falls was incorporated as a town in 1877 and as a city in 1889.

In the last decades of the nineteenth century, Northern European immigrants were attracted to the Territory of Dakota, which resembled their homeland. The establishment of rail transport in the area in 1878 enabled locals to begin shipping ''Sioux Falls granite,'' a pink quartzite bedrock second only to diamond in hardness. The city's two church-affiliated private schools date to this period; Augustana College, a Lutheran school, was founded in 1860, and the University of Sioux Falls, a Baptist school, opened in 1883.

Agriculture Provides Economic Base

Life on the Plains was a test of endurance. Snow began falling in October 1880 and continued until the following spring, isolating residents and forcing them to burn corn, wheat, hay, and railroad ties for heat sources. In spite of hardship, Sioux Falls gained in economic importance. South Dakota's lenient divorce law brought outsiders into Sioux Falls until the law was changed in 1908. One memorable case unfolded when the wife of heavyweight boxing champion Bob Fitzsimmons sought a divorce in Sioux Falls. Her distraught husband followed her and managed to change her mind. To celebrate their reunion, Fitzsimmons forged horseshoes and passed them out to admirers; in the process, the local blacksmith shop's floor gave way, injuring a young boy. Fitzsimmons then organized a benefit performance and gave the proceeds to the boy's family.

In 1942 the U.S. War Department leased Sioux Falls land for the construction of the Air Force Technical Radio School, invigorating the local economy and social life. Sioux Falls native Joe Foss won the Congressional Medal of Honor for shooting down 31 enemy airplanes in the Pacific campaign of World War II; after the war, Foss returned to Sioux Falls to become a successful businessman and commander of the South Dakota Air National Guard.

A Leader in Financial Services and Retail

Today Sioux Falls, through the processing of agricultural products, serves as a distribution center for farms in Iowa, Minnesota, and South Dakota. Ushered in by Citicorp, financial services has emerged as a primary industry, with healthcare close behind. The city is also a retail hot spot—the largest retail center between Denver and Minneapolis-St. Paul, Sioux Falls attracts more than 14 million shoppers each year. Spurred in part by a statewide initiative, the city is focusing on becoming a driving force in research and technology. Sioux Falls offers amenities and points of interest including the University of Sioux Falls and Augustana College, a Baptist seminary, a school for the deaf, and its namesake, the Falls of the Big Sioux River.

Historical Information: Pettigrew Home & Museum, 200 W. 6th St., Sioux Falls, SD 57102; telephone (605)367-7097

Population Profile

Metropolitan Area Residents
1980: 109,435
1990: 139,236
2000: 172,412
Percent change, 1990–2000: 23.8%
U.S. rank in 1980: 270th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 180th

City Residents
1990: 100,836
2000: 123,975
2003 estimate: 133,834
Percent change, 1990–2000: 22.9%
U.S. rank in 1980: 223rd
U.S. rank in 1990: 194th
U.S. rank in 2000: 195th (State rank: 1st)

Density: 2,201.4 people per square mile (in 2000)

Racial and ethnic characteristics (2000)
White: 113,938
Black or African American: 2,226
American Indian and Alaska Native: 2,627
Asian: 1,479
Native Hawaiian and Pacific Islander: 68
Hispanic or Latino (may be of any race): 3,087
Other: 1,521

Percent of residents born in state: 60.2%

Age characteristics (2000)
Population under 5 years old: 9,072
Population 5 to 9 years old: 8,619
Population 10 to 14 years old: 8,461
Population 15 to 19 years old: 9,073
Population 20 to 24 years old: 10,601
Population 25 to 34 years old: 19,853
Population 35 to 44 years old: 20,257
Population 45 to 54 years old: 15,513
Population 55 to 59 years old: 4,915
Population 60 to 64 years old: 3,879
Population 65 to 74 years old: 6,908
Population 75 to 84 years old: 4,908
Population 85 years and older: 1,916
Median age: 33.0 years

Births (2003, Minnehaha County)
Total number: 2,485

Deaths (2003, Minnehaha County)
Total number: 1,156 (of which, 11 were infants under the age of 1 year)

Money income (1999)
Per capita income: $21,374
Median household income: $41,221
Total households: 49,740

Number of households with income of . . .
less than $10,000: 3,367
$10,000 to $14,999: 2,827
$15,000 to $24,999: 7,146
$25,000 to $34,999: 7,133
$35,000 to $49,999: 9,740
$50,000 to $74,999: 10,468
$75,000 to $99,999: 4,526
$100,000 to $149,999: 3,056
$150,000 to $199,999: 799
$200,000 or more: 678

Percent of families below poverty level: 5.6% (40.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,189

Municipal Government

Sioux Falls is governed by a full-time mayor and eight part-time council persons. Voters elect the mayor and council persons to staggered four-year terms.

Head Official: Mayor Dave Munson (since 2002; current term expires 2006)

Total Number of City Employees: 944 (2003)

City Information: City of Sioux Falls, 224 W. 9th St., Sioux Falls, SD 57104-6407; telephone (605)367-8000

Economy

Major Industries and Commercial Activity

In May 2005, for the third consecutive year, *Forbes* magazine named Sioux Falls the best small city for business and careers, a ranking based on employment, job and income growth, cost of doing business, labor pool, crime rate, housing costs, and net migration. The Sioux Falls economy is comprised of a diversity of sectors, including finance, healthcare, retailing, agriculture, tourism, and distribution and trade.

Set in a fertile agricultural region and the site of one of the world's largest stockyards, Sioux Falls has traditionally been a center for the agricultural industry. John Morrell & Company, a meat packer, is the city's third largest employer. Among other agriculture-related activities are meat processing, the production of dairy and bakery items, livestock feed milling, and the manufacture of farm implements and equipment.

When Citicorp moved its credit card operations to Sioux Falls in 1980, it launched the city to new heights in financial services. In the two decades since that time, other financial companies followed, as did those in such related sectors as insurance and real estate. The main offices of state and regional banks, as well as brokerage and insurance firms with nationwide connections, are based in the downtown financial district.

The healthcare industry figures significantly in the city's economic stability. Sioux Falls has emerged as a regional health care center, with the two major hospitals ranking as the top employers in the city, employing roughly 9,000 combined. Private physician clinics employ more than 1,000 workers.

Sioux Falls is the largest retail center between Denver and Minneapolis-St. Paul. As such, it attracts more than 14 million shoppers annually from throughout the state as well as from Iowa, Minnesota, and Nebraska. Approximately 3,228 retail outlets employ 20 percent of Sioux Falls' labor force.

Other economic sectors important to the city are tourism, which is South Dakota's second largest industry, and distribution and trade, which take advantage of the interstate highway network and the Sioux Falls Regional Airport.

Items and goods produced: meat and meat products, fabricated steel, concrete blocks and prestressed concrete, millwork, sewn items, electronic test equipment, corrugated boxes, computer components

Incentive Programs—New and Existing Companies

Local programs—To encourage economic expansion, the Sioux Falls Development Foundation and the Chamber of Commerce jointly undertook a long-range marketing program titled ''Forward Sioux Falls.'' The program goals include diversification of the local and state economies, creation of new enterprises, expansion of existing businesses, growth of the tax base through capital investment, and continued development of medical services, food processing, and retailing.

The Sioux Falls Development Foundation offers a number of incentives to attract new companies and retain existing businesses. The Property Tax Abatement allows new structures to be taxed at a lower rate. The Rural Electric Economic Development Fund, available in the eastern part of the state, offers financing for business development. The Minnehaha County Economic Development Association offers a Revolving Loan Fund for projects that result in significant capital investment and/or the creation of quality jobs.

State programs—The business climate of South Dakota is the first big plus for new and expanding businesses. Company owners pay no corporate or personal state income tax, no business inventory tax, and very low workers compensation rates. Additionally, the MicroLOAN South Dakota Program offers loans to small businesses in amounts up to $50,000 for use as working capital or for equipment, real estate, or other project costs. The state also offers the Revolving Economic Development & Initiative Fund to provide financing for new or existing businesses, and Economic Development Finance Authority Bonds to finance up to 80 percent of new construction and 75 percent of new equipment expenditures.

Job training programs—The state's Workforce Development Program provides businesses with partial funding to train new employees, retrain existing workers, or upgrade the training of current employees. Kilian Community College meets the educational demands of the local labor force by providing continuing education and customized training programs.

Development Projects

By the early 2000s, the population of Sioux Falls was growing at a rate of more than 3,000 residents each year, putting a strain on indoor public facilities. In response, the city established the Public Facilities Task Force in early 2004 to examine alternatives for accommodating this growth while still

attracting visitors and new residents. One problem in particular needed to be addressed- the 40-year-old Sioux Falls Arena was typically booked with sporting events, rendering it unavailable for conventions and meetings. The task force arrived at a three-pronged solution. An Event Center would be constructed to accommodate stage productions and professional, college, and high school sports, as well as such events as rodeos, circuses, and rallies. A Recreation Center would offer indoor features including swimming pools, hockey rinks, soccer fields, a walking/jogging track, adventure gym, playground area, and conditioning area. Finally, the existing Sioux Falls Arena would be redesigned as a convention center complex. The Event Center would be located downtown, and the Recreation Center would be built at Nelson Park; construction on both is scheduled to begin in 2006 and end in 2008. Remodeling of the Sioux Falls Arena will begin in 2008 and be completed in one year.

The ''Phillips to the Falls'' project was underway in the mid-2000s. This expansion project will connect Falls Park, the city's natural beauty centerpiece, to downtown via Phillips Avenue, enabling people to walk from the park through the city's showcase of restored twentieth-century commercial architecture. By acquiring additional land, the city was also pursuing expansion of Falls Park to the north.

South Dakota has adopted the ''2010 Initiative,'' a state-wide program to increase economic growth and visitor spending by the year 2010. Among the goals of the initiative are to double visitor spending from $600 million to $1.2 billion; to increase the gross state product by $10 billion; and become a recognized leader in research and technology. By 2005 Sioux Falls was already experiencing success in these areas, especially in the third goal. In 2003 Hematech LLC, a biotechnology firm, announced plans to construct a $15 million headquarters and plant in the city. ''This is exactly the type of economic development we are looking for,'' said Governor Mike Rounds in the *Argus Leader,* continuing, ''It promises to bring together the academic research and corporate worlds.''

Economic Development Information: Sioux Falls Development Foundation, 200 N. Phillips Ave., Ste. 101, Sioux Falls, SD 57104; telephone (605)339-0103; toll-free (800)658-3373; fax (605)339-0055; email sfdev@siouxfalls.com

Commercial Shipping

Sioux Falls, known as one of the ''Crossroads of the Nation,'' is situated at the intersection of I-90, an east-west highway connecting Boston, MA, with Seattle, WA, and I-29, which runs north-south between Kansas City, Kansas, and Winnipeg, Manitoba, Canada. So situated, the city has long been a hub for the distribution of automobiles, trucks, food, fuel, oil, gasoline, machinery, plastics, and paper products. More than 50 truck lines provide over-the-road transportation through Sioux Falls to markets throughout the nation. Rail service is provided by Burlington Northern Santa Fe and the Ellis & Eastern railroads. Air cargo services at Joe Foss Field, the largest regional airport in South Dakota, are provided by FedEx, United Parcel Service, and DHL Worldwide. Additionally, the airport serves as the state's only Foreign Trade Zone, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty.

Labor Force and Employment Outlook

Sioux Falls is consistently listed among the top metropolitan areas for economic strength and an expanding business community. Companies moving to Sioux Falls routinely report an increase in productivity and a decrease in overhead costs. In 2003 the total available labor supply was approximately 11,986, drawn from 12 counties in three states.

The following is a summary of data regarding the Sioux Falls metropolitan area labor force, 2004 annual average.

Size of nonagricultural labor force: 122,900

Number of workers employed in . . .
construction and mining: 6,800
manufacturing: 12,400
trade, transportation and utilities: 26,700
information: 2,700
financial activities: 15,300
professional and business services: 8,200
educational and health services: 22,400
leisure and hospitality: 12,000
other services: 5,100
government: 11,400

Average hourly earnings of production workers employed in manufacturing: $13.36 (2004; statewide figure)

Unemployment rate: 3.5% (February 2005)

Largest non-government employers	*Number of employees*
Sioux Valley Hospital and University of South Dakota Medical Center	5,379
Avera McKennan Hospital and University Medical Center	3,449
John Morrell & Company	3,301
Citigroup Inc.	3,200
Sioux Falls School District	3,000
Wells Fargo Bank Operations Center	2,316
Hy-Vee Food Stores	1,676
Midwest Coast Transport	1,290
Evangelical Lutheran Good Samaritan Society	1,200
WalMart/Sam's Club	1,152

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Sioux Falls area.

2004 (3rd Quarter) ACCRA Average House Price: $211,250

2004 (3rd Quarter) ACCRA Cost of Living Index: 95.2 (U.S. average = 100.0)

State income tax rate: None

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 1.92%

Property tax rate: $24.546 per $1,000 of assessed valuation (2003)

Economic Information: Sioux Falls Development Foundation, 200 N. Phillips Ave., Ste. 101, Sioux Falls, SD 57104; telephone (605)339-0103; toll-free (800)658-3373; fax (605)339-0055; email sfdev@siouxfalls.com

Education and Research

Elementary and Secondary Schools

South Dakota boasts one of the highest graduation rates in the country. Public elementary and secondary schools in Sioux Falls are in Sioux Falls School District 49-5, which enrolls the highest number of students in the state. A five-member, nonpartisan school board appoints a superintendent. Teachers in the district have an average of 15.6 years of experience, and 45.5 percent hold advanced degrees.

The following is a summary of data regarding Sioux Falls public schools as of the 2003–2004 school year.

Total enrollment: 20,337

Number of facilities
elementary schools: 23
middle schools: 5
senior high schools: 4
other: 4

Student/teacher ratio: 16:1

Teacher salaries
average: $37,728

Funding per pupil: $5,071

Fifteen parochial and private elementary and secondary schools provide alternative educational curricula to about 3,700 students. Special schools in the city include a vocational school for the handicapped, a school and hospital for disabled children, and a school for the deaf.

Public Schools Information: Sioux Falls School District, 201 E. 38th St., Sioux Falls, SD 57105; telephone (605)367-7900

Colleges and Universities

Sioux Falls is home to Augustana College, the largest private college in the state. Affiliated with the Evangelical Lutheran Church and enrolling 1,800 students each year, the college awards Bachelor of Arts degrees in more than 40 areas of study and Masters of Arts in nursing and secondary/special education. The University of Sioux Falls, affiliated with the American Baptist Churches USA, enrolls nearly 1,500 students pursuing degrees in such areas as business administration, elementary education, exercise science, biology, and theology/philosophy. USDSU Sioux Falls is a partnership of three universities—the University of South Dakota, South Dakota State University, and Dakota State University. USDSU Sioux Falls caters to adult students by offering evening and once-per-week classes; each year more than 1,900 students pursue degrees at the certificate, associate, bachelors, masters, and doctoral levels.

In 2001 the Southeast Technical Institute, which serves 3,500 full- and part-time students, opened the newest building on its 168-acre campus. The Sioux Falls campus of Colorado Technical University offers associate, bachelors, and masters degrees in such areas as technology, business, criminal justice, and health sciences. Sioux Falls serves as the primary clinical campus of the University of South Dakota School of Medicine, as well as site for the nurse anesthesia graduate program of Mount Marty College. Kilian Community College, located in downtown Sioux Falls, offers studies in such areas as accounting, business management, computers, chemical dependency, medical office professional, and word processing. Other institutions of higher learning include National American University, North American Baptist Seminary, and Sioux Valley Hospital's School of Medical and Radiologic Technology.

Libraries and Research Centers

The Siouxland Libraries System maintains holdings of about 387,000 items including periodical titles, tapes, videos, and art prints. It consists of the main library, two city branches, eight county branches, a bookmobile, and an outreach service van. The library, a depository for federal and state documents, houses special collections in South Dakota history and oral history. A new, 14,900-square-foot Oak View city branch will open its doors in the spring of 2005.

The Mikkelsen Library and Learning Resources Center at Augustana College holds more than 200,000 volumes; the Center for Western Studies, a special collection within the library system, brings together 30,000 volumes pertaining to the Upper Great Plains and oral history.

A dozen or so other libraries and research centers are operated by colleges, hospitals, Siouxland Heritage Museums, and such government agencies as the Sioux Falls Police Department, the South Dakota State Penitentiary, and the United States Geological Survey.

Public Library Information: Siouxland Libraries, 201 N. Main Ave., Sioux Falls, SD 57104-6002; telephone (605)367-8720; fax (605)367-4312

Health Care

Sioux Falls has emerged as a major center for health care in a four-state region of the Upper Midwest. Central to the health care community is the University of South Dakota School of Medicine; several of the city's practicing physicians serve on the faculty of the School of Medicine, which maintains an association with five hospitals in the area. The Sioux Valley Hospitals and Health System is a network of more than 150 healthcare facilities with 537 beds. The largest hospital in the system in Sioux Valley Hospital USD Medical Center, and the Sioux Valley Clinic is the largest and most comprehensive in the region. In 2002 Sioux Valley opened the NORTH Center, specializing in orthopedic and neurosciences. The Heart Hospital of South Dakota is the area's only hospital specializing in cardiovascular disease, and the 429-bed Avera McKennan Hospital offers the region's only burn unit, bone marrow transplant program, and kidney transport program. Other facilities include the Sioux Falls Department of Veterans Affairs Medical and Regional Office Center, the Children's Care Hospital and School, and Select Specialty Hospital, providing long-term acute care to patients with such health problems as traumatic brain injuries, ventilator dependence, and postsurgical complications.

Recreation

Sightseeing

Local sightseeing revolves around the natural beauty and history of Sioux Falls. A good place to begin a sightseeing tour is at the Visitor Information Center and 50-foot observation tower at Falls Park. This park is located where the Big Sioux River forms the Falls, a natural phenomenon from which the city takes its name. Falls Park is home to two buildings listed on the National Register of Historic Places—the 1907 Sioux Falls Light & Power Hydroelectric Plant, known as the ''NSP Building,'' and the Queen Bee Mill, a flour mill built in the nineteenth century that proved to be too large for the river's typical water flow. The Memorial to the Pioneers at the junction of North Drive and North Cliff Avenue marks the spot where pioneers from Iowa first saw the Falls of the Sioux. The Monarch of the Plains Sculpture is a 12-ton piece of mahogany granite, and the Horse Barn Arts Center features the works of local artists. Falls Park also offers Sound and Light shows, self-guided historic walking tours, and a farmers market.

The 45-acre Great Plains Zoo is home to more than 100 species represented by more than 400 live reptiles, birds, and mammals from around the world. The adjoining Delbridge Museum of Natural History features an extensive display of mounted animals. Sertoma Park, situated aside the Big Sioux River, features picnic shelters, the Outdoor Campus park, and the Sertoma Butterfly House, a facility housing nearly 1,000 butterflies that opened in 2002. Created between 1928 and 1936, the Shoto-teien Japanese Gardens near Covell Lake have been restored. The Pettigrew Home and Museum is the renovated home of one of South Dakota's first two United States Senators. The USS *South Dakota* Battleship Memorial honors the most decorated battleship of World War II. At EROS Data Center, a United States Department of Interior research and development facility near Sioux Falls, millions of satellite and aircraft photos of the earth are on display together with a pictorial history of Sioux Falls from 1937 to the present. Located five miles west of Sioux Falls is Buffalo Ridge, a cowboy ghost town featuring more than 50 exhibits, a buffalo herd, and the region's largest souvenir and fireworks store.

Arts and Culture

The Sioux Falls Community Playhouse stages a season of theater productions at the Orpheum Theatre; these range from drama to musicals and children's shows and draw casts from local performers. The Olde Towne Dinner Theatre in Worthing presents live theater and dinner. The drama departments at Augustana College and Sioux Falls College mount productions during the school year. Local cultural groups sponsor touring dance, musical, and Broadway performances at Sioux Falls College's Jeschke Fine Arts Center.

The Washington Pavilion of Arts & Science is the region's leading entertainment, cultural, and educational facility, comprised of several distinct components. The Husby Performing Arts Center is home to the South Dakota Symphony, which presents classical and pops concerts featuring guest artists and soloists during a September-through-May

The Old Courthouse Museum.

season. The Kirby Science Discovery Center features interactive exhibits, and the Wells Fargo CineDome Theater presents IMAX motion pictures in a 60-foot domed theater. Six art galleries comprise the Visual Arts Center. The Washington Pavilion also houses an educational and gift shop, as well as a café.

Exhibits at the Siouxland Heritage Museums and Center for Western Studies capture the culture of the area's Plains tribes and the city's early settlers. The Old Courthouse Museum features a restored 1890s courtroom and law library. Art from the nation's top western artists, including work by the late Jim Savage, and Sioux culture items are on display at the Center for Western Studies. Minnehaha County's historic rural churches offer a chance to examine nineteenth-century church architecture and religious customs imported to the western frontier from Norway, Sweden, and other Scandinavian countries.

Festivals and Holidays

More than 30,000 visitors attend the Sioux Falls and Sioux Empire farm shows at the W.H. Lyon Fairgrounds over four days in January. St. Patrick's Day is celebrated with a parade downtown. A major spring event is the Festival of Choirs at Augustana College. June brings RibFest, known as ''South Dakota's Biggest Backyard BBQ.'' Also taking place that month are the Siouxland Renaissance Festival, the Sioux Falls Festival of Cultures, Artfalls Fine Arts Festival, and Nordland Fest, Augustana College's tribute to Scandinavia. Free jazz and blues music can be heard for two days in July at JazzFest. Hot Harley Nights, which includes a motorcycle parade through downtown, and Hot Summer Nites, offering rock and roll music and a display of hundreds of Corvettes and Harleys, both take place in July as well.

The Sidewalk Arts Festival, the region's largest one-day outdoor festival, draws 50,000 people each September with 350 fine art, folk art, craft, and food booths. German Fest, the Downtown Harvest Festival, and Spirit of the West, a tribute to the area's western heritage, are also held in September. High school marching bands participate in competitions and a parade in October's Festival of Bands. The holiday season begins in November with the Parade of Lights, Festival of Trees, and Winter Wonderland at Falls Park. The year comes to a close with First Night, an alcohol-free family celebration taking place throughout Sioux Falls during the day and evening of December 31st.

Sports for the Spectator

The Sioux Falls Arena hosts home games of the Continental Basketball Association's Sioux Falls Skyforce, the U.S. Hockey League's Sioux Falls Stampede, and the Indoor Football League's Sioux Falls Storm, which had its inaugural season in 2001. The Sioux Falls Canaries play baseball at Sioux Falls Stadium. O'Gorman High School hosts the soccer games of the Sioux Falls Spitfire and the minor league football competitions of the Dakota Lawdawgs.

Augustana College and the University of Sioux Falls both have successful football college teams that compete in most collegiate sports. State high school basketball tournament competition takes place at Sioux Falls Arena in March. Sioux Falls softball and baseball fields and the Sioux Falls Stadium host local, regional, and national competition throughout the season. The acclaimed Howard Wood Field hosts track and football events.

Sports for the Participant

Golf magazine has raved about Sioux Falls's golf courses and the opportunities they offer for ''prairie golf.'' The magazine praised the area's ''gently rolling topography with an ambiance close to the links courses of Scotland, minus the heather and ocean spray.'' The city of Sioux Falls maintains 67 parks and outdoor recreation centers totaling more than 2,800 acres. In addition to the usual park facilities there can be found swimming pools, soccer fields, lighted skating areas, sand volleyball courts, a disc golf course, and cross-country ski trails. The 16-mile Greenway system of bicycle and hiking trails is a popular attraction. The city is the gateway to the glacial lakes region and the Missouri River, where the walleye fishing is said to be the best in the country. Hundreds of thousands of hunters come to South Dakota each fall for ring-neck pheasant and waterfowl hunting. Winter sports enthusiasts gather at Great Bear Ski Resort for downhill skiing, snowboarding, and tubing.

Shopping and Dining

Shopping malls and a redeveloped downtown retail district in Sioux Falls offer shoppers more than 3,200 options ranging from small specialty shops to major retail outlets. The Empire and Empire East Mall contain 180 retail establishments. Park Ridge Galleria, the oldest enclosed shopping center in Sioux Falls, is an upscale specialty mall located downtown. Sioux Falls is a central trading center for Native American crafts. Buyers travel to state reservations, including Rosebud and Pine Ridge, to supply local outlets such as Prairie Star Gallery with star quilts, painted hides, sculpture, and jewelry, designed and made by tribal crafters. Shopping is also available at the Old Courthouse Museum downtown.

More than 500 restaurants present menu choices that include Japanese, Chinese, French, Mexican, and Greek dishes. The local specialty is beefsteak; venison is also popular.

Visitor Information: Sioux Falls Convention & Visitors Bureau, 200 N. Phillips Ave., Ste. 102, Sioux Falls, SD 57104; telephone (605)336-1620; toll-free 800-333-2072; fax (605)336-6499; email sfcvb@siouxfalls.com

Convention Facilities

With more than 50,000 square feet of column-free exhibit space on the main floor and an additional 11,000 square feet in meeting rooms, the Sioux Falls Convention Center is the largest in the state. It hosts major national and regional conventions, meetings, and trade shows. The convention center is physically attached to the Sioux Falls Arena, which adds seating for 8,000 people and brings the total amount of exhibit space to more than 100,000 square feet; the Sioux Falls Arena will undergo a transformation into an exclusive convention and meeting facility in 2008. Meeting facilities are also offered by hotels and motels that provide more than 3,800 guest rooms in metropolitan Sioux Falls.

Convention Information: Sioux Falls Convention & Visitors Bureau, 200 N. Phillips Ave., Ste. 102, Sioux Falls, SD 57104; telephone (605)336-1620; toll-free 800-333-2072; fax (605)336-6499; email sfcvb@siouxfalls.com

Transportation

Approaching the City

The largest air facility in South Dakota, Sioux Falls Regional Airport at Joe Foss Field is the destination for air traffic into Sioux Falls. The airport reported 92,482 landings and takeoffs in 2003, serving more than 300,000 passengers. Eight commercial carriers schedule daily flights, providing direct or connecting service to most major cities in the country.

East-west I-90, joining Boston and Seattle, and north-south I-29, connecting metropolitan Kansas City with Winnipeg, Canada, intersect northwest of Sioux Falls. I-229, a beltway around the eastern sector of the city, links I-90 and I-29. U.S. highways 18 and 81 also serve the area.

Traveling in the City

Sioux Falls Transit provides bus transportation and a trolley available for special tours, and Sioux Falls Paratransit provides service to the elderly and disabled. The Sioux Falls Trolley offers free transport to Falls Park and downtown attractions on weekdays and Saturdays throughout the summer.

Communications

Newspapers and Magazines

The Sioux Falls daily newspaper is the *Argus Leader,* which is distributed every morning. Other newspapers, including a farm tabloid and college publications, appear weekly and bimonthly. Several magazines are published in Sioux Falls on such subjects as education, wool growing, trucking, knitting and weaving, and poetry.

Television and Radio

Five television stations are received in Sioux Falls; cable channels are available by subscription. Radio listeners tune in programs on nearly two dozen AM and FM radio stations in the city, which also receives radio broadcasts from Florence and Reliance, South Dakota.

Media Information: *Argus Leader,* 200 S. Minnesota Ave., PO Box 5034, Sioux Falls, SD 57117-5034; telephone (605)331-2205; toll-free (800)222-5207

Sioux Falls Online

Argus Leader. Available www.argusleader.com

City of Sioux Falls home page. Available www.siouxfalls.org

Sioux Falls Chamber of Commerce. Available www.siouxfallschamber.com

Sioux Falls Convention & Visitors Bureau. Available www.siouxfallscvb.com

Sioux Falls Development Foundation. Available www.siouxfallsdevelopment.com

Sioux Falls School District. Available www.sf.k12.sd.us

Siouxland Libraries. Available www.siouxland.lib.sd.us

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WISCONSIN

Appleton 571
Green Bay 583
Madison 595
Milwaukee 607
Racine 621

The State in Brief

Nickname: Badger State
Motto: Forward

Flower: Wood violet
Bird: Robin

Area: 65,498 square miles (2000; U.S. rank: 23rd)
Elevation: Ranges from 579 feet to 1,951 feet above sea level
Climate: Tempered by the Great Lakes, with winters more severe in the north and summers warmer in the south

Admitted to Union: May 29, 1848
Capital: Madison
Head Official: Governor Jim Doyle (D) (until 2007)

Population
- **1980:** 4,706,000
- **1990:** 4,891,769
- **2000:** 5,363,675
- **2004 estimate:** 5,509,026
- **Percent change, 1990–2000:** 9.6%
- **U.S. rank in 2004:** 20th
- **Percent of residents born in state:** 73.4% (2000)
- **Density:** 98.8 people per square mile (2000)
- **2002 FBI Crime Index Total:** 176,987

Racial and Ethnic Characteristics (2000)
- **White:** 4,769,857
- **Black or African American:** 304,460
- **American Indian and Alaska Native:** 47,228
- **Asian:** 88,763
- **Native Hawaiian and Pacific Islander:** 1,630
- **Hispanic or Latino (may be of any race):** 192,921
- **Other:** 84,842

Age Characteristics (2000)
- **Population under 5 years old:** 342,340
- **Population 5 to 19 years old:** 1,189,753
- **Percent of population 65 years and over:** 13.1%
- **Median age:** 36 years (2000)

Vital Statistics
- **Total number of births (2003):** 69,963
- **Total number of deaths (2003):** 46,194 (infant deaths, 451)
- **AIDS cases reported through 2003:** 1,848

Economy
- **Major industries:** Manufacturing; agriculture; finance, insurance, and real estate; wholesale and retail trade; services
- **Unemployment rate:** 4.5% (April 2005)
- **Per capita income:** $30,723 (2003; U.S. rank: 21)
- **Median household income:** $46,782 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 8.8% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 4.6% to 6.75% (tax year 2000)
- **Sales tax rate:** 5.0%

Appleton

The City in Brief

Founded: 1835 (incorporated 1853)

Head Official: Mayor Timothy Hanna (NP) (since 1996; current term expires 2008)

City Population
1980: 58,913
1990: 65,695
2000: 70,087
2003 estimate: 70,354
Percent change, 1990–2000: 6.6%
U.S. rank in 1980: 340th
U.S. rank in 1990: 352nd
U.S. rank in 2000: 435th

Metropolitan Area Population (Appleton-Oshkosh-Neenah, WI MSA)
1980: 291,369
1990: 315,121
2000: 358,365
Percent change, 1990–2000: 13.7%
U.S. rank in 1980: 131st
U.S. rank in 1990: Not reported
U.S. rank in 2000: 115th

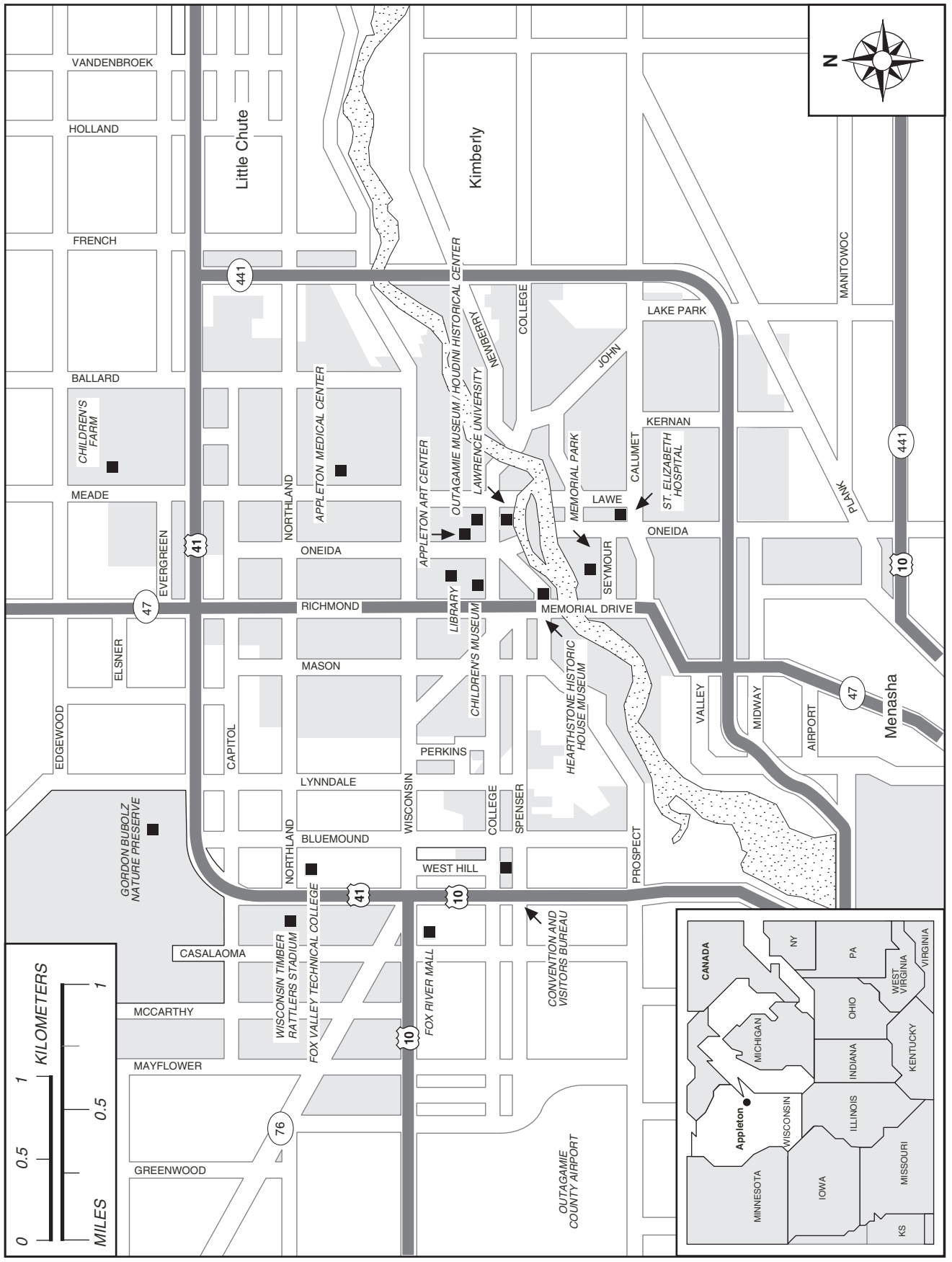
Area: 20.88 square miles (2000)
Elevation: 780 feet above sea level
Average Annual Temperature: 43.6° F
Average Annual Precipitation: 30 inches of rain; 47 inches of snow

Major Economic Sectors: Manufacturing, services, trade
Unemployment Rate: 5.2% (February 2005)
Per Capita Income: $22,478 (1999)

2002 FBI Crime Index Total: 1,967

Major Colleges and Universities: Lawrence University, Fox Valley Technical College

Daily Newspaper: *The Post-Crescent*


N
VANDENBROEK
HOLLAND
FRENCH
BALLARD
MEADE
EVERGREEN
ELSNER
EDGEWOOD
CAPITOL
NORTHLAND
ONEIDA
RICHMOND
MASON
LYNNDALE
PERKINS
BLUEMOUND
WEST HILL
CASALAOMA
MCCARTHY
MAYFLOWER
GREENWOOD
Little Chute
Kimberly
Menasha
CHILDREN'S FARM
APPLETON MEDICAL CENTER
APPLETON ART CENTER
OUTAGAMIE MUSEUM / HOUDINI HISTORICAL CENTER
LAWRENCE UNIVERSITY
NEWBERRY
COLLEGE
JOHN
MEMORIAL PARK
LAWE
SEYMOUR
LIBRARY
CHILDREN'S MUSEUM
HEARTHSTONE HISTORIC HOUSE MUSEUM
CONVENTION AND VISITORS BUREAU
LAKE PARK
KERNAN
CALUMET
ST. ELIZABETH HOSPITAL
MEMORIAL DRIVE
MANITOWOC
PLANK
VALLEY
MIDWAY
AIRPORT
PROSPECT
WISCONSIN
COLLEGE
SPENSER
GORDON BUBOLZ NATURE PRESERVE
WISCONSIN TIMBER RATTLERS STADIUM
FOX VALLEY TECHNICAL COLLEGE
FOX RIVER MALL
OUTAGAMIE COUNTY AIRPORT
41
47
441
76
10
0 0.5 1 MILES
0 0.5 1 KILOMETERS
CANADA
NY
PA
WEST VIRGINIA
VIRGINIA
MICHIGAN
OHIO
INDIANA
KENTUCKY
Appleton
WISCONSIN
ILLINOIS
MISSOURI
MINNESOTA
IOWA
KS

Introduction

Appleton, once known as the ''woodland city'' and later ''the Lowell of the West'' (after the city in Massachusetts) grew up along the Fox River, which provided water power and transportation for the paper manufacturing industry that still dominates the area. Today, fourteen Wisconsin communities including Appleton refer to themselves as Fox Cities. Appleton's history is strongly tied to that of Lawrence University, which grew up with the town after it was chartered in 1847. Lawrence University's 84 acre campus, 32 instructional, recreational and administrative buildings, 1,200 students, and a faculty of more than 100 men and women, lies east of the city's downtown. Students and faculty members supply the community with a variety of music, drama, and sports activities.

Appleton is the seat of Outagamie County, but parts of Appleton are also located in Calumet and Winnebago counties. The many trees, city parks, a river lined with old mansions, and interesting shops provide the community with a lively downtown. The once-polluted river, unique in that it is one of the few American rivers flowing northward for its entire course, has been largely restored and is a popular site for swimming, fishing, and boating. Appleton consistently scores high on lists of the best places to live in the United States; it is safe, affordable, and offers a variety of cultural and artistic events.

Geography and Climate

Appleton is located on rolling terrain that was carved out by glaciers. The city has a continental climate and experiences four distinct seasons, with cold winters and warm summers. It has an average annual snowfall of 47 inches. The ground usually remains snow-covered from late November through late March. April is the most common time for flooding to occur.

Area: 20.88 square miles (2000)

Elevation: 780 feet above sea level

Average Temperatures: January, 15.3° F; July, 71.4° F; annual average is 43.6° F

Average Annual Precipitation: 30 inches of rain; 47 inches of snow

History

Long before the coming of the Europeans, the area that is now Appleton was inhabited by the Menominee Indians. The Outagamie Indians, also known as the Fox, lived nearby, as did the Winnebago. Early French explorers such as Duluth, Hennepin, and LaSalle floated up the northerly-flowing Fox River into the Indian lands. In the mid-1600s French trappers and traders traveled the waterway of the Fox River in search of furs, particularly beaver pelts. They were followed by Catholic missionaries, including Pere Marquette and Louis Joliet, who passed by in 1673 on their search for the Mississippi River. Later, soldiers crossed the area as they made their way to the three forts that were built on the Fox-Wisconsin waterway, and settlers followed in 1835. That year, Hyppolyte Grignon and his family opened the White Heron trading post just above the Grand Chute. They were followed soon after by John and Jeanette Johnson, whose house became the first hotel, trading post, church, and hospital.

After the building of a canal around the river rapids, steamboats bearing travelers and cargo became a common sight. Wheat farming in the surrounding area gave way to the dairy farms, for which the region is now famous.

However, Appleton itself was first established as the site for a university. At that time it was one of three villages clustered together, the others being Grand Chute (site of the treacherous river rapids) and White Heron. When Amos Lawrence, a Boston Methodist, donated money for a ''university in the wilderness'' to be constructed in 1847, he decided to honor his wife's family, the Appletons, in naming the new site.

Outagamie County was founded in 1851, and Grand Chute was named the county seat. As neighboring settlements developed, they decided to incorporate under the single name Appleton in 1853. By the next year the new village included a paper mill, two sawmills, several flour mills, and a newspaper. As the center grew, it was incorporated as a city on May 2, 1857.

The power of the Fox River was harnessed in 1882 with the establishment of the world's first hydro-electric plant. The paper mills that developed along the river, and the support industries that grew along with them, played a major role in the economy of the ''Paper Valley'' that continues into the present day.

New Englanders were the first settlers of the region, but Dutch, German, and Polish settlers had become part of the city by the early twentieth century. More recent immigrants, the Hmong-Laotian refugees from the period of the Viet

Nam War, have made their mark on the area's culture since the late 1970s.

Appleton today is a prosperous community founded in an appreciation for education, maintaining a certain ''small-town charm'' in the midst of economic prosperity and downtown revitalization.

Historical Information: Outagamie County Historical Society and Museum, 330 E. College Avenue, Appleton, WI 54911; telephone (920)735-9370

Population Profile

Metropolitan Area Residents
1980: 291,369
1990: 315,121 (MSA)
2000: 358,365
Percent change, 1990–2000: 13.7%
U.S. rank in 1980: 131st
U.S. rank in 1990: Not reported
U.S. rank in 2000: 115th

City Residents
1980: 58,913
1990: 65,695
2000: 70,087
2003 estimate: 70,354
Percent change, 1990–2000: 6.6%
U.S. rank in 1980: 340th
U.S. rank in 1990: 352nd
U.S. rank in 2000: 435th

Density: 3,356 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 64,116
Black or African American: 695
American Indian and Alaska Native: 401
Asian: 3,231
Native Hawaiian and Pacific Islander: 21
Hispanic or Latino (may be of any race): 1,775
Other: 733

Percent of residents born in state: 73.3% (2000)

Age characteristics (2000)
Population under 5 years old: 4,834
Population 5 to 9 years old: 5,401
Population 9 to 14 years old: 5,631
Population 15 to 19 years old: 5,481
Population 20 to 24 years old: 4,667
Population 25 to 34 years old: 10,333
Population 35 to 44 years old: 11,979
Population 45 to 54 years old: 9,009
Population 55 to 59 years old: 2,795
Population 60 to 64 years old: 2,033
Population 65 to 74 years old: 3,877
Population 75 to 84 years old: 2,835
Population 85 years and over: 1,212
Median age: 33.8 years

Births (2004, Outagamie County)
Total number: 2,286

Deaths (2003, Outagamie County)
Total number: 1,147

Money income (1999)
Per capita income: $22,478
Median household income: $47,285
Total households: 26,899

Number of households with income of . . .
less than $10,000: 1,343
$10,000 to $14,999: 1,317
$15,000 to $24,999: 3,246
$25,000 to $34,999: 3,265
$35,000 to $49,999: 5,046
$50,000 to $74,999: 6,701
$75,000 to $99,999: 3,216
$100,000 to 149,999: 1,755
$150,000 to 199,999: 430
$200,000 or more: 580

Percent of families below poverty level: 3.3% (36.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 1,967

Municipal Government

Appleton has a mayor-council form of government, made up of 16 city council members plus the mayor. Each term, council members elect a Council President. Council members serve two-year terms, and the mayor serves for four years.

Head Official: Mayor Timothy M. Hanna (NP) (since 1996; current term expires 2008)

Total Number of City Employees: 2,500 (2004)

City Information: City of Appleton, 100 N. Appleton St., 54911; telephone (920)832-5599

Economy

Major Industries and Commercial Activity

Since the mid-nineteenth century the paper industry and its allied industries have been the foundation for Appleton's economy. In fact, the Fox River Valley is home to the highest concentration of paper-making facilities in the world, and accounts for more than 10 percent of the area's total employment and one-third of all manufacturing employment. With 80 paper manufacturing facilities and 90 publishing companies, the Fox Cities (a cluster of 16 small cities along the region's Fox River) has the highest concentration of paper-related companies in the world. Of nearly as great importance is the metals-machinery industry, which produces welders, fire and utility trucks, crushing and screening equipment, farm machinery, and iron and brass castings. The local economy is also diversifying; six insurance companies are headquartered in the Fox Valley, as well as a growing network of thriving financial institutions. The Fox Cities region is also an important center for regional trade and services. The Wisconsin Department of Revenue predicts a 5.1 percent increase in employment in the Appleton area between 2003 and 2007, with most of that growth coming in the service, finance, insurance, and real estate sectors.

Items and goods produced: paper; paper products; books; metals and machine products; farm machinery; knit; wire; canned goods

Incentive Programs—New and Existing Companies

Local programs—The city of Appleton has four tax incremental financing programs, which it uses to finance public costs like infrastructure and land assembly and sometimes to assist in development costs of a project. The city also has a gap financing program—a community development loan pool resulting from a partnership between the city and seven of Appleton's financial institutions. It provides funds to fill the gap between what a bank will lend and the full cost of a project, and can be used for capital expansion, procuring new business locations, and capital equipment.

State programs—Wisconsin corporate taxes remain among the lowest in the nation due to property tax exemptions on manufacturing machinery and equipment, inventory exemptions, and lack of franchise and unitary taxes, according to a study done by the Federal Reserve Bank of Boston.

The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry. Recently the firm published its ''Vision 2020: A Model Wisconsin Economy'' as a blueprint for its efforts over the next two decades.

Job training programs—Wisconsin ranks in the top 10 states for high school graduation rate, educational expenditures, income distribution and voting rate. A local Chamber of Commerce study found that partnerships between social service providers and employers in the Fox Cities have led to successful workforce development, particularly in creating entry-level employment. The State of Wisconsin has programs available to provide grants to businesses training workers in new technologies. The Fox Valley Technical College is an award-winning vocational and technical training institute that has formed long-standing relationships with several area companies to provide top-quality customized training programs.

Development Projects

Since its inception in 1996, Appleton's Neighborhood Revitalization Program has won national awards, by 2005 having helped four neighborhoods improve both residentially and commercially, with a fifth well underway. In addition, residents have access to the HOME Rental Rehabilitation Loan Program and the Housing Rehabilitation Loan Program for access to low-interest loans for improving their homes or rental units.

Major advancements in the manufacturing sector included the one made by Thomson Newspapers Inc., the parent company of *The Post-Crescent,* which completed a $35 million printing and distribution facility in Appleton's Northeast Industrial Park in 2001; in 2002 the local design, construction, and engineering firm Hoffman Corporation moved into its own new 40,000 square foot office building.

Also in 2002 the city opened its Fox Cities Performing Arts Center, a $45 million facility that includes a 2,100-seat theater for concerts and theater events, and a 4,000 square foot multi-use hall that can host banquets, meetings, and conventions.

The city also has four designated business parks, the latest opening in 2003 as the Southpoint Commerce Park near

State Highway 441. The city also has several redevelopment sites, including Fox River waterfront property, available for residential, commercial, and office development.

Economic Development Information: Fox Cities Chamber of Commerce & Industry, 227 S. Walnut Street, PO Box 1855, Appleton, WI 54913-1855; telephone (920)734-7101. City of Appleton Department of Development, Jim Van Dyke, Development Specialist, 100 North Appleton Street, Appleton, WI 54911; telephone (920)832-6468; fax (920)832-5994; email jim.vandyke@appleton.org

Commercial Shipping

Outagamie County Regional Airport is served by Federal Express and Airborne Express. Rail freight is provided by Canadian National, while more than 60 trucking and warehouse firms service the greater Fox Cities area. The Port of Green Bay, 30 miles north of Appleton, and the Port of Milwaukee, 100 miles south, provide access to the Great Lakes shipping corridor.

Labor Force and Employment Outlook

Of some 202,000 workers in the Fox Cities area, 87 percent declared themselves satisfied with the local job market according to a Chamber of Commerce study. The Wisconsin Department of Revenue predicts 5.1 percent employment growth in the Fox Cities region between 2003 and 2007, with the greatest increase in services, finance, insurance, and real estate. The Fox Valley Technical College is an award-winning vocational and technical training institute that has formed long-standing relationships with several area companies to provide top-quality customized training programs.

The following is a summary of data regarding the Appleton labor force, 2004 annual average.

Size of nonagricultural labor force: 118,000

Number of workers employed in . . .
construction and mining: 8,600
manufacturing: 24,400
trade, transportation and utilities: 23,200
information: 2,100
financial activities: 6,700
professional and business services: 11,300
educational and health services: 11,700
leisure and hospitality: 10,500
other services: 5,900
government: 11,300

Average hourly earnings of production workers employed in manufacturing: $16.19 (Wisconsin statewide)

Unemployment rate: 5.2% (February 2005)

Largest employers

(2003, Fox Cities region)	*Number of employees*
Kimberly-Clark Corporation	5,782
Theda Care Health System	5,000
Affinity Health System	4,300
City of Appleton	2,500
Plexus Corp. & Affiliates (electronic design)	2,200
Banta Corp. & Affiliates (book and periodicals printing)	1,850
Appleton Area School District	1,724

Cost of Living

The Fox Valley offers a very affordable cost of living, typically two percent below the national average, according to a national research study. With a Median Household Effective Buying Income of more than $40,000 in 2003, the Appleton MSA ranked 87th of 323 in buying income nationally.

The following is a summary of data regarding several key cost of living factors for the Appleton metropolitan area.

2004 (3rd Quarter) ACCRA Average House Price: $214,900

2004 (3rd Quarter) ACCRA Cost of Living Index: 92.2 (U.S. average = 100.0)

State income tax rate: Ranges from 4.6% to 6.75% (tax year 2005)

State sales tax rate: 5%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $23.56 per $1,000 of full market value (2003, Outagamie County assessment)

Economic Information: Fox Cities Chamber of Commerce and Industry, 227 South Walnut Street, P.O. Box 1855, Appleton, WI 54912-1855; telephone (920)734-7101; toll-free (800)999-3224; email econ@foxcitieschamber.com

Education and Research

Elementary and Secondary Schools

The Appleton Area School District (AASD) is Wisconsin's sixth largest school district and is one of its fastest growing. The district encompasses the city of Appleton, and the towns of Grand Chute, Buchanan, Harrison, and a small part of Menasha. Wisconsin traditionally leads the nation in test

scores, and Appleton area students consistently exceed state and national test score averages. Since 1997 the Appleton Education Foundation, an independent organization of concerned citizens and business leaders, has awarded grants to Appleton schools totaling more than $800,000 to fund educational programs not funded by public sources. The Fox Cities Alliance for Education helps 13 local school districts collaborate with area businesses on school-to-work initiatives.

The following is a summary of data regarding the Appleton Area School District as of the 2002–2003 school year.

Total enrollment: 14,948

Number of facilities
elementary schools: 16
junior high/middle schools: 4
senior high schools: 3
other: 1 pre-elementary school; 12 charter schools covering all grades K-12

Student/teacher ratio: 15.3:1

Teacher salaries (2005)
average: $41,892

Funding per pupil: $8,953

The Appleton Catholic Education System (ACES) consists of four elementary schools, and a middle school. The city's ACES schools strive to foster higher level thinking skills. There is also a Catholic High School, Xavier. Appleton has a non-denominational school and seven Lutheran schools.

Colleges and Universities

Lawrence University has been a coeducational institution since its founding in 1847 and is the second oldest co-ed college in the country. In 1964 the college merged with Milwaukee's Downer College, a well regarded women's college. Lawrence, ranked among the nation's top 50 liberal arts colleges in 2003 by *U.S. News & World Report* enrolls 1,200 full-time students. B.A. programs are offered in more than 30 areas. The Fox Valley Technical College offers a diverse curriculum and is regarded as one of the most progressive technical institutions in the country. The college has more than 70 associate degree programs, apprenticeship training, continuing education, and customized training. Also located in the Fox Cities are the University of Wisconsin-Oshkosh, the University of Wisconsin-Fox Valley, and a branch of the Milwaukee School of Engineering (Appleton).

Libraries

Appleton Public Library has 300,000 volumes and 500 periodical subscriptions as well as a CD collection and audio- and videotapes. The library is a state document depository and has a special area on local history. An expansion in the late 1990s resulted in more space for children's programs and added shelf space for books. More than 1,500 people visit the 85,000 square foot facility daily, and the library website is accessed 75,000 times per month. The special subject interests of the Fox Valley Technical College, which has more than 61,000 volumes, include agriculture, business and management, environmental studies, medicine, and science and technology. Lawrence University Library, with holdings of nearly 337,000 volumes, is also a state document depository.

Public Library Information: Appleton Public Library, 225 N. Oneida St., Appleton, WI 54911-4780; telephone (920)832-6170; fax (920)832-6182

Health Care

The city of Appleton is served by two hospitals with a total of 700 beds—St. Elizabeth Hospital and the Appleton Medical Center (which, along with its regional partner Theda Clark Medical Center, was named one of the nation's top 100 hospitals in 2003 by HCIA-Sachs). There are two walk-in emergency clinics. The Fox Cities rank among the least expensive regions in the United States for hospital and physician care. In 2004 St. Elizabeth Hospital embarked on an ambitious three-phase renovation and expansion plan. St. Elizabeth offers specialized services in cardiac care, behavioral medicine, a center for women and families, extensive rehabilitation facilities, and the Comprehensive Cancer Center. Appleton Medical Center supports the Warner Wellness and Rehabilitation Center, which brings together therapies, cardiac rehabilitation, sports medicine, occupational health, and nutritional services. The hospital also offers magnetic resonance imaging and a linear accelerator. Theda Clark Medical Center in Neenah is also home to Children's Hospital of Wisconsin.

Recreation

Sightseeing

Visitors learn about the life of what may be Appleton's most famous citizen, Harry Houdini, by taking the Houdini Walking Tour of the city, and observing the collection of his many magic feats. From mid-May through mid-September tours are available to the grand log home of James Doty, Wisconsin's second territorial governor. In nearby Kaukauna, guides dressed in circa-1830s garb escort visitors through the Greek revival mansion of prominent fur trader

Hearthstone Mansion, owned by Henry J. Rodgers, was the first residence in the world lighted with a hydroelectric system designed by Thomas A. Edison.

Charles Grignon, which captures the flavor of the fur trading era. The Children's Farm at Plamann Park gives kids the chance to observe young farm animals in a lovely park setting, and the Memorial Park Arboretum & Gardens displays a variety of native Wisconsin trees and plants. The Paper Discovery Museum has exhibits which educate about one of the region's most important industries. The Fox Cities Children's Museum has hands-on activities for kids. At the Hearthstone Historic House Museum, visitors can observe the world's first home lit by a central hydro-electric power plant, and can try generating hydro-power at the new Hydro Adventure Center. More than 1,000 dolls dating from 1850 to the present are on display at the Amelia Bubolz Doll Collection. The Gordon Bubolz Nature Preserve is an 862-acre park with eight miles of hiking trails. The Tayco Street Bridge Tower Museum, in nearby Menasha, has exhibits concerning the bygone era of river navigation during the time when the Fox River was the main highway for commerce and travel in the area. Menasha's University of Wisconsin Center Fox Valley Planetarium presents various shows explaining the wonders of the stars.

Arts and Culture

The major performing arts facilities in Appleton are the new Fox Cities Performing Arts Center, which has Broadway shows, concerts by the Fox Valley Symphony and national acts, and other events in its 2,100 seat theater; the 1883 Grand Opera House, which presents more than 200 events annually; the Performing Arts at Lawrence University, which offers an artists series, a jazz series and a variety of concerts; and the Lawrence Conservatory of Music, which schedules more than 130 classical performances each year.

The semi-professional Little Sandwich Theatre in the Mall presents live dinner theater productions of musicals, dramas, and children's plays at the Avenue Mall. Community theater for the Fox Valley is provided by the Attic Theatre, which produces four summer shows and a holiday production. The Children's Ballet Theatre provides training for young dancers and performs for schools, clubs, festivals, and conventions.

The Fox Valley Symphony has a more than 30-year history, and presents five subscription concerts each year, plus a holiday concert and two concert chamber series. Appleton's citizens enjoy music making and some of the more prominent musical groups include the Appleton MacDowell Male Chorus, the Chaminade Women's Chorus, the Fox Cities Handbells, the Green Apple Folk Music Society, and the White Heron Chorale.

The Bergstrom-Mahler Museum displays the world's foremost collection of glass paperweights and an exhibit of Germanic glass dating back to the 1500s, as well as a variety of traveling exhibits. The Outagamie Museum/(Harry) Houdini Historical Center features Houdini memorabilia, including a fascinating handcuff display, and magic shows in the summer. The museum also has paper-making exhibits, and exhibits on subjects of local interest. Works of fine art and student exhibits are on display at the architecturally whimsical Wriston Art Center on the Lawrence University Campus, with its glass walls and turrets, fanciful curves, and recessed amphitheater.

The Fox Cities Children's Museum provides youngsters with 27,000 square feet of opportunities for hands-on exploration. The museum features a giant human heart kids can climb onto and slide out of, and interactive displays on electricity, wildlife, rocks, bubbles, fire trucks, other cultures, music and machines, as well as the Science Spectrum, a trip through the world of science.

The city also has some impressive public artworks, including the Appleton Aurora, a unique 10 by 60 foot sculpture atop the Appleton Center, and the Fox River Oracle, a massive sculpture at the north end of Appleton's Skyline Bridge.

Arts and Culture Information: Fox Valley Arts Alliance; telephone (920)734-4860

Festivals and Holidays

Spring events include the Nature's Image Spring Fair at the 1,000 Islands Environmental Center in Kaukauna; the Antiques Showcase & Sale in April; the Memorial Garden Festival, which takes place at Memorial Park Arboretum & Gardens in May; and the grand finale of the month of May, the Memorial Day Parade downtown. June brings the Flag Day Parade in downtown Appleton, and the Great Wisconsin Cheese Festival in Little Chute. Independence Day is saluted at the Civic Celebration held at Memorial Park; also in July is the annual Paperfest in Kimberly. The Fox Cities Marathon is held in September. The enjoyment of German food and culture, including a variety of beer, is the focus of Oktoberfest, one of the highlights each year in Appleton and held in September. The Harvest Song Fall Festival at Bubolz Nature Preserve, the Crop Walk, and the Romp in the Swamp are the city's highlights for October. Christmas is celebrated with Holiday Candlelight Tours followed by January's Victorian Christmas.

Sports for the Spectator

The Timber Rattlers, the Class A affiliate of the Seattle Mariners, play baseball in the 3,400-seat Fox Cities Stadium. World class runners congregate in the area each October to trek over seven bridges through seven cities, part of the 26.2-mile route of the Fox Cities Marathon. The thrills and spills of stock-car racing can be enjoyed at nearby Kaukauna's Wisconsin International Raceway. Sports enthusiasts have easy access to the excitement of the Green Bay Packers, the Milwaukee Bucks, and the Milwaukee

Brewers; the University of Wisconsin Badgers compete collegiately in the Big Ten conference in Madison, just a 90 minute drive away.

Sports for the Participant

The Gordon Bubolz Nature Preserve offers 762 acres of wildlife habitat. Hikers and skiers enjoy eight miles of trails along a trout pond and through a white cedar forest. The 1,140 acres of Highcliffs State Park rest on limestone cliffs overlooking Lake Winnebago. The park offers swimming, camping, marina facilities, and an adjacent golf course. The city of Appleton's Parks and Recreation System consists of 600 acres and 26 parks, plus an ice arena. Appleton's Talulah and Memorial parks feature bike paths, and Lutz Park has a boat landing. Golfers enjoy the Chaska and Reid public golf courses, and the city has five parks with lighted tennis courts. The USA Youth Sports Complex has 12 soccer fields and 7 baseball diamonds. The Appleton Rugby Club holds a spring and a fall season of games, and the Appleton Soccer Club offers both adult and youth leagues. Erb and Meade Parks have public swimming pools and Plamann Park offers snowmobile trails and access to the state trail system.

Shopping and Dining

Appleton's Fox River Mall, with 165 retail shops, is one of the largest in Wisconsin. The mall is anchored by large department stores such as Marshall Fields, JC Penney, Sears, and Target, as well as Scheels All Sports. Other major malls include the Avenue Mall, featuring specialty shops and Herberger's Department Store; the Valley Fair Mall, and the Jansport Outlet. Lamers Dairy in Appleton has tours of its milk-bottling plant as well as a country gift store. Simons Specialty Cheese in Little Chute has 100 varieties of cheese and Wisconsin-themed gifts. The Country Squire Christmas Shoppe in Neenah is locally famous for ornaments and Christmas decorations from around the world. The Frame Workshop in Appleton is an award-winning frame shop and art gallery that also has hand-blown glass ornaments from Germany. Vande Walle's Candy Shop offers self-tours of candy-making and pastry-making. The Abracadabra Magic Shop, owned by a local magician, offers magic trick materials and books. More than 60,000 titles, a coffee bar, and a fine selection of gifts is available at Conkey's Book Store, a 100-year old landmark that was recently expanded.

The city offers a variety of restaurants featuring the cuisines of Greece, Italy, Japan, Mexico, Thailand, China, and France, as well as casual American fare or upscale continental dining. For fine dining try Peggy's Café on College Avenue downtown, The Seasons on Nicolet, or George's Steak House, a family-owned institution for more than 50 years. Mark's East Side and Old Bavarian celebrate the area's strong German influences.

Visitor Information: Fox Cities Convention & Visitors Bureau, 110 Fox River Drive, Appleton, WI 54915-9108; telephone (920)734-3358; fax (920)734-1080

Convention Facilities

The Radisson Paper Valley Hotel and Conference Center has 390 guest rooms and 25 meeting rooms. Overall the Fox Cities region has more than 80 meeting rooms, a 2,000 person capacity theater style room, a 1,000 person capacity banquet style room, more than 30 hotels and motels, and nearly 3,000 hotel rooms. The renovated Tri-County Arena and Expo Center in nearby Neenah offers more than 35,000 square feet of floor space, plus special use rooms. The facility is available for trade shows and exhibitions from April through September; in the winter months it serves as an ice rink. The Fox Cities Convention and Visitors Bureau offers a variety of site selection and planning services.

Convention Information: Fox Cities Convention & Visitors Bureau, 110 Fox River Drive, Appleton, WI 54915-9108; telephone (920)734-3358; toll-free (800)236-4114

Transportation

Approaching the City

Located two miles west of the city, Outagamie County Airport, one of the fastest-growing airports in Wisconsin, offers service by United Express, Comair/Delta Connection, Northwest Airlink, and Midwest/Express/Skyway Airlines. The airport has nonstop flights to Milwaukee, Atlanta, Cincinnati, and Chicago. In 2000 Northwest upgraded to nonstop service between Appleton and Midwest hubs in Detroit and Minneapolis/Saint Paul; now both turboprop and jet service is available. Additional flights can be taken from Green Bay's Austin Straubel Field just 30 minutes away. Inter-regional bus service is provided by Greyhound Bus Lines, with daily trips to Milwaukee, Green Bay and Stevens Point. Lamers Bus Lines offers one daily departure to the Amtrak station in Milwaukee.

Traveling in the City

Appleton's main thoroughfares include U.S. Highways 10, 41, and 45. Secondary passages are State Highways 47, 55, 76, 96, 114, 150, and 441. Valley Transit offers local bus service.

Communications

Newspapers and Magazines

The Post-Crescent, Appleton's daily paper, appears in the evenings. The *Milwaukee Journal & Sentinel* also covers news in the city. Magazines published in Appleton include *The New American,* a conservative magazine covering international affairs, and *Marketplace Magazine,* a business magazine covering northeastern Wisconsin. *Fox Cities Magazine, Fox Life,* and *The Scene* focus on what's happening in the Fox Cities.

Television and Radio

Time Warner Cable offers both digital cable and Roadrunner high-speed internet. Appleton television viewers have broadcast access to network programming from ABC, CBS, NBC, PBS, and UPN. Approximately 25 radio stations broadcast to the Appleton area, with programming ranging from adult contemporary, to news/talk, public radio, big band, and classic rock.

Media Information: *The Post-Crescent,* 306 West Washington Street, PO Box 59, Appleton, WI 54912-0059; telephone (800)236-6397

Appleton Online

Appleton Public Library. Available www.apl.org/index.html

City of Appleton home page. Available www.appleton.org

Fox Cities Chamber of Commerce and Industry. Available www.foxcitieschamber.com

Fox Cities Convention and Visitors Bureau. Available www.foxcities.org

The Heart of the Valley Chamber of Commerce. Available www.heartofthevalleychamber.com

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Kort, Ellen, *The Fox Heritage* (Woodland Hills, CA: Windsor Publications, 1984)

Ryan, Thomas Henry, *History of Outagamie County, Wisconsin: Being a General Survey Including a History of the Cities, Towns, and Villages* (Chicago: Goodspeed Historical Association, 1911)

Green Bay

The City in Brief

Founded: 1701 (incorporated, 1854)

Head Official: Mayor James J. Schmitt (since 2003)

City Population
1980: 87,899
1990: 96,466
2000: 102,213
2003 estimate: 101,467
Percent change, 1990–2000: 5.9%
U.S. rank in 1980: 200th
U.S. rank in 1990: 205th
U.S. rank in 2000: 240th

Metropolitan Area Population
1980: 175,280
1990: 194,594
2000: 226,178
Percent change, 1990–2000: 16.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 153rd

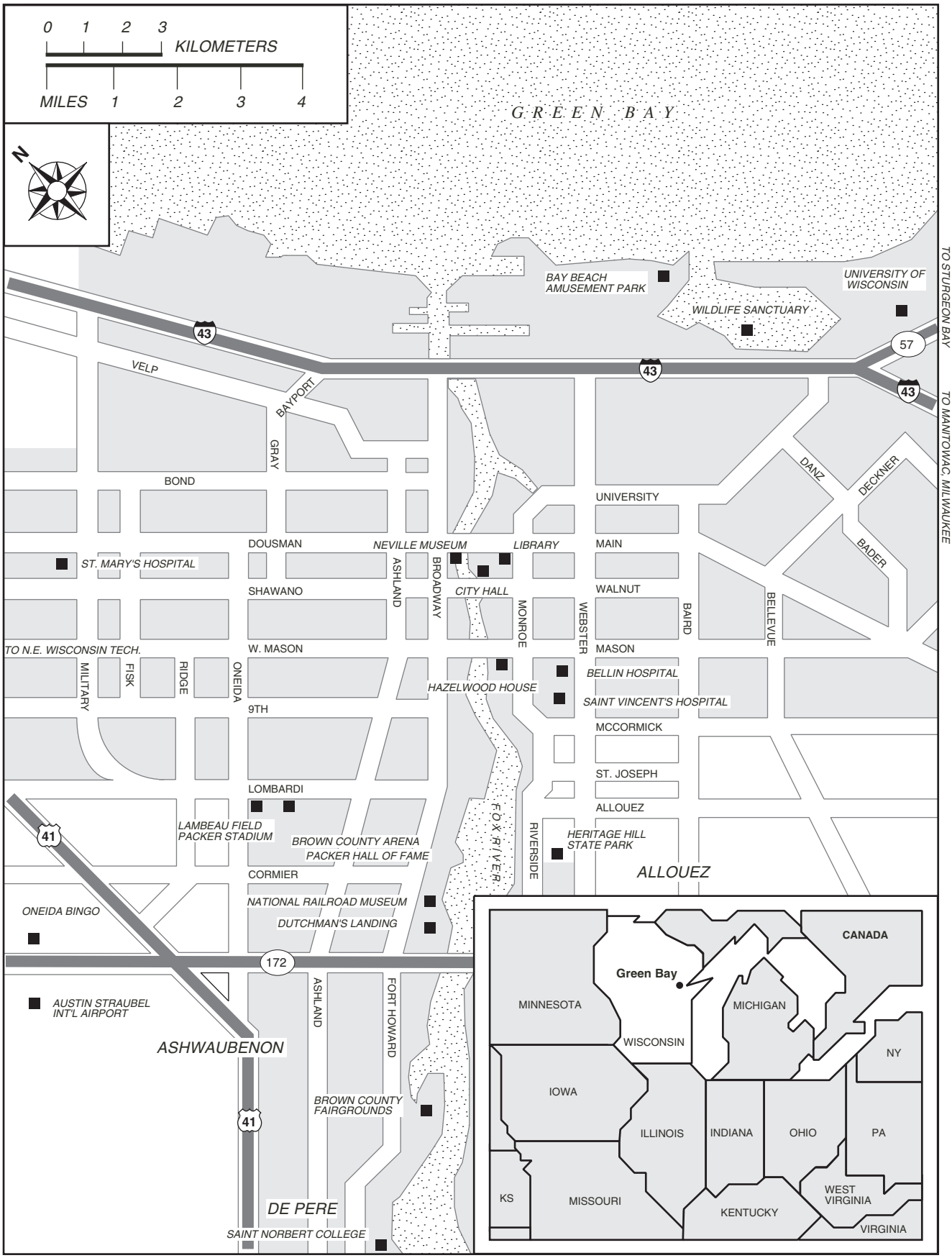
Area: 43.8 square miles (2000)
Elevation: 582 feet above sea level
Average Annual Temperature: 43.6° F
Average Annual Precipitation: 28.83 inches of rain, 46.3 inches of snow

Major Economic Sectors: Wholesale and retail trade, services, manufacturing
Unemployment Rate: 5.6% (February 2005)
Per Capita Income: $19,269 (1999)

2002 FBI Crime Index Total: 3,762

Major Colleges and Universities: University of Wisconsin–Green Bay, St. Norbert College, Northeast Wisconsin Technical College

Daily Newspapers: *Green Bay Press-Gazette, Green Bay News-Chronicle*


0 1 2 3
KILOMETERS
MILES 1 2 3 4
N
GREEN BAY
BAY BEACH AMUSEMENT PARK
UNIVERSITY OF WISCONSIN
WILDLIFE SANCTUARY
TO STURGEON BAY
TO MANITOWAC, MILWAUKEE
43
57
VELP
BAYPORT
GRAY
BOND
DANZ
DECKNER
BADER
UNIVERSITY
MAIN
DOUSMAN
NEVILLE MUSEUM
LIBRARY
ST. MARY'S HOSPITAL
ASHLAND
BROADWAY
SHAWANO
CITY HALL
WALNUT
MONROE
WEBSTER
BAIRD
BELLEVUE
TO N.E. WISCONSIN TECH.
W. MASON
MASON
MILITARY
FISK
RIDGE
ONEIDA
BELLIN HOSPITAL
HAZELWOOD HOUSE
SAINT VINCENT'S HOSPITAL
9TH
MCCORMICK
ST. JOSEPH
LOMBARDI
ALLOUEZ
41
LAMBEAU FIELD
PACKER STADIUM
BROWN COUNTY ARENA
PACKER HALL OF FAME
FOX RIVER
RIVERSIDE
HERITAGE HILL STATE PARK
ALLOUEZ
CORMIER
ONEIDA BINGO
NATIONAL RAILROAD MUSEUM
DUTCHMAN'S LANDING
172
AUSTIN STRAUBEL INT'L AIRPORT
ASHLAND
FORT HOWARD
ASHWAUBENON
BROWN COUNTY FAIRGROUNDS
41
DE PERE
SAINT NORBERT COLLEGE
CANADA
Green Bay
MINNESOTA
MICHIGAN
WISCONSIN
NY
IOWA
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA

Introduction

Green Bay, named for the green-tinted streaks that stripe its bay in springtime, is the seat of Wisconsin's Brown County and the center of a metropolitan statistical area that includes the entire county. The oldest permanent settlement in Wisconsin, Green Bay began as a French fur-trading post and mission that was important to the exploration of the Upper Midwest in the early seventeenth century. Since the nineteenth century the local economy has been based on the lumbering, meat packing, and paper making industries, with a currently expanding service sector. Today Green Bay is known as ''the tissue paper capital of America'' and is home to the famous Green Bay Packers professional football team. Green Bay was recently named an All-America city and consistently ranks high on ''best-places'' lists and is noted for being child-friendly and safe.

Geography and Climate

Green Bay is located at the mouth of the Fox River, one of the largest northward-flowing rivers in the United States, which empties into the south end of Lake Michigan's Green Bay. The surrounding topography—the bay, Lakes Michigan and Superior, and to a lesser extent the slightly higher terrain terminating in the Fox River Valley—modifies the continental climate. The lake effects and the limited hours of sunshine, caused by cloudiness, produce a narrow temperature range. Three-fifths of the total annual rainfall occurs during the growing season, May through September; the high degree of precipitation, combined with the low temperature range, is conducive to the development of the dairy industry. Long winters with snowstorms are common, though winter extremes are not so severe as would be indicated by Green Bay's northern latitude location. Snowfall averages 46.3 inches each year.

Area: 43.8 square miles (2000)

Elevation: 582 feet above sea level

Average Temperatures: January, 13.9° F; July, 69.5° F; annual average, 43.6° F

Average Annual Precipitation: 28.83 inches of rain, 46.3 inches of snow

History

Great Lakes-Mississippi Water Link Sought

On a mission for Samuel de Champlain, the governor of New France, Jean Nicolet was charged with finding a route from the Great Lakes to the Mississippi River. In 1634 he arrived at La Baye des Puans, where the Fox River empties into Lake Michigan, and claimed the region for France. But La Baye did not gain importance until 1669 when Jesuit missionary Father Claude Allouez, who established a mission there, traveled the length of the Fox River and discovered a waterway to the Mississippi River, indirectly linking the St. Lawrence and the Gulf of Mexico.

La Baye became a fur-trading center and its future importance was secured when Nicolas Perrot was made commandant of La Baye. Perrot was an effective diplomat who made alliances and trade agreements with Native Americans. The lands of the upper Mississippi became the possession of the French Empire when a formal agreement was signed at Fort St. Antoine in 1689, turning a lucrative fur trading region over to the French. But when Perrot was recalled to France in 1716, his diplomatic policy was replaced by a military regime. The resulting tensions developed into warfare with the Fox Indians that continued until 1740, when fur trading again prospered and permanent housing was constructed.

In 1745 Augustin de Langlade established a trading center on the bank of the Fox River; his relations with Native Americans were built on trust and respect. Langlade's large family controlled the region's trade, owned large parcels of land, married Menominee tribe women, and lived independent of French rule. During the French and Indian War, the Langlades left La Baye to fight against the British in Ohio and Canada. The British gained control of what was known as the Northwest Territory and captured Fort La Baye, which they rebuilt and renamed Fort Edward August. The British also renamed the area Green Bay, after the green-tinted streaks that stripe the bay in springtime. Trade flourished for both French and English settlers during the period of British rule and continued to prosper after the Northwest Territory was transferred to the U.S. government after the Revolutionary War.

City Develops With Lumber, Professional Sports

It was not until after the War of 1812 that financier John Jacob Astor's American Fur Company secured control of the fur trade. Fort Howard at Green Bay and Fort Crawford at Prairie du Chine were built to protect U.S. commercial interests. The opening of the Erie Canal, linking the Great Lakes to New England, further advanced Green Bay as a trading center. Daniel Whitney platted one part of present-day Green Bay in 1829 and named it Navarino while Astor platted an opposite

section and built the Astor Hotel to attract settlers. Astor priced his land too high and when the hotel burned down in 1857 his company relinquished claims on the land. Farming was soon replaced by lumber as the dominant economic activity in Green Bay and in 1853, the year the city was incorporated, 80 million feet of pine lumber were milled.

Today, Green Bay is known as the smallest city in the United States to sponsor a professional football team. The Green Bay Packers were founded in 1919 by ''Curly'' Lambeau and George Calhoun, sports editor of the *Green Bay Press-Gazette,* and the team takes its name from the Indian Packing Corporation, which purchased the team's first uniforms. The Packers joined the National Football League in 1919 and have had a distinctive history. Under coach Vince Lombardi in the 1960s the Packers set a standard of team performance and dedication that other teams in the league have come to emulate in the modern football era. The Packers won the first two Super Bowl games in 1967 and 1968, and Lombardi and his players became national heroes. Thirty years later, the team won Super Bowl XXXI, beginning a new era under coach Mike Holmgren and general manager Ron Wolf. In addition to championship sports teams, Green Bay supports colleges, a symphony, community chorus, community theater, and several museums. And unlike many Midwestern cities with lagging economic growth, Green Bay has enjoyed a diverse and growing local economy. Using job growth and economic balance as its measures, in 2004 *Inc.* magazine ranked Green Bay as the country's top medium-sized metropolitan area for doing business.

Historical Information: University of Wisconsin-Green Bay-Area Research Center, 2420 Nicolet Drive, Green Bay, WI 54311-7001; telephone (920)465-2539

Population Profile

Metropolitan Area Residents
1980: 175,280
1990: 194,594
2000: 226,178
Percent change, 1990–2000: 16.2%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 153rd

City Residents
1980: 87,899
1990: 96,466
2000: 102,213
2003 estimate: 101,467
Percent change, 1990–2000: 5.9%
U.S. rank in 1980: 200th
U.S. rank in 1990: 205th
U.S. rank in 2000: 240th

Density: 2,333.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 87,841
Black or African American: 1,407
American Indian or Alaska Native: 3,355
Asian: 3,845
Hawaiian and Other Pacific Islander: 36
Hispanic or Latino (may be of any race): 7,294
Other: 3,809

Percent of residents born in state: 74.4% (2000)

Age characteristics (2000)
Population under 5 years old: 7,359
Population 5 to 9 years old: 7,254
Population 10 to 14 years old: 7,168
Population 15 to 19 years old: 7,492
Population 20 to 24 years old: 8,632
Population 25 to 34 years old: 16,074
Population 35 to 44 years old: 16,349
Population 45 to 54 years old: 12,766
Population 55 to 59 years old: 3,985
Population 60 to 64 years old: 3,192
Population 65 to 74 years old: 5,783
Population 75 to 84 years old: 4,535
Population 85 years and over: 1,724
Median age: 33.2 years

Births (2004, Brown County)
Total number: 3,200

Deaths (2003, Brown County)
Total number: 1,565

Money income (1999)
Per capita income: $19,269
Median household income: $38,820
Total households: 41,656

Number of households with income of . . .
less than $10,000: 1,091
$10,000 to $14,999: 1,049
$15,000 to $24,999: 2,594
$25,000 to $34,999: 3,072
$35,000 to $49,999: 5,045
$50,000 to $74,999: 7,052
$75,000 to $99,999: 2,614
$100,000 to $149,999: 1,648
$150,000 to 199,999: 418
$200,000 or more: 276

Percent of families below poverty level: 7.4% (42.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,762

Municipal Government

The Green Bay city government is administered by a mayor and 12 alderpersons. The mayor is elected to a four-year term; the alderpersons are elected for two years.

Head Official: Mayor James J. Schmitt (since 2003; current term expires in 2007)

Total Number of City Employees: 1,010 (2005)

City Information: City of Green Bay, 100 N. Jefferson St., Green Bay, WI 54301; telephone (920)448-3010

Economy

Major Industries and Commercial Activity

Green Bay's economy is highly diversified. The majority of jobs in the area are service providing—following sectors are goods producing; trade, transportation, and utilities; manufacturing; and government. One of every five jobs in the county is in manufacturing, many of which are within or directly related to the paper industry. Growing industries in Green Bay are healthcare, insurance, and transportation. Tourism is growing, as well. A study in the late 1990s found that the Green Bay Packers generated $144 million in total annual spending in Brown County, 1,620 full- and part-time jobs, and $9.6 million in annual tax revenue to local and state government.

Brown County is among the top four jobbing, wholesale, and distribution points in Wisconsin. Green Bay is the site of a petroleum storage terminal. The city ranks as a major retailing center for northeastern Wisconsin and Upper Michigan.

Items and goods produced: tissue paper and paper products, cheese, food products, lumber, woodwork, paper mill machinery, paper boxes, clothing, steel furniture, auto parts, dairy products, gloves, fertilizers, foundry products, brick tile, sheet metal, awnings

Incentive Programs—New and Existing Businesses

Local programs—The principal economic development organization in Green Bay is Advance, a publicly and privately supported branch of the Green Bay Area Chamber of Commerce. Advance uses its online database to inform interested business about available sites and buildings. The Business Retention committee assists companies in troubleshooting municipal service problems, job training needs, and other issues. The Chamber's Small Business Council assists and meets regularly to promote the interests of businesses with up to 300 employees. The Advance Business Development Center is one of the most successful incubators in Wisconsin, having graduated more than 100 start-up firms by allowing them to lease increasingly larger amounts of shared light industrial and office space as their firms grow.

State programs—The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry. Recently the firm published its ''Vision 2020: A Model Wisconsin Economy'' as a blueprint for its efforts over the next two decades.

Job training programs—Partners in Education (PIE), coordinated by the Green Bay Area Chamber of Commerce, works with businesses, educators, and community organizations to provide skills that help students transitioning from school to work.

Development Projects

Downtown Green Bay, Inc. brings together people, organizations, and funds to implement and facilitate downtown development projects. As of 2005 the organization had assisted with Baylake Bank's restoration of the old Boston Store property; a $4.5 million, 26,000 square-foot addition to the YWCA; construction of a $16 million, four-story building for the Nicolet National Bank at the corner of Cherry and Washington; and won approval from the Common Council on a riverfront redevelopment plan that will include an urban beach and boardwalk. Other projects in the works were a major hotel/condominium project for the old Younkers Building site on Washington, and a proposed $10 million riverfront loft development. Additionally, the Green Bay Packers completed a $295 million renovation of historic Lambeau Field in 2003, adding 11,625 seats, 166 private boxes, twice as many concession stands, 500 restrooms, and a new concourse.

Economic Development Information: Green Bay Area Chamber of Commerce, 400 S. Washington St., PO Box

1660, Green Bay, WI 54305-1660; telephone (920)437-8704; fax (920)437-1024

Commercial Shipping

The Port of Green Bay is an international and domestic port with a navigation season extending from April through December. More than 200 commercial vessels transport cargo through the channel each year; port tonnage averages more than 2.4 million metric tons annually. Linking the port with inland markets are an interstate highway, air cargo service, 40 motor freight carriers and the Green Bay & Western, Soo Line, Chicago & Northwestern, and Escanaba & Lake Superior railroads.

Labor Force and Employment Outlook

A relatively diverse economy and an attractive small-town lifestyle have kept Green Bay's job outlook ahead of the curve in the early 2000s, despite a nationwide rise in unemployment in recent years. The local education prospects are excellent on both a secondary and university/technical level, providing a pool of well-trained workers. During years of strong economic growth, however, firms have often found a shortage of qualified workers and recruitment and retention become issues of concern. Partners in Education (PIE), coordinated by the Green Bay Area Chamber of Commerce, provides a link between businesses, educators, and community organizations with an objective to assist students in developing the skills necessary for successful transition from school to an eventual career involving lifelong learning.

The following is a summary of data regarding the Green Bay metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 167,900

Number of workers employed in . . .
mining and construction: 9,100
manufacturing: 31,200
trade, transportation and public utilities: 36,000
information: 2,500
financial activities: 11,000
professional and business services: 14,700
educational and health services: 20,500
leisure and hospitality: 15,100
other services: 7,100
government: 20,800

Average hourly earnings of production workers employed in manufacturing: $16.19 (statewide figure)

Unemployment rate: 5.6% (February 2005)

Largest employers	*Number of employees*
Schneider National, Inc.	3,599
Georgia-Pacific Corp.	3,590
Humana	2,700
Green Bay Public Schools	2,655
Bellin Health	1,863
St. Vincent Hospital	1,853
Shopko Stores, Inc.	1,753
WPS Resources	1,545
Packerland Packing Co. Inc.	1,500
Brown County	1,424
American Medical Security	1,378
American Foods Group	1,377
Aurora Health Care	1,272

Cost of Living

The cost of living in Green Bay ranks consistently below the national average in health care, utilities, housing, food, and miscellaneous goods and services.

The following is a summary of data regarding several key cost of living factors in the Green Bay area.

2004 (3rd Quarter) ACCRA Average House Price: $277,172

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.7 (U.S. average = 100.0)

State income tax rate: Ranges from 4.6% to 6.75% (tax year 2005)

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $25.75 per $1,000 of assessed value

Economic Information: Advance, Green Bay Area Economic Development, PO Box 1660, Green Bay, WI 54305-1660; telephone (920)437-8704.

Education and Research

Elementary and Secondary Schools

The Green Bay Area Public School District, the fourth largest school system in the state of Wisconsin, includes, in addition to the city of Green Bay, the towns of Allouez and Scott and parts of the towns of Bellevue, DePere, Eaton, and Humboldt. A seven-member nonpartisan board hires a superintendent.

The following is a summary of data regarding the Green Bay public schools as of the 2002–2003 school year.

Total enrollment: 19,789 (2005)

Number of facilities
elementary schools: 25 (K-5); 2 (K-8)
middle schools: 4
senior high schools: 4
other: Elective academies in all district high schools; Fine Arts Academy

Student/teacher ratio: 14.3:1

Teacher salaries
average: $47,000

Funding per pupil: $9,506

Nearly 30 parochial schools, including Catholic and Lutheran, enroll students in kindergarten through twelfth grade curricula.

Public Schools Information: Green Bay Area Public Schools, PO Box 23387, Green Bay, WI 54305; telephone (920)448-2000

Colleges and Universities

Part of the statewide university system, the University of Wisconsin-Green Bay grants associate, undergraduate, and graduate degrees in such areas as arts and sciences, business, and natural and biological sciences. Of 5,500 students in 2005, nearly 2,000 lived on campus. Top fields of study are business administration, psychology, and human development. St. Norbert College is a four-year liberal arts institution operated by the Norbertine Fathers. Vocational, technical, and adult education is provided by the Northeast Wisconsin Technical College as well as trade schools specializing in particular skills.

Libraries and Research Centers

The largest library in Green Bay is the award-winning Brown County Library, with a circulation of over 2.3 million materials annually. These resources are available through a central library, a bookmobile, and eight branch libraries. Special collections pertain to Brown County history, genealogy, Wisconsin history, and oral history; the library is a depository for state documents. The Nicolet Federated Library is a regional library, serving a population of more than 330,000. The University of Wisconsin-Green Bay Cofrin Library serves the University of Wisconsin system as well as the northeast Wisconsin community. Libraries are also maintained by Northern Wisconsin Technical College, county agencies, health care organizations, churches, and corporations.

Public Library Information: Brown County Library, 515 Pine Street, Green Bay, WI 54301; telephone (920)448-4400; fax (920)448-4364

Health Care

Green Bay is served by three major hospitals providing more than 1,200 beds, several clinics and health care agencies, and 20 nursing homes. St. Vincent Hospital, with 542 beds, is the city's largest hospital and a regional center for cancer treatment, neuroscience, pediatrics, trauma, rehabilitation, perinatal care, and poison information. Operated by Bellin Health, Bellin Memorial Hospital is a 167-bed general care facility that specializes in the treatment of heart disease, mental health and addictive services, obstetrics, and orthopedics. Employing more than 2,300 people, Bellin Health also operates the four-year Bellin School College of Nursing. St. Mary's Hospital, with 158 private rooms, houses one of the state's largest 24-hour emergency-wards; other services include an alcohol and drug abuse program and a sick child day care program. The Prevea Clinic has more than 100 physicians trained in 21 specialty care areas who treat patients from throughout northeastern Wisconsin.

Recreation

Sightseeing

The recently expanded, 25,000 square-foot Green Bay Packer Hall of Fame was moved to the Lambeau Field atrium as part of the newly renovated stadium project. One of Green Bay's most popular attractions, the museum has trophies, memorabilia, and mementos of the Green Bay Packers, including the Vince Lombardi collection and displays on the club's league championships and Super Bowl victories; tours of Lambeau Field are also available. The 40-acre Heritage Hill State Historical Park features furnished historical buildings grouped according to four heritage themes: pioneer, small town, military, and agricultural. Among them are a 1762 fur trader's cabin, a reproduction of Wisconsin's first courthouse, Wisconsin's oldest standing house, Fort Howard buildings dating from the 1830s, and a Belgian farmhouse.

Hazelwood, a home built by Morgan L. Martin, president of the second Wisconsin Constitutional Convention, dates from 1837 and contains the table on which Wisconsin's constitution was drafted. The National Railroad Museum is a locomotive museum that exhibits locomotives and cars from the steam and diesel eras, including ''Big Boy,'' one of the world's largest locomotives. Special attractions are U.S. Army General Dwight D. Eisenhower's World War II staff train and British Prime Minister Winston Churchill's travel-

ing car. Other popular attractions are Oneida Bingo and the NEW Zoo, a life science institute that seeks to enhance visitors' understanding of animal life and its relationship to ecological systems.

Many visitors to Green Bay like to take a side trip to Door County, 90 minutes north; it offers miles of shoreline, state parts, and lighthouses, and is home to many artists and craftspersons.

Arts and Culture

The Green Bay Symphony performs a six-concert season at the new Edward W. Weidner Center for the Performing Arts at the University of Wisconsin-Green Bay. Both classic and modern plays, ballet, musical events, and nationally touring musical acts are featured at the beautifully-restored Meyer Theater, a 1,000-seat member of the League of Historic American Theaters. The Civic Music Association sponsors visiting artists. St. Norbert College hosts a performing Arts Series and college theater productions, and the Weidner Center also hosts a variety of entertainments, including ballet performances and Broadway musicals. Concerts and ice shows take place at the Resch Center and Brown County Veterans Memorial Complex.

Brown County's Neville Public Museum houses six galleries of art, natural history, and science exhibits; the ''On the Edge of the Inland Sea'' exhibit traces 13,000 years of northeast Wisconsin history. The Oneida Nation Museum captures the history of the Oneida Utopian community's life after it moved from New York to Wisconsin.

Festivals and Holidays

Artstreet is Green Bay's annual celebration of the performing and visual arts, held in the downtown district. Other annual celebrations include Arti Gras, Bayfest, Celebrate Americafest, the Oneida Indian Pow Wow, Brown County Fair, the Wet Whistle Wine Festival and Ethnic Festival in September, the Terror on the Fox Haunted House and Train Ride in October, and the Holiday Parade.

Sports for the Spectator

The Green Bay Packers, the oldest modern professional football team, enjoy one of the most heralded histories in professional sports; the team plays in the National Football Conference of the National Football League. They compete at home at Lambeau Field against perennial rivals—the Detroit Lions, Chicago Bears, and Minnesota Vikings. Playing in by far the smallest city in the entire NFL, the Packers are the local passion and enjoy a national following; despite the town's size, Packers games are always sold out. In fact, football Sundays in the autumn in Green Bay are treated as community holidays, with tailgate parties, bratwurst on the grill, plenty of beer drinking, and of course, the game. In college athletics, St. Norbert College provides small-college football and baseball in nearby DePere. The University of Wisconsin-Green Bay supports a successful soccer program and competes in Division I basketball, making the NCAA basketball tournament, and even winning one game in 2005. The national champion Green Bay Gamblers play in the Junior A U.S. Hockey League.

Sports for the Participant

The Green Bay parks and recreation department oversees numerous city parks large and small, including the Bay Beach Amusement Park and Wildlife Sanctuary, the Metro Boat Launch at the mouth of the Fox River, the SK8 Park for skateboarders and inline skaters, and the Triangle Recreation Area. The department also sponsors sports leagues for all age groups. Facilities include courts for indoor tennis and racquetball, indoor and outdoor public swimming pools, ice skating and hockey rinks, outdoor tennis courts, ski and toboggan hills, and cross-country ski trails. Soccer and rugby teams compete in leagues. Several more boating facilities are available along Green Bay. Green Bay, Fox River, and Lake Michigan provide fishermen with pike, bass, salmon, trout, muskie, and panfish. Hunters can obtain licenses to bag duck, deer, and small game. Children enjoy rides and other activities at Bay Beach Amusement Park. Across the street from the amusement park at Wildlife Sanctuary, a 700-acre urban wildlife refuge, visitors can observe native fauna and hike the nature trails.

Shopping and Dining

The Green Bay area is the regional shopping center for northeastern Wisconsin. Shoppers may choose from among three major shopping malls with nearly 200 stores, minimalls, and craft stores. There are quaint shopping districts with unique shops in the Historic Broadway District of Green Bay on Broadway, and on Main Street in nearby DePere. The Flying Pig gallery and greenspace in Algoma is a local attraction. Of unique interest is the Green Bay Packer Hall of Fame Store, offering Packer treasures, at the Lambeau Field Atrium.

Green Bay's more than 100 restaurants offer options ranging from gourmet cuisine to ethnic menus, sports bars, and casual dining establishments, and the options continue to expand. A more recent addition to the menu, diners can enjoy a sunset dinner boat that cruises the Green Bay waterways. Patrick's on the Bay offers beautiful waterside views and what many consider to be the best dining in the area.

Visitor Information: Green Bay Area Visitor and Convention Bureau, 1901 S. Oneida St., PO Box 10596, Green Bay, WI 54307; telephone (920)494-9507; toll-free (888)867-3342; email tourism@dct.com

Convention Facilities

With the recent opening of the KI Convention Center, Green Bay has established itself as a leading regional meeting and convention destination. Offering more than 46,000 square feet of flexible meeting and convention space, the KI is connected to the Regency Suites hotel and is within walking distance of the downtown business and shopping district. A popular meeting site in Green Bay is the Brown County Expo Centre Complex, which includes the Brown County Veterans Memorial Arena and Exposition Hall—offering a combined total of 60,680 square feet of exhibition space. Providing modern equipment and facilities, the complex accommodates a variety of functions such as trade and consumer shows, conventions, and banquets, in addition to sports events. Brown County Veterans Memorial Arena features a number of floor layout options, ranging from 185 exhibit booths to portable seating for nearly 3,000 people. The Exposition Hall also offers multiple layouts, with a maximum of 255 exhibit booths and a seating capacity of 2,500 people for dining and 3,000 people in a theater setting. The Green Bay Packer Hall of Fame at the new Lambeau Field Atrium hosts breakfast meetings, cocktail receptions, and banquets for groups of 50 to 500 people. Parking for 7,000 automobiles is available on the grounds. Alternative sites for small to mid-sized meetings can be found at the Neville Public Museum, St. Norbert College, and the Weidner Center for the Performing Arts.

About 74 downtown and suburban hotels and motels provide lodging for visitors and many have complete meeting accommodations, including the Radisson Inn and Conference Center and Kress Inn on the St. Norbert College campus; more than 3,000 guest rooms are available in the Green Bay metropolitan area.

Convention Information: Green Bay Area Visitor and Convention Bureau, 1901 S. Oneida St., PO Box 10596, Green Bay, WI 54307; telephone (920)494-9507; toll-free (888)867-3342; email tourism@dct.com

Transportation

Approaching the City

Three commercial airlines schedule daily flights into Austin Straubel Airfield, operated by Brown County and located in Ashwaubenon on the outskirts of the city.

As the transportation hub for northeastern Wisconsin, Green Bay is served by motor routes linked by the state's only complete beltline. Interstate 43, connecting Green Bay with Milwaukee, circles the east side of the city from northwest to southeast and is linked with the north-south U.S. 41 on the west side by Highway 172. Other principal highways are U.S. 141 and state 29, 32, 54, and 57.

Traveling in the City

Intracity public bus transportation on Green Bay Metro Transit is available Monday through Saturday on regularly scheduled routes throughout Green Bay and the nearby towns of Allouez, Ashwaubenon, Bellevue, De Pere, and the Oneida Casino. The Titletown Trolley offers rides to and from several local attractions (no service on Mondays).

Communications

Newspapers and Magazines

The major daily newspapers in Green Bay are the *Green Bay Press-Gazette,* published evenings and Saturday and Sunday mornings, and the *Green Bay News-Chronicle,* published every morning except Sunday. Several neighborhood and regional newspapers appear weekly. *Musky Hunter,* a magazine for anglers, is published six times a year.

Television and Radio

There are local network affiliates in Green Bay for ABC, CBS, NBC, Fox, PBS, WB, and UPN; subscription cable service is available. Six FM and AM radio stations broadcast out of Green Bay; from nearby cities, more than 30 FM and 9 AM radio stations are available to Green Bay listeners. Most stations schedule music programming, with an emphasis on country, oldies, and light rock; there are several news/talk stations, sports talk, and two public radio outlets.

Media Information: *Green Bay News-Chronicle,* PO Box 2467, Green Bay, WI 54306; telephone (920)432-2941. *Green Bay Press-Gazette,* 435 East Walnut, PO Box 19430, Green Bay, WI 54307-9430; telephone (920)435-4411

Green Bay Online

Brown County Library. Available www.co.brown.wi.us/library

City of Green Bay home page. Available www.ci.green-bay.wi.us

Green Bay Area Public Schools. Available www.greenbay.k12.wi.us

Green Bay Area Visitors & Convention Bureau. Available www.greenbay.com

Green Bay Packers team website. Available www.packers.com

Selected Bibliography

Carlson, Chuck, *Tales from the Packers Sidelines: A Collection of the Greatest Stories Ever Told* (Sports Publishing, 2003)

The Door County Peninsula (Marina del Rey, CA: Bennett Marine Video, 1991. Videorecording)

Madison

The City in Brief

Founded: 1836 (incorporated 1856)

Head Official: Mayor Dave Cieslewicz (since 2003)

City Population
1980: 170,616
1990: 190,766
2000: 208,054
2003 estimate: 218,432
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 84th
U.S. rank in 1990: 82nd
U.S. rank in 2000: 81st

Metropolitan Area Population
1980: 324,000
1990: 367,085
2000: 426,526
Percent change, 1990–2000: 16.2%
U.S. rank in 1980: 100th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 97th

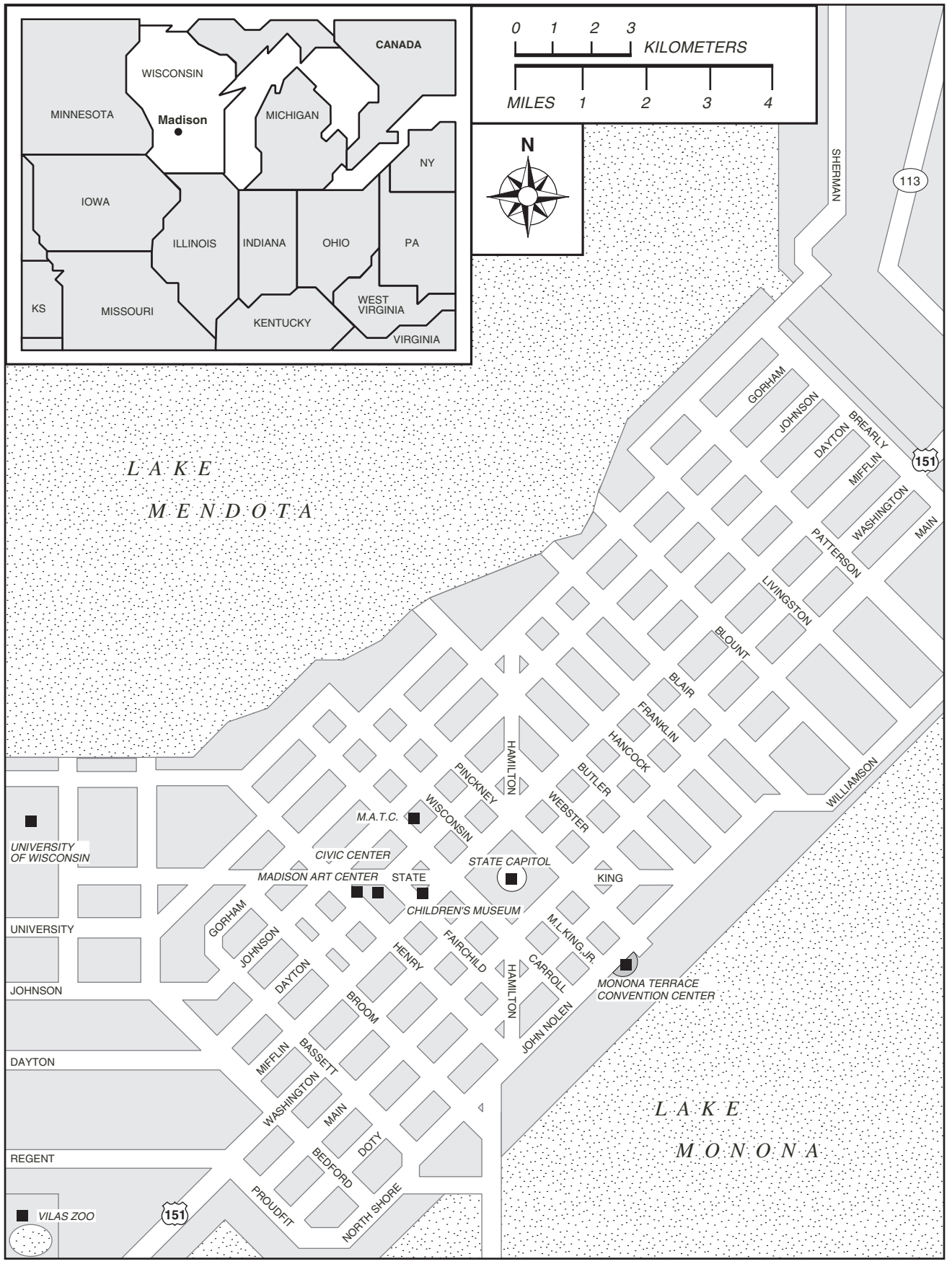
Area: 68.7 square miles (2000)
Elevation: 845.6 feet above sea level (average)
Average Annual Temperature: 45.2° F
Average Annual Precipitation: 30.16 inches of rain; 37 inches of snow

Major Economic Sectors: Government, services, wholesale and retail trade
Unemployment Rate: 3.9% (February 2005)
Per Capita Income: $23,498 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 8,847

Major Colleges and Universities: University of Wisconsin–Madison

Daily Newspapers: *Wisconsin State Journal; The Capital Times*


CANADA
WISCONSIN
MINNESOTA
Madison
MICHIGAN
NY
IOWA
ILLINOIS
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SHERMAN
113
151
GORHAM
JOHNSON
DAYTON
BREARLY
MIFFLIN
WASHINGTON
MAIN
PATTERSON
LIVINGSTON
BLOUNT
BLAIR
FRANKLIN
HANCOCK
WILLIAMSON
LAKE MENDOTA
HAMILTON
PINCKNEY
BUTLER
WEBSTER
WISCONSIN
M.A.T.C.
UNIVERSITY OF WISCONSIN
CIVIC CENTER
STATE CAPITOL
MADISON ART CENTER
STATE
KING
CHILDREN'S MUSEUM
UNIVERSITY
GORHAM
JOHNSON
DAYTON
HENRY
FAIRCHILD
HAMILTON
M.L.KING,JR
CARROLL
MONONA TERRACE CONVENTION CENTER
JOHNSON
BROOM
JOHN NOLEN
DAYTON
MIFFLIN
BASSETT
WASHINGTON
MAIN
DOTY
REGENT
BEDFORD
PROUDFIT
NORTH SHORE
LAKE MONONA
VILAS ZOO
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Introduction

The capital of Wisconsin, Madison is also the seat of Dane County and the focus of a metropolitan statistical area that includes the entire county. The city was founded as the state capital, where no other permanent settlement had previously existed, on a unique geographic site, a narrow isthmus of land called Four Lakes Isthmus between two lakes. Since Madison was founded, the natural beauty of its setting has been enhanced by parks and boulevards with an impressive State Capitol Building and plaza at the center of the city. Madison is the base of the University of Wisconsin, a nationally respected research institution known for a tradition of academic excellence.

Geography and Climate

Set on a narrow isthmus of land between Lake Mendota and Lake Monona, Madison is surrounded by a network of lakes and rivers. The topography is rolling. The continental climate is consistent with the city's location in interior North America; the temperature range is wide, with an extreme winter low of minus 40 degrees and an extreme summer high of 110 degrees. Tornadoes can be prevalent during spring, summer, and fall; moderate temperatures and humidity prevail during a generally pleasant summer. Annual average snowfall is 37 inches; the growing season is approximately 175 days.

Area: 68.7 square miles (2000)

Elevation: 845.6 feet above sea level (average)

Average Temperatures: January, 19.4° F; July, 68.6° F; annual average, 45.2° F

Average Annual Precipitation: 30.16 inches of rain; 37 inches of snow

History

Land Speculator Prevails in State Capital Bid

The Winnebago tribe were the first inhabitants of the area where the city of Madison now stands; these Native Americans lived off the land's bounty and camped alongside Lake Monona and Lake Mendota. Madison owes its founding to James Doty, a native New Yorker who served as circuit judge of the Western Michigan Territory, which included Wisconsin and points as far west as the Dakotas and Iowa. Doty became a land agent for fur trader and financier John Jacob Astor and in August 1835, he started buying land around the site that was to become Madison; soon he owned more than 1,200 acres on the Four Lakes isthmus.

When the Wisconsin Territorial legislature convened for the first time in October 1836, with the task of selecting the site for the capital, land speculators flocked to the village with ''paper'' towns for the legislators to consider. In all, 18 townsites were considered, but Doty's vision proved to be the most persuasive. Doty had selected the name Madison in honor of James Madison, the former United States President, for the state capital. The recently deceased Madison had been the last surviving signer of the U.S. Constitution. Doty's design of Madison, with a square in the middle housing the Capitol and streets radiating diagonally from it like spokes in a wheel, was the same as Pierre Charles L'Enfant's street plat of Washington, D.C. The widest street was to be named Washington, and the other streets named after the other signers of the Constitution. When the legislators complained of being cold during their meetings, Doty dispatched a man to Dubuque, Iowa, to purchase Buffalo robes to warm the freezing public officials.

Eben and Rosaline Peck and their son Victor were the first non-Native American family to settle in Madison, arriving in the spring of 1837. They built a crude log inn and named it Madison House, which became the center of early activity and boarded the workmen who had arrived to begin work on the new capitol. Augustus A. Bird supervised a crew of workmen who first built a steam-driven sawmill and then proceeded to try to complete the capitol building before the first legislative session. In November 1838, the legislators arrived to find the statehouse incomplete; when they finally moved into the new statehouse, the conditions were terrible: inkwells were frozen, ice coated the interiors, and hogs squealed in the basement. Legislators threatened to move the capital to Milwaukee but better accommodations could not be guaranteed. The statehouse was not completed until 1848.

Growth and Development Preserve Natural Setting

Improvements were slow to come to Madison and the living conditions remained crude until the arrival of Leonard J. Farwell in 1849. Farwell, a successful Milwaukee businessman, began developing the land by channeling a canal between Lakes Mendota and Monona, damming one end of Lake Mendota, building a grist and flour mill, and opening streets and laying sidewalks. But even as late as 1850, when Madison's population numbered more than 1,600 people, the isthmus thickets were still dense and impenetrable.

The University of Wisconsin was founded in 1848, the year Wisconsin was admitted to the Union. The first graduating class, in 1854, numbered two men. That year the first railroad service arrived in Madison and during the decade before the

Civil War, Madison's business economy began to grow. The Madison Institute sponsored a successful literary lyceum and boasted 1,300 volumes in its library. Streets were gas-illuminated by 1855, when three daily and five weekly newspapers were published in the new capital and the population had increased to more than 6,800 people. The city was incorporated in 1856. The following year Madison's citizens voted to donate $50,000 in city bonds to enable the legislature to enlarge and improve the Capitol building.

The Madison Park and Pleasure Drive Association was organized in 1894 and citizens donated lakeshore and forest-bluff tracts as well as money to create scenic drives, parks, and playgrounds in the city. Four years later, the city council started annual contributions to the park association. By 1916, the park association had spent more than $300,000 on improvements to the shoreline and parks. In February 1904, a fire destroyed much of the Capitol's interior. A new Capitol was constructed in stages between 1906 and 1917 on the site of the old one, featuring the only granite state Capitol dome in the United States. As both a state capital and home to a major state university, Madison has experienced a stable economic and educational base.

In rankings of U.S. cities, Madison consistently scores very high on seemingly every form of criteria. In recent years Madison has appeared several times on *Money* magazine's list of the best places to live. It has been cited by *Zero Population Growth* as the ''#1 healthiest city in the nation to raise children.'' *Outside* magazine calls Madison a ''Dream Town''; *The Utne Reader* calls it one of America's ''10 Most Enlightened Towns'' and ''The Heartland's Progressive Hotbed.'' In addition, *Sports Illustrated* called Madison America's #1 College Sports Town, while *Prevention* magazine labeled it one of its ''12 Best Walking Towns.''

Historical Information: State Historical Society of Wisconsin, 816 State Street, Madison, WI 53706; telephone (608)264-6534

Population Profile

Metropolitan Area Residents

1980: 324,000
1990: 367,085
2000: 426,526
Percent change, 1990–2000: 16.2%
U.S. rank in 1980: 100th
U.S. rank in 1990: Not reported
U.S. rank in 2000: 97thth

City Residents

1980: 170,616
1990: 190,766
2000: 208,054
2003 estimate: 218,432
Percent change, 1990–2000: 8.9%
U.S. rank in 1980: 84th
U.S. rank in 1990: 82nd
U.S. rank in 2000: 81st

Density: 3,028.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 174,689
Black or African American: 12,155
American Indian and Alaska Native: 759
Asian: 12,065
Native Hawaiian and Pacific Islander: 77
Hispanic or Latino (may be of any race): 8,512
Other: 3,474

Percent of residents born in state: 58.2%

Age characteristics (2000)
Population under 5 years old: 10,815
Population 5 to 9 years old: 10,016
Population 10 to 14 years old: 10,332
Population 15 to 19 years old: 18,192
Population 20 to 24 years old: 32,394
Population 25 to 34 years old: 37,054
Population 35 to 44 years old: 29,925
Population 45 to 54 years old: 26,553
Population 55 to 59 years old: 7,941
Population 60 to 64 years old: 5,648
Population 65 to 74 years old: 9,508
Population 75 to 84 years old: 7,025
Population 85 years and over: 2,651
Median age: 30.6 years

Births (2003)
Total number: 3,097

Deaths (2003)
Total number: 2,657 (of which, 12 were infants under the age of 1 year)

Money income (1999)
Per capita income: $23,498
Median household income: $41,941
Total households: 89,267

Number of households with income of . . .
less than $10,000: 8,645
$10,000 to $14,999: 5,285
$15,000 to $24,999: 10,696
$25,000 to $34,999: 11,561
$35,000 to $49,999: 15,934

$50,000 to $74,999: 18,338
$75,000 to $99,999: 9,271
$100,000 to $149,999: 6,542
$150,000 to $199,999: 1,631
$200,000 or more: 1,364

Percent of families below poverty level: 5.8% (39.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 8,847

Municipal Government

The city of Madison operates under a mayor-alderperson form of government; 20 alders, representing 20 city districts, are chosen for a two-year term in a nonpartisan election. The mayor, who is not a member of council, is chosen for a four-year term in a non-partisan election.

Head Official: Mayor Dave Cieslewicz (since 2003; current term expires 2007)

Total Number of City Employees: 2,741 (2005)

City Information: City Hall, 210 Martin Luther King Jr. Boulevard, Madison, WI 53710; telephone (608)266-4611

Economy

Major Industries and Commercial Activity

The principal economic sectors in Madison are manufacturing, services, and government. Meat packing and the production of agriculture and dairy equipment have long been established industries in the city; among other items produced by area manufacturing firms are hospital equipment, advanced instrumentation, storage batteries, and air circulating fixtures. Diversified farming contributes significantly to the Madison economy; nearly one-sixth of all Wisconsin farms are located within the Greater Madison market region. Dane County ranks among the top ten counties in the nation for agricultural production, the primary products being corn, alfalfa, tobacco, oats, eggs, cattle, hogs, and dairy foods.

The home offices of more than 30 insurance companies are located in Madison; included among them are American Family, CUNA Mutual Insurance Group, and General Casualty. The city is also the world headquarters of Rayovac Corporation, Promega Corporation, and Oscar Mayer. Government and education are major economic sectors; about one third of the area work force is employed in federal, state, and local government jobs, and the University of Wisconsin employs more than 36,000 workers. Madison is a banking and finance center, serving the metropolitan region with more than 120 banks, credit unions, and savings and loan institutions. Other service areas important to the local economy are health care and research and development.

Items and goods produced: agricultural products, food packaging products, dry cell batteries, farm machinery, hospital equipment, optical instruments, lenses, fabricated structural steel

Incentive Programs—New and Existing Businesses

Local programs—The city of Madison Office of Business Resources leads start-up, relocating, and expanding businesses through the range of available financial and consultative benefits the local government has to offer. The Small Business Development Center (SBDC) at the University of Wisconsin is an award-winning community resource that aids small businesses by providing practical, customer-focused management education, training, counseling and networking. In addition to counseling, the SBDC conducts workshops and seminars. The city provides below market-rate interest loans for real estate projects in the Downtown Isthmus area and selected other areas of the city. Madison Development Corporation (MDC) provides loans of up to $200,000 to businesses in the City of Madison that show continued job growth.

State programs—The Wisconsin Economic Development Association (WEDA) and the Wisconsin Economic Development Institute (WEDI) are two nonprofit agencies that provide information and financial services, legal and legislative assistance, and networking opportunities for their member businesses. On the government side, the Division of Business Development of the Wisconsin Department of Commerce provides technical assistance and financial incentives to businesses in the areas of business planning, site selection, capitalization, permits, training and recruitment, and research and development. On April 28, 2000, then Governor Tommy G. Thompson signed into law a bill that created the Wisconsin Technology Council, a nonprofit, nonpartisan board that serves to create, develop and retain science and technology-based business in Wisconsin, and to serve as an advisor to the Governor and the Legislature. The Council also serves as the key link between the state's colleges and universities and the business expertise and capital offered by the financial service industry. Recently the firm published its ''Vision 2020: A Model Wisconsin Economy'' as a blueprint for its efforts over the next two decades.

Job training programs—The area's universities and technical colleges offer ample education and training programs.

Development Projects

In July 1998, Madison businessman W. Jerome Frautschi announced a major civic gift to improve the cultural arts facilities in downtown Madison. Called the Overture Center for the Arts, it is a privately funded initiative to promote excellence in the arts and stimulate a downtown Madison renaissance. The Overture Project will transform the current Civic Center block, remodeling and expanding the existing facilities and adding new ones. Phase One of the project, including the brand new, state-of-the-art Overture Hall, a 2,250-seat theater which houses the Madison Symphony, Madison Opera, and the Madison Ballet, was completed in 2004, and by 2005 construction had begun on Phase Two, which includes a renovation of the old Capitol Theater and a new Madison Museum of Contemporary Art. All design comes under the guise of internationally known architect Cesar Pelli and as plans have expanded development costs have surpassed $205 million, all of which was being funded by Mr. Frautschi. In 2005 the Overture Foundation acquired the old Capital Square Building as the new home for the Madison Children's Museum.

Economic Development Information: Greater Madison Chamber of Commerce, 615 E. Washington Ave., PO Box 71, Madison, WI 53701-0071; telephone (608)256-8348. City of Madison Department of Planning and Development, 215 Martin Luther King, Jr. Blvd., Madison, WI 53710; telephone (608)266-4635; fax (608)267-8739.

Commercial Shipping

Madison is served by the Chicago & Northwestern, Soo/Milwaukee, and Wisconsin & Calumet railroads. More than 40 motor freight carriers link the city with markets throughout the nation via an extensive interstate highway system. Air cargo is shipped through Dane County Regional Airport by two companies.

Labor Force and Employment Outlook

Madison enjoys relatively low unemployment and a high percentage of high-paying jobs in the growing high-technology sector of the economy, all of which provides a strong boost to the local economy in many ways. *Forbes* magazine has called Madison a hotbed of biocapitalism and *Entrepreneur* ranks Madison as one of the top five cities in which to start a business. Many of these new businesses are in the high-tech sector of the local economy. In 2005 more than 450 firms in the Madison area were identified as high-tech. Madison Schools are consistently ranked among the best in the nation, and the University of Wisconsin is regarded as one of the nation's finest public universities, turning out thousands of graduates each year and providing a high number of jobs in research and development.

The following is a summary of data regarding the Madison metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 343,100

Number of workers employed in . . .
mining and construction: 16,700
manufacturing: 31,900
trade, transportation and utilities: 60,400
information: 8,000
financial activities: 27,500
professional and business services: 32,000
educational and health services: 33,800
leisure and hospitality: 28,700
other services: 17,000
government: 79,700

Average hourly earnings of production workers employed in manufacturing: $16.19

Unemployment rate: 3.9% (February 2005)

Largest employers	*Number of employees*
University of Wisconsin—Madison	25,614
State of Wisconsin	22,186
U.S. Government	3,900
American Family Insurance	3,570
Madison Metropolitan School District	3,462
WPS Insurance	2,789
UW Health Hospitals/Clinics	2,729
CUNA Mutual Group	2,600

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Madison area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 4.6% to 6.75%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.5% (Dane County)

Property tax rate: Effective tax rate $23.46 per $1,000 of assessed valuation (2004)

Economic Information: Greater Madison Chamber of Commerce, 615 E. Washington Ave., PO Box 71, Madison, WI 53701-0071; telephone (608)256-8348.

Education and Research

Elementary and Secondary Schools

Madison was recently singled out by *Money* magazine as the country's ''best place for education.'' Public, elementary, and secondary schools in Madison are part of the Madison Metropolitan School District, the third-largest system in the state of Wisconsin. The Madison Metropolitan School District serves about 25,000 students in 46 schools, including 30 elementary schools (grades K-5), 11 middle schools (6-8), four comprehensive high schools and one alternative high school. The district also has early childhood programs and alternative programs at the secondary level (6-12). The district covers approximately 65 square miles, including all or part of the cities of Madison and Fitchburg, the villages of Maple Bluff and Shorewood Hills, and the towns of Blooming Grove, Burke and Madison. A superintendent is appointed by a seven-member, nonpartisan board of education.

The following is a summary of data regarding Madison public schools as of the 2004–2005 school year.

Total enrollment: 25,000

Number of facilities
elementary schools: 30
middle schools: 11
high schools: 4
other: 1 alternative

Student/teacher ratio: 12.3:1 (2002–03)

Teacher salaries
average: $37,701 (2002–2003)

Funding per pupil: $11,118 (2002–2003)

Parochial elementary and secondary school systems are operated by the Roman Catholic and Lutheran churches; three private schools in Dane County provide a kindergarten through grade eight curriculum; and four interdenominational schools offer instruction at all grade levels. There are also services for those with special mental and physical needs.

Public Schools Information: Madison Metropolitan School District, 545 West Dayton Street, Madison, WI 53703-1967; telephone (608)266-6270

Colleges and Universities

The University of Wisconsin—Madison, chartered in 1848, is one of the country's top 10 public universities. It enrolls more than 41,000 students and grants undergraduate and graduate degrees in more than 100 disciplines, including agriculture, allied health professions, education, environmental studies, law, pharmacy, medicine, veterinary medicine, and nursing. As a major research institution, the university is known for work in a variety of fields such as agriculture, bacteriology, chemistry, engineering, forest products, genetics, land use, medicine, nuclear energy, and physics. Edgewood College is a private liberal arts college awarding associate and baccalaureate degrees; a cooperative program in medical technology with area schools and limited cross-registration with the University of Wisconsin—Madison are available. Vocational training and/or bachelors degrees are offered by Madison Area Technical College (which enrolls more than 50,000), Herzing College of Technology, and Madison Media Institute; areas of specialization include aviation, computers, cosmetology, dance, electronics, music, nursing, recreation, and television.

Libraries and Research Centers

Madison is home to 180 public, governmental, special, and academic libraries. The Madison Public Library, with a centrally located main facility, operates nine branches throughout the city. Holdings include about 1.2 million volumes, including periodicals, and compact discs, DVD and video recordings, books on tape, maps, charts, and art reproductions; the library is a partial depository for federal and city documents. In 2004 the Library had 2.2 million visitors, another 2 million hits on its online databases, and circulated 4.3 million volumes. The University of Wisconsin-Madison Memorial Library is a major research facility, housing more than 5.5 million volumes, with more than 80 special collections in a wide range of scholarly fields. The State Historical Society library specializes in Wisconsin lore and has a special African American History Collection.

As the state capital, Madison is the site for libraries affiliated with governmental agencies; among them are the Wisconsin Department of Justice Law Library, the Wisconsin Legislative Reference Bureau, the Wisconsin Department of Public Instruction, the Public Service Commission of Wisconsin, the Wisconsin Department of Transportation Library, and the Wisconsin State Law Library. Several county agencies also maintain libraries in the city. Other specialized libraries are operated by colleges, public interest groups, labor organizations, churches, hospitals, corporations, museums, and newspapers.

The University of Wisconsin-Madison ranks among the top American research universities. UW-Madison annually receives total research funding exceeding $360 million. According to recent figures available from the National Science Foundation, this makes the University of Wisconsin-Madison the third largest funded research university in the country. U.S. government research laboratories located in Madison include the U.S. Forest Products Lab, the U.S. Fish and Wildlife Laboratory, the Space Science and Engineering

Center, the Waisman Center on Mental Retardation and Human Development, the Enzyme Institute, the Sea Grant Institute, Air Pollution Lab, and the U.S. Department of Agriculture Research Service. A number of private research and testing centers, such as Hazelton Laboratories America, Inc., are also based in Madison.

Public Library Information: Madison Public Library, 201 West Mifflin Street, Madison, WI 53703; telephone (608)266-6300

Health Care

Madison, home to the University of Wisconsin Medical School, is a major center for medical research and testing. The University of Wisconsin Hospital and Clinics is comprised of 60 clinics throughout the state, with 44 in Dane County alone, including the UW Comprehensive Cancer Center, which has a national reputation for excellence in cancer care and research. As of 2005 the UW Children's Hospital was 75 percent toward its goal of raising $80 million for a new facility in Madison. Additional medical service for the region is provided by 6 Dane County general hospitals and 92 general and urgent-care clinics. Among the principal facilities are Meriter Hospital and St. Mary's Hospital.

Recreation

Sightseeing

The starting point for sightseeing in Madison is the State Capitol building, located between lakes Mendota and Monona. The dome is topped with Daniel Chester French's gilded bronze statue, *Wisconsin.* The Capitol's interior features 43 varieties of stone and murals, glass mosaics, and hand-carved wood furniture. The State Historical Society on the Capitol Square recaptures the history of Wisconsin with exhibits on Native American tribal life from prehistoric times to the present, pioneer days, paintings and statues. Adjacent is the Wisconsin Veterans Museum, which honors Wisconsin's citizen-soldiers through large-scale exhibits, displays, and presentations.

The architect Frank Lloyd Wright, who resided in nearby Spring Green, designed two buildings that are open to the public in Madison. In 1997, the Monona Terrace Community and Convention Center opened its doors some 60 years after Wright first proposed the project, which marries the capitol with Lake Monona. The Unitarian Meeting House, opened in 1951, still serves as a venue for Unitarian Universalist services. About 45 minutes away is Taliesin, Wright's home and architectural school in Spring Green.

To the north of town visitors will find the Circus World Museum, the Wollersheim Winery in Prairie du Sac (which holds a Grape Stomp Festival each fall at harvest time), and the Wisconsin Dells, a favorite family vacation destination with natural beauty, lakes and rivers, shopping, and ''the waterpark capital of the world''.

The University of Wisconsin Arboretum, maintained for research and instruction by the institution, consists of 1,200 acres of natural forests, prairie, and orchards inside the city; 250 varieties of lilacs and a number of effigy mounds highlight the Arboretum's park trails. Olbrich Botanical Gardens, a 52-acre park and conservatory, displays gorgeous annuals, perennials, and shrubs outside and a lush tropical paradise inside the 50-foot glass pyramid. The Tenney Park Locks and Dam connect Lakes Mendota and Monona, providing passageway for nearly 20,000 watercraft each season and a popular spot for fishing or feeding ducks. On the other end of Lake Mendota is the University of Wisconsin campus with its rich architectural history and scenic beauty. Along Observatory Drive is the Carillon Tower and Bells, the only carillon to be supported at a university by gifts of senior classes.

The Henry Vilas Park Zoo, bordering the shore of Lake Wingra, is home to hundreds of species of exotic animals.

Arts and Culture

The new jewel in downtown Madison's restoration and the city's arts scene is the Overture Center for the Arts, anchored by Overture Hall, new home of the Madison Symphony, the Madison Opera, and national touring productions. The Madison Art Center maintains six galleries and concentrates on modern and contemporary visual art by local, regional, and national artists; the intimate Isthmus Playhouse provides the stage for the Madison Repertory Theatre. Summer performances of Shakespeare and other classics by the American Players Theater are held in Spring Green.

Music is a popular pastime too, as evidenced by the free concerts throughout the year at Monona Terrace Community and Convention Center and the summertime Wisconsin Chamber Orchestra Concerts on the Square. The University of Wisconsin Elvehjem Museum of Art maintains an eclectic permanent collection ranging from Native American miniatures, Japanese prints, and European medals to Soviet paintings and European and American art. The university's other museums concentrate in the fields of geology and zoology. Exhibits at the Madison Children's Museum involve children in learning about science, culture, and art.

Festivals and Holidays

USA Today said about Madison: ''There's always something to do. . . . an almost constant parade of free events.'' The Capitol Square is the center of many of Madison's special events and activities. In June ''Cows on the Concourse'' celebrates dairy month. The Badger States Games are held in June, attracting from throughout the state thousands of amateur athletes who participate in 18 different sports. Rhythm and Booms is Madison's Independence Day Celebration; it sets spectacular fireworks to music over Lake Mendota. Art Fair on the Square, held the second weekend in July, brings nearly 500 artists to the Capitol Square to exhibit their works. It is accompanied by Art Fair off the Square, highlighting Wisconsin artists. The Maxwell Street Days, a bazaar of bargains along Madison's famous State Street, is another popular event, as is the Paddle 'N Portage Canoe Race and Taste of Madison, held on Labor Day weekend, when area restaurants serve their most exotic and popular dishes. From May to October, the Dane County Farmers' Markets is held on Wednesday and Saturday mornings around the picturesque Capitol. Autumn features the Thirsty Troll Brewfest and the Annual Mount Horeb Fall Heritage Festival. The grey days of winter are brightened by the Madison Auto Show, a Travel & Vacation Show, and Kites on Ice, a two-day kite-flying event that attracts participants from around the world to Lake Monona in February. There is an annual St. Patrick's Day Parade on Capitol Square.

Sports for the Spectator

The University of Wisconsin Badgers compete in the Big Ten athletic conference in 12 sports; the football, basketball, and hockey teams consistently draw large crowds. Home football Saturdays in Madison are like a community holiday, with tailgate parties beginning early in the morning and parties lasting well into the night, regardless of how the team fared on the field that day. In 2004 *Sports Illustrated* magazine named Madison ''Best College Sports Town'' in America for its spirited support of the Badgers. The Madison Mallards is a collection of promising collegiate baseball players that play summer ball in the Northwoods League. The Green Bay Packers of the National Football League are adopted by the entire state of Wisconsin, and in nearby Milwaukee, professional baseball (the Brewers) and basketball (the Bucks) are closely followed by Madison fans.

Sports for the Participant

Water sports are particularly attractive in Greater Madison, where five lakes provide ideal conditions for swimming, fishing, boating, canoeing, windsurfing, and ice skating in winter. Year-round fishing is popular, with typical catches including muskie, northern pike, walleye, bass, panfish, and cisco. The Madison Parks Department maintains 7,213 acres of park land. Forty parks maintain ice skating ponds, the majority of which are lighted for evening skating; many provide warming houses. Cross country ski trails line city parks. Many of the parks are equipped with outdoor tennis courts. The Dane County Park System offers a spectacular array of scenery and recreational opportunities at more than 30 area metroparks.

In a city where bicycles may outnumber automobiles, 100 miles of bicycle paths are provided for cycling enthusiasts. Favorite routes circle Lake Monona and the University of Wisconsin Arboretum, cutting through Madison's historic residential district, the zoo, and alongside Lake Wingra. Public golf courses, of varying lengths and difficulties for golfers of all ability levels, are located in Madison. The Springs Golf Course and University Ridge are a highly rated 18-hole courses designed by Robert Trent Jones. In 2004 nearby Whistling Straits Golf Course in Kohler hosted the PGA Championship; the public course was designed by legendary golf course architect Pete Dye. The Mad City Marathon in late May brings thousands of runners to test their mettle against 26.2 miles through some of the most scenic spots in town.

Shopping and Dining

The major shopping malls—East Towne, Hilldale, West Towne, and Westgate—offer comprehensive selection and competitive prices. The Johnson Creek Outlet Center just 30 miles east of Madison has more than 60 brand name stores. The State Capitol district offers a selection of restaurants and stores in a park setting. The pedestrians-only State Street Mall connects the Capitol Square with the University of Wisconsin; the lower section of the Mall is populated by street vendors selling crafts and food. Madison boasts that it has more restaurants per capita than any city in America, with cuisine from around the world appealing to the eclectic tastes of the city's progressive population. Specialty shops and some of the city's finest restaurants are located on State Street. Monroe Street on Madison's near west side also offers charm and unique restaurants and shops. Friday night fish fries are a local custom, and one restaurant caters to specialties native to Wisconsin. The Farmers' Market comes highly recommended for purchasing fresh produce from local growers.

Visitor Information: Greater Madison Convention & Visitors Bureau, 615 East Washington Avenue, Madison, WI 53703; telephone (608)255-2537; toll-free (800)373-6376

Convention Facilities

In all, the Madison area has more than 8,000 hotel rooms and 400,000 square feet of meeting space, which makes it

an annual gathering place for such conventions as the World Dairy Expo. Located on the shore of Lake Monona and inspired by a design created by Frank Lloyd Wright in 1938, Monona Terrace is two blocks from Capitol Square, to which it is linked by a pedestrian promenade. In 2001 the facility added the 250-room Hilton Madison Monona Terrace with direct access to the convention facility by enclosed walkway. The facility offers 250,000 square feet of convention and meeting space including a ballroom, an exhibit hall, a multimedia auditorium, gift shop, prefunction areas, and a 90-foot extension over the water. The roof features a park and bandshell, and there is parking for about 550 cars.

The Dane County Expo Center is a 160-acre multibuilding complex including 100,000 square feet of column-free exhibition space and a 9,500-seat arena. The brand new Overture Center for the Arts has unique meeting space for smaller groups in several spectacular settings. Three downtown hotels providing meeting and convention facilities are The Concourse, with three ballrooms and several meeting rooms; the Best Western Inn on the Park, with a variety of meeting room styles; and The Edgewater, with five meeting rooms.

Additional meeting accommodations are available on the campus of the University of Wisconsin—Madison, as well as at numerous hotels and motels throughout metropolitan Madison.

Convention Information: Greater Madison Convention & Visitors Bureau, 615 East Washington Avenue, Madison, WI 53703; telephone (608)255-2537; toll-free (800)373-63763

Transportation

Approaching the City

The Dane County Regional Airport, east of the city, is an international airport served by 11 commercial airlines with 75 regularly scheduled daily flights. Renovations and expansions to be completed in 2005 are to double the airport's square footage.

I-90 and I-94, two of Wisconsin's interstate highways, pass through Madison, connecting the city with Chicago (2.5 hours), Minneapolis (4.5 hours), and Milwaukee (1.5 hours). The highway system also includes U.S. routes 12, 14, 18, 51, and 151 and state roads 30 and 113. The West Beltline, formed by U.S. 18, 151, 12, and 14, bypasses the city. Three companies provide inter-city bus service.

Traveling in the City

Madison is long and narrow, following a northeast-southwest orientation along the shores of Lakes Mendota and Monona. Within this configuration, downtown streets radiate from the Capitol hub; principal thoroughfares are Washington, Johnson, and Williamson, which run northeast and southwest, and State Street and University Avenue, which extend due east.

Madison is one of the most bicycle-friendly cities in America, with miles of paved bike paths and an extensive map system to help bikers get around. Intracity public bus transportation is operated by Madison Metro Bus Company, which provides Metro Plus service for elderly and handicapped patrons. Unlimited access to the bus system comes for just $3 per day.

Communications

Newspapers and Magazines

Daily newspapers in Madison are the morning and Sunday *Wisconsin State Journal* and the evening (Monday through Friday; mornings on Saturday) *The Capital Times.* Several other newspapers also circulate in the city; among them are the alternative weekly *Isthmus,* and University of Wisconsin student dailies.

Madison is the center of extensive magazine and journal publishing activity, including *Madison Magazine* and *In Business*. Magazines with wide circulation focus on such subjects as agriculture, athletics, money management, economic justice, and Wisconsin recreation. Several academic journals are based at the University of Wisconsin, and numerous specialized magazines and journals, many affiliated with government agencies, are printed in Madison.

Television and Radio

Six television channels—four commercial and two public—broadcast from Madison, which also receives programming from Green Bay and Wausau. Cable service is available. Several television production firms are located in the city.

Thirteen AM and FM radio stations serve Greater Madison with a variety of programming that includes classical music, jazz, easy listening, farm news, and topics of public interest.

Media Information: *The Capital Times,* 1901 Fish Hatchery Road, PO Box 8060, Madison, WI 53708; telephone (608)252-6363; and, *Wisconsin State Journal,* 1901 Fish Hatchery Road, PO Box 8058, Madison, WI 53708; telephone (608)252-6363

Madison Online

City of Madison Home Page. Available www.ci.madison.wi.us

Greater Madison Chamber of Commerce. Available www.greatermadisonchamber.com

Greater Madison Convention and Visitors Bureau. Available www.visitmadison.com

Madison Metropolitan School District. Available www.madison.k12.wi.us

Madison Public Library. Available www.madisonpubliclibrary.org

University of Wisconsin-Madison. Available www.wisc.edu

Selected Bibliography

Brown, Harriet, *Madison Walks* (Madison, WI: Jones Books, 2003)

Guide to Archives and Manuscripts in the University of Wisconsin, Green Bay Area Research Center/State Historical Society of Wisconsin (Madison, WI: State Historical Society of Wisconsin. University of Wisconsin–Green Bay, 1982)

Milwaukee

The City in Brief

Founded: 1839 (incorporated 1846)

Head Official: Mayor Tom Barrett (since 2004)

City Population
1980: 636,212
1990: 628,088
2000: 596,974
2003 estimate: 559,843
Percent change, 1990–2000: −5.0%
U.S. rank in 1980: 16th
U.S. rank in 1990: 17th
U.S. rank in 2000: 25th (State rank: 1st)

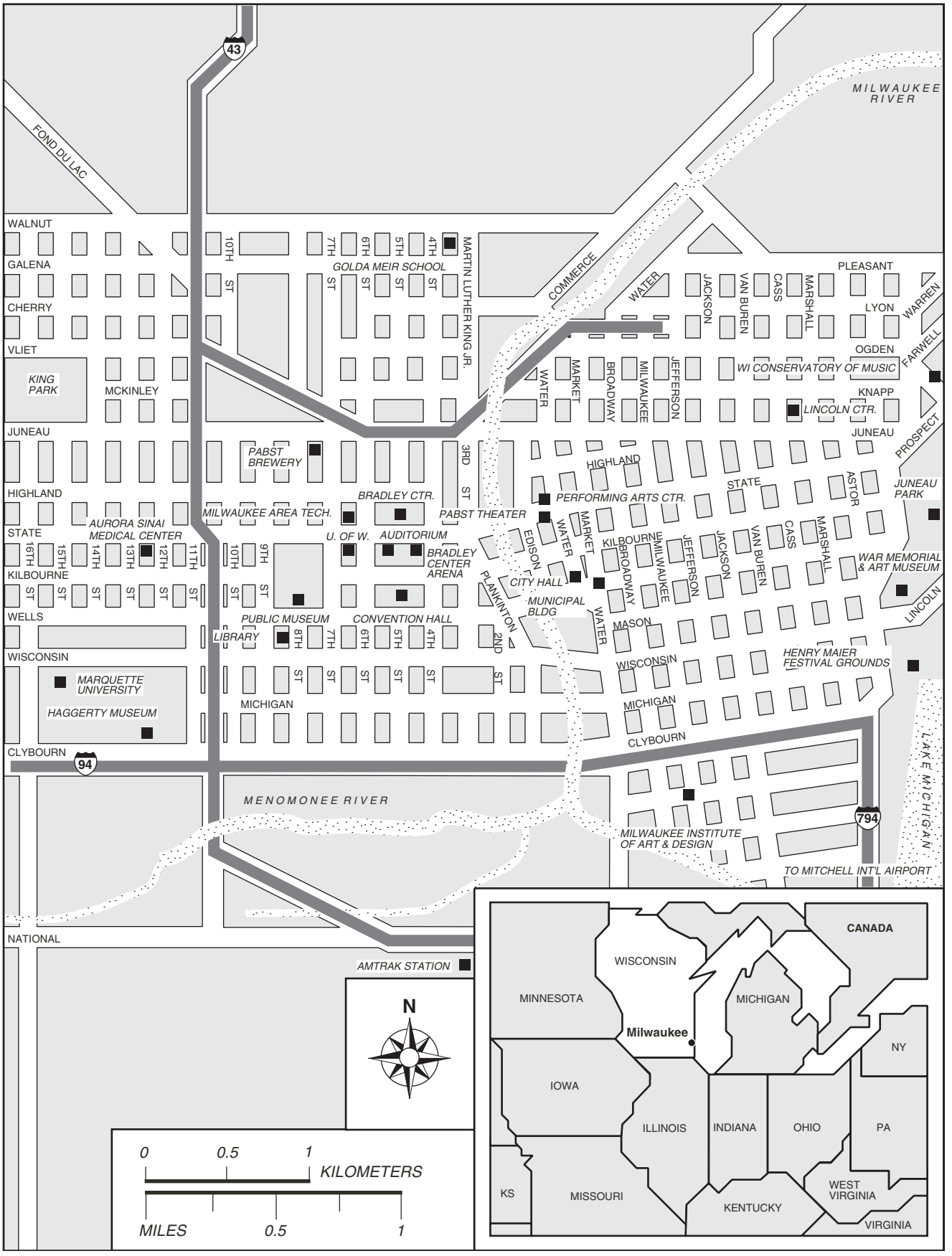
Metropolitan Area Population
1990: 1,607,183
2000: 1,689,572
Percent change, 1990–2000: 5.1%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 64th (CMSA)

Area: 96.1 square miles (2000)
Elevation: 581.2 feet above sea level
Average Annual Temperature: 46.8° F
Average Annual Precipitation: 32 inches of rain; 45 inches of snow

Major Economic Sectors: Services, wholesale and retail trade, manufacturing
Unemployment Rate: 5.6% (February 2005)
Per Capita Income: $16,181 (1999)
2001 FBI Crime Index Total: 76,100

Major Colleges and Universities: University of Wisconsin-Milwaukee; Marquette University

Daily Newspapers: *Milwaukee Journal Sentinel*


43
FOND DU LAC
MILWAUKEE RIVER
WALNUT
GALENA
CHERRY
VLIET
KING PARK
MCKINLEY
JUNEAU
HIGHLAND
STATE
KILBOURNE
WELLS
WISCONSIN
CLYBOURN
94
10TH ST
7TH ST
6TH ST
5TH ST
4TH ST
MARTIN LUTHER KING JR.
GOLDA MEIR SCHOOL
COMMERCE
WATER
JACKSON
VAN BUREN
CASS
MARSHALL
PLEASANT
LYON
WARREN
FARWELL
OGDEN
WI CONSERVATORY OF MUSIC
KNAPP
LINCOLN CTR.
PROSPECT
MARKET
BROADWAY
MILWAUKEE
JEFFERSON
PABST BREWERY
3RD ST
HIGHLAND
PERFORMING ARTS CTR.
ASTOR
JUNEAU PARK
BRADLEY CTR.
MILWAUKEE AREA TECH.
PABST THEATER
AURORA SINAI MEDICAL CENTER
16TH ST
15TH ST
14TH ST
13TH ST
12TH ST
11TH ST
10TH ST
9TH ST
U. OF W.
AUDITORIUM
BRADLEY CENTER ARENA
EDISON
KILBOURN
CITY HALL
PLANKINTON
MUNICIPAL BLDG
WAR MEMORIAL & ART MUSEUM
LINCOLN
MASON
PUBLIC MUSEUM
CONVENTION HALL
LIBRARY
8TH ST
7TH ST
6TH ST
5TH ST
4TH ST
2ND ST
HENRY MAIER FESTIVAL GROUNDS
MARQUETTE UNIVERSITY
HAGGERTY MUSEUM
MICHIGAN
CLYBOURN
MENOMONEE RIVER
LAKE MICHIGAN
794
MILWAUKEE INSTITUTE OF ART & DESIGN
TO MITCHELL INT'L AIRPORT
NATIONAL
AMTRAK STATION
N
0 0.5 1
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CANADA
WISCONSIN
MINNESOTA
MICHIGAN
Milwaukee
NY
IOWA
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA

Introduction

Milwaukee, the seat of Milwaukee County, is the largest city in Wisconsin and the center of a metropolitan statistical area comprised of Milwaukee, Ozaukee, Washington, and Waukesha counties. Mid-nineteenth century German immigration laid the foundation for Milwaukee's ''golden age,'' when cultural and political life flourished, culminating in the election of the country's first socialist mayor in 1912. The city is a major Great Lakes port, traditionally known for manufacturing and breweries. Milwaukee has in recent years reemerged as a primary cultural and entertainment center for the Upper Midwest.

Geography and Climate

Situated on the western shore of Lake Michigan at the confluence of the Milwaukee, Menomonee, and Kinnickinnic rivers, Milwaukee experiences a continental climate characterized by a wide range of temperatures. The frequently changeable weather is influenced by eastward-moving storms that cross the middle section of the nation. Severe winter storms often produce ten inches of snow, and incursions of arctic air result in several days of bitterly cold weather. The Great Lakes influence the local climate during all seasons, modifying air masses before they reach the city; Lake Michigan, in particular, causes dramatic shifts in temperature. Summer temperatures seldom exceed 100 degrees, although a combination of high temperatures and humidity occasionally develops.

Area: 96.1 square miles (2000)

Elevation: 581.2 feet above sea level

Average Temperatures: January, 29.4° F; July, 77.7° F; annual average, 46.8° F

Average Annual Precipitation: 32 inches of rain; 45 inches of snow

History

Tribal Meeting Place Draws Permanent Settlement

Mahn-a-waukee Seepe, a Native American word meaning ''gathering place by the river,'' was the name given to the land next to the natural bay where the Milwaukee, Menomonee, and Kinnickinnic rivers flow into Lake Michigan and where a number of tribes met to hold counsel. The Potawatomi was the largest of the local tribes and they, along with the Menominee, were under French control in the seventeenth century. As white traders moved into the territory, the Native Americans withdrew into the wilderness. The Menominee gave up land east and north of the Milwaukee River in 1831, and the United Nation of Chippewa, Ottawa, and Potawatomi signed a treaty in Chicago in 1833 that relinquished a large section of land south and west of the Milwaukee River.

In 1835 three men bought the first land holdings in Milwaukee at a land auction in Green Bay. French trader Solomon Juneau had operated a trading post near the Milwaukee River since 1818, and he purchased the land between the Milwaukee River and Lake Michigan that he named Juneautown. Byron Kilbourn named his western tract Kilbourntown, and George H. Walker claimed a southern section. Juneau accrued great wealth through his trading business; he also served as an interpreter and peacemaker between the Native Americans and white settlers. Juneau sold some of his land, and he and the new investors established a village that they named Milwaukee. The first population wave took place when Irish and New England settlers and German immigrants arrived. In 1838 the Potawatomi were relocated to Kansas.

A feud called the Bridge War, notorious in Milwaukee history, began in 1840 when the villages of Juneautown and Kilbourntown, which were consolidated in 1839, disputed payments for river bridges required by the legislature. This feuding continued for five years and in 1845 erupted in violence. The Bridge War was finally resolved when the legislature ordered that costs be shared equally between the two founding communities. The next year the city charter was ratified, and Solomon Juneau was elected the first mayor of Milwaukee.

By that time the city's population numbered 10,000 people, half of them German and a higher percentage Catholic. John Martin Henni was appointed bishop of the new diocese, becoming the first German Catholic bishop in America. In 1848 the arrival of the ''forty-eighters,'' German intellectuals forced to flee their homeland after their rebellion failed, helped to influence the direction of Milwaukee history. These men wanted to establish a free German republic but settled for improving the cultural and political life of the city by creating theaters and musical societies, and generally upgrading Milwaukee's intellectual life. Between 1850 and 1851 Milwaukee's population more than doubled to 46,000 people. The economy prospered during the Civil War as local industries grew rapidly and filled in the gaps created by the closing of southern markets.

Progress Continues Despite Setbacks

Several disasters threatened Milwaukee's progress. In 1867, the city's first major labor union, the Knights of St. Crispin, was formed in the shoe industry. As the economy expanded so did the labor movement, which received a setback when state troops fired on labor demonstrators in 1886, killing five. Almost 300 people drowned in 1859 when the *Lady Elgin* collided with the *Augusta*; Milwaukee again mourned when a fire at the Newhall House in 1883 took at least sixty-four lives. Both events were commemorated in popular ballads. In 1892 sixteen residential and business blocks between the Milwaukee River and Lake Michigan were destroyed by fire. Despite this tragedy, the decade of the 1890s in Milwaukee was described as the ''golden age,'' marked by the flourishing of German theater and musical societies.

The rise of Milwaukee's brand of socialism dates from this period, when Socialist leader Victor L. Berger forged an alliance with labor, bringing the Social Democratic party into existence. Emil Seidel was elected the first Socialist mayor in 1910 and Berger became the first Socialist in the U.S. House of Representatives. The ''bundle brigade'' delivered campaign pamphlets in twelve languages to rally votes. In addition to Seidel, Daniel W. Hoan and Frank P. Zeidler later also served as Socialist mayors. In keeping with anti-German sentiments during World War I, the statue of *Germania* was removed from the Brumder Building and Berger was convicted of conspiracy to violate the Espionage Act. This decision was, however, reversed by the U.S. Supreme Court in 1921.

Milwaukee has been a shipping center and industrial giant in the Midwest, noted in the nineteenth century for wheat and then in the twentieth century for manufacturing, primarily the metal trades, meat packing, tanning and leather goods, brewing, and durable goods. Milwaukee industry has contributed to national and international progress with steam shovels to dig the Panama Canal, turbines to harness Niagara Falls, and agricultural equipment to farm the world's land. Today Milwaukee maintains its status as a leader in manufacturing technology and practice while it makes the transition to a service-based economy. Milwaukee boasts good schools, a diverse economy, a strong work ethic, a high quality of life, and a beautiful location on the western edge of Lake Michigan in the rolling hills of the Kettle Moraine. The city has also become a cultural leader, with a world-class symphony orchestra, 20 performing arts groups, a ballet, two opera companies, a zoo, six professional sports teams, several major universities, and Summerfest, the world's largest music festival.

Historical Information: Milwaukee County Historical Society, 910 N. Old World 3rd St., Milwaukee, WI 53203; telephone (414)273-8288

Population Profile

Metropolitan Area Residents
1990: 1,607,183
2000: 1,689,572
Percent change, 1990–2000: 5.1%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 64th (CMSA)

City Residents
1980: 636,212
1990: 628,088
2000: 596,974
2003 estimate: 559,843
Percent change, 1990–2000: −5.0%
U.S. rank in 1980: 16th
U.S. rank in 1990: 17th (State rank: 1st)
U.S. rank in 2000: 25th (State rank: 1st)

Density: 6,214.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 310,734
Black or African American: 230,503
American Indian and Alaska Native: 9,116
Asian: 20,166
Native Hawaiian and Pacific Islander: 809
Hispanic or Latino (may be of any race): 71,646
Other: 43,201

Percent of residents born in state: 65.2% (2000)

Age characteristics (2000)
Population under 5 years old: 47,545
Population 5 to 9 years old: 50,555
Population 10 to 14 years old: 46,688
Population 15 to 19 years old: 47,231
Population 20 to 24 years old: 51,814
Population 25 to 34 years old: 94,451
Population 35 to 44 years old: 85,792
Population 45 to 54 years old: 68,351
Population 55 to 59 years old: 21,586
Population 60 to 64 years old: 17,838
Population 65 to 74 years old: 33,015
Population 75 to 84 years old: 23,727
Population 85 years and over: 8,381
Median age: 30.6 years

Births (2002, Milwaukee County)
Total number: 14,332

Deaths (2002, Milwaukee County)
Total number: 9,022 (of which, 155 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,181
Median household income: $37,879
Total households: 232,312

Number of households with income of . . .
less than $10,000: 32,701
$10,000 to $14,999: 18,446
$15,000 to $24,999: 37,867
$25,000 to $34,999: 35,509
$35,000 to $49,999: 40,961
$50,000 to $74,999: 39,490
$75,000 to $99,999: 16,387
$100,000 to $149,999: 7,778
$150,000 to $199,999: 1,599
$200,000 or more: 1,574

Percent of families below poverty level: 17.4% (53.2% of which were female householder families with related children under 5 years)

2001 FBI Crime Index Total: 76,100

Municipal Government

Milwaukee is governed by a 15-member council and a mayor, who is not a member of council; all are elected to a four-year term. The council holds all policy-making and legislative powers of the city, including the adoption of ordinances and resolutions, the approval of the city's annual budget, and the enactment of appropriation and tax levy ordinances. In addition to their powers as legislators, council members serve as district administrators, responsible to the citizens in their districts for city services.

Head Official: Mayor Tom Barrett (since April 2004; current term expires March 2008)

Total Number of City Employees: 8,907 (2004)

City Information: City Hall, 200 E. Wells St., Milwaukee, WI 53202; telephone (414)286-2200

Economy

Major Industries and Commercial Activity

Milwaukee, a commercial and industrial hub for the Great Lakes region, is home to six *Fortune* 1000 manufacturers (including Harley-Davidson Inc., Rockwell Automation, and Johnson Controls), banks, and diversified service companies as well as one of the nation's ten largest insurance firms. The metropolitan area places among the top manufacturing centers in the United States, ranking second among major metropolitan areas in the percentage of its workforce in manufacturing. The economy is dominated by small- to medium-size firms with representatives in nearly every industrial classification.

Metropolitan area firms are engaged primarily in the manufacture of machinery; contrary to Milwaukee's reputation as a brewery capital, less than one percent of the city's industrial output is related to brewing. In recent years, the metro region has earned a reputation as a center for precision manufacturing. It leads the nation in the production of industrial controls, X-ray equipment, steel foundry parts, and mining machinery. The area is also considered a printing and publishing center, housing more than 11 percent of the top 70 printing companies in North America. Publishers and printers combined employ more than 21,000 people, about 2.5 percent of the workforce.

Professional and managerial positions are the fastest-growing occupations in Milwaukee, accounting for almost 27 percent of the workforce. Service businesses constitute the largest sector of the local economy, and health care positions account for about 27 percent of service sector jobs. The area is home to four major multi-hospital health systems. Other major areas of service employment include business services (27 percent), educational services (7 percent) and social services (10 percent).

Nearly a quarter of the state's high-tech firms, employing more than one-third of Wisconsin's technology industry staff, are located in Milwaukee County. Between 1990 and 1999, Milwaukee led Wisconsin in the creation of high-tech jobs, adding 10,000 positions.

Tourism is also a major contributor to the local economy. Milwaukee hosts many festivals and parades throughout the year, and is home to nationally recognized museums, a zoo, professional sports teams, and entertainment venues. Altogether these attractions bring more than 5 million tourists and generate $1.9 billion annually.

Items and goods produced: automobile frames and parts, heavy pumping machinery, gas engines, heavy lubricating and agricultural equipment, large mining shovels, dredges, saw mill and cement machinery, malt drinks and products, packaged meat, boots, shoes, leather products, knit goods, women's sportswear, gloves, children's clothes, diesel engines, motorcycles, outboard motors, electrical equipment, products of iron and steel foundries, metal fabricators

Incentive Programs—New and Existing Businesses

Milwaukee is known for its harmonious working relationship with the business community throughout the entire

area. Its Milwaukee Economic Development Corporation (MEDC) is a nonprofit corporation offering financial resources to aid in the city's economic growth. Its staff provides financial, technical, training, and ombudsman services to Milwaukee businesses and also assists in securing state of Wisconsin business development funds for Milwaukee firms. MEDC is very supportive of minority-owned businesses. Additionally, the city of Milwaukee's Emerging Business Enterprise Program helps emerging and small businesses with support services, contract opportunities, and financial resources, and helps establish mentor relationships between emerging and established businesses.

Local programs—The city's Community Block Grant Administration oversees the use of approximately $30 million of federal funds or programs in targeted central city neighborhoods. The funding is used for housing rehab programs, special job and business development, and public service programs such as crime prevention, job training, housing for homeless, youth recreation programs and community organization programs.

State programs—Wisconsin's Department of Commerce was created in 1996; it offers a variety of loan and grant programs for both businesses and communities. The department's Disadvantaged Business Enterprise Program was created to increase participation of firms owned by disadvantaged individuals in all federal aid and state transportation facility contracts. The department's Minority Business Development loan program provides financial assistance for the creation and expansion of minority-owned businesses in Wisconsin through low interest loans. The Employee Ownership Assistance Loan Program helps groups of employees purchase businesses that would otherwise close by providing individual awards up to $15,000 for feasibility studies or professional assistance.

Job training programs—The Milwaukee industrial and business community profits from area educational institutions, which provide technology transfer, research services, and training programs. The state's Customized Labor Training program assists companies that are investing in new technologies or manufacturing processes by providing a grant of up to 50 percent of the cost of training employees on the new technologies. Also available in Milwaukee is the ''Small Business School'' television program, a series that highlights some of America's most successful small businesses and their owners.

Development Projects

In 2005, the city of Milwaukee received $20.2 million in federal assistance for continued economic development. This assistance took the form of an $18 million New Market Tax Credit allocation and $2.2 million in brownfield grants from the U.S. Environmental Protection agency. The New Market Tax Credit will be used to offer low-interest loans to businesses in low-income areas of the city. The brownfield grants will be used to clean up properties contaminated from previous uses, such as former gas station sites. In 2004, Real Estate Recycling spent $10 million to renovate a former foundry plant, creating the 200,000 square foot Stadium Business Park. The area will be used for light industrial businesses.

Economic Development Information: Metro Milwaukee Association of Commerce, 756 N. Milwaukee St., Ste. 400, Milwaukee, WI 53202; telephone (414)287-4100. Milwaukee Economic Development Corporation, 809 N. Broadway, PO Box 324, Milwaukee, WI 53201; telephone (414)286-5840

Commercial Shipping

Because of its location near the nation's population center—nearly 66 million people and one-third of U.S. manufacturing output is within 600 miles of the city—Milwaukee is a major commercial shipping hub. Of vital importance to both the local and state economies is the Port of Milwaukee, a shipping and receiving point for international trade as well as the primary heavy-lift facility on the Great Lakes. A protected harbor permits year-round navigation through the port from three rivers in addition to Lake Michigan. With access to the eastern seaboard via the St. Lawrence Seaway and to the Gulf of Mexico through the Mississippi River, the Port of Milwaukee processes three million tons of cargo annually and has helped the state maintain an export growth rate twice the national average. Principal inbound commodities include cement, coal, machinery, steel, salt, limestone, asphalt, and crushed rock.

More than 500 multiservice motor freight carriers are engaged in shipping goods from Milwaukee to markets throughout the country. Two major rail lines serve the greater Milwaukee area; altogether, Wisconsin has 4,500 miles of track and 12 freight railroads handling 94 million tons of cargo. More than 200 million pounds of cargo and mail are handled annually by air freight carriers at General Mitchell International Airport, Wisconsin's primary terminal for commercial air travel and freight shipments.

Labor Force and Employment Outlook

Milwaukee is noted for a well educated workforce with a strong work ethic. Employees call in sick less frequently than those in other major urban areas, and children consistently rank near the top in scholastic achievement tests. Private business drives the city's economy, with less than 11 percent of area employees working in the public sector. Just under 22 percent of Milwaukee's workers are in manufacturing jobs, the second-highest percentage among U.S. metropolitan areas. While manufacturing is a strong compo-

nent of the city's economy, service jobs have shown the most growth in recent years.

The city's diverse economy and strong work ethic has helped keep area unemployment under the national average in each of the last 30 years. Milwaukee ranks slightly below the national average in pay levels for most occupations.

The following is a summary of data regarding the Milwaukee metropolitan area labor force, 2004 annual average.

Size of non-agricultural labor force: 832,300

Number of workers employed in . . .
manufacturing: 134,200
trade, transportation and utilities: 152,500
information: 18,400
financial activities: 57,400
professional and business services: 106,800
educational and health services: 131,400
leisure and hospitality: 65,200
other services: 41,500
government: 91,500

Average hourly earnings of production workers employed in manufacturing: $17.22

Unemployment rate: 5.6% (February 2005)

Largest employers (2004)	*Number of employees*
Aurora Health Care	15,500
Covenant Healthcare System Inc.	9,520
Roundy's	7,400
Marshall & Ilsley Corp.	6,800
Wisconsin Energy	6,000
GE Healthcare	5,800
Quad/Graphics	5,300
Kohl's	5,500
Northwestern Mutual	4,600

Cost of Living

Metropolitan Milwaukee's cost of living ranks below other major metropolitan areas. The area offers a wide array of homes in a variety of price ranges.

The following is a summary of data regarding several key cost of living factors in the Milwaukee area.

2004 (3rd Quarter) ACCRA Average House Price: $296,114

2004 (3rd Quarter) ACCRA Cost of Living Index: 101.7 (U.S. average = 100.0)

State income tax rate: Ranges from 4.90% to 6.93%

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.6%

Property tax rate: Range from $14.79 to $39.45 per $1,000 assessed valuation (2004)

Economic Information: Metro Milwaukee Association of Commerce, 756 N. Milwaukee St., Ste. 400l, Milwaukee, WI 53202; telephone (414)287-4100

Education and Research

Elementary and Secondary Schools

The Milwaukee Public Schools system, serving almost 100,000 students, is administered by a nine-member, nonpartisan board of school directors that appoints a superintendent. The system employs more than 6,700 full-time, part-time, and substitute teachers. In 2003, Milwaukee Public Schools had a 60 percent graduation rate; more than 50 percent of graduating students planned on attending some sort of college or university. Overall, students maintained an 89.9 percent attendance rate. Milwaukee public schoolteachers are well-educated; in 2004, 46 percent of teachers held a master's degree or higher.

The following is a summary of data regarding the Milwaukee public schools as of the 2004–2005 school year.

Total enrollment: 105,000

Number of facilities
elementary schools: 125
middle schools: 16
high schools: 18 (plus 23 middle/high combined)
other: 72 (including alternative, partnership, and charter schools; and other programs)

Student/teacher ratio: 15:1

Teacher salaries
minimum: $29,224
maximum: $62,368

Funding per pupil: $11,219

More than 100 private elementary and secondary schools serve metropolitan Milwaukee. Choices include 7 Montessori schools, 21 charter schools, and 11 year-around schools as well as a number of parochial schools.

Public Schools Information: Milwaukee Public Schools, Administration Building, 5225 W. Vliet St., Milwaukee, WI 53208; telephone (414)475-8393

Colleges and Universities

Milwaukee is home to many higher education institutions. A 2000 study by McGill University in Montreal ranked Milwaukee 5th in a list of U.S. and Canadian cities with the highest number of college students per 100 residents. One of the largest schools in the area is the University of Wisconsin-Milwaukee. It is one of two doctoral universities in the University of Wisconsin system, and has an enrollment of 23,000. The school offers more than 120 undergraduate majors, 47 master's degrees, and 17 doctorate degrees. It is also one of the top research institutions in the country, ranking in the top 3.5 percent of national universities.

Marquette University is a Catholic, Jesuit school composed of 6 colleges with 60 undergraduate majors. Still, it keeps class sizes small, with an average freshman class size of 32. It was recently named one of the nation's 50 best college values by *U.S. News and World Report* magazine. The Medical College of Wisconsin is part of the Milwaukee Regional Medical Center. It is a private, academic institution that emphasizes education, research, patient care, and local partnerships. Other schools in the area include Alverno College, Cardinal Stritch University, Carroll College, Carthage College, Concordia University Wisconsin, the Milwaukee Institute of Art and Design, Mount Mary College, and Wisconsin Lutheran College.

The area also boasts a number of technical colleges. Milwaukee Area Technical College offers more than 150 associate degrees, technical diplomas, and short-term certificates. At nearby Gateway Technical College, the school has more than 70 career options. Waukesha County Technical College focuses on technical education, occupational training, and enrichment programs.

Libraries and Research Centers

In addition to its main facility, the Milwaukee Public Library operates 12 branches throughout the city and a bookmobile. Total library holdings include about 2.7 million books, and other materials such as periodicals, films, CDs, records, art reproductions, sheet music, and art objects, in addition to more than 1.5 million government documents. Special collections are maintained on a wide range of subjects, and computer resources are also available. The library was a recipient of the University of Wisconsin-Milwaukee School of Education 2004 Promoting Educational Achievement for Kids Award for its many literacy and education programs. The Golda Meir Library at the University of Wisconsin-Milwaukee maintains holdings of 1.3 million books as well as special collections in many scholarly fields. The library's largest and most distinguished research collection is the American Geographical Society Library. It holds more than one million items dating from 1452 to the present, with items ranging from rare old manuscripts to early printed books of satellite data. Additional resources are found in such specialized collections as the Hebraica and Judaica Collection, the Slichter and Hohlweck Civil War Collections, and the Harry and Dorothy Jagodzinski Franklin Delano Roosevelt Collection.

The James J. Flannery Map Library is another University of Wisconsin-Milwaukee collection that includes U.S. Geological Survey topographical maps, wall maps, air photos, and various other maps; the Map Library is a government depository library for maps and is open to the public. The Medical College of Wisconsin Libraries have three facilities housing 76,000 books and 130,000 bound periodical volumes pertaining to basic sciences, clinical medicine, and nursing; the main library is a depository for World Health Organization publications. The Medical College is recognized as a leading center for research in such fields as interferon, obesity, allergies, eye disorders, arthritis, heart disease, childhood cancer, and diagnostic imaging.

The University of Wisconsin-Milwaukee maintains the Office of Industrial Research and Technology Transfer, the International Business Center, and the Femtosecond Laser Laboratory. Marquette University conducts in-house training programs in management development, computer technology, and industrial technology. The Biological and Biomedical Research Institute at Marquette University stimulates collaborative research by scientists in the life sciences. The Milwaukee School of Engineering houses the Applied Technology Center, the nationally known Fluid Power Institute, and the Biomedical Research Institute.

Public Library Information: Milwaukee Public Library, 814 W. Wisconsin Ave., Milwaukee, WI 53233; telephone (414)286-3000

Health Care

The metropolitan Milwaukee area has been a leader in developing managed care programs to control health care costs while providing quality care. Forty percent of residents belong to a health maintenance organization or point of service plan, more than double the national average. One of the city's largest facilities is the Milwaukee Regional Medical Center, a sprawling campus of hospitals, outpatient clinics, health-related educational facilities, and research centers. The center is home to Children's Hospital of Wisconsin, a 222-bed pediatric facility; the Curative Rehabilitation Center, with 40 specialty clinics; Froedtert Memorial Lutheran Hospital, which operates a Level One Trauma Center; the Blood Center of Southeastern Wisconsin; and the Medical College of Wisconsin. Almost 1,400 students are enrolled at the school, including 800 medical students

and 554 graduate students, and physicians enrolled in the masters of public health degree program. Medical College faculty supervise 700 physicians in residency training and provide continuing medical education to more than 12,000 health professionals annually.

Milwaukee residents also have access to three multi-hospital healthcare delivery systems in a four-county area: Aurora Health Care, Covenant Healthcare, and Horizon Healthcare. Aurora Health Care operates 13 hospitals, 140 pharmacies, and more than 100 clinics. The organization employs 620 physicians; its Milwaukee hospitals are St. Luke's and Aurora Sinai Medical Center. Covenant Healthcare operates four major acute-care hospitals and a joint venture affiliation with the Wisconsin Hearth Hospital. It also oversees three extended care facilities, a hospice agency, and a full-service medical laboratory. The network is affiliated with more than 1,500 physicians in the metropolitan area. Horizon Healthcare operates 8 hospitals and nearly 30 clinics.

Recreation

Sightseeing

Milwaukee successfully mixes old and new architectural styles that tell the history of the city from its beginning to the present. Kilbourntown House, the 1844 home of one of the city's founding fathers, was built by Benjamin Church and is an example of temple-type Greek Revival architecture. It is open to the public and furnished with mid-nineteenth century furniture and decorative arts. The Jeremiah Curtin House, built in 1846, is an example of Irish cottage architecture, and was the first stone house to be built in the town of Greenfield. Built about the same time, the Lowell Damon House exemplifies the colonial style and is furnished with nineteenth century furniture, décor, and art. Milwaukee's City Hall, completed in 1894, was designed by Henry C. Koch and Company, and cost more than $1 million to build. The building stands more than 350 feet tall and is in Flemish Renaissance style, featuring carved woodwork, black granite, leaded glass, stenciled ceilings, and stained-glass windows. The Pabst Mansion, another example of Flemish Renaissance architecture, was built in 1892 and contains decorative woodwork and ironwork.

Milwaukee is also noted for its church architecture. The St. Joan of Arc Chapel at Marquette University is a fifteenth-century French chapel moved from France to Milwaukee in 1965. Under its dome, modeled after St. Peter's in Rome, the Basilica of St. Josaphat displays stained glass, murals, and a collection of relics and portraits. Designed during a time of revival fantasy architecture, the Tripoli Shrine Temple is one of a few examples of the Indian Saracenic architectural style in the U.S. It was modeled after the Taj Mahal in India, and features three domes, two recumbent camel sculptures, ceramic tile, plaster lattice work, and decorative floral designs. The Holy Hill National Shrine of Mary looks out onto one of Wisconsin's national parks, and features spires, mosaics, stained glass windows, and a nineteenth-century statue of Mary and Jesus. St. Stephen's Catholic Church is the last remnant of the 1840 German settlement of New Coeln, and the church's wood carvings are said to be world famous.

The Milwaukee County Zoo is home to more than 2,000 mammals, birds, fish, amphibians, and reptiles, representing more than 350 species; the zoo also features workshops, holiday celebrations, concerts, and food festivals. The Mitchell Park Horticultural Conservatory, also known as ''the Domes,'' cultivates tropical, arid, and seasonal plant displays in three beehive-shaped domes. The Boerner Botanical Gardens at Whitnall Park displays perennials, wildflowers, annuals, and herbs, and features a highly praised rose garden. The Wehr Nature Center, also in Whitnall Park, offers self-guided tours, nature programs, live animals, and three formal gardens. The Center also features 200 acres of land with 5 miles of hiking trails.

Arts and Culture

Milwaukee's cultural heritage dates to the nineteenth century when German immigrants established the city's first music societies and theater groups. Today the Milwaukee Symphony Orchestra—the state's only professional orchestra—performs more than 150 classical and pop concerts each season, with 88 full-time musicians. The Orchestra is attended by more than 300,000 people annually, and runs one of the largest state touring programs of any U.S. orchestra. At home, the Orchestra plays at the Marcus Center for the Performing Arts, which is also the home of the Milwaukee Ballet Company, the Milwaukee Youth Symphony, and the Florentine Opera Company. The Skylight Opera Theatre, founded in 1959, presents a season of more than 80 productions ranging from Mozart to Gilbert and Sullivan. The Theatre is located in the Broadway Theatre Center in the city's historic Third Ward.

For more than 50 years, the Milwaukee Repertory Theater's multi-play season is produced in the Patty and Jay Baker Theater Complex, which includes a Mainstage theater seating 720 patrons, the Stiemke Theatre featuring flexible seating, and the Stackner Cabaret where patrons take advantage of the full-service bar and restaurant. Riverside Theater presents theatrical shows and musical performances. The Milwaukee Chamber Theater has been producing first-class live theater for more than 30 years.

Milwaukee's museums present a variety of choices for the art enthusiast. The Milwaukee Art Museum on Lake Michi-

The Pabst Mansion.

gan is housed in the War Memorial Center designed by Finnish architect Eero Saarinen, who also designed the St. Louis Arch. The Museum's permanent collection consists of nineteenth- and twentieth-century painting and sculpture, extensive Haitian art holdings, and the Bradley gift of modern art displayed in a wing built in 1975. In 2001, the Museum unveiled its newest addition—the Quadracci Pavilion, designed by Santiago Calatrava. The Charles Allis Art Museum houses its collection of nineteenth-century French and American paintings in a 1911 Edwardian mansion. The collection spans 2,000 years and includes original and antique furnishings. The American Geographical Society Collection at the University of Wisconsin-Milwaukee exhibits material related to geography, exploration, cartography, and the earth and social sciences.

Other Milwaukee museums include the Discovery World Museum with 150 hands-on exhibits and live theater shows; Thomas A. Greene Memorial Museum with minerals, crystals, and fossils; the Haggerty Museum of Art at Marquette University with a wide range of art forms; the Milwaukee County Historical Center; and America's Black Holocaust Museum. With more than 150,000 square feet of exhibit space, the Milwaukee Public Museum features a Costa Rican rainforest, archeological exhibits, and a live butterfly house. The Villa Terrace Decorative Arts Museum, overlooking Lake Michigan, displays its collections in an Italian Renaissance-style villa.

Festivals and Holidays

Milwaukee, dubbed the ''City of Festivals,'' is the site of a wide variety of ethnic and cultural festivals, many of them held along the city's lakefront. Most events are scheduled in the summer, beginning with RiverSplash in June, which hosts a paddleboat race, canoe rides, fireworks, street vendors, food booths, and live music. In July, Bastille Days celebrates all things French with French cuisine, live entertainment, and a 5K run. Summerfest, billed as the world's largest music festival, attracts national headliners for a week-plus celebration. Set on the shore of Lake Michigan, Summerfest takes place in a 23,000-seat amphitheater and offers unique attractions and food from more than 50 restaurants in addition to live music.

For parade fans, Milwaukee hosts a St. Patrick's Day Parade every March, complete with bagpipes, clowns, local politicians and celebrities, floats, and marching bands. The annual Great Circus Parade in July, presented by Baraboo's Circus World Museum, attracts hundreds of thousands of spectators. The event features 75 historical circus wagons, clowns, 750 horses, and elephants, camels, and zebras. On parade day, circus performers and animals follow a three-mile route for an authentic recreation of a turn-of the century circus parade. Another popular event close to Milwaukee is the Wisconsin State Fair in August; the Fair runs 11 days and features agriculture, food, shopping, and 28 stages of local and national entertainment.

Sports for the Spectator

Major league baseball's Milwaukee Brewers compete in the National League and play their home games at Miller Park. The Milwaukee Bucks of the National Basketball Association are based at the Bradley Center, a privately funded $94 million sports and concert facility that provides the city with one of the nation's most architecturally significant and functional sports facilities. Bradley Center is also home to the Marquette University Golden Eagles NCAA basketball team and the Milwaukee Admirals of the American Hockey League. From its home at the U.S. Cellular Arena, the Milwaukee Wave became the 2005 Major Indoor Soccer League Champions.

Marquette University and the University of Wisconsin-Milwaukee Panthers field teams in most collegiate sports. Jetrockets, wheelstanders, and funny cars are featured in a season of competition at the Great Lakes Dragway from April through November. The Milwaukee Mile, the oldest operating motor speedway in the world, attracts nationally known drivers for Indy car, Stock Car, and NASCAR events.

Sports for the Participant

The Milwaukee County Park System maintains more than 140 parks on nearly 15,000 acres. Indoor and outdoor recreational activities offered year-round include rugby, soccer, softball, baseball, swimming, tennis, golf, ice skating, tobogganing, and boating. Public skating is available at the Pettit National Ice Center, which contains the country's first U.S. indoor 400-meter racing oval, one of only five worldwide. The center was the first facility to house speed skating, hockey, and figure skating under one roof, and has hosted events such as the World Sprint Speed Skating Championships and the U.S. Olympic Speed Skating Time Trials. Milwaukee's location on Lake Michigan offers a myriad of water-related recreational opportunities.

Shopping and Dining

Milwaukee is one of a few Midwestern cities with a skywalk system connecting the downtown commercial district; one section, called Riverspan, bridges the Milwaukee River. The Riverwalk walkway along the Milwaukee River is lined with shops and restaurants. Downtown, the Shops of Grand Avenue is an enclosed multilevel four-block marketplace of 150 shops and restaurants and five historic buildings forming the core of the glass skywalk system. The Historic Third Ward is a restored warehouse district featuring art galleries, restaurants, antiques, and the Milwaukee Institute of Art and Design. Old World Third Street gives visitors a taste of Old Milwaukee with cobblestone intersections and ethnic markets

and restaurants. Brady Street serves as Milwaukee's Italian neighborhood with authentic restaurants, markets, bakeries, and an artistic, student-oriented crowd. Several neighborhood and regional shopping malls also serve the metropolitan area. Fondy Farmers' Market, the city's largest farmers' market, is open six days a week in season and specializes in locally grown and produced fruits, vegetables, and food products.

Some of the best German restaurants in the country are located in Milwaukee, such as Karl Ratzsch's, Restaurant, Mader's Restaurant, and the Bavarian Wurst Haus. Dining in Milwaukee is not limited to award-winning German cuisine, however; besides Continental, Italian, Mexican, and Chinese restaurants, Milwaukee offers a surprising mix of other ethnic choices, such as African, Irish, Cajun, Polish, Serbian, and Thai. One of the city's most popular food specialties is the fish fry, which can be found at Buck Bradley's, Harry's Bar and Grill, Red Rock Café, and the Potawatomi Bingo Casino.

Visitor Information: Greater Milwaukee Convention and Visitors Bureau, Inc., 648 Plankinton Ave., Ste. 425, Milwaukee, WI 53203; telephone (800)554-1448

Convention Facilities

The Midwest Airlines Center opened in 1998; the $170 million, 667,475-square-foot center is located in the heart of Milwaukee and features 188,695 square feet of exhibit space, a 37,506-square-foot grand ballroom, and 28 meeting rooms, as well as cutting-edge technology and $1.2 million in public artwork. More than 3,000 hotel rooms, a theater, shopping, nightlife, the RiverWalk, restaurants, and museums are within walking distance of the Midwest Airlines Center. The city has a number of other convention and meeting facilities for groups of any size. Recent area hotel renovations have included an $8 million renovation of the Hyatt Regency Milwaukee and a nearly $4 million renovation at the Wyndham Milwaukee Center.

Convention Information: Greater Milwaukee Convention and Visitors Bureau, Inc., 648 Plankinton Ave., Ste. 425, Milwaukee, WI 53203; toll-free (800)554-1448

Transportation

Approaching the City

General Mitchell International Airport is the destination for most air traffic into Milwaukee. Situated adjacent to I-94, 8 miles south of downtown, Mitchell Airport is served by 14 commercial airlines and is the largest airport in Wisconsin. Mitchell offers approximately 196 daily departures and 220 daily arrivals, serving 90 cities nonstop. The terminal accommodates more than 4 million passengers each year and is highly regarded by frequent travelers. Based at General Mitchell International Airport is Midwest Airlines; in 2000 readers of *Conde Nast Traveler* magazine ranked the airline as the #1 U.S. airline for the sixth year in a row. The principal general aviation facility for Milwaukee is Timmerman Field.

A 160-mile freeway system permits direct access to central Milwaukee within 20 minutes from points throughout a 10-mile radius, except during the peak rush-hour period. Milwaukee's average commute time of 20 minutes is the shortest among the nation's 36 largest metro areas.

Amtrak and Greyhound provide passenger rail and bus services into Milwaukee.

Traveling in the City

The city of Milwaukee lies along the shore of Lake Michigan and is intersected from north to south by the Milwaukee River. Streets are laid out on a grid pattern; Lincoln Memorial Drive runs along the lake shore downtown. North-south streets are numbered and east-west streets are named.

The Milwaukee County Transit System, which ranks among the nation's largest all-bus transportation systems, operates bus routes in Milwaukee County. The System has 480 air-conditioned buses that operate frequently from 5 a.m. until after midnight. Additional services include express routes from park-ride lots and special routes to the university area and the stadium. Taxi and limousine services are also available.

Communications

Newspapers and Magazines

The major daily newspaper of the Greater Milwaukee area is the morning *Milwaukee Journal Sentinel,* with a daily circulation of 258,000. Several other newspapers, including the *Business Journal of Milwaukee,* circulate biweekly or weekly.

At least 35 trade and special-interest magazines and journals are published in Milwaukee; they cover such subjects as personal improvement, religion, hobbies, the social sciences, business and finance, computers, railroads, construction and building trades, and archaeology.

Television and Radio

Seven commercial, two public, and one Christian television stations broadcast in Milwaukee. More than forty AM and FM radio stations play a wide range of music, news, and talk radio in the county. The Milwaukee Symphony Orchestra produces national radio broadcasts.

Media Information: *Milwaukee Journal Sentinel,* P.O. Box 661, Milwaukee, WI 53201; telephone (414)224-2000.

Milwaukee Online

City of Milwaukee home page. Available www.ci.mil.wi.us

Greater Milwaukee Convention and Visitors Bureau. Available www.milwaukee.org

Historic Milwaukee Inc. Available www.historicmilwaukee.org

James J. Flannery Map Library. Available www.uwm.edu/Dept/GML

Metro Milwaukee Association of Commerce. Available www.mmac.org

Metro Milwaukee Guide to Relocation. Available metro milwaukee.org

Milwaukee Department of City Development. Available www.milwaukeebiz.com

Milwaukee Economic Development Corporation. Available www.medconline.com

Milwaukee Journal Sentinel. Available www.jsonline.com

Milwaukee Public Library. Available www.mpl.org

Wisconsin Department of Commerce. Available www.commerce.state.wi.us

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Buck, Diane M. and Virginia A. Palmer, *Outdoor Sculpture in Milwaukee: A Cultural and Historical Guidebook* (State Historical Society of Wisconsin, 1994)

Derleth, August William, *The Wind Leans West* (New York: Candlelight Press, 1969)

Leavitt, Judith Walzer, *The Healthiest City: Milwaukee and the Politics of Health Reform* (University of Wisconsin Press, 1996)

Racine

The City in Brief

Founded: 1834 (incorporated 1848)

Head Official: Mayor Gary Becker (since April 2003)

City Population
1980: 85,725
1990: 84,298
2000: 81,855
2003 estimate: 80,266
Percent change, 1990–2000: −3.0%
U.S. rank in 1990: 248th
U.S. rank in 2000: 356th (State rank: 5th)

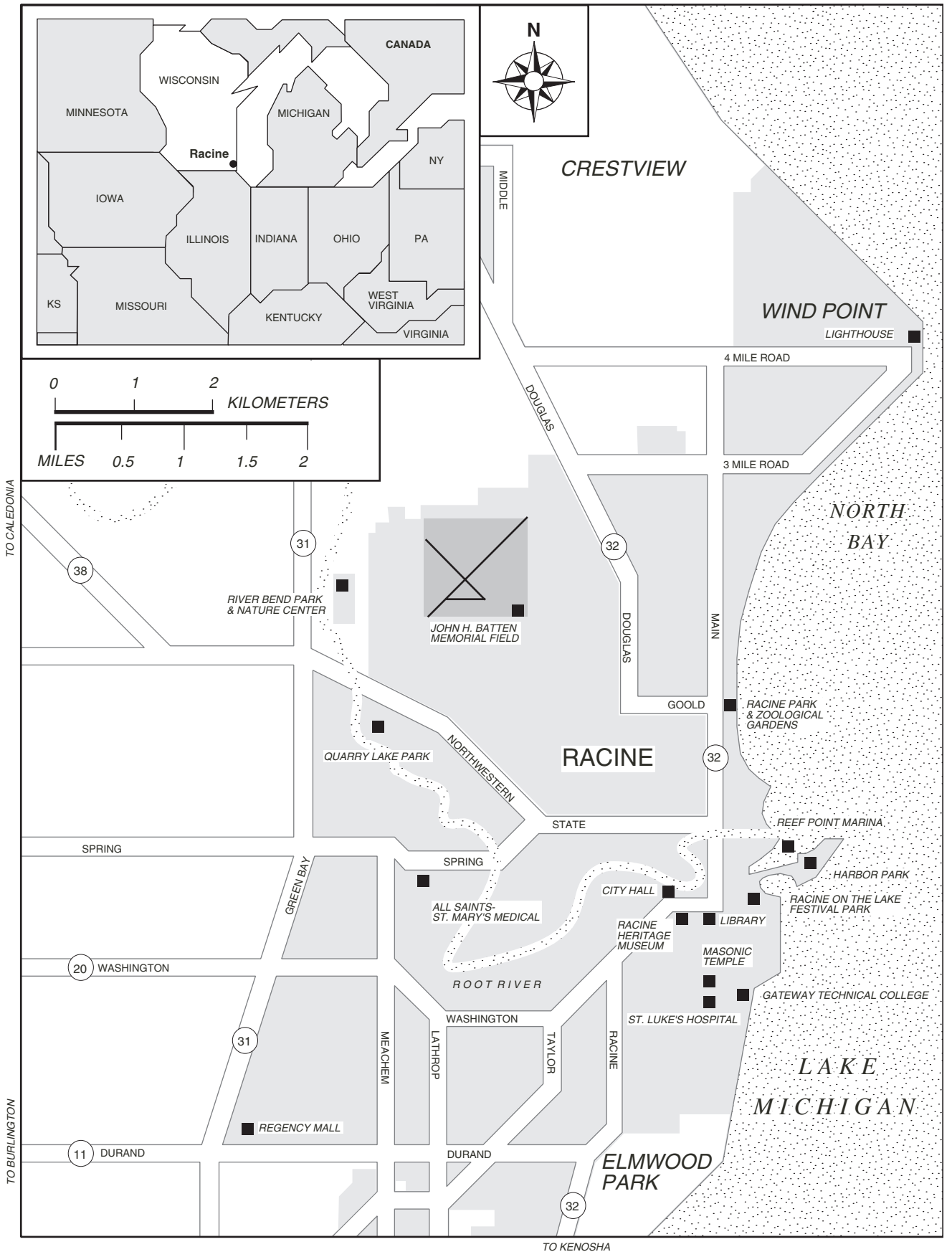
Metropolitan Area Population
1990: 175,034
2000: 188,831
Percent change, 1990–2000: 7.9%
U.S. rank in 1980: 23rd
U.S. rank in 1990: Not reported
U.S. rank in 2000: 26th (CMSA)

Area: 16 square miles (2000)
Elevation: 620 feet above sea level
Average Annual Temperature: 47.2° F
Average Annual Precipitation: 35.3 inches

Major Economic Sectors: Manufacturing, services, trade
Unemployment Rate: 6.6% (March 2005)
Per Capita Income: $17,705 (2000)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 3,736.2
Major Colleges and University University of Wisconsin-Parkside, Gateway Technical College

Daily Newspaper: *Journal Times*


CANADA
WISCONSIN
MINNESOTA
MICHIGAN
Racine
NY
IOWA
ILLINOIS
INDIANA
OHIO
PA
KS
MISSOURI
KENTUCKY
WEST VIRGINIA
VIRGINIA
N
0 1 2 KILOMETERS
MILES 0.5 1 1.5 2
CRESTVIEW
MIDDLE
WIND POINT
LIGHTHOUSE
4 MILE ROAD
DOUGLAS
3 MILE ROAD
NORTH BAY
TO CALEDONIA
31
38
32
RIVER BEND PARK & NATURE CENTER
JOHN H. BATTEN MEMORIAL FIELD
DOUGLAS
MAIN
GOOLD
RACINE PARK & ZOOLOGICAL GARDENS
QUARRY LAKE PARK
NORTHWESTERN
RACINE
32
STATE
REEF POINT MARINA
SPRING
SPRING
GREEN BAY
HARBOR PARK
CITY HALL
ALL SAINTS-ST. MARY'S MEDICAL
RACINE ON THE LAKE FESTIVAL PARK
LIBRARY
RACINE HERITAGE MUSEUM
MASONIC TEMPLE
20 WASHINGTON
ROOT RIVER
GATEWAY TECHNICAL COLLEGE
WASHINGTON
ST. LUKE'S HOSPITAL
31
MEACHEM
LATHROP
TAYLOR
RACINE
LAKE MICHIGAN
REGENCY MALL
TO BURLINGTON
11 DURAND
DURAND
ELMWOOD PARK
32
TO KENOSHA

Introduction

Located on Lake Michigan in the corridor between Milwaukee and Chicago, the lakeside city of Racine has been primarily manufacturing-oriented for at least a century. With the construction in the 1980s of the largest recreational boat harbor on Lake Michigan, Racine diversified its economy from one based on durable goods to one that embraces tourism. The marina and its restaurants, the development of bed and breakfast inns, a charming lakefront zoo, and one of the largest and most prestigious furniture galleries in the Midwest add to the city's attractions. Racine County hosts more than a hundred festivals, concerts, carnivals, fairs, parades, sporting events, picnics and celebrations annually, which also boosts tourism to the ''Belle City of the Lakes.''

Geography and Climate

Racine is located on the western shore of Lake Michigan in southeastern Wisconsin about 75 miles north of Chicago and 30 miles south of Milwaukee. Racine's weather is influenced to a considerable extent by Lake Michigan, especially when the temperature of the lake differs markedly from the air temperature. During spring and early summer a wind shift from westerly to easterly can cause a 10 to 15 degree drop in temperature. In autumn and winter the relatively warm water of Lake Michigan prevents nighttime temperatures from falling as low as they do a few miles inland from shore.

Area: 16 square miles (2000)

Elevation: 620 feet above sea level

Average Temperatures: January, 20.5° F; July, 71.5° F; annual average, 47.2° F

Average Annual Precipitation: 35.3 inches

History

City Settled by Yankees

The first known visit by white men to the Root River area, the site of present-day Racine, occurred in 1679 when explorers LaSalle and Tonti stopped there on their search for a route to the Mississippi River. Prior to the 1830s, the area of southeastern Wisconsin was inhabited by the Potawatomi tribe, whose rights to the lands were recognized by the federal government. By 1833 the U.S. government made an agreement with the Potawatomi to purchase five million acres of land, including the area where Racine is located. Soon after, the Potawatomi were moved by the government to areas in the western United States. The first settlers arrived in what came to be Racine County about 1820 and established trading posts along the Root River in the present day cities of Racine and Caledonia.

In 1834 Gilbert Knapp settled at the mouth of the Root River and blazed out a 160-acre claim. From 1834 to 1836 the community was named Root for the river on which the city was settled (Root being the English translation for the name the Potawatomi called the river). After 1836 the name was changed to Racine, the French word for root, but the English word was retained for the name of the river. From the spot at the mouth of the river and spreading westward across the entire county, commercial and industrial enterprises sprang up. In 1834 and 1835 hundreds of settlers migrated west to the newly open lands. Northern Europeans settled along waterways throughout Racine County, utilizing them for transportation and power.

Shortly after Racine's founding, a saw mill was constructed, which proved to be a real convenience to the settlers. By 1840, 337 settlers lived in the area and by 1844 the city had 1,100 people. The government built a lighthouse in 1839, a $10,000 courthouse in 1840, and several bridges and a major hotel. Between 1844 and 1860 the government assisted in the completion of the harbor. A large elevator was built in 1867 to load the ships with wheat that was brought to Racine and stored in dozens of grain warehouses. The elevator was destroyed by a fire in 1882.

Manufacturing Anchors Local Economy

The young city was supported by a large farming community that came to town for manufactured goods. The city's growth coincided with the invention and development of agriculture machinery and other labor-saving devices. A flour and feed business was Racine's first. Other early industries were boots and shoes, tanneries, clothing, wagons and carriages, soap and candles, saddles, trucks, harnesses, and blacksmithing. By 1860 boat building and brick making were added.

Racine's first school was built in 1836. During the Civil War, the Camp Utley federal war camp was built in Racine. In 1884 the first ship entered the newly built harbor. That same year, upon the city's fiftieth birthday, a monument that still stands in Monument Square was erected to honor the city's Civil War soldiers.

Over the years, as waterways declined in importance, railroads became the major transport for freight. The first railroad to reach Racine arrived in 1853 and the first steam engine came into use in 1867.

A number of local industries have had a vital relation to the growth and prosperity of the city itself. The J. I. Case Plow Threshing Machine Works was established in 1844. In 1886 S.C. Johnson began a parquet flooring manufacturing operation, which diversified over the years and is now one of the city's largest employers. Gold Metal Camp Furniture was started in 1892, the Racine Rubber Company in 1910, Mitchell Motor Car Company in 1903, and Western Publishing in 1908.

The Great Depression of the 1930s was especially severe in the agricultural sector and the sale of farm machinery drastically declined. By 1937 recovery had begun, and World War II accelerated that recovery. However, from 1945 through 1960 the business community, always sensitive to national business cycles, experienced slow post-war growth. In the 1960s, the voluntary desegregation of the schools became a national model. During the 1960s and 1970s Racine manufacturing entered a growth cycle, and printing, publishing, and chemical production became more predominant.

During the 1970s there was an increased movement of industry from central Racine to the outlying areas. In 1971 the University of Wisconsin-Parkside was founded in a rural setting between Racine and the nearby city of Kenosha.

The construction of the multimillion-dollar Racine On The Lake Festival Park marina complex in the 1980s spurred the growth of tourist visits to the city, particularly from the Chicago and Milwaukee areas. Today, Racine's waterfront community thrives with cultural attractions, sporting activities, festivals, and other tourist attractions. This influx of tourism has boosted many areas of Racine's economy.

Historical Information: Racine County Historical Society and Museum, 701 S. Main St., PO Box 1527, Racine, WI 53401; telephone (414)637-8585

Population Profile

Metropolitan Area Residents
1990: 175,034
2000: 188,831
2003 estimate: 192,284
Percent change, 1990–2000: 7.9%
U.S. rank in 1980: 23rd
U.S. rank in 1990: Not reported
U.S. rank in 2000: 26th (CMSA)

City Residents
1980: 85,725
1990: 84,298
2000: 81,855
2003 estimate: 80,266
Percent change, 1990–2000: −3.0%
U.S. rank in 1990: 248th (State rank: 4th)
U.S. rank in 2000: 356th (State rank: 5th)

Density: 5,267.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 58,214
Black or African American: 17,692
American Indian or Alaska Native: 736
Asian: 669
Native Hawaiian and Pacific Islander: 74
Hispanic or Latino (may be of any race): 11,422
Other: 6,714

Percent of residents born in state: 70.2% (2000)

Age characteristics (2000)
Population under 5 years old: 6,565
Population 5 to 9 years old: 6,594
Population 10 to 14 years old: 6,500
Population 15 to 19 years old: 6,390
Population 20 to 24 years old: 5,544
Population 25 to 34 years old: 11,682
Population 35 to 44 years old: 12,837
Population 45 to 54 years old: 9,840
Population 55 to 59 years old: 3,255
Population 60 to 64 years old: 2,623
Population 65 to 74 years old: 4,906
Population 75 to 84 years old: 3,776
Population 85 years and older: 1,343
Median age: 33.1 years

Births (2003, Racine County)
Total number: 2,539

Deaths (2003, Racine County)
Total number: 1,492

Money income (1999)
Per capita income: $17,705
Median household income: $37,164
Total households: 31,358

Number of households with income of . . .
less than $10,000: 3,036
$10,000 to $14,999: 2,271
$15,000 to $24,999: 4,885
$25,000 to $34,999: 4,592
$35,000 to $49,999: 5,514
$50,000 to $74,999: 6,647
$75,000 to $99,999: 2,793
$100,000 to $149,999: 1,209
$150,000 to $199,999: 191
$200,000 or more: 220

Percent of families below poverty level: 10.8% (47.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,736.2

Municipal Government

The city of Racine has a mayor-council form of government.

Head Official: Mayor Gary Becker (since April 2003; current term expires March 30, 2007)

Total Number of City Employees: 1,038 (2004)

City Information: City of Racine, 730 Washington Ave., Racine, WI 53403; telephone (262)636-9111

Economy

Major Industries and Commercial Activity

The recent history of the city of Racine is a story of downtown revitalization. During the 1980s Racine County lost an average of 1,000 jobs per year and many downtown retailers closed or moved to new outlying malls or elsewhere. A group of local business leaders marshaled private, county, and city support in their efforts to turn a declining downtown area with a failing commercial harbor into a vital, attractive harbor complex that would attract tourism and convention activity. The project includes a 110-acre 921-slip luxury harbor/marina; a 16-acre county park; and a 6-acre city-owned festival park that contains both indoor and outdoor facilities designed for year-round use. The city, county, and private sector have pumped more than $25 million into the projects. By the early 1990s, 50 new retailers had moved to the central city and more than 100,000 square feet of first-class office space was added to the downtown. In addition, the revitalized lakefront has spurred more than $30 million in private investment, including a 76-unit lakefront condominium.

Racine's small-business, industrial base is an important part of the region's economy. There are more than 300 established manufacturing firms across Racine County, employing 25,000 people; a number of the firms are based in the city of Racine. The 10 largest manufacturers employ about 60 percent of the workers, with the remaining 40 percent working for small companies. Racine is world headquarters of S.C. Johnson Wax, one of the world's leading manufacturers of chemical specialty products for home care, insect control, and personal care. One of the largest privately-held family controlled businesses in the United States, it is the city's major employer. Another important local firm is In-Sink-Erator, the world's largest manufacturer of food waste disposers and hot water dispensers. The first food disposer was created in 1927 in Racine by John W. Hammes, founder of the company that began operations in 1937. Today the company also markets water heaters, dishwashers, and trash compactors.

In 1842 Jerome Increase Case began a threshing machine works in Racine, and today CNH (formerly J.I. Case) is known worldwide for its quality agricultural and construction equipment. With origins in the city dating back more than 40 years, Master Appliance Corporation has become one of the world's leading designers, manufacturers and marketers of heat tools for industry. Golden Books (formerly Western Publishing Company), the nation's largest publisher and producer of children's storybooks, was founded in Racine in 1907 as a small printing company. The company is also a major producer of puzzles and youth electronic books and products, and ranks among the largest commercial printers in the United States. Founded in Racine more than 70 years ago, Jacobsen, a Textron company, has built a worldwide reputation for delivering the finest in turf maintenance equipment, from precision greenmowers to giant 16-foot rotary mowers.

Items and goods produced: paper products, electric and electronic products, rubber and plastic products, fabricated metal products, wood products, apparel, transportation equipment, printing and publishing

Incentive Programs—New and Existing Companies

Local programs—The Racine County Economic Development Corporation (RCEDC) offers a number of different loans for purposes such as purchase of land, buildings, machinery and equipment, new construction or relocation, working capital, inventory, and fixed assets; some are specific to companies in Racine county, others to companies in the city of Racine. With the Racine Development Group loan fund, businesses and developers that are interested in working in low or moderate income Racine neighborhoods are eligible to apply. Other RCEDC loans benefit businesses that are women- or minority-owned. The Racine Area Manufacturers and Commerce (RAMAC) organizes a number of projects and programs to assist area businesses. RAMAC's Golden Key Awards recognize outstanding businesses in the Racine area; the Business After 5 program offers local networking opportunities; RAMAC's Speakers Bureau provides knowledgeable speakers on a variety of subjects; and the International Outreach Office assists local businesses in accessing world markets.

State programs—Wisconsin's Department of Commerce was created in 1996; it offers a variety of loan and grant programs for both businesses and communities. The department's Disadvantaged Business Enterprise Program was created to increase participation of firms owned by disad-

vantaged individuals in all federal aid and state transportation facility contracts. The department's Minority Business Development loan program provides financial assistance for the creation and expansion of minority-owned businesses in Wisconsin through low interest loans. The Employee Ownership Assistance Loan Program helps groups of employees purchase businesses that would otherwise close by providing individual awards up to $15,000 for feasibility studies or professional assistance. The state of Wisconsin extends tax exemptions for manufacturing machinery and equipment, inventories, and pollution control equipment; tax credits for research and development and energy conservation; and a 60 percent exclusion of state capital gains held for twelve months. The state provides labor training, infrastructure, asset-based lending, and high-technology awards.

Job training programs—Gateway Technical College, in addition to offering both associate and technical degrees in 77 different fields, can create customized training programs offered either on campus or at employer sites. The school also provides one-on-one technical assistance in areas such as production and marketing. Gateway's staff consults with local businesses to determine employee retraining needs, and can also give technical assistance to those companies seeking to develop grants for other local, state, or federal training programs. The Wisconsin Department of Development offers Customized Labor Training grants for training or retraining of in-state workers, providing an economic contribution to the area. Through the Job Training Partnership Act, the Southeastern Wisconsin Private Industry Council provides trained employees and customized training to unskilled adults and youths for entry into the labor force and offers on-the-job training with 50 percent wage reimbursement offered to employers along with summer youth programs.

Development Projects

In 2004, the city of Racine was awarded $550,000 from the Wisconsin Department of Commerce to clean up a contaminated brownfield site and develop an industrial park, where up to 200 people would be employed. Plans continue to move forward with the Kenosha-Racine-Milwaukee (KRM) commuter rail Metra extension. Wisconsin government and business community officials plan to advance development plans that would add a 33-mile extension of the Chicago Metra service that currently ends in Kenosha. The expansion would use existing upgraded rail right-of-way, and provide seven round-trip trains per day between Chicago and Milwaukee, with stops planned in Milwaukee, Cudahy-St. Francis, South Milwaukee, Oak Creek, Caledonia, Racine, and Somers.

Economic Development Information: Racine County Economic Development Corporation, 2320 Renaissance Blvd., Sturtevant, WI 53177; telephone (262)898-7400; email rcedc@racinecountyedc.org

Commercial Shipping

Rail freight service is provided by the Union Pacific Railroad, the Wisconsin Central Ltd., and the CP Rail System. There are 95 widely distributed trucking and warehousing establishments in Racine County; the area has direct access to Interstate Highway 94 via state trunk highways. The city is located 30 miles south of the Port of Milwaukee, which provides Great Lakes Seaway access and a Foreign Trade Zone. Three Racine County aviation facilities accommodate all business aircraft, with Chicago's O'Hare International Airport and Milwaukee's Mitchell International Airport both less than 60 miles away.

Labor Force and Employment Outlook

The Racine County labor force is just under 100,000 people; together with the labor force from surrounding communities, Racine has an abundant supply of workers. In Wisconsin, absenteeism is below the national average, and the state has the lowest national percentage of employees who leave jobs because they choose to. Wisconsin's labor hours lost due to work stoppages were only one-fifth that of the nation, which contributed to businesses' increased productivity and reduced manufacturing costs.

Industry Week Magazine named the Racine metropolitan area one of 50 world class manufacturing centers in 2000, indicating the strength of the city's manufacturing sector.

The following is a summary of data regarding the Racine metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 79,600

Number of workers employed in . . .
construction and mining: 4,000
manufacturing: 19,000
trade, transportation, and utilities: 15,200
information: 600
financial activities: 2,600
professional and business services: 6,400
educational and health services: 10,400
leisure and hospitality: 6,600
other services: 4,700
government: 10,200

Average hourly earnings of production workers employed in manufacturing: $16.19 (statewide)

Unemployment rate: 6.6% (March 2005)

Largest employers (Racine County)	*Number of employees*
All Saints Medical Center Inc.	(No figures
Racine Unified School District	available)
S.C. Johnson and Son, Inc.	

Largest employers (Racine County)	*Number of employees*
CNH America LLC	(No figures available)
County of Racine	
City of Racine	
Emerson Electric Co.	
Wal-Mart Associates, Inc.	
Adecco USA Inc.	
Department of Corrections	
Modine Manufacturing Co.	
JohnsonDiversey Inc.	
Department of Health and Family	
Bombardier Motor Corp.	
Aurora Health Care of Southern Lake	

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Racine area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: Ranges from 4.6% to 6.75% (tax year 2004)

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: 0.1%

Property tax rate: $27.97 per $1,000 of equalized valuation

Economic Information: Wisconsin Department of Commerce, 201 W. Washington Ave., Madison, WI 53708; telephone (608)266-1018

Education and Research

Elementary and Secondary Schools

The Racine Unified School District is a composite of city, suburban, and rural areas contained in a 100-square-mile area. Racine County is known for having outstanding schools, and many innovative, state-wide models have been developed in the school districts. The district achieves above national test score averages on standardized tests and on both SAT and ACT tests. More than 70 percent of district high school graduates indicate attending a post-secondary institution. The district's 2003 graduation rate was 75.7 percent; 48 percent of the district's teachers hold a master's degree or higher.

The following is a summary of data regarding Racine's public schools as of the 2003–2004 school year.

Total enrollment: 21,500

Number of facilities
elementary schools: 21
middle schools: 6
senior high schools: 4
other: 2 charter schools

Student/teacher ratio: 14:1

Teacher salaries
minimum: $28,318
maximum: $58,716

Funding per pupil: $10,048

There are dozens of private schools in Racine, including the Prairie School, an independent college preparatory school that teaches nursery through twelfth grade and emphasizes arts education. Racine has thirty parochial schools in the area, accommodating approximately 6,400 students.

Public Schools Information: Racine Unified School District, 2220 Northwestern Ave., Racine, WI 53404; telephone (262)635-5600

Colleges and Universities

The University of Wisconsin-Parkside, part of the University of Wisconsin system, serves more than 4,700 undergraduate and graduate students on its 700-acre campus located between the cities of Racine and Kenosha. The university has schools of liberal arts and science and technology, and offers undergraduate course work in 24 major fields of study. In addition, the school offers a master's degree in business administration and a master's degree in applied molecular biology, the only one of its kind in Wisconsin. Gateway Technical College offers associate degree, diploma, and certificate programs, as well as educational classes offered to specifically meet area employment needs. The school works with more than 20,000 enrollees annually, and offers programs in more than 77 fields. Its facilities include three full-service campuses.

In nearby Kenosha County, Carthage College offers liberal arts degrees in 33 major fields and enrolls approximately 1,500 students. The short commute to Milwaukee allows Racine residents to attend classes at dozens of colleges and universities, including Marquette University, Milwaukee School of Engineering, and the University of Wisconsin-Milwaukee.

Libraries and Research Centers

The Racine Public Library contains more than a quarter of a million volumes, subscribes to nearly 650 publications, and

has more than 5,000 microfilms and films. The library's special collections include works on Racine history and the Early Childhood Resource Collection. In addition to the spacious main library that offers views of Lake Michigan, the library operates a bookmobile and has a number of return box locations. Programs for teens, children, adults, and families are also available.

At the University of Wisconsin-Parkside Center for Survey and Marketing Research, studies on travel and tourism and product and market feasibility are conducted. The university's Industrial Automation Research Center researches real time computer application with an emphasis on automation systems, and the Bio Medical Institute conducts applied and fundamental research in drug design, evaluation, and electromagnetic field application.

Public Library Information: Racine Public Library, 75 Seventh St., Racine, WI 53403; telephone (262)636-9252; email ref_rac@racinelib.lib.wi.us

Health Care

Racine's two hospitals are St. Luke's Memorial Hospital and Saint Mary's Medical Center, which are part of the All Saints Healthcare System, Inc. and are affiliated with Wheaton Franciscan Services, Inc. Founded in 1872, St. Luke's Memorial Hospital has more than 160 available beds and includes the All Saints Center for Women and Children; All Saints Mental Health and Addiction Services (both inpatient and outpatient); Clinical Dietetics; Women's Imaging Center; Pediatric Rehabilitation; Emergency; Diabetes Management Program; and St. Catherine's Infirmary, a long-term care facility.

Founded in 1882, Saint Mary's Medical Center has more than 225 available beds and includes the All Saints Cardiovascular Institute (including open heart surgery); the Comprehensive Headache Center; Center for Inpatient Rehabilitation; Center for Inpatient Rehabilitation; Pediatrics; Emergency Department; All Saints Cancer Center; All Saints Center for Plastic and Reconstructive Surgery; and Sports Medicine. Both hospitals offer community education programming and older adult services.

Altogether, All Saints Healthcare System employs more than 3,000 workers, making it one of the largest employers in the area. Its organization includes All Saints Medical Group, which consists of more than 100 primary and specialty care physicians who practice at nine locations, All Saints Visiting Nurse Association and Hospice, and All Saints Healthcare Foundation.

Recreation

Sightseeing

Racine's Southside Historic District has an impressive collection of more than 14 blocks of homes and buildings on the National Register of Historic Places. The district contains many architectural styles, including Tudor, Victorian, Federal, Italianate, and Queen Anne. Of special interest are the English Gothic-style buildings at the DeKoven Center Retreat/Conference Center. The Henrietta Benstead Hall, built in the Colonial Revival style, incorporates the classical details of the Queen Anne style, and features Tiffany windows and quality furnishings. Across the street is the Italianate style Masonic Temple, built circa 1856. The mansion contains two operable theaters and features a unique Egyptian motif in the style of the 1920s. Both structures are lavishly lighted and decorated during the Christmas season and are open for tours.

A favorite local site for picnic outings and observation of more than 200 resident animals is the 32-acre Racine Zoological Society, located on the shores of Lake Michigan. One of the few free zoos in the country, it is home to popular exhibits such as the recently remodeled primate and large cat building. Each summer, the zoo's amphitheater hosts nationally known jazz musicians and weekly concerts by the Racine Concert Band. The Firehouse 3 Museum, in an authentic fire house, features antique fire fighting equipment including an 1882 steamer, a 1930 pumper, a working Gamewell Telegraphic Alarm System, and a hand-drawn hose cart. A theater shows films and videos on fire prevention. The Modine-Benstead Observatory is open to the public to examine the skies when visibility allows; its facilities include two dome observatories and a main building that houses a telescope, an observation deck, library, and meeting room.

The beautiful grounds of the S.C. Johnson Wax Company, one of the city's largest employers, house the Golden Rondelle Theater, the center for the company's guest relations and public tour program. Originally designed by Lippincott and Margulies as the S.C. Johnson Pavilion at the 1964 World's Fair, it featured the film *To be Alive!,* which summarized the joys of living through sight and sound. After the fair, the theater was relocated to Racine, where the structure was redesigned to complement the Frank Lloyd Wright-designed Administration Building and Research Tower, which is open for tours. The theater, which is also open to the public, features films on flight, ecology, and U.S. history.

West of Racine are rural communities, including Union Grove, Wind Lake, Caledonia, Burlington, and Waterford. These western Racine County towns and cities offer a wide

variety of interests including antique shops, plenty of parks for picnicking, plenty of lakes and rivers for watersports, and farmers markets.

Arts and Culture

For more than 60 years, the Racine Theatre Guild has produced comedies, suspense thrillers, musicals, and dramas in an 8-play season. The Malt House Theater, in nearby Burlington, is home of the Haylofters, Wisconsin's oldest community theater group. The group presents three productions and a children's play each year in the renovated malt house.

Founded in 1932, the Racine Symphony Orchestra is the only orchestra in the state to perform year-round. The Orchestra performs three distinct concert series annually in addition to a summer Lakeside Pops series. The Racine Choral Arts Society, founded in 1987, performs a varied repertoire ranging from medieval chant to African American gospel. The Chorus schedules solo performances and performs with the Racine and Milwaukee symphony orchestras.

Racine's Charles A. Wustum Museum of Fine Arts has, for more than 60 years, provided changing exhibits, classes, tours, and lectures. It features one of the top-10 craft collections in the country and houses a shop with artist-made gifts. The museum is located in a historic Italianate mansion on 13 acres of land, complete with a formal garden. The Racine County Historical Museum, a registered historic landmark, is devoted to the preservation of county artifacts and archives through its exhibits, events, and other educational programs.

Festivals and Holidays

May's Lakefront Artist Fair features original art and handicrafts by more than 100 artists, and is the Racine Montessori School's major fundraiser. In September the Racine Antiques Fair at the County Fairgrounds offers one of the Midwest's finest collections of antiques, while later that month Preservation Racine's annual Tour of Historic Homes features tours of houses of historical interest. For more than 16 years, November's Festival of Trees at the Racine on the Lake Festival Hall displays more than 100 professionally decorated Christmas trees, wreaths, and gingerbread houses. Thousands are drawn to May's two-day Chocolate City Festival in nearby Burlington, which features outdoor music, a city bike ride, parade, and many chocolate exhibits—with tasting encouraged.

One of Racine's most popular events is Harbor Fest, held at the Lake Festival Park every June. The festival hosts more than 25 live musical performances on 3 stages, 12 regional restaurants, a children's area, and numerous special events and displays. In July, also along the lakefront, Racine's Salmon-A-Rama is considered the world's largest freshwater fishing event. The nine-day fishing contest, with prizes totaling $100,000, is accompanied by a festival featuring live music, food vendors, and commercial exhibits.

Sports for the Spectator

Professional baseball, hockey, soccer, basketball, and football sporting events can be found in Racine and in nearby Kenosha, Milwaukee, and Chicago. The Racine Raiders, part of the Mid-Continental Football League, stir up semi-pro football excitement at historic Horlick Field.

Sports for the Participant

The YWCA Riverbend Nature Center, an 80-acre year-round nature and recreation center, offers hiking, bird watching, demonstrations, nature studies, and canoe rental along Racine's Root River. Quarry Lake Park, a former limestone quarry, is a mecca for scuba divers and a great place for swimmers looking for spring-fed waters. The 40-acre park has an 18-acre lake that varies in depth up to 100 feet and an expansive sandy beach. North Beach provides more than a mile of clean, white sandy beach with lifeguards and picnic areas. Sixteen-acre Racine County Harbor Park, which extends out into Lake Michigan, offers fishing, a modern fish-cleaning station, and an observation deck with spectacular views. Visitors can enjoy a peaceful stroll around the Reefpoint Marina. Racine is host to the world's biggest freshwater fishing contest, Salmon-a-Rama, an annual event that attracts thousands of fishermen to take their shot at landing ''the big one.''

Racine County is home to a number of 18-hole golf courses and one 27-hole golf course located on rolling green hills. The City of Racine maintains the grounds of more than 85 parks that feature baseball diamonds, boat launches, soccer fields, fishing facilities, picnic areas, and tennis courts. Racine County also offers one of the most complete and varied bicycle trail networks, with a signed 100-mile bicycle route that circles the entire county. Off-road bicycle trails, surfaced with either crushed limestone or blacktop, total 17 miles. Lake Michigan provides opportunities for both boating and game fishing.

Shopping and Dining

The city and county of Racine offer many shops filled with antiques, resale items, and collectibles. A waterfront showplace, downtown Racine, which is linked with the Racine Civic Centre complex and the nearly 1,000-slip Reefpoint Marina, has many beautifully renovated buildings housing fine jewelry shops and unique collections of sportswear, quality clothing, fine furniture, and specialty shops. Porter's of Racine, an 80,000 square-foot fine furniture store, is recognized throughout the region and may be the oldest retail establishment in the Midwest. Milaeger's offers a wide variety of flowering plants in 71 greenhouses; the

company specializes in perennials, and has merchandize pertaining to all facets of gardening and outdoor living. The county is also home to The Seven Mile Fair, Wisconsin's largest flea market. Open every weekend, the market features hundreds of vendors selling clothes, toys, tools, jewelry, electronics, luggage, and more. During the summer months a farmers market is also in operation.

No visit to Racine would be complete without sampling the local delicacy, Danish Kringle, a flaky, oval-shaped coffee cake made of traditional Danish pastry and filled with a variety of fruits or nuts. O&H Danish Bakery, founded in 1949, makes them daily using all-natural ingredients. Kewpee Sandwich Shop, known throughout the Midwest, is one of the oldest hamburger restaurants in the area. Mid-priced family restaurants share the local spotlight with ethnic eateries, including Italian and Chinese, as well as places offering meat and potatoes or the catch of day from the Great Lakes.

Visitor Information: Racine County Convention and Visitors Bureau, 14015 Washington Ave., Sturtevant, WI 53177; toll-free (800)C-RACINE

Convention Facilities

Situated on five acres along the shores of Lake Michigan, Racine On The Lake Festival Park is the city's newest multiuse facility. Opened in 1987, Festival Park can accommodate conventions, trade shows, meetings, art exhibits, and concerts. Facilities include Festival Hall, a 15,700-square-foot area with a theater that can seat 1,500 people, a classroom that can accommodate 1,000, and banquet space for 1,200 people; the Green Room, designed for private gatherings, a 1,050-square-foot space that can handle 75 people in theater-style seating, 50 people classroom-style, and 60 people for banquets; the Colonnade, a free-standing covered structure measuring nearly 9,000 square feet under its canopy; and a 40-by-80-foot outdoor stage with a 43,000-square-foot concert area.

Overlooking Lake Michigan, Memorial Hall is the location for many concerts, crafts, and various local functions. It features an 8,400 square-foot main auditorium and the 2,400 square-foot East Hall. Built in 1938 by Frank Lloyd Wright as a private residence, Wingspread, a National Historic Landmark, is a private international conference facility operated by the Johnson Foundation.

Convention and Meeting Information: Racine County Convention and Visitors Bureau, 14015 Washington Ave., Sturtevant, WI 53177; toll-free (800)C-RACINE

Transportation

Approaching the City

General Mitchell International Airport, located seven miles north of the city in Milwaukee, is the nearest commercial airport. Chicago's O'Hare International Airport is 60 miles to the south. Three Racine County general aviation facilities can accommodate all types of business aircraft.

Interstate 94, situated eight miles west of the city, links Racine County with Milwaukee and Chicago. State highways 11, 20, 31, 32, and 38 also serve the city. Passenger service is provided by Amtrak and by Wisconsin Coach Lines, Inc., which provides intercity bus service between Kenosha, Racine, and Milwaukee every day.

Traveling in the City

The city of Racine owns and operates the Belle Urban System. Downtown Racine Lakefront Trolleys, with clanging bells, shuttle visitors to shops and sites along the lakefront.

Communications

Newspapers and Magazines

The daily paper is the morning *Journal Times.* The *Milwaukee Journal Sentinel* publishes a multi-page tabloid Racine section that is inserted into the Sunday paper. The city is also served by *Racine Labor,* a biweekly newsletter, and the *Communicator News,* which publishes weekly.

Television and Radio

Racine receives 12 network, independent, and public television stations from Milwaukee, as well as several Chicago stations. The city has three FM stations and two AM stations and receives many stations from Milwaukee and Chicago.

Media Information: *Journal Times,* 212 Fourth St., Racine, WI 53403; telephone (262)634-3322

Racine Online

City of Racine Home Page. Available www.cityofracine.org

Community Point, the Racine area comprehensive community web site directory. Available www.visitracine.org/point/main.html

Downtown Racine. Available www.downtownracine.com

The Journal Times online. Available www.journaltimes.com

Racine Area Manufacturers and Commerce. Available www.racinechamber.com

Racine County Convention and Visitors Bureau. Available www.visitracine.org

Racine County Economic Development Corporation. Available www.racinecountyedc.org

Racine Public Library. Available www.racinelib.lib.wi.us

Wisconsin Department of Commerce. Available www.commerce.state.wi.us

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CONNECTICUT

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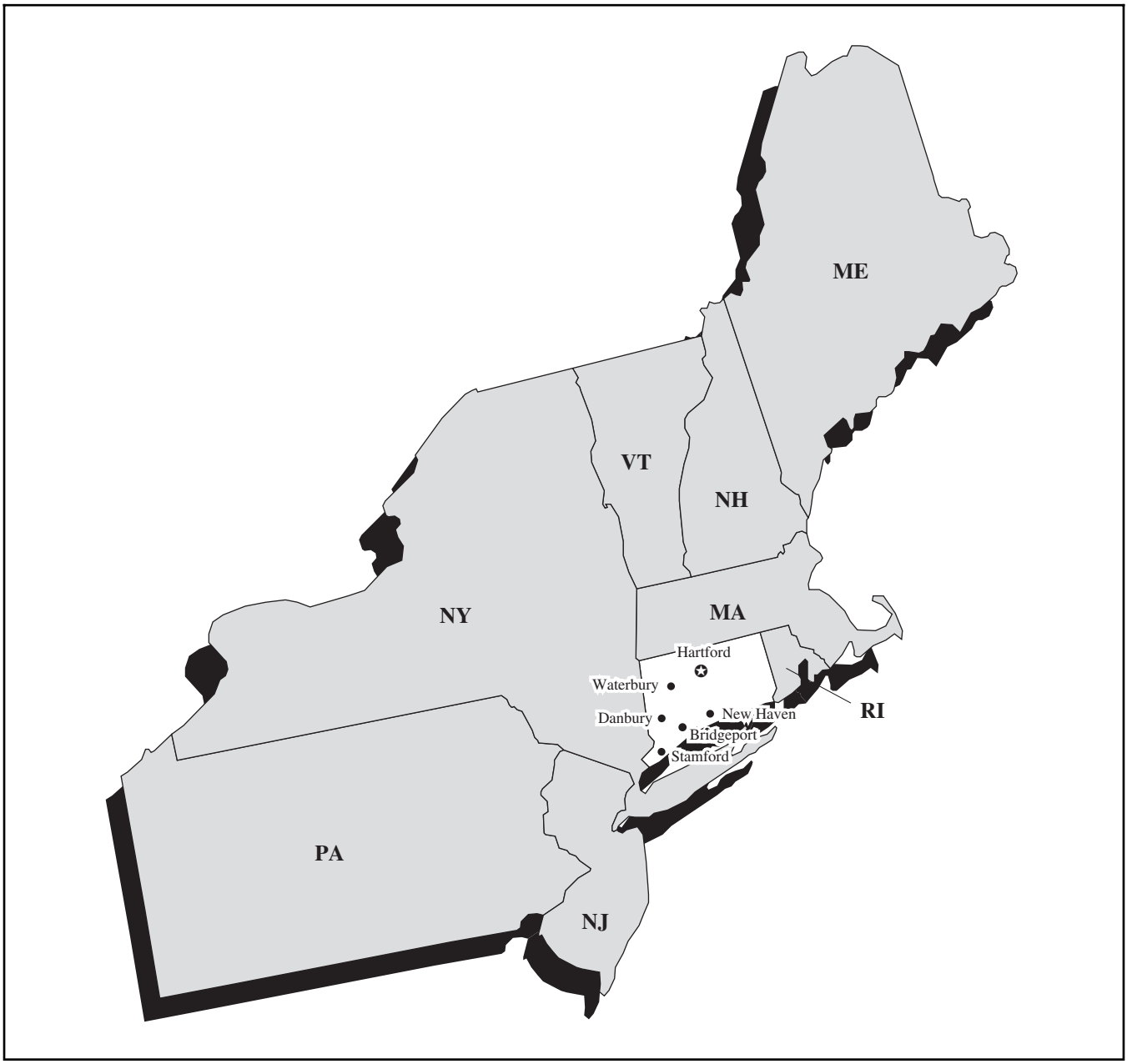
Danbury 17
Hartford 27
New Haven 41
Stamford 55
Waterbury 67



The State in Brief

Nickname: Constitution State, Nutmeg State
Motto: *Qui Transtulit Sustinet* (He who transplanted still sustains)

Flower: Mountain laurel
Bird: American Robin

Area: 5,543 square miles (2000, U.S. rank: 48th)
Elevation: Ranges from sea level to 2,380 feet
Climate: Moderate with winters averaging slightly below freezing and warm, humid summers

Admitted to Union: January 9, 1788
Capital: Hartford
Head Official: Governor M. Jodi Rell (R) (until 2007)

Population
- **1980:** 3,108,000
- **1990:** 3,287,116
- **2000:** 3,405,565
- **2004 estimate:** 3,503,604
- **Percent change, 1990–2000:** 3.6%
- **U.S. rank in 2004:** 29th
- **Percent of residents born in state:** 57% (2000)
- **Density:** 702.9 people per square mile (2000)
- **2002 FBI Crime Index Total:** 103,719

Racial and Ethnic Characteristics (2000)
- **White:** 2,780,355
- **Black or African American:** 309,843
- **American Indian and Alaska Native:** 9,639
- **Asian:** 82,313
- **Native Hawaiian and Pacific Islander:** 1,366
- **Hispanic or Latino (may be of any race):** 320,323
- **Other:** 147,201

Age Characteristics (2000)
- **Population under 5 years old:** 223,344
- **Population 5 to 19 years old:** 702,358
- **Percent of population 65 years and over:** 13.8%
- **Median age:** 37.4 years (2000)

Vital Statistics
- **Total number of births (2003):** 43,236
- **Total number of deaths (2003):** 29,329 (infant deaths, 222)
- **AIDS cases reported through 2003:** 6,989

Economy
- **Major industries:** Services, agriculture, manufacturing, trade, government
- **Unemployment rate:** 4.9% (April 2005)
- **Per capita income:** $43,292 (2003; U.S. rank: 2nd)
- **Median household income:** $55,004 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 7.9% (3-year average, 2001-2003)
- **Income tax rate:** Ranges from 3.0% to 5.0% tax on adjusted gross income (2000)
- **Sales tax rate:** 6.0% on most items

Bridgeport

The City in Brief

Founded: 1639 (incorporated, 1836)

Head Official: Mayor John Michael Fabrizi (D) (since 2003)

City Population
1980: 142,546
1990: 141,686
2000: 139,529
2003 estimate: 139,664
Percent change, 1990–2000: −1.5%
U.S. rank in 1980: 110th
U.S. rank in 1990: 123rd
U.S. rank in 2000: 172nd (State rank: 1st)

Metropolitan Area Population (PMSA)
1990: 441,952
2000: 459,479
Percent change, 1990–2000: 3.5%
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

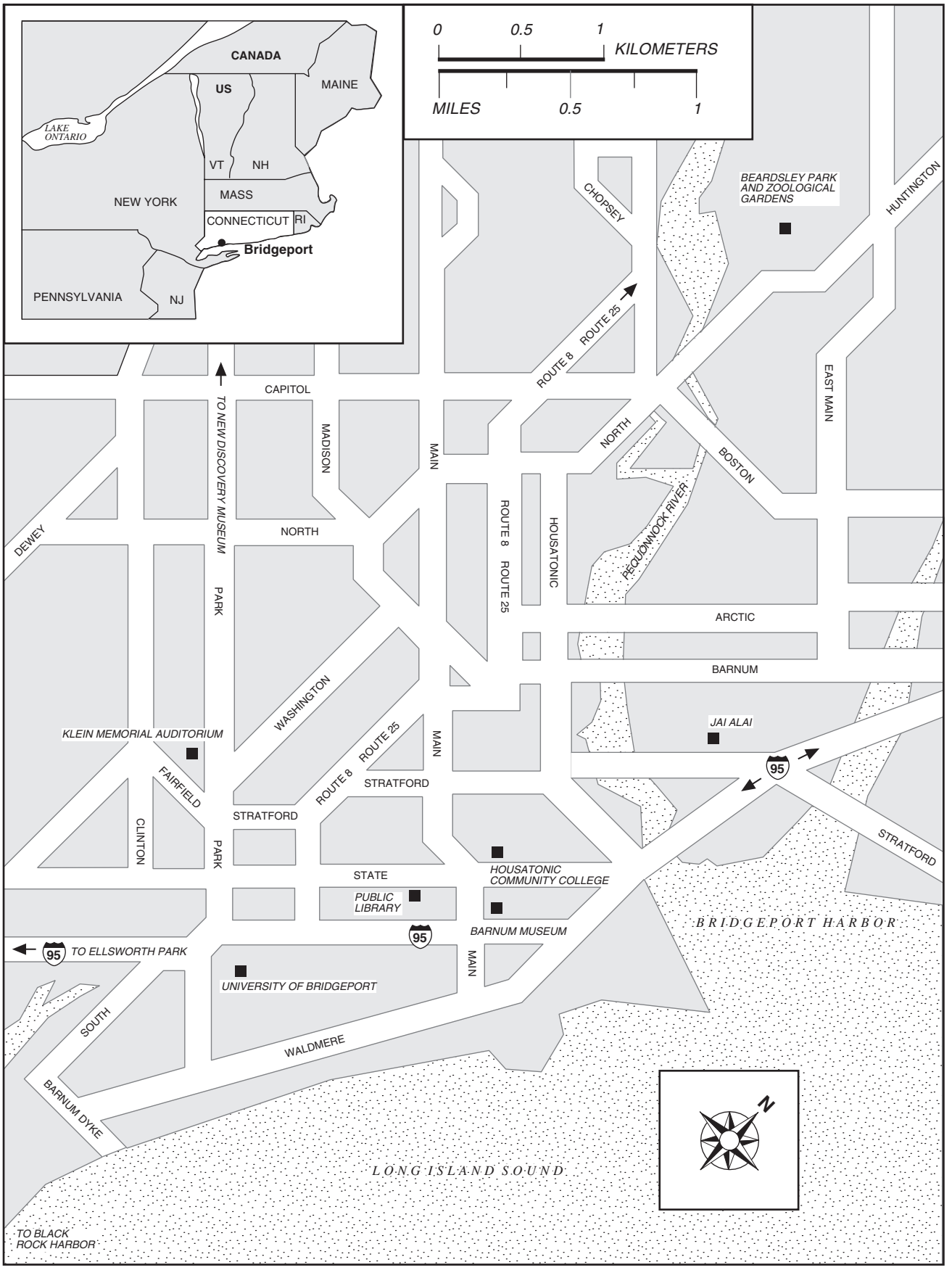
Area: 19.4 square miles (2000)
Elevation: 25 feet above sea level
Average Annual Temperature: 51.7° F
Average Annual Precipitation: 15.5 inches of rain; 26.2 inches of snow

Major Economic Sectors: Manufacturing, trade, government, services
Unemployment Rate: 4.7% (February 2005)
Per Capita Income: $16,306 (1999)

2002 FBI Crime Index Total: 8,551

Major Colleges and Universities: University of Bridgeport; Sacred Heart University; Fairfield University; Bridgeport Engineering Institute

Daily Newspaper: *The Connecticut Post*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LONG ISLAND SOUND
TO BLACK ROCK HARBOR

Introduction

A smokestack city known for its defense-related manufacturing activities and port facilities, Bridgeport, the largest city in Connecticut, was devastated in the early 1990s by the loss of its manufacturing base as a result of the end of the Cold War between the United States and the former Soviet Union, and actually declared itself bankrupt. Further degradation was handed to residents at the hands of their once-successful mayor, Joseph P. Ganim, who was removed from office in 2003 and convicted of municipal corruption. But at the turn of the twenty-first century, the city's bond rating was upgraded, the population was beginning to grow, jobs were slowly on the increase, a new baseball stadium and hockey arena stood along with other renovations on the city's waterfront which were beginning to draw tourists, and a feeling of optimism could be felt among the citizenry.

Geography and Climate

Bridgeport, in the southwest portion of Connecticut, sprawls for two and one-half miles along Long Island Sound at the mouth of the Pequonnock River. Located in Fairfield County, the city is situated on low-lying land that comprises two harbors, the main Bridgeport Harbor and the Black Rock Harbor two miles away. The city lies 150 miles south of Boston and 70 miles north of New York City.

Proximity to Long Island Sound keeps Bridgeport's summers warm and humid and its winters mild and relatively snow-free. Sea breezes can keep Bridgeport's mean monthly temperatures during the summer months three to five degrees lower than the temperatures posted inland.

Area: 19.4 square miles (2000)

Elevation: 25 feet above sea level

Average Temperatures: January, 28.9° F; July, 73.7° F; annual average, 51.7° F

Average Annual Precipitation: 15.5 inches of rain; 26.2 inches of snow

History

English Settlers Establish New Community

Pequonnock River Mouth Site of Village Bridgeport, situated on a commodious harbor and river estuary, was the site of at least five Native American villages and in 1659 became the site of Connecticut's first Indian reservation. The trading port of Black Rock was settled by the English in 1644, and farming communities at Stratfield and Pembroke by 1660. The city's present territory was then part of the adjoining towns of Fairfield and Stratford.

In 1765, white settlers paid the Pequonnocks to leave, and at the start of the Revolutionary War, some dozen families lived in the town. The townsfolk subsisted by farming, seaborne trading, and whaling and sealing. When Connecticut achieved statehood in 1788, about 100 settlers lived in Bridgeport.

Around 1760, commercial wharves were built on Bridgeport Harbor on the site of the present downtown. Farmers from inland towns brought their farm products to trade for imported goods, and packet boats ran to New York, Boston, and southern ports. One of the earliest merchants was Captain Stephen Burroughs, who was to invent America's decimal monetary system as a replacement for British pounds and shillings.

By the dawn of the new century, the port was thriving, and in 1800 the Borough of Bridgeport was incorporated as the first government of its kind in the state. In 1802 urban expansion caused the removal of the Golden Hill Indians from the last of their downtown reservation lands. Bridgeport became an independent town in 1821 and was soon home to major woolen mill complex and the center for saddle-making on the American continent. The year of its incorporation as a city, 1836, saw the building of one of the country's first railroads north to Albany to intercept trade goods coming east on the Erie Canal.

In 1847 the city became the home of Phineas Taylor (P.T.) Barnum, museum owner, circus founder, and promotional genius. Barnum toured Europe with Bridgeport native ''General Tom Thumb'' and brought ''Swedish Nightingale'' Jenny Lind, to see the splendor of his Oriental-styled mansion. He extended his talents to the development of his adopted city. In 1849 Mountain Grove Cemetery was laid out as a monumental sculpture garden based on an English precedent. In 1851 East Bridgeport was developed as a planned residential and manufacturing suburb radiating out from a five-acre central square. Seaside Park, known as the nation's first marine ''rural'' park, was completed in 1865

by a design team led by Frederick Law Olmsted, one of the men responsible for New York's Central Park.

Industry Shapes Bridgeport's Future

Bridgeport was the home of America's sewing machine industry in the years following the Civil War, and manufacturing continued to be a mainstay of the local economy. The greatest population surge came between 1896 and 1910 when the city swelled from under 50,000 people to more than 100,000. The influx of immigrants seeking factory jobs grew to include some 60 different ethnic groups. Later arrivals included Puerto Ricans, the largest concentration of whom settled on the city's east side.

During the late 1800s, the city was a leader in the production of rifles, corsets, typewriters, organs and pianos, and brass goods. At the beginning of the twentieth century, automobile and submarine manufacture became important. But the most pivotal industry of the city's history—armaments—took off with the commencement of World War I in 1914. Estimates are that during that terrible conflict, Bridgeport made more than two-thirds of the ordinance utilized by both sides in the conflict. The ''Russian Rifle'' Plant of the Union Metallic Cartridge Company, built to produce 37,500 guns for the troops of Czar Nicholas II, was the largest factory every built in America up to that time.

During the 1920s, the city became a major force in the newly developing aircraft industry. Immigrants who poured into Bridgeport included Igor Sikorsky, who produced flying boats and invented and flew the first helicopter locally. Bridgeporters coped with the Great Depression by electing Socialist Jasper McLevy as mayor during the 1930s, and he retained the office for 24 years. World War II and the ensuring Cold War saw the nation's dependency on the defense industry escalate. During the last two decades of the twentieth century, the city lost many of its one-time industrial giants to out-of-state and foreign competition.

Entering a New Century with New Goals

Today's Bridgeport is a city of diverse ethnic neighborhoods and significant historic architecture. The city has more than 3,000 structures listed on the National Register of Historic Places, more than any other Connecticut municipality. In the late 1990s, the Bridgeport Housing Authority (BHA) implemented several programs to revitalize many of the city's decaying neighborhoods. During the time when the city was a thriving manufacturing center, many housing units were built for its factory workers. The houses, including those in housing developments, began to deteriorate when jobs began disappearing in the 1960s. By 2000, the BHA had redeveloped abandoned housing all over Bridgeport, including a number of single-family homes in three different parts of the city, with federal financial assistance. In 2005, 600 units of downtown housing are in the planning phase and 800 more are being forecast for the future.

In 2003 the city was rocked by the corruption scandal of longtime mayor Joseph P. Ganim who left office at a time of the city's initial stages of resurgence. He was convicted of racketeering, extortion, and bribery and sentenced to imprisonment for nine years. The city rebounded under the guidance of new mayor, John M. Fabrizi, who has worked with city council members to stabilize the fiscal status of the community while aggressively pursuing new economic development highlighted by a mammoth $2 billion in public and private investments.

While Bridgeport has witnessed dramatic population decreases since the 1980s, the numbers are projected to steadily increase from 2005 through 2020 by the Connecticut Office of Policy & Management. And although *Connecticut Magazine* scored Bridgeport in 2003 as the lowest of 17 major cities within the state in terms of education, crime, and economic condition, the positive growth and active economic planning have infused the community with hopes for prosperous times ahead.

Historical Information: Bridgeport Public Library, Historical Collections, 925 Broad St., Bridgeport, CT 06604; telephone (203)576-7417; fax (203)576-8255

Population Profile

Metropolitan Area Residents
1990: 441,952
2000: 459,479
Percent change, 1990–2000: 3.5%
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 142,546
1990: 141,686
2000: 139,529
2003 estimate: 139,664
Percent change, 1990–2000: −1.5%
U.S. rank in 1980: 110th
U.S. rank in 1990: 123rd
U.S. rank in 2000: 172nd (State rank: 1st)

Density: 8,720.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 62,822
Black or African American: 42,925
American Indian and Alaska Native: 664

Asian: 4,536
Native Hawaiian and Pacific Islander: 148
Hispanic or Latino (may be of any race): 44,478
Other: 20,659

Percent of residents born in state: 50.4% (2000)

Age characteristics (2000)
Population under 5 years old: 11,397
Population 5 to 9 years old: 11,489
Population 10 to 15 years old: 10,696
Population 15 to 19 years old: 10,445
Population 20 to 24 years old: 11,207
Population 25 to 34 years old: 22,147
Population 35 to 44 years old: 20,463
Population 45 to 54 years old: 15,466
Population 55 to 59 years old: 5,576
Population 60 to 64 years old: 4,621
Population 65 to 74 years old: 7,743
Population 75 to 84 years old: 6,071
Population 85 years and over: 2,198
Median age: 31.4 years (2000)

Births (2001)
Total number: 2,268

Deaths (2001)
Total number: 1,260 (of which, 23 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,306
Median household income: $34,658
Total households: 50,305

Number of households with income of . . .
less than $10,000: 7,643
$10,000 to $14,999: 3,865
$15,000 to $24,999: 7,202
$25,000 to $34,999: 6,621
$35,000 to $49,999: 8,573
$50,000 to $74,999: 8,764
$75,000 to $99,999: 3,955
$100,000 to $149,999: 2,698
$150,000 to $199,999: 555
$200,000 or more: 429

Percent of families below poverty level: 16.2% (40.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 8,551

Municipal Government

Bridgeport, in Fairfield County, operates under a mayor-council form of government. The mayor and 20 council members are elected to two-year terms of office.

Head Official: Mayor John Michael Fabrizi (D) (since 2003; current term expires 2005)

Total Number of City Employees: 1,493 (2004)

City Information: Mayor's Office, City of Bridgeport, 45 Lyon Terrace, Bridgeport, CT 06604; telephone (203)576-7201; email mayoroffice@ci.bridgeport.ct.us

Economy

Major Industries and Commercial Activity

Manufacturing and trade, long mainstays in the Bridgeport economy, are being increasingly supplemented by the service-producing industries, particularly personal, business, and health services, as Bridgeport seeks to diversify. The defense industry, for many years a vital part of the city's economy, was hard hit by layoffs in the early 1990s. But wholesale and retail trade thrive thanks to the city's strategic location as a deep-sea port, a crossroads of interstate highways, and a hub of railroad lines, and the city is now the one of largest financial centers in New England. While not within Bridgeport itself there are a dozen *Fortune* 500 companies in Fairfield County, including General Electric, Pitney Bowes Inc., and Xerox Corporation.

Creating new employment opportunities for local workers has been a focal point for community leaders. In particular, the Bridgeport Economic Resource Center (BERC) has secured about 1,260 jobs since 2000, many in small start-up businesses like restaurants and shops. Law enforcement monies have held steady to contribute to a consistent reduction in the crime rate; meanwhile, dangerous housing projects continue to be identified and torn down in order to be replaced by better facilities. An amenity such as the new hockey arena, the Arena at Harbor Yard, draws visitors to town with college basketball, minor-league hockey, and concert events. The renovation of the waterfront and other local developments have helped to lure homebuyers wanting to escape the expensive housing market in lower Fairfield County, where median prices are substantially higher than in Bridgeport.

Items and goods produced: transportation equipment, women's underwear, electrical supplies, machinery and machine tools, fabricated metals

Incentive Programs—New and Existing Companies

Local programs—The Bridgeport Office of Planning and Economic Development offers a tax incentive development program involving real estate property tax incentives for development projects of $3 million or more. The Bridgeport Economic Resource Center (BERC) helps businesses to identify and access a wide array of business development programs. A partial listing of available incentives includes: Corporate Income & Property Tax exemptions, Corporate Sales Tax exemptions, State and Federal Enterprise Zone Benefits, Utility Benefits, and Brownfields Tax Credits.

Local banks in partnership with a variety of federal, state, and local government programs provide funds for a loan pool geared toward small and mid-sized businesses. Typical loan amounts are $500,000 or less. The Bridgeport Regional Business Council is the designated Small Business Development Center (SBDC) for Bridgeport, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, training programs, and loan packaging.

State programs—The Connecticut Development Authority works to expand Connecticut's business base. Among its many services are: partnering with private-sector organizations to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; offering financial incentives to companies that enhance the skills of their employees; and encouraging investment in the state's urban commercial infrastructure.

Bridgeport is part of the U.S. government's Environmental Protection Agency (EPA) program for redevelopment of abandoned industrial sites, commonly referred to as ''brownfields,'' as part of the overall agenda to attract private investors. Operated by Connecticut Brownfields Redevelopment Authority (CBRA), bonds are sold that provide businesses and developers incentive funds for investment in the designated property. Tax increment financing is available for Brownfields redevelopment.

Connecticut's financial and tax incentives also include grants and tax abatements for firms locating in State Enterprise Zones (for which Bridgeport qualifies; it is also a Foreign Trade Zone as operated by the Bridgeport Port Authority).

Job training programs—Employment training grants, both on- and off-site, and on-the-job training assistance are available through the Connecticut Department of Labor. Community and technical colleges across the state offer job and specialized skill training. The Bridgeport Economic Resource Center (BERC) works with companies to implement Workforce Development Programs and has assisted 43 businesses and trained 275 employees since the initiative's inception.

Development Projects

A virtual plethora of development within Bridgeport is either in progress or on the way with the backing of the Bridgeport Economic Development Corporation (BEDCO). Among these improvements are the $7.4 million Seaview Avenue Industrial Park expansion, $40 million to shift businesses to the Steel Point location, and $9 million for updating historic Seaside Park. In 2002 the Derecktor Shipyards, a repair facility, was constructed at a cost of $2.5 million; the facility occupies 45,000-square-feet and created about 90 new jobs. Downtown is bustling with the City Trust Building's conversion into 120 condo units; the redevelopment of 16 vacant structures into 150,000 square feet of commercial land and 250 residential housing units; and 60,000 square feet of modernized space for a combination of retail, residential, and commercial availability. The 1998 opening of the $19 million Harbor Yard ballpark was enhanced by the 2001 debut of the 10,000-seat hockey/basketball home, the Arena of Harbor Yard. Still under consideration is a proposal for a new state-of-the-art $50 million intermodal transit center to handle assembly of trains, buses, ferries, and highway access in one downtown location.

Economic Development Information: Office of Planning and Economic Development, City Hall Annex, 999 Broad St., Bridgeport, CT 06604; telephone (203)576-7221; fax (203)332-5611; email nidohm0@ci.bridgeport.ct.us. Bridgeport Economic Resource Center, 10 Middle St., Bridgeport, CT 06604-4223; telephone (203)335-1108; fax (203)335-1297; email mdallas@berc-ct.com

Commercial Shipping

Bridgeport Harbor is one of three deep-water ports in the state. Its Cilco Terminal is one of New England's busiest deep draft ports; facilities include COMEX, bonded warehousing, and wet and dry storage. Most of the imports processed are perishable goods, and Bridgeport's is the second largest banana port on the East Coast, enabled by its 80,000-square-foot modern refrigerated warehouse. In 2002 the Bridgeport Port Authority used a $2.5 million grant from the Connecticut Department of Environmental Protection to build a 45,000-square-foot assembly facility, the Derecktor Shipyards, a major repair facility and critical to the port's users. Conrail operates a major freight yard nearby. Greater Bridgeport is on the main travel corridor from New York to New England.

Labor Force and Employment Outlook

Bridgeport boasts a skilled labor force with a relatively high education level; approximately 41 percent of the labor force are college graduates. While population began its decline in the 1980s and continued through 2005, population figures are projected to increase by the year 2020 (to more than 151,000 residents). In 2005 more than 227,000 workers were part of the metropolitan community's workforce. With the town's proximity to larger cities like New York and Boston, more than 25 million people reside and work within a 100-mile radius of Bridgeport.

The city is focusing its efforts on expanding its manufacturing base into the international marketplace, relying on its excellent port facilities and transportation network. Growth in this area is projected primarily for small businesses.

The following is a summary of data regarding the Bridgeport metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 409,700

Number of workers employed in . . .
construction and mining: 14,400
manufacturing: 41,800
trade, transportation, and utilities: 74,900
information: 12,100
financial activities: 41,700
professional and business services: 69,600
educational and health services: 59,500
leisure and hospitality: 32,500
other services: 16,800
government: 46,400

Average hourly earnings of production workers employed in manufacturing: $20.77

Unemployment rate: 4.7% (February 2005)

Largest employers	*Number of employees*
Peoples Bank	3,443
St. Vincent Medical Center	1,800
Bridgeport Hospital	1,700
City of Bridgeport	1,493
Lacey Manufacturing Company, Inc.	400
University of Bridgeport	200
Derecktor Shipyard	150

Cost of Living

In the 1980s, property taxes in Bridgeport rose rapidly and budget deficits were commonplace. But by the late 1990s, the city administration of Mayor Ganim was receiving national acclaim for balancing budgets and cutting taxes, including instituting the first back-to-back tax cut in the city's modern history, worth $2.6 million to taxpayers. Housing prices were significantly lower than in the southern part of Fairfield County.

The following is a summary of data regarding several key cost of living factors for the Bridgeport area.

2004 (3rd Quarter) ACCRA Average House Price: $614,691

2004 (3rd Quarter) ACCRA Cost of Living Index: 153.2 (U.S. average = 100.0)

State income tax rate: 3.0% to 5.0%

State sales tax rate: 6.0% (some items are exempt)

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 38.99 mills per $1,000 of actual value (2004)

Economic Information: State of Connecticut, Labor Department, 200 Folly Brook Blvd., Wethersfield, CT 06109-1114; telephone (860)263-6000

Education and Research

Elementary and Secondary Schools

Although in the late 1990s, the city announced investments of $250 million for modern buildings, classes for universal preschool, smaller classroom sizes, and broader access to computers and the Internet; by 2005 these initiatives had yet to materialize. The school district has suffered as a result with six buildings that are over a century old and 14 others at more than 50 years old. Further, the Board of Education was forced to trim its annual budget by 10 percent, or about $4.5 million, in the 2004–2005 fiscal year.

Bridgeport's public school system offers special education and handicapped services, as well as an adult education program in the evening. A magnet school program offers special opportunities for above-average students. The system includes two alternative schools and one special education facility.

The following is a summary of data regarding the Bridgeport public school system as of the 2003–2004 school year.

Total enrollment: 22,730

Number of facilities
elementary/middle schools: 30
senior high schools: 3
other: 3

Student/teacher ratio: 14.7 (2003–2004)

Teacher salaries (2003–2004)
minimum: $38,604
maximum: $72,440

Funding per pupil: $5,909 (2004–2005)

Many parochial elementary schools and one parochial high school supplement the public school system. Private nursery schools, technical schools, and the college-preparatory University (High) School round out the city's education offerings for children.

Public Schools Information: Bridgeport Public Schools, 45 Lyon Terrace, Rm. 203, Bridgeport, CT 06604; telephone (203)576-7301; fax (203)576-8488

Colleges and Universities

Founded in 1927, the University of Bridgeport—with about 3,200 undergraduate and around 1,500 graduate students—offers bachelor's, master's, and doctoral degrees in liberal arts and professional fields and includes the only program in chiropractic and naturopathic medicine in the state. Sacred Heart University, a Catholic liberal arts college in Fairfield, enrolls 4,300 undergraduate and 1,800 graduate students and represents New England's second largest Catholic university. Fairfield University, a Jesuit institution, provides its 5,000 students with bachelor's and master's degrees with a concentration on liberal arts, education, and nursing. Bridgeport Engineering Institute in Stamford employs a work-study approach in awarding engineering degrees. Housatonic Community College trains many of the area's semiprofessional and technical workers. St. Vincent's College, a two-year co-ed facility, offers degrees in health care fields and initiated an online distance education program in the fall of 2005.

Libraries and Research Centers

With nearly 450,000 volumes and four locations, Bridgeport's is one of the largest library systems in the state. The library also has about 880 audiotapes, around 16,500 video materials, and 1,000 periodical subscriptions. Special collections include an extensive business and technology section and a collection of local history, with a focus on P.T. Barnum and circus memorabilia. The library's special interests also include art and architecture, and literature. It is a federal depository for U.S. Government publications.

Other local library facilities include the law library of the State of Connecticut (Bridgeport Branch), and two medical libraries. The Magnus Wahlstrom Library at the University of Bridgeport houses approximately 270,000 volumes along with one million microforms, 1,200 serials, and access to about 7,400 electronic books via online subscriptions. Other research and library facilities in Bridgeport include the Center for the Study of Aging at the University of Bridgeport, and the Connecticut Department of Children and Families' Library. The Connecticut Information Technology Institute, also at the university, is a joint venture between industry and education to help inventors and entrepreneurs in high-tech operations.

Public Library Information: Bridgeport Public Library, 925 Broad St., Bridgeport, CT 06604-4871; telephone (203)576-7403

Health Care

With two major hospitals and a mental health center within the city limits, Bridgeport is the health care center of Fairfield County. Bridgeport Hospital is a full-service community hospital and teaching institution serving the greater Bridgeport area and Fairfield County. The hospital is a tertiary-level hospital (highest level) with the staff and facilities to treat the most critically ill patients who are often referred from other hospitals, and is also designated a Level I Trauma Center (highest level), one of four in the state of Connecticut. The 425-bed facility is known as a leader in health care and for its specialties and innovative services. Special programs include a regional open heart center; a cancer center, which offers comprehensive diagnostic, treatment, education and support services for cancer patients; a regional center for low and high-risk births; the region's most comprehensive newborn intensive care unit, the P.T. Barnum Pediatric Center; the only burn center with dedicated beds between Boston and New York; a joint reconstruction center; comprehensive inpatient and outpatient rehabilitative care for multiple trauma, stroke, multiple sclerosis, Parkinson's disease, arthritis and other disorders; and a community wellness and health education program.

St. Vincent's Medical Center is a modern, 397-bed acute care hospital offering more than 50 specialty and subspecialty medical and surgical disciplines. Centers of excellence comprise cardiovascular disease including angioplasty and coronary artery bypass surgery; cancer prevention, diagnosis, treatment and support; joint replacement including total knee, hip and shoulder; and women's services including a contemporary maternity center along with a Women's Imaging Center (opened June 2004) for mammograms, ultrasounds, and bone density services. St. Vincent's also is a designated Level II Trauma Center and has a landing pad for medical helicopters. It is affiliated with two medical schools—Columbia University College of Physicians and Surgeons and New York Medical College, and participates in international research programs. The Greater Bridgeport

Community Mental Health Center has 62 licensed beds and provides a 24-hour crisis service along with a variety of additional recovery programs.

Recreation

Sightseeing

Visitors can experience Bridgeport's colonial past on a narrated boat tour of historic Black Rock Harbor and Long Island Sound. Captain's Cove Seaport, an amusement and maritime center along the harbor, is home to the HMS *Rose,* a replica of a Revolutionary War era 24-gun frigate. Captain's Cove also offers shopping along a seaside boardwalk and a 350-slip marina. Connecticut's Beardsley Zoo, the state's only zoo, is open year-round and features to its quarter-million annual visitors more than 300 animals including some that are rare or endangered species from North and South America.

Arts and Culture

Much of Bridgeport's performing arts activity takes place at the 1,400-seat Klein Memorial Auditorium, including performances by the Greater Bridgeport Symphony, a regionally acclaimed professional orchestra, as well as performances by touring troupes and artists. Formed in 1961, the Greater Bridgeport Youth Symphony is made up of four performing ensembles, the Principal, the Symphony, the Concert, and the String Orchestra. As part of these groups, young musicians from the area, led by three conductors and six coaches, present concerts throughout the year. The Arena at Harbor Yard, constructed in 2001, provides a 10,000-seat venue for larger-scale musical concerts, children's shows, and other performances.

The Cabaret Theatre features the resident musical Downtown Cabaret Theatre group and the Cabaret Children's Company since 1983. The Playhouse on the Green (formerly Polka Dot Playhouse) is Bridgeport's oldest theatrical treasure, offering year-round professional theater in a 228-seat state-of-the-art theater located in the heart of Bridgeport's revitalized downtown.

Opened in 1893, the Barnum Museum displays artifacts relating to P.T. Barnum, ''General Tom Thumb,'' Lavinia Warren, Jenny Lind, and a host of clowns. Displays concerning Bridgeport's industrial era, as well as a 2,500-year-old Egyptian mummy, a two-headed calf, and a hand-carved miniature circus complete with 5,000 figures are also featured. The Discovery Museum and Planetarium, an interactive and educational museum of art and physical science, features the duPont Planetarium, the Challenger Learning Center (dedicated to the astronauts who perished in the space shuttle tragedy in 1986) and interactive exhibits that teach the principles of physical science. A gallery of changing art exhibits, films, and children's programs rounds out the offerings, which are visited by 68,000 guests annually.

The Housatonic Museum of Art specializes in nineteenth- and twentieth-century European and American art, as well as contemporary and African and Asian ethnographic art.

Festivals and Holidays

A major regional attraction is the annual Barnum Festival and the Great Street Parade, which is held each summer. The 10-day celebration draws thousands of people for the Grucci Fireworks show ''Skyblast,'' Champions on Parade and other events. The summer also offers water enthusiasts the St. Vincent's ''Swim Across the Sound,'' a multi-event swimming marathon, a sailing regatta, and the WICC Bluefish Tournament, which draws fishermen from across the United States in search of the heaviest Bluefish. The University of Bridgeport's International Festival, held in April, highlights the cuisines and entertainment of more than 30 cultures. Meanwhile, Christmas time is aglow with the ''Park City Lights'' in Beardsley Park.

Sports for the Spectator

The Shoreline Star Greyhound Park Entertainment Complex features live parimutuel greyhound racing from mid-May through Mid-October, and year-round simulcast wagering on thoroughbred, harness, and greyhound tracks from around the country. The Bridgeport Bluefish Baseball club is an independent minor league team that plays at the Ballpark at Harbor Yard, constructed in 1998, where the games provide area residents with affordable family entertainment. The Arena at Harbor Yard was built in 2001 and seats about 10,000 for the American Hockey League's (AHL) Bridgeport Sound Tigers, who began playing in 2001 as the top affiliate of the National Hockey League's (NHL) New York Islanders. The arena also plays host to the National Collegiate Athletic Association's (NCAA) Fairfield University Stags' men's basketball team.

Sports for the Participant

Bridgeport, known as the ''Park City'' for maintaining nearly an acre of park land per 1,000 residents (more than 1,360 acres total), features the historic Seaside Park located on three miles of shoreline and offering fishing, baseball and softball, picnicking, and tennis. The city features 32 public parks, two dozen playgrounds, 40 tennis courts, and an 18-hole golf course. Pleasure Beach, formerly a huge draw in the area, has remained inaccessible since a devastating fire in 1996 destroyed the connecting bridge; city planners have actively been pursuing funding to restore it. The Ocean

View Skate Park offers a variety of ramps highlighted by a spectacular coastal view; the Wonderland of Ice offers public skating and hockey leagues and instruction. The Berkshire Rail Spur Trail is a 1.6 mile bicycling trail that follows a defunct rail line.

Shopping and Dining

Unique items are available at Bridgeport's Barnum Museum and Discovery Museum and Planetarium. There are many large malls within 40 miles of the city including Trumbull Shopping Park, Hawley Lane Mall, and the Dock, all located in the greater Bridgeport area. Nearby Fairfield offers a classic shopping area around its green, and antiquing can be enjoyed at the nearby Stratford Antiques Center, and throughout all of picturesque Fairfield County.

The Bridgeport area offers a wide variety of dining experiences, ranging from Bridgeport's ''Little Italy,'' to seafood restaurants both in Bridgeport and in nearby Stratford; many overlook Long Island Sound. The downtown area boasts some excellent lunch spots, and fine cuisine is available throughout the area.

Visitor Information: Coastal Fairfield County Convention & Visitor Bureau, 297 West Ave., Norwalk, CT 06850; telephone (203)853-7770; toll-free (800)866-7925; fax (203)853-7775; email info@coastalct.com. Connecticut Office of Tourism, 505 Hudson St., Hartford, CT 06106-7106; toll-free (800)CTBOUND.

Convention Facilities

Within the greater Bridgeport area about 1,000 hotel rooms are available for a variety of functions. Small conventions can be handled by the new Arena at Harbor Yard with capacity seating of 10,000 guests and 6,000 theater-style along with room for 150 standard-size trade show booths. The Holiday Inn Bridgeport Hotel & Conference Center offers 8,500 square feet of function space, including a 5,000-square-foot ballroom, five breakout rooms, and an executive board room. The Inn, which has 234 sleeping rooms, can accommodate meetings of 16 to 500. The Stratford Ramada Inn has 6,500 square feet of exhibit space, 7 meeting rooms, and 145 sleeping rooms.

Convention Information: Coastal Fairfield County Convention & Visitor Bureau, 297 West Ave., Norwalk, CT 06850; telephone (203)853-7770; toll-free (800)866-7925; fax (203)853-7775; email info@coastalct.com

Transportation

Approaching the City

Bridgeport's city-owned Sikorsky Memorial Airport is 10 minutes from downtown (in Stratford). The airport serves the corporate and general aviation communities. The Tweed New Haven Regional Airport is about 25 miles northeast of Bridgeport and offers daily flights from two major airlines, Delta and U.S. Airways. Extensive domestic and international service is available from the New York City airports, about 60 miles away.

Both Amtrak, with at least 14 daily stops, and Metro-North, with 63 daily stops, offer rail service into Bridgeport, as do major bus lines such as Greyhound and Peter Pan. An automobile ferry runs between Bridgeport and Port Jefferson outside of New York City and carries nearly 900,000 passengers annually.

Major east-west routes include Connecticut 15 (the Merritt Parkway) and I-95 (the Connecticut Turnpike, that carries about 200,000 vehicles per day). North-south arteries include Connecticut Route 8 to the northeast and Connecticut Route 25 to the northwest.

Traveling in the City

Bridgeport's streets fan out to the north from the waterfront. The Greater Bridgeport Transit Authority (GBTA) operates 16 fixed routes in the city and environs on weekdays and includes paratransit services; reduced services are offered on weekends.

Communications

Newspapers and Magazines

Bridgeport's daily, *The Connecticut Post,* is published every morning. Other newspapers in the city include the monthly *Fairfield County Catholic,* published by the Diocese of Bridgeport, and the *Bridgeport News,* which publishes weekly.

Television and Radio

Bridgeport has one public television station, and one cable franchise. However, the city receives New York City stations as well. Two AM and two FM radio stations broadcast from Bridgeport. Connecticut Radio Information Service, headquartered in Wethersfield, broadcasts readings from

daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *Connecticut Post,* 410 State St., Bridgeport, CT 06604; telephone (203)333-0161 or 800-423-8058; fax (203)367-8158

Bridgeport Online

Bridgeport Economic Resource Center. Available www.bridgeport-econ.org

Bridgeport Hospital. Available www.bridgeporthospital.org

Bridgeport Public Library. Available www.bridgeportpublic library.org

Bridgeport Public Schools. Available www.bridgeportedu.com

City of Bridgeport Home Page. Available ci.bridgeport.ct.us

Coastal Fairfield County Convention & Visitors Bureau. Available www.coastalct.com

Connecticut Development Authority. Available www.ctcda.com

Connecticut Office of Tourism. Available www.tourism.state.ct.us

The Connecticut Post. Available www.connpost.com

St. Vincent's Medical Center. Available www.stvincents.org

State of Connecticut Labor Department. Available www.ctdol.state.ct.us

University of Bridgeport. Available www.bridgeport.edu

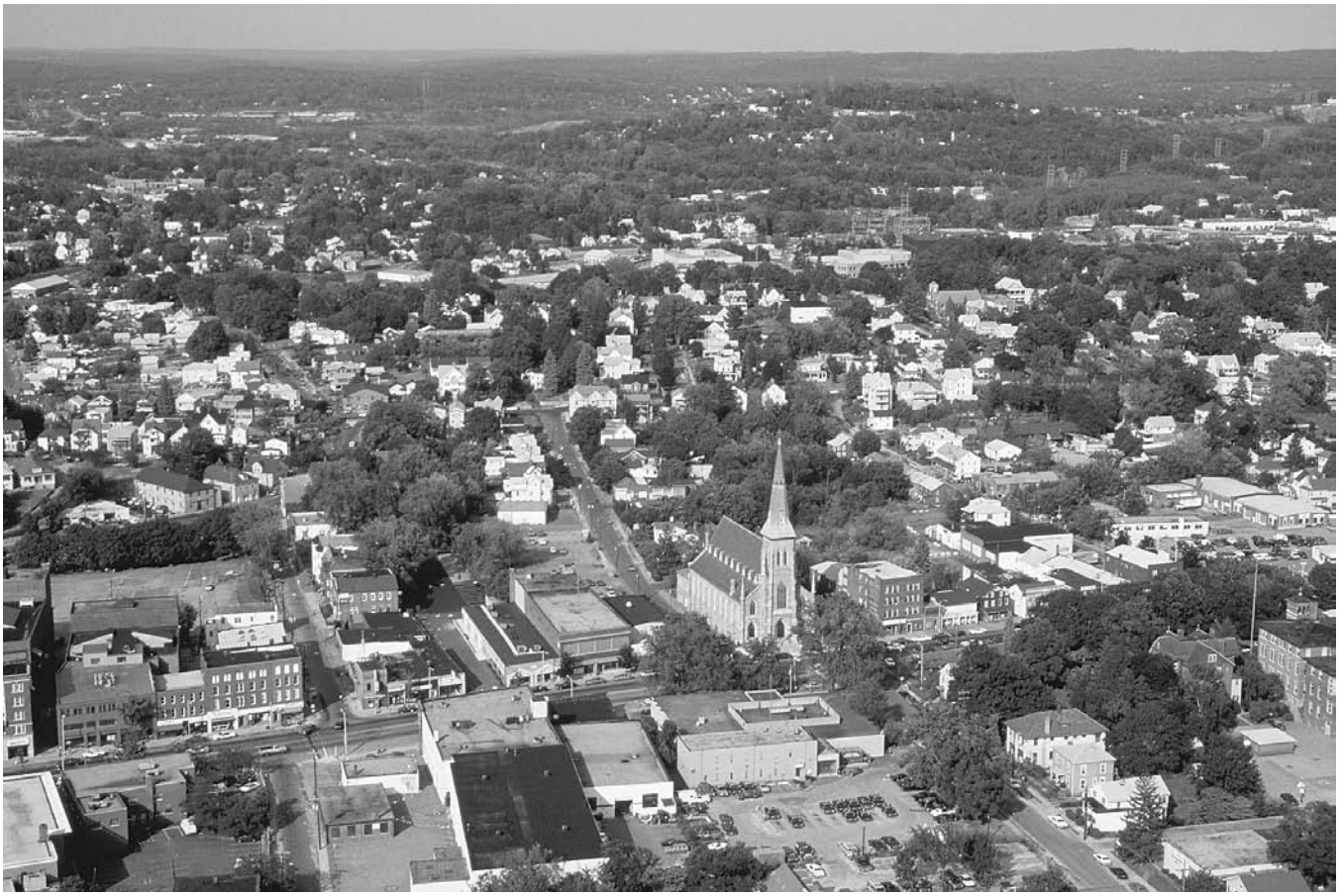
Selected Bibliography

Grimaldi, Lennie, *Only in Bridgeport 2000: An Illustrated History of the Park City* (Bridgeport: Harbor Publishing, 2000)

Howard, Maureen, *Natural History* (New York: Norton) Bridgeport Economic Resource Center

Waldo, George Curtis, Jr., ed., *History of Bridgeport and Vicinity* (New York, Chicago: S. J. Clarke, 1917)

Danbury



The City in Brief

Founded: 1685 (incorporated, 1889)

Head Official: Mayor Mark D. Boughton (R) (since 2001)

City Population
1980: 60,470
1990: 65,585
2000: 74,848
2003 estimate: 77,353
Percent change, 1990–2000: 14.1%
U.S. rank in 1980: 324th
U.S. rank in 1990: 355th
U.S. rank in 2000: 406th (State rank: 7th)

Metropolitan Area Population (PMSA)
1980: 175,000
1990: 193,597
2000: 217,980
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

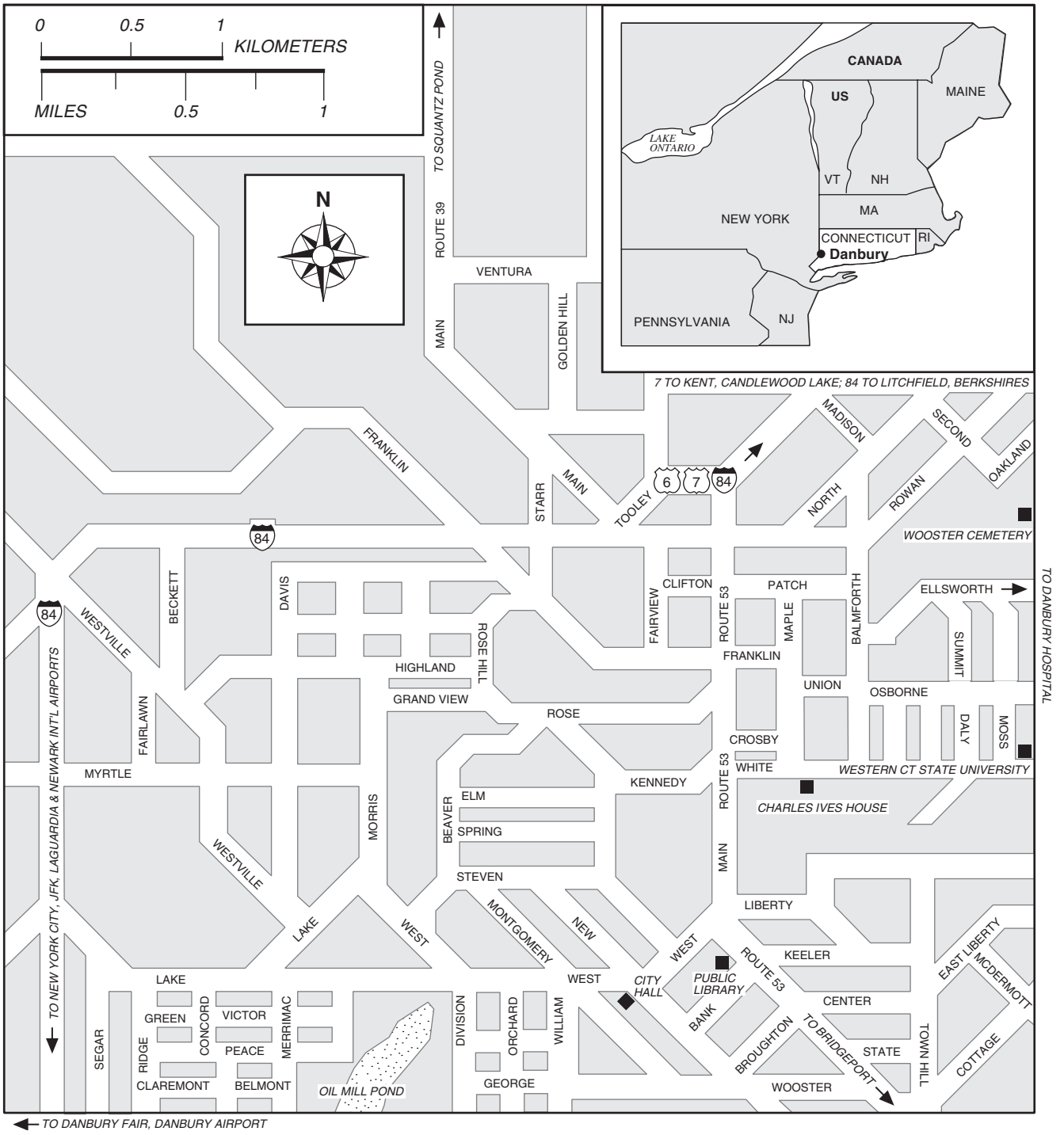
Area: 44.3 square miles (2000)
Elevation: Ranges from 378 feet to 1,050 feet
Average Annual Temperature: 49.7° F
Average Annual Precipitation: 25.8 inches of rain; 26 inches of snow

Major Economic Sectors: Trade, manufacturing, services
Unemployment Rate: 3.7% (April 2005)
Per Capita Income: $24,500 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 2,198

Major Colleges and Universities: Western Connecticut State University

Daily Newspaper: *News-Times*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N
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ROUTE 39
VENTURA
MAIN
GOLDEN HILL
CANADA
US
MAINE
LAKE ONTARIO
VT
NH
NEW YORK
MA
CONNECTICUT
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Danbury
PENNSYLVANIA
NJ
7 TO KENT, CANDLEWOOD LAKE; 84 TO LITCHFIELD, BERKSHIRES
FRANKLIN
STARR
MAIN
TOOLEY
6
7
84
MADISON
SECOND
OAKLAND
NORTH
ROWAN
WOOSTER CEMETERY
TO DANBURY HOSPITAL
ELLSWORTH
BECKETT
DAVIS
CLIFTON
PATCH
FAIRVIEW
ROUTE 53
MAPLE
BALMFORTH
SUMMIT
WESTVILLE
ROSE HILL
HIGHLAND
GRAND VIEW
FRANKLIN
UNION
OSBORNE
ROSE
CROSBY
DALY
MOSS
WHITE
WESTERN CT STATE UNIVERSITY
FAIRLAWN
MYRTLE
KENNEDY
CHARLES IVES HOUSE
TO NEW YORK CITY, JFK, LAGUARDIA & NEWARK INT'L AIRPORTS
MORRIS
BEAVER
ELM
SPRING
STEVEN
MAIN
LIBERTY
WESTVILLE
LAKE
WEST
MONTGOMERY
NEW
WEST
CITY HALL
PUBLIC LIBRARY
ROUTE 53
KEELER
EAST LIBERTY
MCDERMOTT
LAKE
GREEN
CONCORD
VICTOR
MERRIMAC
DIVISION
ORCHARD
WILLIAM
CENTER
BANK
BROUGHTON
TO BRIDGEPORT
STATE
TOWN HILL
COTTAGE
SEGAR
RIDGE
PEACE
CLAREMONT
BELMONT
OIL MILL POND
GEORGE
WOOSTER
TO DANBURY FAIR, DANBURY AIRPORT

Introduction

Danbury, formerly known as the Hat Capital of the World and official supplier of silk top hats to presidents, is perhaps best known today as the headquarters of Union Carbide and other industries that have moved out of metropolitan areas. Danbury is located near the beautiful rural area of Connecticut known as Litchfield Hills, an affluent region where per capita income is among the highest in the country. The creation of the city's historic downtown district in 1988 has helped to bring about an upswing in downtown development. The resurgence can be witnessed by continued population growth fueled by a high quality of living that residents enjoy.

Geography and Climate

Danbury is located in southwestern Connecticut in Fairfield County, 25 miles northwest of Bridgeport, in the foothills of the Berkshire Mountains. The city is situated on low-lying land just south of Lake Candlewood, the largest manmade lake in the state, and east of the Housatonic River. The surrounding terrain consists of rolling hills and not-very-tall mountains to the west and northwest (the western highland). Danbury's is a four-season climate; the extremes of temperature experienced throughout New England are somewhat tempered there by proximity to hills, but winters can be very cold.

Area: 44.3 square miles (2000)

Elevation: ranges from 378 feet to 1,050 feet

Average Temperatures: January, 26.5° F; July, 72.5° F; annual average, 49.7° F

Average Annual Precipitation: 25.8 inches of rain; 26 inches of snow

History

From Beans to Revolution to Hats

English settlers moving north from Norwalk took root in Danbury in 1685 and called it Swampfield though this was short-lived. Renamed Danbury in 1687 after a town in England, it was nicknamed Beantown for the beans and other vegetables that grew prolifically there, which were carted over a primitive road to be traded in Norwalk.

Danbury functioned during the American Revolution as a storage and warehouse point for patriot arms and supplies. In April 1777, British General Tryon was dispatched there to attack the city, which had received advance word of the raid but was able to round up only about 250 militia to defend itself against a British force of some 2,000 men. General Tryon captured the town and set his men to destroying patriot homes. The troops came upon stores of rum and began consuming it. Fearful that the American militia was gathering to block his way to his ships to the south of the city, Tryon ordered his drunken men out of Danbury, where they were attacked by troops led by Benedict Arnold and General David Wooster. British troops did manage to reach their ships but suffered many casualties.

The first hatmaker of record in Danbury was Zadoc Benedict, who founded a firm in 1780 that turned out three hats a day. By 1800 Danbury had emerged as a U.S. center for the manufacture of hats, part of a Connecticut pattern of factories being established in small villages rather than large industrial cities. By 1887 the city's 30 factories were turning out about five million hats a year, and Hat City became its nickname. Danbury continued to be a national center for the production of hats until the beginning of the twentieth century, when the fashion for the stiff fur derby hats produced there changed to a demand for softer hats. It is speculated that the automobile was the reason for this change in fashion—the stiff derbies would blow off in the wind. Following World War II men began to go hatless, and the industry went into a further decline from which it never recovered.

Danbury also became famous for the Danbury Fair, which originated in 1821 and by 1869 had become an annual event. The fair brought farm folk with a week's supply of food in their wagons together with city slickers for livestock and agricultural displays and competitions. Discontinued in 1981, a shopping mall now occupies the former fairgrounds.

The coming of the railroad in the 1830s (running by 1852) brought whole crews of Irish workers to Danbury, where a Roman Catholic church was built and distinctly Irish neighborhoods grew up.

From Hats to Diversified Industry, Corporate Headquarters

Although hatmaking has almost disappeared in Danbury, industry has grown rapidly there to the extent that the area is more heavily industrialized than any other labor market in Connecticut, the reverse of a trend being experienced elsewhere in the country. Beginning in the 1970s corporate headquarters leaving New York City caused explosive growth in Danbury's population, which expanded by more than 19 percent between 1970 and 1980. The I-84 corridor east of Danbury to Southbury saw an 80.3 percent increase

in population. A slow yet steady shift in population to these rural areas of the state continues.

Forecasts foresee no end in Danbury's population growth. The economic development of the area has been a critical goal of the city leaders and their efforts can be witnessed in organizations such as CityCenter Danbury, which focuses on the prosperity of the downtown area. In 2004, CityCenter Danbury oversaw $18 million in public and private investments. Mayor Mark D. Boughton stated in his 2005–2006 annual budget that Danbury is ''on the rise'' with its success anchored by a high quality of life, a solid educational system, and vast recreational and cultural opportunities. The city's strengths are recognized by its sixth place ranking among Connecticut's 17 major cities by *Connecticut Magazine* in 2004 in terms of education, crime, and economic condition.

Historical Information: Danbury Museum & Historical Society, 43 Main St., Danbury, CT 06810; telephone (203)743-5200

Population Profile

Metropolitan Area Residents (PMSA)
1980: 175,000
1990: 193,597
2000: 217,980
Percent change, 1990–2000: 12.6%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 60,470
1990: 65,585
2000: 74,848
2003 estimate: 77,353
Percent change, 1990–2000: 14.1%
U.S. rank in 1980: 324th
U.S. rank in 1990: 355th (State rank: 8th)
U.S. rank in 2000: 406th

Density: 1,777.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 56,853
Black or African American: 5,060
American Indian and Alaska Native: 214
Asian: 4,082
Native Hawaiian and Pacific Islander: 26
Hispanic or Latino (may be of any race): 11,791
Other: 5,653

Percent of residents born in state: 39.8% (2000)

Age characteristics (2000)
Population under 5 years old: 4,900
Population 5 to 9 years old: 4,540
Population 10 to 14 years old: 4,281
Population 15 to 19 years old: 4,561
Population 20 to 24 years old: 5,587
Population 25 to 34 years old: 13,332
Population 35 to 44 years old: 13,161
Population 45 to 54 years old: 10,011
Population 55 to 59 years old: 3,595
Population 60 to 64 years old: 2,644
Population 65 to 74 years old: 4,158
Population 75 to 84 years old: 2,946
Population 85 years and over: 1,132
Median age: 35.2 years (2000)

Births (2001)
Total number: 1,086

Deaths (2001)
Total number: 527 (of which, 6 were infants under the age of 1 year)

Money income (1999)
Per capita income: $24,500
Median household income: $53,664
Total households: 27,198

Number of households with income of . . .
less than $10,000: 1,692
$10,000 to $14,999: 1,335
$15,000 to $24,999: 2,329
$25,000 to $34,999: 2,950
$35,000 to $49,999: 4,348
$50,000 to $74,999: 5,836
$75,000 to $99,999: 3,892
$100,000 to $149,999: 3,095
$150,000 to $199,999: 1,025
$200,000 or more: 696

Percent of families below poverty level: 5.9% (27.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,198

Municipal Government

Danbury operates under the mayor-council form of government. The mayor and council members are elected to two-year terms.

Head Official: Mayor Mark D. Boughton (R) (since 2001; current term expires November 2005)

Total Number of City Employees: 554 (2005)

City Information: City Hall, 155 Deer Hill Ave., Danbury, CT 06810; telephone (203)797-4500

Economy

Major Industries and Commercial Activity

Danbury's local economy is diverse, with services, manufacturing, retail, and trade as the leading components. Major non-manufacturing sectors are services; wholesale and retail trade; and finance, insurance, and real estate. Retail trade is an integral contributor to the local economy, centered on the 1.3-million-square-foot Danbury Fair Mall. The central downtown business district continues to prosper under the guidance of CityCenter Danbury, an organization designed for the revitalization of the area. Within the district, industries such as banking, law, government, and insurance employ about 5,500 workers.

Items and goods produced: surgical instruments and supplies, electronic and railroad testing equipment, silverware, aluminum foil, aircraft parts, rubber tile, air conditioning equipment, steam generators, plastics, glue, textiles, and ball and roller bearings

Incentive Programs—New and Existing Companies

Local programs—Site selection, technology, and local development assistance is available through the Greater Danbury Chamber of Commerce, which functions as the designated Small Business Development Center (SBDC) for Danbury, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, training programs, and loan packaging. The Housatonic Valley Economic Development Partnership (HVEDP) assists new business owners by providing information, forms, and training. Since 2000, Danbury has administered a program that provides personal property tax relief for local businesses, their computer equipment, and peripherals. The city also offers deferral of assessments on improvements to real property for up to seven years, free sewer and water use for one year, as well as a tax abatement program that affords relief of up to $1,250 of real property tax per quarter for properties that are cleared of environmental contamination. The Greater Danbury Chapter of SCORE (Service Corps of Retired Executives), supported by the Small Business Association (SBA) assists small businesses by giving free advice on writing business plans and obtaining financing.

State programs—The Connecticut Development Authority works to expand Connecticut's business base by providing loans and revenue bond financing for manufacturing, research and development, and other facilities. Among its many services are: partnering with private-sector organizations to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; offering financial incentives to companies that enhance the skills of their employees; and encouraging investment in the state's urban commercial infrastructure.

Connecticut Innovations (CI) provides capital and grants to assist in the development and marketing of new products and processes. Established in 1989 it has fed more than $133 million into high-technology companies within the state since 1995. Initially funded by state bonds, it now operates on investment profits.

Job training programs—Employment training grants, both on- and off-site, and on-the-job training assistance is available through the Connecticut Department of Labor. Community and technical colleges across the state offer job and specialized skill training. Several organizations in the immediate region help prepare a well-trained workforce by providing on-site training. Municipal libraries in the region provide free Internet training to businesses while the Housatonic Valley Economic Development Partnership (HVEDP) offers free resources and referrals. Partnering with the state's Department of Labor (DOL), the Danbury Connecticut Works program extends services such as workshops, career counseling, and employment referrals.

Development Projects

In 2001 the construction of the Danbury Ice Arena sparked much activity such as a new minor league hockey team, local hockey leagues, and public skating. The city's largest employer, Danbury Hospital, is scheduled in 2006 to open an outpatient diagnostic building occupying about 60,000 square feet. Western Connecticut State University has several projects either in process or recently completed, highlighted by the $5.2 million athletic complex on more than 18,000 square feet of land (built in 2004), the $48 million high-tech science building on about 122,000 square feet (finished in 2005), and a performance arts center slated for development in 2007 on 140,000 square feet.

On the industry side, Boehringer-Ingelheim Pharmaceuticals, Inc. (BIPI) announced in December 2004 their $500-

million expansion with an anticipated job growth of 500 to 700 positions.

Economic Development Information: Greater Danbury Chamber of Commerce, 39 West St., Danbury, CT 06810; telephone (203)743-5565; fax (203)794-1439; email info @danburychamber.com. Housatonic Valley Economic Development Partnership, Old Town Hall, Rte. 25, Brookfield, CT 05804; telephone (203)775-6256; fax (203)740-9167; email hvedp@wcsu.ctstateu.edu

Commercial Shipping

Danbury is located on major highways I-84 and U.S. Route 7. Metro-North, connecting the city with the New Haven line at East Norwalk, provides rail freight service. Freight movement from the region throughout the east coast is excellent. One-day service by motor freight is possible from the populous Portland, Maine to Washington, D.C. markets.

Labor Force

Danbury's workers are skilled and versatile, and area students demonstrate a high level of computer literacy. Its citizens are highly educated with about 27 percent having a bachelor's degree or higher.

The following is a summary of data regarding the Danbury area labor force, 2004 annual averages.

Size of nonagricultural labor force: 68,600

Number of workers employed in . . .
trade, transportation, and utilities: 15,800
information: 12,100
professional and business services: 69,600
wholesale and retail trade: 8,300
leisure and hospitality: 5,200
government: 7,800

Average hourly earnings of production workers employed in manufacturing: $16.04

Unemployment rate: 3.7% (April 2005)

Largest employers	*Number of employees*
Danbury Hospital	3,000
Cendant Mobility	2,200
Union Carbide	1,500
Boehringer-Ingelheim	950
Western Connecticut State University	848
Danbury Public Schools	678
G.E. Capital	not reported
Scholastic Library Publishing	not reported

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Danbury metropolitan area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: graduated 3% to 5% on adjusted gross income

State sales tax rate: 6% (some items are exempt)

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 24.86 mills per $1,000 of actual value (2004–2005)

Economic Information: Greater Danbury Chamber of Commerce, 39 West St., Danbury, CT 06810; telephone (203)743-5565; fax (203)794-1439; email info@danbury chamber.com. State of Connecticut, Department of Economic & Community Development, 505 Hudson St., Hartford, CT 06106-7107; telephone (860)270-8000; email DECD@po.state.ct.us

Education and Research

Elementary and Secondary Schools

The Danbury Board of Education, comprised of 11 elected representatives serving unpaid two- or four-year terms, is the district's policy-making body. The school system supports an Alternative Center for Education, before and after school programs, the ''Summit'' programs for gifted and talented students, the Elementary Technology Program, and special education classes. The Danbury School and Business Collaborative (DSABC) offers special programs such as mentors/tutors from the business community, job shadowing, scholarships, opportunities for high school students to earn high school and college credits simultaneously, and bilingual studies. The city also has 10 nonpublic schools.

The following is a summary of data regarding the Danbury public school system as of the 2003–2004 school year.

Total enrollment: 9,505

Number of facilities
elementary schools: 13
junior high/middle schools: 2
senior high schools: 1
other: 1

Student/teacher ratio: 14:1

Teacher salaries (2004–2005)
minimum: $37,087
maximum: $80,354

Funding per pupil: $5,921 (2004–2005)

Public Schools Information: Danbury Public Schools, Administrative Center, 63 Beaver Brook Rd., Danbury, CT 06810; telephone (203)797-4701

Colleges and Universities

Western Connecticut State University has consistently been rated as ''Competitive plus'' by Barron's *Profiles of American Colleges,* based on the ratio of full-time PhD professors to part-time faculty. The university, with two campuses and nearly 5,900 students enrolled in full- and part-time graduate and undergraduate programs, grants bachelor's degrees in business, arts and sciences, and professional studies. It also maintains a planetarium and operates a radio station.

Libraries and Research Centers

Danbury Public Library, founded in 1879, holds about 92,085 books, 311 periodicals, about 1,500 CDs, over 5,000 videos, and nearly 250 CD-ROMs. Western Connecticut State University's Ruth A. Haas Library holds nearly 174,000 volumes as well as about 5,400 periodicals, music scores, and tapes. Special collections focus on county and state history, music education, and teacher education. The University also operates the Robert S. Young Business Library with 5,800 volumes and 320 periodicals and is a U.S. government documents depository. Danbury Museum and Historical Society's research library specializes in American antiques and genealogy. Law and related topics are the focus at the Law Library at Danbury Courthouse, Department of Justice Centralized Library of the Federal Correctional Institution, and Union Carbide's Law Department Library; a library is also maintained by Danbury Hospital. The NeuroCommunication Research Laboratories, Inc. specializes in neurological diseases, psychology, and dermatology and also includes a library while the Clinical Research Center of CT/NY performs clinical trials involving rheumatology.

Public Library Information: Danbury Public Library, 170 Main St., Danbury, CT 06810; telephone (203)797-4505; fax (203)796-1677

Health Care

The health care needs of residents in the Greater Danbury area are attended to at Danbury Hospital, a 371-bed nonprofit teaching hospital and regional health resource. In 2004 Solucient LLC, a national organization that examines health care quality statistics, included Danbury Hospital in its ''Top 100 Hospitals: National Benchmarks for Success'' report. Among its vast services the hospital houses a Level II trauma center, a cancer center, and physical rehabilitation. Other hospitals in the area include New Milford Hospital; Pope John Paul II Center for Health Care; and a number of private-sector health complexes.

Recreation

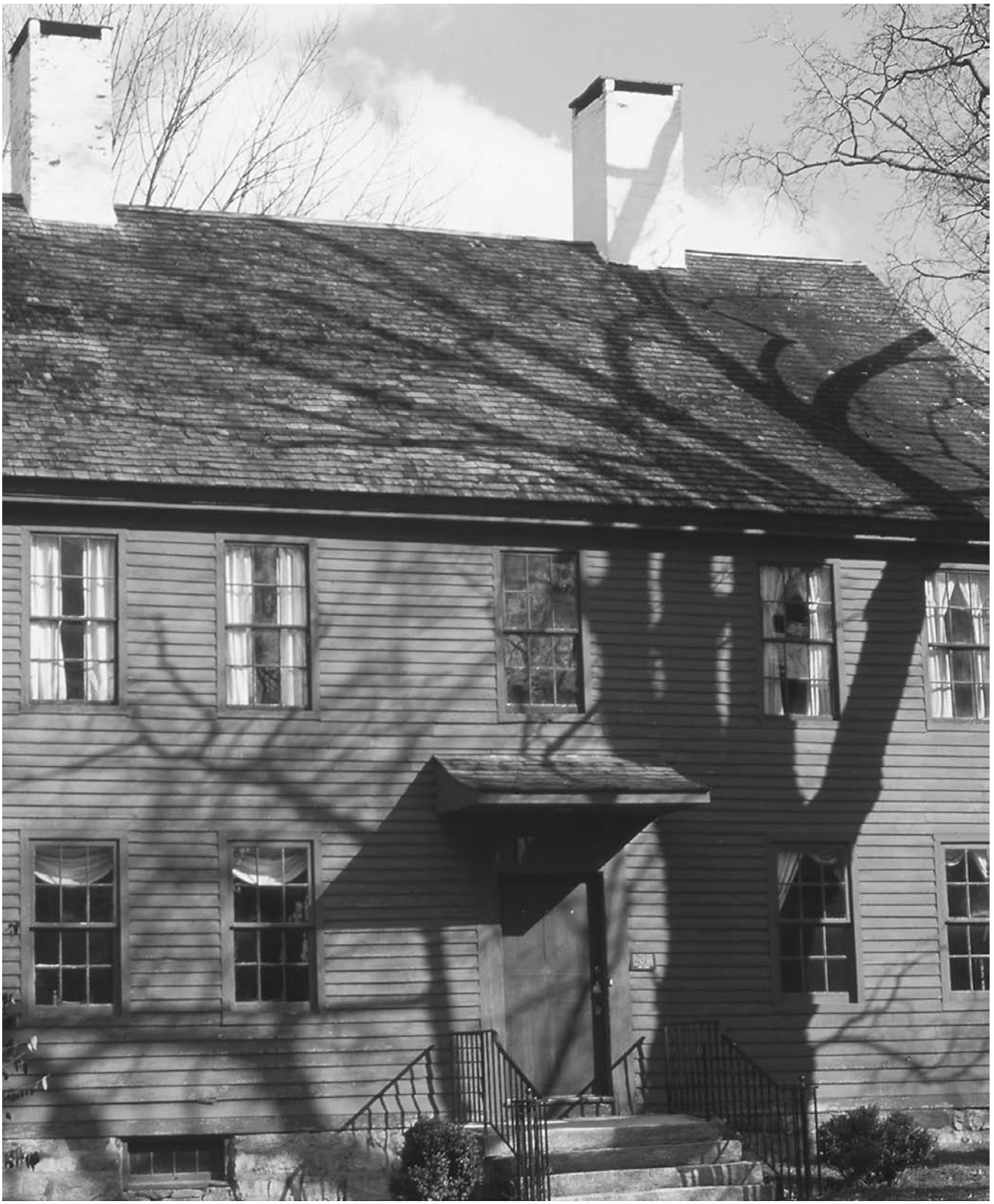
Sightseeing

Danbury's most famous sight is the Danbury Museum and Historical Society which includes two historic buildings, 1785 Rider House and 1790 John Dodd Hat Shop. Rider House, former home of a carpenter and cabinetmaker, displays tools and period furnishings. Dodd Hat Shop recreates the early and modern hatting history of the city. Danbury is the birthplace of composer Charles Ives, whose house has been fully restored and is open to the public. The Tarrywile Park and Mansion offers 21 miles of hiking, nature workshops, and special events on its 654-acre historic building and land preserve. The Military Museum of Southern New England, opened in 1985, displays an extensive collection of anti-tank weapons and World War II military vehicles. Artifacts of railroad history can be viewed at the Danbury Railway Museum, located in the restored Danbury Union Station. Vintage railroad equipment is on view in the adjacent rail yard and railroad excursions are available. Stew Leonard's unique dairy-grocery store is listed in the Guinness Book of Records and was once dubbed by the *New York Times* as ''the Disneyland of dairy stores.''

An immense monument at Wooster Cemetery commemorates the contributions of General David Wooster, whose hero's death in the American Revolution battle to remove the British from Danbury is said to have been the highlight of his military career. The composer Charles Ives is also buried there.

Arts and Culture

Visitors to Danbury are entertained by a variety of musical concerts performed at the Charles Ives Center for the Arts at Western Connecticut State University, most commonly during the summer months. The center presents a seasonal schedule of world-renowned artists, pop, jazz, and folk stars. Concerts are presented at the Danbury Music Centre (DMC) in Marian Anderson Recital Hall. It is the home to Danbury's symphony, string, and community orchestras along with a concert chorus. The Wooster Community Art Center



The John and Mary Rider House displays carpentry tools and period furnishings.

(WCAC) provides visual art classes and monthly fine art exhibits year-round.

The Danbury Theatre Company performs in the St. James Church Auditorium while the Berkshire Theatre is located on the Western Connecticut State University campus. Musicals at Richter (MAR) holds the title of the state's longest-running outdoor theater and presents three shows during the summer at Richter Art Center.

Festivals and Holidays

Danbury celebrates the Fourth of July with music and fireworks at the Charles Ives Center for the Arts at Western Connecticut State University. CityCenter Danbury has its annual ''Summertime Festival'' for six weeks from mid-July to the end of August featuring orchestra performances, theatrical productions, family shows, and a eclectic set of musical concerts. Food is the focus during ''Taste of Greater Danbury,'' held on CityCenter Green in September. For Halloween at the Danbury Railway Museum visitors can ride a vintage train to select a pumpkin from their special pumpkin patch; CityCenter also hosts a celebration with music and children's games. Christmastime kicks off with a downtown holiday tree lighting ceremony and the traditional Nutcracker Ballet performance at the Danbury Music Centre (DMC) along with a Santa train ride at the Danbury Railway Museum. Rounding out the year is First Night Danbury, a non-alcoholic family celebration held on New Year's Eve.

Sports for the Spectator

The minor league hockey team, the Danbury Trashers, began play in fall 2004 for the United Hockey League (UHL) and plays from October through May at the new Danbury Ice Arena, constructed in 2001. The athletics department at Western Connecticut State University brings the area a wide variety of sports to view. Among the 14 intercollegiate programs are football and men's and women's basketball, soccer, and volleyball. All are part of the National Collegiate Athletic Association's (NCAA) Division III and the Eastern College Athletic Conference (ECAC) while the football team belongs to the New Jersey Athletic Conference.

Sports for the Participant

The Housatonic River, located near Danbury, is noted for the scenic beauty to be seen along its shores, and fishing for trout and salmon on the river is a popular pastime. Fishing is also done at Lake Kenosia. While much of the 5,420-acre Candlewood Lake's shore property (60 miles) is privately owned, public beaches and marinas are located lake. Created in 1929, it is one of the country's largest manmade lakes and represents the state's largest body of water. Squantz Pond recreation area, located about 10 miles north of Danbury, offers facilities for picnickers, anglers, boaters, hikers, swimmers, bicyclists, and winter sports enthusiasts. Wooster Mountain State Park offers part of its site to skeet shooters; the remainder of the undeveloped area is open for wilderness walks.

Richter Park offers an 18-hole golf course along with hiking while the 58-acre Rogers Park has baseball and softball fields, tennis courts, and children's playgrounds. Ice skating is available at the Danbury Ice Arena for adult and children's hockey leagues, public skating, and classes.

Shopping and Dining

Danbury's largest shopping center is also New England's largest, a mall known as Danbury Fair, and offers more than 240 shops and many restaurants on the 200-acre site of the former Danbury Fairgrounds. The mall presents an Antiques and Collectibles Show in May; other such shows are scheduled in the city throughout the year. Meeker's Hardware store in Danbury is the only hardware store on the National Register of Historic Places.

The small towns and rural areas surrounding Danbury are famous for antiques and art galleries selling the works of local artists. Crafts and casual clothing may also be found.

Danbury's restaurants cover a wide range from casual bistros, steakhouses, and seafood restaurants, to a variety of ethnic establishments serving Italian, Thai, Lebanese, Chinese, Greek, Hungarian, Dominican, and Columbian cuisine with about 20 establishments in the downtown area.

Visitor Information: The Northwest CT Convention & Visitors Bureau, PO Box 968, Litchfield, CT 06813; telephone (860)567-4506; fax (860)567-5214; email info@litchfieldhills.com

Convention Facilities

Danbury offers meeting space for small groups in a number of modern hotels, including the Holiday Inn Danbury with space for 10 to 300 people in 7 different rooms and the Ethan Allen Hotel with 15,000 square feet of meeting space with accommodations for groups up to 500 guests. The surrounding area is famous for its country inns located in renovated Victorian mansions, colonial homes, and other historic structures.

Convention Information: The Northwest CT Convention & Visitors Bureau, PO Box 968, Litchfield, CT 06813; telephone (860)567-4506; fax (860)567-5214; email info @litchfieldhills.com

Transportation

Approaching the City

The Danbury Municipal Airport, the second busiest in the state, offers general aviation services on its two runways and includes charter services, plane rentals, and hangar space. The closest major commercial airports are John F. Kennedy International and LaGuardia (both in New York City, about 65 miles away), and Newark Liberty International Airport (Newark, New Jersey). The state's largest airport is Bradley International (Windsor Locks) that saw 6.7 million passengers in 2004. Stewart International Airport in Newburgh, NY is also nearby and accessible via westbound I-84. Metro-North carries rail passengers and commuters.

Traveling in the City

The Housatonic Area Regional Transit (HART) system operates a growing network of buses. Established in 1972, it provides 15 fixed routes, paratransit services for 5 municipalities, dial-a-ride, commuter shuttle services, and a downtown trolley.

Communications

Newspapers and Magazines

Danbury's daily newspaper, the *News-Times,* is published in the morning. Scholastic Library Publishing, parent of imprints Grolier, Children's Press, Franklin Watts, and Grolier Online, publishes *The Encyclopedia Americana,* (Grolier) and maintains its international headquarters in Danbury.

Television and Radio

The formats of the three FM radio stations that broadcast from Danbury include religious, adult contemporary, and new music programming. Connecticut Radio Information Service (CRIS), with a studio in Danbury along with other locations across the state, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *News-Times,* 333 Main St., Danbury, CT 06810-5818; telephone (203)744-5100; fax (203)798-0209; email editor@newstimes.com

Danbury Online

City of Danbury home page. Available www.ci.danbury.ct.us

Connecticut Development Authority. Available www.ctcda.com

Danbury Community Network. Available www.danbury.org

Danbury Museum and Historical Society. Available www.danburyhistorical.org

Danbury Public Library. Available www.danburylibrary.org

Danbury Public Schools. Available www.danbury.k12.ct.us

Housatonic Valley Economic Development Partnership. Available www.newtown.k12.ct.us/~hvedp

News-Times, home page. Available www.newstimeslive.com

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Brown, Drollone P., *Sybil Rides for Independence* (Niles, Ill.: A. Whitman, 1985)

Hill, Susan B., History of Danbury, Connecticut (Heritage Books: 1998)

Hartford

The City in Brief

Founded: 1637 (incorporated,1784)

Head Official: Mayor Eddie A. Perez (since 2001)

City Population
1980: 136,392
1990: 139,739
2000: 121,578
2003 estimate: 124,387
Percent change, 1990–2000: −13%
U.S. rank in 1980: 117th
U.S. rank in 1990: 127th
U.S. rank in 2000: 200th (State rank: 2nd)

Metropolitan Area Population (PMSA)
1990: 1,157,585
2000: 1,183,110
Percent change, 1990–2000: 2.2%
U.S. rank in 1980: 35th (NECMA)
U.S. rank in 1990: 35th (NECMA)
U.S. rank in 2000: 41st (NECMA)

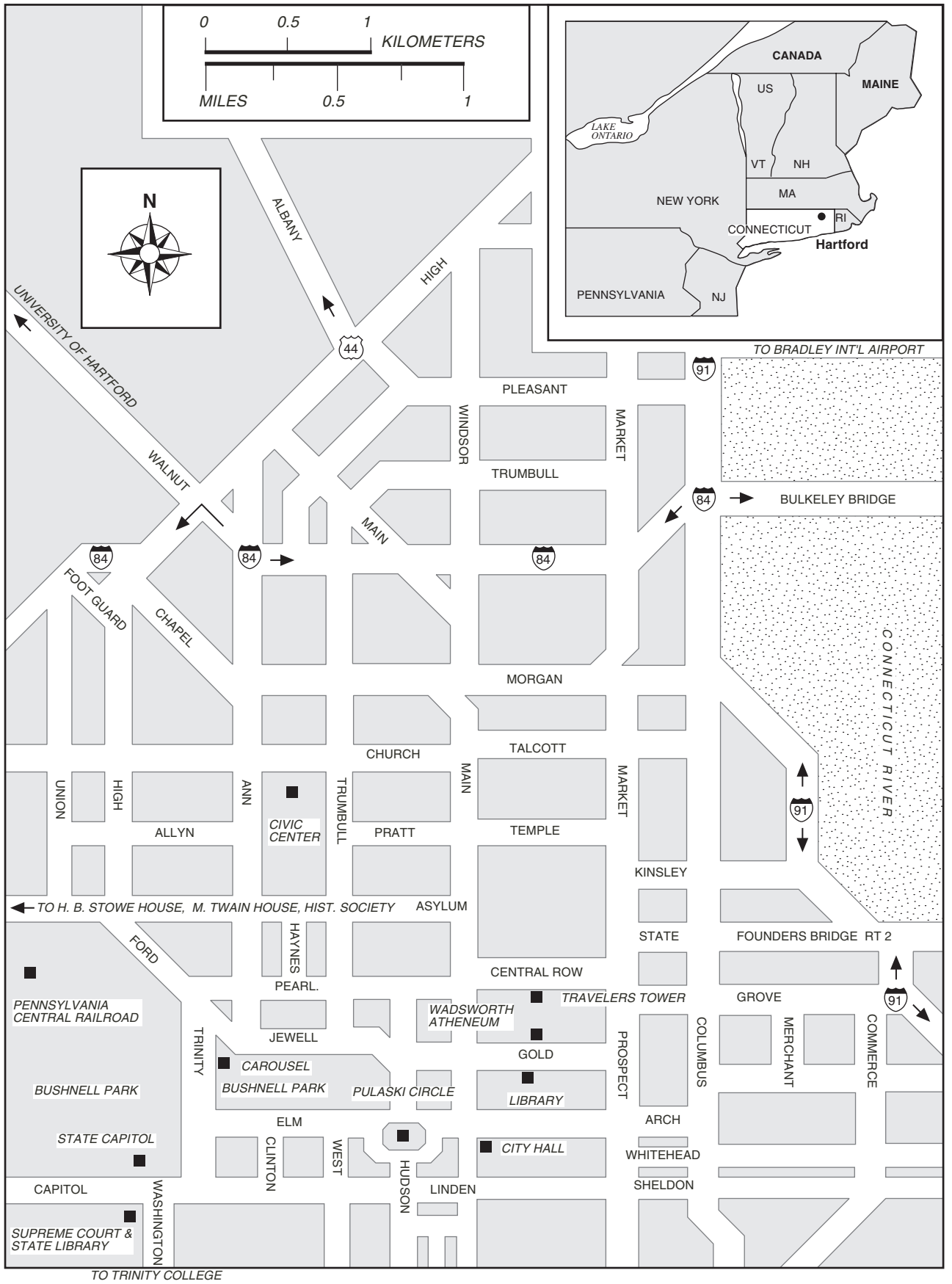
Area: 18 square miles (2000)
Elevation: Ranges from sea level to 294 feet above sea level
Average Annual Temperature: 49.8° F
Average Annual Precipitation: 44.1 inches of rain; 49 inches of snow

Major Economic Sectors: Services, trade, government, manufacturing, and finance, insurance, and real estate
Unemployment Rate: 5.5% (March 2005)
Per Capita Income: $13,528 (1999)
2004 ACCRA Average House Price: $372,383
2004 ACCRA Cost of Living Index: 122.1

2002 FBI Crime Index Total: 10,870

Major Colleges and Universities: Trinity College; Hartford Seminary; University of Hartford; University of Connecticut Law School

Daily Newspaper: *The Hartford Courant*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MORGAN
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BULKELEY BRIDGE
CONNECTICUT RIVER
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CENTRAL ROW
TRAVELERS TOWER
GROVE
PENNSYLVANIA CENTRAL RAILROAD
JEWELL
WADSWORTH ATHENEUM
GOLD
TRINITY
CAROUSEL
BUSHNELL PARK
BUSHNELL PARK
PULASKI CIRCLE
LIBRARY
PROSPECT
COLUMBUS
MERCHANT
COMMERCE
ELM
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CLINTON
WEST
HUDSON
CITY HALL
WHITEHEAD
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SUPREME COURT & STATE LIBRARY
TO TRINITY COLLEGE

Introduction

Hartford, Connecticut's state capital and second largest city, is known as ''the insurance capital of the world.'' Hartford's early citizens drafted the nation's first state constitution, and later inhabitants added to the city's manufacturing prestige with many innovative products and processes. Currently, Hartford is enjoying an influx of development projects and has been recognized nationally as an attractive site for businesses. With its historic architecture and traditional cultivation of arts and culture, combined with its focus on education and economic development, Hartford has become a balanced and diverse modern city.

Geography and Climate

Hartford, located in Hartford County in the center of Connecticut, is midway between New York City to the south and Boston, Massachusetts, to the north. The entire city is contained within the fertile Connecticut River Valley. Poised on a rise above the west side of the Connecticut River, the city of Hartford is set among a gently rolling landscape with extensive level areas. Hartford, at the head of the navigable portion of the river, has been a major inland port of entry.

Hartford's mild climate is typical of New England, neither very hot in the summer nor extremely cold in the winter. Storm activity building up in and moving eastward from the Berkshire Mountains, a northern branch of the Appalachian chain, accounts for the city's many summer thunderstorms. The Atlantic Ocean to the south contributes the famous wind and rain storms known locally as northeasters.

Area: 18 square miles (2000)

Elevation: Ranges from sea level to 294 feet above sea level; mean elevation is 147 feet

Average Temperatures: January, 25.1° F; July, 73.7° F; annual average, 49.8° F

Average Annual Precipitation: 44.1 inches of rain; 49 inches of snow

History

Connecticut Valley Draws New Settlers

Before settlers of European descent sailed to North America, the tribes of the Algonquin Federation had exploited the Connecticut River Valley's rich black soil to grow food crops. They called the area ''Suckiaug,'' or black earth. The Algonquins also traveled the Connecticut River, establishing it early as an important trade route. When Adrien Block, a Dutchman working for the Dutch West Indies Company, became the first white man to explore the region in 1614, he found many prosperous Native American communities. In 1633, following a European epidemic that destroyed a majority of the native population, the Dutch colonists from New Amsterdam established a trading post on the river and built a fort on the site of modern-day Hartford. A few years later, English colonists seeking relief from the religiously oppressive Massachusetts Bay Colony drove the Dutch from their fort and renamed the settlement Hartford, after Hertford, England. It was the Dutch who inadvertently coined the term ''Yankee,'' which has become synonymous with people and things native to New England. The Dutch called the invading English ''Jankes'' or ''Johns,'' a term meaning robber or pirate. The Dutch pronunciation was quickly Anglicized and adopted into common usage.

The English colonists' leader, the Reverend Thomas Hooker, commissioned the writing of a document called the Fundamental Orders in 1639. The document was colonial North America's first constitution drawn up with the consent of the people it governed and served as a model for the U.S. Constitution. Hartford Colony then absorbed the town of New Haven and they shared the title of state capital until Hartford became the sole capital in 1873.

In 1662, Connecticut Governor John Winthrop traveled to England to request a royal charter from England's King Charles II. The charter, which superseded the Fundamental Orders, was so generous that James II, upon his succession to the British throne, wanted to revoke it. James sent Sir Edmond Adros to seize the charter but, according to legend, the document disappeared under mysterious circumstances and was hidden by patriots in the Charter Oak.

Industry, Innovation, Culture Shape Hartford

In the years prior to the American Revolution, Hartford changed from an agrarian to a mercantile society. Its shops bustled while its port throbbed with activity as ships laden with treasures from the Orient and Indies docked. It was this wealth of commercial activity that prompted the growth of Hartford as an insurance capital. Prosperous merchants, fearing the loss of the cargoes stored in warehouses along the river, subscribed to The Hartford Fire Insurance Company. Hartford's preeminence as a whaling town grew simultaneously.

When colonists eventually took up arms to win independence from England, Revolutionary General George Washington chose Jeremiah Wadsworth, a Hartford munitions merchant, as his chief of supplies. Following the war, the first woolen mill in New England was established in Hart-

ford in 1788 and wove the cloth for President George Washington's inaugural suit. Hartford soon entered the publishing industry, producing the first American juvenile publication in 1789 and the first cookbook in 1796. The first dental gold was used in Hartford in 1812. In 1817, the first American School for the Deaf was founded. Other Hartford ''firsts'' included the invention and manufacture of the revolver in 1836, of oil cloth in 1837, and of machine-made watches in 1838. The first use of nitrous oxide as an anesthetic took place in Hartford in 1844, the year the city's Wadsworth Atheneum opened as the nation's first public art museum.

A Hartford native, Harriet Beecher Stowe, wrote *Uncle Tom's Cabin,* an anti-slavery novel published in 1852; the book helped speed the eruption of the Civil War. Prior to the war, Hartford was an important abolitionist site and a stop on the Underground Railroad, the route for escaping slaves. During the war, Hartford supplied arms to the Union Army. The city's largest industrial operation, Samuel Colt's Colt Patent Firearms Manufacturing Company, was a pioneer in the use of interchangeable parts for mass production. Colt's theories helped lay the foundation of the modern assembly line. In 1863 the first American accident life insurance policy was issued and Hartford furthered its progress toward becoming the world's insurance capital. Author Mark Twain settled in Hartford about this time, taking advantage of the city's flourishing publishing industry. Some six million books yearly were published in Hartford before New York took over as the East Coast publishing capital in the 1890s.

Citizenry Grows, Faces New Challenges

Hartford's population in the late nineteenth century swelled with the arrival of European and Canadian immigrants and southern African Americans eager to work in its mills and factories. The country's first bicycle plant was built in Hartford in 1877. The friction clutch was invented in Hartford in 1885, followed by the first standard measuring machine, accurate to .00001 inch, developed by Hartford's Pratt and Whitney company. Other innovations conceived in Hartford brought the city and nation into the modern age: the pay telephone in 1895, the first automobile insurance policy in 1897, and the first legislation to regulate motor traffic speed in 1901. More manufacturing innovations came from the Hartford enterprises in the first decades of the twentieth century. During World War II, Hartford industry developed a production-model radar set; the city was a major military production center throughout the war.

In the 1950s and 1960s, Hartford experienced a substantial loss of population as the middle class followed the expressways to the suburbs. Hartford's population peaked in 1950 at 177,397. As agriculture declined in the area, former farm workers, including Puerto Ricans and southern African Americans, were left in urban poverty. Ghettos developed along Hartford's old East Side. In 1968, following the assassination of Dr. Martin Luther King, Jr., the city's predominantly African American north end erupted in riots.

Hartford's city leaders responded quickly, launching massive urban renewal efforts. Constitutional Plaza, completed in 1964, includes office buildings, a hotel, a shopping mall, and research facilities. Bushnell Plaza followed, with the Hartford Civic Center opening in 1975. Older deteriorating neighborhoods began receiving attention in the 1970s and 1980s, helping attract residents back into the city. In 1981, Thirman L. Milner became the first African American mayor of Hartford and the first in any New England city. In 1987 Hartford's Carrie Saxon Perry became the first African American woman to be elected mayor of a New England city. Current Hartford mayor Eddie Perez, born in Puerto Rico, continues Hartford's tradition of diversity among government officials.

In the 1990's, Hartford experienced massive population loss and suffered from problems with crime and gangs. Since the end of that decade, however, Hartford has seen its population stabilize. Mayor Perez has dedicated himself to the continued revitalization of the Hartford area. Under his leadership, the city has developed a Neighborhood Policing Plan to augment the safety of Hartford neighborhoods. Hartford has also committed itself to improving the city's educational structure by investing $800 million into city schools during the first decade of the 2000's. Hartford's educated workforce and abundance of opportunities for development have made it an increasingly attractive setting for business, an attraction city leaders hope will help Hartford thrive in the decades to come.

Historical Information: Connecticut Historical Society, 1 Elizabeth Street, Hartford, CT 06105; telephone (860)236-5621

Population Profile

Metropolitan Area Residents (NECMA)
1990: 1,157,585
2000: 1,183,110
Percent change, 1990–2000: 2.2%
U.S. rank in 1980: 35th (CMSA)
U.S. rank in 1990: 35th (NECMA)
U.S. rank in 2000: 41st (NECMA)

City Residents
1980: 136,392
1990: 139,739
2000: 121,578

2003 estimate: 124,387
Percent change, 1990–2000: −13%
U.S. rank in 1980: 117th
U.S. rank in 1990: 127th
U.S. rank in 2000: 200th (State rank: 2nd)

Density: 7,025.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 33,705
Black or African American: 46,264
American Indian and Alaska Native: 659
Asian: 1,971
Native Hawaiian and Pacific Islander: 135
Hispanic or Latino (may be of any race): 49,260
Other: 32,230

Percent of residents born in state: 44.3% (2000)

Age characteristics (2000)
Population under 5 years old: 10,116
Population 5 to 9 years old: 10,764
Population 10 to 14 years old: 9,959
Population 15 to 19 years old: 10,341
Population 20 to 24 years old: 10,689
Population 25 to 34 years old: 18,801
Population 35 to 44 years old: 17,398
Population 45 to 54 years old: 13,342
Population 55 to 59 years old: 4,723
Population 60 to 64 years old: 3,875
Population 65 to 74 years old: 5,935
Population 75 to 84 years old: 4,015
Population 85 years and over: 1,638
Median age: 29.7 years

Births (2001)
Total number: 2,224

Deaths (2001)
Total number: 1,063 (of which, 30 were infants under the age of 1 year)

Money income (1999
Per capita income: $13,428
Median household income: $24,820
Total households: 45,036

Number of households with income of . . .
less than $10,000: 10,524
$10,000 to $14,999: 4,560
$15,000 to $24,999: 7,549
$25,000 to $34,999: 6,246
$35,000 to $49,999: 6,559
$50,000 to $74,999: 5,567
$75,000 to $99,999: 2,210
$100,000 to $149,999: 1,112
$150,000 to $199,999: 284
$200,000 or more: 425

Percent of families below poverty level: 28.2% (49.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 10,870

Municipal Government

Hartford operates with a council-manager form of government. The nine council members and mayor are elected every two years in partisan elections. The day-to-day running of the city is left to the city manager; the council sets policy. The city, which is also the state capital, houses the state government buildings and legislature.

Head Official: Mayor Eddie A. Perez (since 2001; current term expires 2005)

Total Number of City Employees: Not reported

City Information: Mayor's Office, City of Hartford, 550 Main Street, Hartford, CT 06103; telephone (860)522-4888; fax (860)722-6606

Economy

Major Industries and Commercial Activity

Metropolitan Hartford's strong economy is based on a diverse business and industrial community. The area ranks number one in the world in gross domestic product per capita and number two in the world in labor productivity. Long a powerful insurance and financial center, it also boasts an extensive list of major high-tech manufacturing firms producing such complex products as aircraft engines, nuclear reactors, space suits, and missile components. The city is also a major data processing and telecommunications center. Other industries thriving in the area include health care and retail. With employees working in the state capitol building, the legislature, libraries, and the Supreme Court, government is another major economic sector. Hartford's physical location is a prime asset, as the city is located within 100 miles of both New York and Boston and offers access to 100 million consumers within an 8-hour drive. Additionally, Hartford is gaining a reputation as one of the nation's most wired cities, which has been an important factor in the attraction of information-oriented businesses.

Long known as the Insurance Capital of the World, MetroHartford is home to seven major insurance firms:

Aetna Inc., Travelers Property Casualty Corp., MassMutual, The Hartford Financial Services Group, CIGNA, The Phoenix Companies, and The United Health Care Company.

The area's manufacturing sector includes many *Fortune* 500 corporations and large multinational organizations. Among the best known are the Barnes Group and United Technologies Corporation, its divisions Hamilton Sundstrand and Pratt & Whitney, along with its subsidiary Otis Elevator. Henkel Loctite Corporation has its world headquarters in MetroHartford. Stanley tools and hardware are produced in the region, as are the famed Colt firearms. Still, the region's backbone are the small- to mid-size businesses, which enjoy an excellent outlook for success in the early years of the century. Recently ranked number 17 nationally in the top 40 markets for business expansion, Hartford provides a fertile environment for small-business growth.

Items and goods produced: jet engines and aerospace products; fiber optics; chemicals; biomedical pharmaceutical products

Incentive Programs—New and Existing Companies

Future success for Hartford's new and expanding businesses is boosted by an aggressive program of business incubators, and by economic incentive and financial assistance packages made available through federal, state and local government and area educational facilities. Connecticut's financial and tax incentives include grants and tax abatements for firms locating in State Enterprise Zones and the Urban Jobs Program, which provides benefits for eligible projects in Targeted Investment Communities, as well as low-cost loans and development bond financing, and funding for new product development.

The MetroHartford Alliance seeks to provide leadership in order to enable the region to fulfill opportunities related to economic growth. The Alliance pursues this goal through financing and consulting services for export-minded small businesses, through services offered to international companies seeking to locate in the area, and through working cooperatively with all parts of the region on issues vital to their common economic health. The Chamber cites as Hartford's advantages its comparatively low business costs, strategic location, availability of business services, good transportation network, and an educated work force. In recent years, Alliance projects have included efforts to retain graduates of Hartford-area colleges to the region, implementation of a marketing and communications strategy, and expanding the Small Business Task Force.

Local programs—A variety of incentives for new and existing businesses are offered through the new Hartford Economic Development Commission. Among them are employment tax credits, tax credits for co-op employees and apprentices, assessment fixing, manufacturing personal property tax exemptions, and various other tax credits. A range of incentives are offered to businesses who locate or expand in the city's Enterprise Zone. The Growth Fund provides below-market-rate loans to help area companies add jobs. Financing is tied to the number of jobs created, and helps cover the difference between the bank loan and the actual project costs. Eligible projects include site acquisition, road work, remediation, and machinery.

State programs—The Connecticut Development Authority works to expand Connecticut's business base by working with private-sector partners to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; providing access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; working to provide financial incentives to companies that enhance the skills of their employees; encouraging investment in the state's urban commercial infrastructure; providing grants and financing for businesses willing to develop areas plagued by environmental scourge; and by providing funding for companies interested in pursuing advances in information technology.

Job training programs—Capital Workforce Partners, established under the Workforce Investment Act, provides programs to assist in the development of a skilled and educated workforce. Regional CEOs oversee CWP. CWP operates six career centers through the region, each of which provides a full range of employment services, including job referral, career workshops, training, and financial aid opportunities. Employers also benefit from CWP's services, as they can receive assistance in areas such as recruitment, screening, and information on tax credit programs. The University of Connecticut Greater Hartford Campus is the designated Small Business Development Center (SBDC) for Hartford, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, and training programs.

Development Projects

One of Hartford's most important development projects is the 30-acre Adriaen's Landing site on the Connecticut River. The centerpiece of the project is the 540,000 square foot Connecticut Convention Center, the largest between New York and Boston. Attached to the convention center is a 22-story Marriott Hotel. Boardwalks connect the convention center with Constitution Plaza and with Riverfront Recapture, another recent Hartford development project which has reclaimed riverfront properties for parks and recreational spaces. Future developments at the site include the Connecticut Center for Science and Exploration and a residential and retail district.

The Hartford 21 project, another major development in the city, has begun a rejuvenation of the downtown neighborhoods near the Hartford Civic Center complex. One of the features of Hartford 21 is New England's largest residential tower. The project, when completed, will eliminate decaying infrastructure near the Civic Center and replace it with a 24-hour neighborhood with integrated retail, residential, and entertainment facilities.

In 2003, Rentschler field opened in East Hartford. Located on a former airfield donated by the Pratt & Whitney Corporation, the facility serves as a home field for University of Connecticut football as well as other entertainment and sporting events. Capital Community College has expanded into new space made available by the renovation of the historic G. Fox building, and has seen enrollment increase in this new 304,000 square foot space. Expansions are also in the works for the University of Hartford, where a new Performing Arts Center, Integrated Science, Engineering, and Technology complex, and new athletic fields are planned. The Blue Back Square project in West Hartford, scheduled for completion in 2006, promises 550,000 square feet of offices, luxury condominiums, and retail space. In the city of Hartford, work is underway on restoration of all buildings on the 110-acre Colt Gateway site. Commercial, residential, and light industrial space will be available when the project is completed. The Wadsworth Atheneum Museum of Art has raised $43 million for intended renovations and developments, including expansion to increase exhibit space and amenities.

Economic Development Information: MetroHartford Alliance, 31 Pratt Street, 5th Floor, Hartford, CT 06103; telephone (860)525-4451; fax (860)293-2592. Hartford Economic Development Commission, 11 Asylum St., Suite 501, Hartford, CT 06103; telephone (860)524-0725

Commercial Shipping

Hartford, New England's second busiest retail market, benefits from its location on the Connecticut River and at the apex of several major interstate highways. The Connecticut River can accommodate barge and coastal tanker traffic; the river and two major interstate highways give Greater Hartford quick and direct access to commercial ports in New Haven, Bridgeport, and New London, with a convenient sea link to the Port of New York. Greater Hartford has benefitted from the state's $6.5 billion highway improvement program, which took place throughout the 1990s. Freight rail service is provided by Boston and Maine Corp. and Consolidated Rail Corp. Bradley International Airport, 15 miles north of the city, handles 140,000 tons of air cargo each year. The airport offers a new terminal and concourse, as well as roadway and viaduct improvements in the vicinity of the airport. Facilities are available for corporate and private aircraft, as is warehouse space for cargo processing. The Hartford-Brainard Airport provides freight service. Hartford Despatch International, based in East Hartford, is considered one of the country's foremost movers of commodities.

Labor Force and Employment Outlook

Despite mergers, consolidations, and downsizing towards the end of the 1990's, one in ten jobs in Hartford is still provided by businesses in the insurance and financial services industry. As the region's economy has diversified, members of Hartford's well-educated workforce have found employment in the many companies capitalizing on technological advancement. Precision instruments, computers, and electrical equipment are all produced in the Hartford area. Aerospace, information technology, and healthcare all look to be promising sectors for Hartford's future.

The following is a summary of data regarding the Hartford area labor force, 2004 annual averages.

Size of nonagricultural labor force: 537,600

Number of workers employed in . . .
construction and mining: 21,100
manufacturing: 64,100
trade, transportation, and utilities: 88,700
information: 11,300
financial activities: 68,000
professional and business services: 57,100
educational and health services: 83,800
leisure and hospitality: 37,800
other services: 20,700
government: 85,000

Average hourly earnings of production workers employed in manufacturing: $20.08

Unemployment rate: 5.5% (March 2005)

Largest employers (2004)	*Number of employees*
State of Connecticut	(no employee
Aetna Life & Casualty Company	figures available)
The Hartford	
Travelers Insurance Company	
Hartford Hospital	

Cost of Living

The following is a summary of data regarding key cost of living factors for the Hartford area.

2004 (3rd Quarter) ACCRA Average House Price: $372,383

2004 (3rd Quarter) ACCRA Cost of Living Index: 122.1 (U.S. average = 100.0)

State income tax rate: 3% to 5%

State sales tax rate: 6% for most items

Local income tax rate: None

Local sales tax rate: None

Property tax rate: 48 mills per thousand (due to state legislative relief, residential properties consisting of 1-3 units are taxed substantially lower)

Economic Information: MetroHartford Alliance, 31 Pratt Street, 5th Floor, Hartford, CT 06103; telephone (860)525-4451

Education and Research

Elementary and Secondary Schools

The Hartford Public School District is the second largest district in New England behind Boston, and the largest in Connecticut. A recent partnership of local business, the community, and the schools has brought about curriculum changes that include the addition of apprenticeship programs, a magnet school, advanced courses in science and math technology and a strong emphasis on creative problem solving to encourage career readiness. Hartford's expenditures on its schools have increased exponentially in recent years, and local government seems dedicated to continuing the upward trend. Still, test scores lag below state and national averages, although some improvement has been demonstrated.

The following is a summary of data regarding the Hartford Public Schools District as of the 2002–2003 school year.

Total enrollment: 22,734

Number of facilities
elementary schools: 29
junior high/middle schools: 4
senior high schools: 4
other: 1

Student/teacher ratio: 12.4:1

Teacher salaries
median: $49,968

Funding per pupil: $15,635

The array of private and parochial schools in the region includes Miss Porter's School in Farmington (where actor Katharine Hepburn matriculated), the Watkinson School and Kingswood-Oxford in West Hartford, and the American School for the Deaf, also in West Hartford.

Public Schools Information: Superintendent, Hartford Public Schools, 8th Floor, 153 Market St., Hartford, CT 06103; telephone (860)527-0742

Colleges and Universities

Greater Hartford is home to a number of liberal arts and technical two- and four-year schools, including the University of Hartford, offering 86 undergraduate majors and 32 graduate programs in seven schools; Trinity College, founded in 1823, the second-oldest college in the state after Yale; Capital Community-Technical College; the six-unit complex of St. Joseph College, which includes the state's only four-year women's college; Tunxis Community College; Rensselaer at Hartford, a graduate study institute offering Master's degrees and graduate certificates; Hartford Seminary (interdenominational); and The University of Connecticut's schools of law, social work, medicine, and dentistry are also located there. The university's main branch in Storrs is 35 miles east of Hartford.

Libraries and Research Centers

The Hartford Public Library, founded in 1774, contains 573,000 volumes; its main library building straddles a below-ground-level expressway. This facility houses the Hartford Collection, consisting of works published in Hartford, by Hartford authors, or about the city. The Caroline M. Hewins Early Children's Book Collection is also found at the main library. The library system consists of the main library, nine branch libraries, and one bookmobile. A major renovation and expansion project was recently completed at the Central Library, adding 44,000 square feet of new space, a glass bridge on the pre-existing ground floor spanning the highway, and an entirely new wing.

The Connecticut State Library, housed with the State Supreme Court near the Capitol, provides extensive local historical and genealogical information. Among other artifacts, the 1662 Charter of the Colony of Connecticut is displayed at the State Library. Noted for its collection of 170,000 books and nearly 3 million manuscripts on Connecticut history and genealogy is the Connecticut Historical Society Library, which also features collections of prints and photographs, furniture, costumes and textiles, toys, and tools. Trinity College Library is known for its collection of classics and scholarly journals. The Historical Museum of Medicine and Dentistry maintains a library as well as manuscripts pertaining to the history of anesthesia.

Other Hartford research centers are the Duncan Black Macdonald Center for the Study of Islam and Christian/Muslim Relations at the Hartford Seminary, which is engaged in

collecting data about mosques in the United States and Christian centers in developing Muslim nations, and the Hartford Center for Social and Religious Research. Research at the University of Connecticut in Storrs covers such topics as the environment, materials science, and computer applications.

Public Library Information: Hartford Public Library, 500 Main Street, Hartford, CT 06103; telephone (860)695-6300; fax (860)722-6900; email webmaster@hartfordpl.lib.ct.us

Health Care

A major health care provider for the Hartford region is Hartford Hospital, which has satellite health centers in addition to its main Hartford campus. The Hartford campus has 867 beds and 972 active staff physicians. The Institute of Living, a private psychiatric facility which was one of the first mental health facilities in the United States, is now associated with Hartford Hospital. The hospital is affiliated with the University of Connecticut School of Medicine. St. Francis Care is a 617-bed regional health care provider also affiliated with the University of Connecticut. Other area facilities include the John Dempsey Hospital/University of Connecticut Health Center, Connecticut Children's Medical Center (the only independent hospital in Connecticut exclusively serving children), and the Institute of Living, a private psychiatric facility.

Health Care Information: Hartford County Medical Association; telephone (203)699-2400. Connecticut State Dental Association; telephone (860)278-5550

Recreation

Sightseeing

Downtown Hartford combines Yankee colonialism with a modern business atmosphere. Historic Hartford attractions include the State Capitol atop Capital Hill. With its gold dome, gray Connecticut marble walls, and soaring arches, the capitol, which opened in 1879, is considered an architectural gem. The state legislature continues to meet in the building's chambers. Inside, memorabilia of Connecticut history include Revolutionary War hero the Marquis de Lafayette's camp bed, Civil War battle flags, ships' figureheads, and tombstones. The Old State House, the oldest in the nation, was designed by noted architect Charles Bulfinch and has been completely restored. The homes of authors Mark Twain and Harriet Beecher Stowe have been restored and contain many original furnishings. The Butler-McCook Homestead offers a view of Victoriana, complete with paintings, silver, toys, and a backyard garden. The Isham Terry house, built in 1854 for a Hartford businessman, was designed in the Italian Vila style; its fixtures and decor have been carefully preserved. The bell in the steeple at First Church of Christ (1807) contains portions of the bell brought to Hartford by English colonists fleeing Massachusetts in 1636. Adjacent to the church is the Ancient Burying Ground, where lie the city's early leaders near Carl Andre's controversial 36-boulder ''Stone Field'' sculpture. Self-guided walking tours of Hartford's historic sites are available.

The home of a Hartford insurance company, The Travelers Tower, is New England's oldest skyscraper. A landmark since 1936, the tower offers a panoramic view of the Connecticut River Valley. The observation deck is open to visitors on weekdays. Aetna Insurance's headquarters on Farmington Avenue is the largest colonial brick structure in the United States. St. Joseph's Cathedral, with its huge stained-glass windows, is an example of contemporary ecclesiastical architecture. The Phoenix is housed in a boat-shaped structure thought to be the world's only two-sided building. The glass and steel structure is now connected to downtown's Riverfront Plaza. The Menczer Museum of Medicine & Dentistry displays instruments and medications used for the past two centuries. Pictures and artifacts pertaining to the 134-year history of the Police Department are on exhibit at the Hartford Police Museum.

Bushnell Park, adjacent to the state capitol, boasts a 1914 carousel with a Wurlitzer organ and 48 intricately carved and painted wooden horses. The park, designed by Frederick Law Olmstead, is reputed to be America's oldest public park. Within the park is the Pump House Gallery, site of many summer concerts; Veterans' Memorial Arch; Corning Fountain, celebrating the Native-American heritage; and a number of sculptural pieces. ''Stegosaurus,'' a statute by Alexander Calder, is located between the Wadsworth Atheneum and City Hall. Elizabeth Park Rose Gardens contains thousands of common and rare plants, some in carefully landscaped beds and others in greenhouses. Another popular tourist attraction is the Connecticut River cruise aboard a restored steam-powered yacht.

Arts and Culture

For years, perhaps because of its corporate financial support, Hartford has enjoyed a number of nationally renowned musical and performing arts groups. The Greater Hartford Symphony Orchestra, founded in 1934 as part of the Great Depression's Works Progress Administration, is considered one of the top 20 orchestras in the country. The symphony's repertoire includes at least one modern composition at each

Author Mark Twain's home in Hartford has been restored and is open to visitors.

concert at Bushnell Memorial Hall in downtown Hartford, and during summer concerts at Bushnell Park. Musical performances are also presented by the Hartford Pops and Hartford Jazz Society which offer summertime performances in Bushnell Park.

The Connecticut Opera Association, based in Hartford, puts on four annual productions at Bushnell Memorial Hall and features some of the finest voices in the world. Major popular music concerts ranging from rock to country are held at the Hartford Civic Center Coliseum. In addition, Bushnell Memorial Hall hosts visiting opera troupes and symphonies, off-Broadway productions, jazz, blues, and comedy performances. The Meadows Music Theatre, which provides a venue for concerts of various genres, is New England's only indoor and outdoor performing arts center.

Professional theater in Hartford revived with the advent of the Hartford Stage Company, the city's resident company and considered one of the nation's leading regional troupes. The Hartford Stage Company often premieres contemporary works by American and international playwrights during an October-June season. The Hartford Stage Company also puts on Summerstage, a series of three summer stock performances. Other theater groups include the Producing Guild and TheaterWorks.

The Wadsworth Atheneum, the country's oldest public art museum and highly ranked nationally, features exhibits ranging from pre-history to the present. Some of its 45,000 works are displayed in a special exhibit for the sight-impaired while others appear in changing exhibits of contemporary art. Major collections include Baroque art, Hudson River School landscapes, Meissen and Sevres porcelain, and early American decorative arts. The Atheneum presents more than 15 special shows each year. The Museum of Connecticut History in the State Library and Supreme Court Building focuses on the manufacture of firearms, while the Connecticut Historical Society Museum features changing exhibitions on the state's history in a beautiful old building on Elizabeth Street. The Historical Museum of Medicine and Dentistry includes an old-time dentist's office, along with exhibits of instruments and medicines.

Hartford's major art gallery, the Pump House Gallery, is maintained in a refurbished Victorian pump house in Bushnell Park. Works displayed include sculpture, pottery, paintings, photographs, and fabric creations. The Matrix Gallery at the Wadsworth Atheneum features revolving exhibits of contemporary art. Real Art Ways, a multi-disciplinary arts organization, promotes and supports contemporary artists. The gallery's home, a refurbished typewriter factory on Arbor Street, provides a venue for exhibitions, lectures, concerts, readings, and workshops, as well as housing a movie theater and lounge. Artworks Gallery, located on Pearl Street, is a nonprofit artists' cooperative that has repeatedly received the Hartford Courant's label of ''Best Art Gallery.'' CRT Craftery Gallery is the most famous African American art gallery in the United States, while the Very Special Arts CT Gallery highlights the work of artists with disabilities.

Arts and Culture Information: Greater Hartford Arts Council, 48 Pratt Street, Hartford, CT 06103; telephone (860)525-8629

Festivals and Holidays

Bushnell Park is the site of the New England Fiddle Contest, held each May, circumstances permitting. The one-day event features old-time music and prizes. Rose Weekend occurs each year in mid-June, when the roses of the Elizabeth Park Rose Garden are in full bloom. The festival includes poetry readings, music, and activities for children. The Hartford Festival of Jazz plays each July in Bushnell Park. Along with three days of music by internationally renowned artists, the Festival includes foods and crafts. August's Mark Twain Days honor Twain's legacy and the city's cultural heritage through concerts, frog jumping contests, riverboat rides, storytelling and other events. Hartford's large West Indian population celebrates its culture in a colorful West Indian/Jamaican Festival in August. The Festa Italiana, an annual two-day neighborhood party with food, crafts, music, dancing, and entertainment, is held in September, as is the African American Freedom Trail Parade. The two-day Connecticut Antiques Show comes to Hartford in mid-March. Held in the Connecticut Expo Center, the show features eighteenth- and nineteenth-century furniture and accessories.

Special annual events in downtown Hartford include First Night Hartford, a family-oriented New Year's Eve celebration; A Taste of Hartford, featuring food prepared by local restaurateurs, in June; a Fourth of July RiverFest (involving activities on both sides of the Connecticut River); Kid'riffic, a festival for children held in September; and Hartford Holidays, beginning with the Festival of Light on the day after Thanksgiving.

Sports for the Spectator

Appearing at the Civic Center are the University of Connecticut's NCAA men's and women's basketball teams, both of which have recently won national titles. The University of Connecticut's varsity football team plays home games at Hartford's Rentschler Field. Other Hartford area colleges field athletic teams in many varsity and club sports.

The Hartford Wolfpack represent Hartford in the American Hockey League. The Wolfpack play at the Hartford Civic Center and are a player development team for the New York

Rangers. Minor league baseball is represented by the class AA New Britain Rock Cats. The Hartford Wanderers Rugby Football Team plays its matches at the Glastonbury Irish-American Home Society. Cromwell is the scene of the PGA's Buick Championship tournament, a nationally televised professional golf event held in late August. Hartford also has professional and amateur boxing, a cricket team, and an annual marathon. Hartford jai alai's season is year-round and parimutuel betting is permitted.

Sports for the Participant

Hartford's riverfront supports a thriving fish population. The city's fifty public parks and squares cover more than 27,000 acres, nearly one-fourth of the city's area, allowing many outdoor sports and recreation programs. More than a million people annually picnic, jog, attend rallies, and socialize at Hartford's restored Bushnell Park. Bushnell Park also offers summer Art in the Park walking tours, tours of the historic Memorial Arch, and carousel rides. Elizabeth Park features a 2.5-acre garden of more than 15,000 rose bushes. The park as a whole encompasses over 100 acres and has picnic areas, a pond, and recreation areas. Golf is played on two public courses in Hartford, one of which, in Keney Park, was recently named one of the best in the region. Its proximity to both mountain ski resorts and ocean beaches makes Hartford a year-round athletic attraction. Nearby state parks provide facilities for camping, hiking, picnicking, fishing, snowmobiling, and cross-country skiing. The Riverfront Recapture program has revitalized a number of recreational sites along the Connecticut River. Activities such as boating, fishing, mountain biking, and orienteering are available at the riverfront parks. Riverfront Recapture also hosts a summer youth program.

Shopping and Dining

Several retail centers in downtown Hartford are easily reached on foot. Currently, Hartford's Civic Center Mall is undergoing renovations and will be transformed into a more up-to-date home for retail, dining, and entertainment establishments. The completed mall will link up with the renovated Pratt Street neighborhood. Union Station, a refurbished landmark, features stores and restaurants. Other well-known downtown shopping areas are the Pavilion at State House Square; Pearl and Asylum streets; and Richardson Mall, housed in a building listed in the National Register of Historical Landmarks. The shopping and dining area is enhanced by the popular outdoor Main Street Markets, featuring farmers' market produce, imports, handcrafted items, baked goods and entertainment. Several large shopping malls are within a few minutes' drive from Hartford.

Dining opportunities in Hartford reflect the city's multiethnic make-up. Restaurant-goers can choose from European offerings ranging from French continental to Scandinavian, German, Polish, and Italian. Asian cuisine is also found, along with the native foods of Puerto Rico. Recent years have seen an influx of West Indians, who have opened bakeries and restaurants specializing in fare such as curried chicken, ackee, codfish, and sweet potato pie. Fresh fish from the Atlantic and traditional New England favorites such as chowder and baked beans are standard menu items in many restaurants.

Visitor Information: Greater Hartford Convention & Visitors Bureau, 31 Pratt Street, 4th Floor, Hartford, CT 06103; telephone (860)728-6789; toll-free (800)446-7811

Convention Facilities

The Connecticut Expo Center is located six-tenths of a mile from downtown Hartford. Its 138,000 square feet of exhibition space allows for multiple events with on-premise show management offices, and offers more than 425 10-foot by 10-foot booths.

The Hartford Civic Center, one of New England's largest convention complexes, includes the 16,500-seat Coliseum, along with 70,000 square feet of exhibit space and nine meeting rooms. The complex also features an enclosed shopping mall, restaurants, and underground parking. It is located about 11 miles from Bradley International Airport. The Civic Center has hosted events such as the Big East Conference Women's basketball tournament, rock concerts, and family shows.

Convention Information: Greater Hartford Convention and Visitors Bureau, 31 Pratt Street, 4th Floor, Hartford, CT 06103-1592; telephone (860)728-6789; toll-free (800)446-7811

Transportation

Approaching the City

Bradley International Airport, a medium-sized hub and regional facility, is located 12 miles north of downtown Hartford in Windsor Locks. The airport is the second busiest in New England and served over six million passengers in 2004. Twelve airlines serve the airport out of two terminals, one of which was recently completed. Bradley is currently in the process of completing further renovations, including the modernization of the older terminal, the addition of restaurant and retail space, and a revamped baggage system. Brainard-Hartford Airport, built in 1921 and located in the

southeast corner of the city, was the nation's first municipally-owned airport. Now state-owned, the airport is used for charter, instruction, and private aircraft.

Two interstate highways serve Hartford. I-91 runs north-south (alongside the Connecticut River in Hartford) while I-84 runs northeast-southwest. Passenger train service is provided by Amtrak, which operates passenger service to major points throughout the country, and several interstate bus companies provide long-distance passenger service. The Union Station Transportation Center, a century-old brownstone structure restored to its original beauty, serves as the region's central rail and bus station.

Traveling in the City

Connecticut Transit operates more than thirty routes in and around the city and will take tourists to many Hartford area tourist attractions outside the downtown area. The Downtown Council and Business for Downtown Hartford sponsors a Park, Shop and Dine program providing the first hour of parking free at lots and garages with a minimum purchase. The Scooter Bus system reaches many major employers downtown and throughout the city. It operates every 10 to 30 minutes from early morning to early evening. Riverfront Recapture and other downtown Hartford revitalization projects have created walkways and open areas that are conducive to pedestrian traffic in the city.

Communications

Newspapers and Magazines

Hartford's daily newspaper, *The Hartford Courant,* established in 1764, is one of the nation's oldest continuously operating newspapers. Three other daily newspapers are printed in the region: *The New Britain Herald, The Journal Inquirer,* which covers the eastern suburbs, and *The Valley Press,* which covers the western suburbs. Special interest publications include the *Inquirer,* the region's largest African American community newspaper; and other publications covering management, motor transport, neurology, psychiatry, law enforcement, and Jewish affairs in Connecticut.

Television and Radio

Two independent television stations, four stations representing the major network affiliates, a public television station, and cable service provide television viewing in the area. The Hartford area is served by more than 15 radio stations. Connecticut Radio Information Service, headquartered in Wethersfield, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *The Hartford Courant,* 285 Broad Street, Hartford, CT 06115; telephone (860)241-6200. *New Britain Herald,* 1 Herald Square, New Britain, CT 06050; telephone (860)225-4601

Hartford Online

Connecticut Development Authority. Available www.ctcda.com

Hartford Convention and Visitor's Bureau. Available www.enjoyhartford.com

The Hartford Courant. Available www.ctnow.com

Hartford Historical Society. Available www.chs.org

Hartford Public Library. Available www.hartfordpl.lib.ct.us

Hartford Public Schools. Available www.hartfordschools.org

Mayor's Office, City of Hartford. Available www.hartford.gov

MetroHartford Chamber of Commerce. Available www.metrohartford.com

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Pearson, Ridley, *Chain of Evidence,* (Hyperion, 1997)

New Haven

The City in Brief

Founded: 1638 (chartered, 1784)

Head Official: Mayor John DeStefano, Jr. (D) (since 1994)

City Population
1980: 126,089
1990: 130,474
2000: 123,626
2003 estimate: 124,512
Percent change, 1990–2000: −5.2%
U.S. rank in 1980: 125th
U.S. rank in 1990: 138th
U.S. rank in 2000: 196th

Metropolitan Area Population (New Haven-Meriden, CT PMSA)
1980: 500,474
1990: 530,180
2000: 542,149
Percent change, 1990–2000: 2.2%
U.S. rank in 1990: 1st (New York CMSA)
U.S. rank in 2000: 1st (New York CMSA)

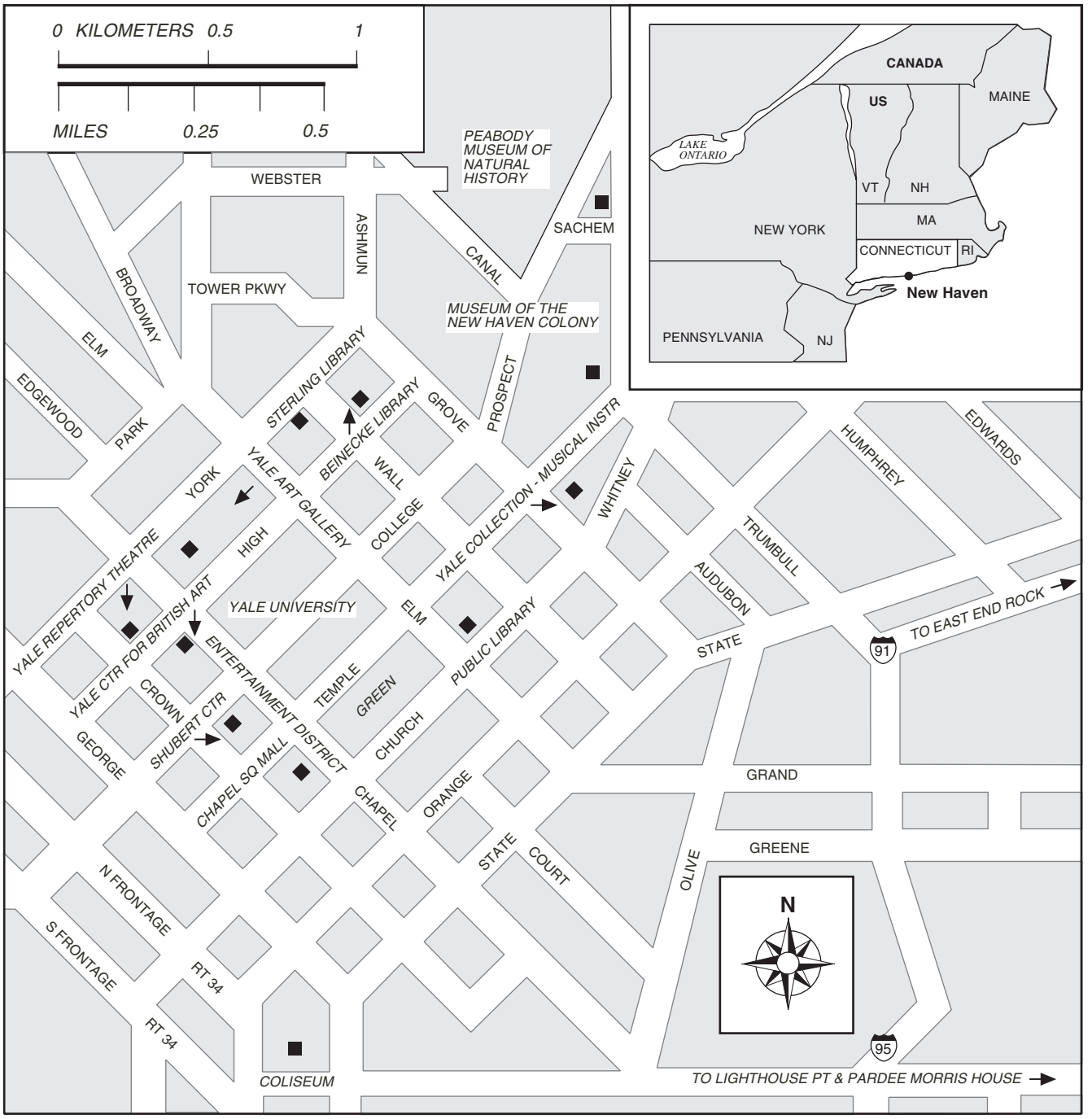
Area: 18.85 square miles (2000)
Elevation: 33 feet above sea level
Average Annual Temperature: 52.0° F
Average Annual Precipitation: 46.02 inches

Major Economic Sectors: Services, manufacturing, trade
Unemployment Rate: 4.9% (April 2005)
Per Capita Income: $16,393 (1999)

2002 FBI Crime Index Total: 16,044 (Bridgeport, CT MSA)

Major Colleges and Universities: Yale University; University of New Haven; Albertus Magnus College; Southern Connecticut State University; Quinnipiac College; Greater New Haven State Technical College; Gateway Community-Technical College

Daily Newspaper: *New Haven Register*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WEBSTER
SACHEM
ASHMUN
CANAL
BROADWAY
TOWER PKWY
MUSEUM OF THE NEW HAVEN COLONY
ELM
EDGEWOOD
PARK
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BEINECKE LIBRARY
GROVE
PROSPECT
YORK
YALE ART GALLERY
WALL
COLLEGE
YALE COLLECTION - MUSICAL INSTR
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HUMPHREY
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Introduction

Known variously as the home of Yale University, the city of elms, and the gateway to New England, New Haven has contributed to American life items ranging from frisbees to hamburgers to the Winchester repeating rifle to vulcanized rubber. In New Haven originated the clinical use of penicillin and mass production of manufactured goods. Modern New Haven remains a major New England seaport and distribution center with strengths in research and biotechnology. In 1998 and again in 2003, New Haven received the nation's oldest and most highly regarded civic recognition award when the National Civic League named New Haven an ''All-America City.''

Geography and Climate

New Haven, located in south-central Connecticut, is situated at the head of New Haven Bay, on Long Island Sound, and at the mouth of the Quinnipiac, Mill, and West rivers. A major port city, New Haven is bounded by the New Haven Harbor on its southeast side and by the Merritt Parkway (Connecticut Route 15) on its northwest side. The downtown area near the harbor is flat land that rises gradually to rolling hills in the outlying areas of the city.

New Haven's climate is tempered by its location on Long Island Sound. Winters are milder, with less snow accumulation, than inland winters. Typically, summers are moderately warm and humid. Precipitation is evenly spread throughout the year, and heavy snow is unusual in the immediate coastal area.

Area: 18.85 square miles (2000)

Elevation: 33 feet above sea level

Average Temperatures: January, 29.5° F; July, 74.0° F; annual average, 52.0° F

Average Annual Precipitation: 46.02 inches

History

Religious Colony Becomes Important Port

New Haven, its name declaring a new haven from religious oppression, was settled by a company of English Puritans in 1638. The group, led by the charismatic Reverend John Davenport, had originally called their settlement Quinnipiac, after the local Native American tribe of that name, but changed the town's name to New Haven in 1640. The settlement soon outgrew its confines and several neighboring towns grew up to form New Haven Colony. New Haven, however, made a poor political choice in sheltering Britain's fleeing regicidal judges who had condemned King Charles I to death in England. In 1664, as a punishment for its treachery, New Haven lost its status as an independent colony and was absorbed into the Hartford-ruled Connecticut Colony. Hartford and New Haven were co-capitals of the state from 1701 to 1873, when Hartford became the sole capital.

Colonial New Haven initially thrived on trade with the West Indies and with other towns along the Atlantic seaboard. Later, New Haven ships traveled to the Orient to import tea, porcelain, and silk. By the Revolution, New Haven was renowned not only for its flourishing sea trade but for its educational resources. Yale University had moved to New Haven in 1716 and a newspaper soon began publishing. Long Wharf was built and the first elm trees were planted on the Green in the center of the city. During the Revolutionary War, New Haven was looted and burned by invading British troops but the violence did not dull New Haven's thirst for independence from England. Roger Sherman of New Haven was the only patriot to sign all four major documents upon which the present-day U.S. government is based: the Articles of Association, the Declaration of Independence, the Articles of Confederation, and the U.S. Constitution.

In 1784, New Haven was incorporated as a city and its industrial star went into ascent. Goods manufactured in the city included Winchester repeating rifles, carriages, hardware, pianos, watches, corsets, bicycles, and cigars. Eli Whitney, a New Haven local and the inventor of the cotton gin, devised a system of manufacturing with interchangeable parts, setting the stage for mass production of goods. Also in New Haven Charles Goodyear developed vulcanized rubber, later essential to the bicycle and automotive industries. Rail travel entered the city in 1839, providing a way to transport these goods to other parts of the young nation.

Industrial Diversity Precedes Renewal

Before and during the Civil War, New Haven was an important center of Abolitionist sentiment. The war itself served to undermine one of the city's industries. With the fall of the South, the demand for New Haven-built carriages waned. Other industries took up the slack, however, notably the Winchester Repeating Arms Company, makers of the rifle that helped open the American West for settlement.

New Haven in 1957 became one of the first eastern U.S. cities to begin large-scale urban renewal of older downtown areas. The result of these first efforts was the Chapel Square Center, which restored housing and other community facilities and attracted commercial development. In 1967, racial tension exploded into serious rioting when minority groups protested that they had been left out of the development planning process. Further urban renewal included the erection of the New Haven Veterans Memorial Coliseum, as well as a market development near New Haven Harbor, a facility that houses the Long Wharf Theatre. In addition, Wooster Square, which in the 1950's was a slum, is now home to new commercial and industrial buildings and an established historic district, and in 1994 the Audubon Arts Center Complex was completed.

As of 2000, revitalization had also begun in Science Park, the East Shore community, the harbor front, Upper State Street, and many other areas of the city. The Livable City Initiative, a historic new approach to housing and neighborhood revitalization, is making a tangible difference in the city's neighborhoods, reducing vacant structures in the city by 70 percent. The Elm City—Green and Clean initiative, the revitalization of Ninth Square and the redevelopment of downtown are restoring a sense of hope and future to the fabric of the community. In 2004 the city announced plans for a $230 million development project, including $180 million in state bond funding, to relocate Gateway Community College and Long Wharf Theater to brand new facilities downtown as the first step in an ambitious development effort to transform a long vacant downtown. The city has taken steps to shore up its public school system as well. New Haven's $1.1 billion school construction program has received national and statewide attention for effectively leveraging the state's matching funds to create new and improved schools with smaller classroom sizes for New Haven's children.

Spurred by the city's resurgence, Mayor John DeStefano, Jr. referred to New Haven as ''a reborn American city.'' In an article in the journal *Government Finance Review* Stefano further summed up the keys to the city's turnaround: ''City officials have returned the jurisdiction back to a sound fiscal footing and are recreating a place where children learn in good schools, residents live in safe neighborhoods, and everyone has the opportunity to make the most of his or her talents. The city has accomplished this by following a path that avoids temporary, quick fixes in favor of creating a climate for sustainable economic growth and social well-being. New Haven has regenerated itself through competition and compassion.''

Historical Information: New Haven Colony Historical Society, 14 Whitney Ave., New Haven, CT 06510; telephone (203)562-4183

Population Profile

Metropolitan Area Residents (New Haven-Meriden, CT PMSA)
1980: 500,474
1990: 530,180
2000: 542,149
Percent change, 1990–2000: 2.2%
U.S. rank in 1990: 1st (New York CMSA)
U.S. rank in 2000: 1st

City Residents
1980: 126,089
1990: 130,474
2000: 123,626
2003 estimate: 124,512
Percent change, 1990–2000: −5.2%
U.S. rank in 1980: 125th
U.S. rank in 1990: 138th
U.S. rank in 2000: 196th

Density: 6,558 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 53,723
Black or African American: 46,181
American Indian and Alaska Native: 535
Asian: 4,819
Native Hawaiian and Pacific Islander: 79
Hispanic or Latino (may be of any race): 26,443
Other: 13,460

Percent of residents born in state: 50.7% (2000)

Age characteristics (2000)
Population under 5 years old: 8,749
Population 5 to 9 years old: 9,051
Population 10 to 14 years old: 8,792
Population 15 to 19 years old: 10,910
Population 20 to 24 years old: 14,183
Population 25 to 34 years old: 22,028
Population 35 to 44 years old: 16,578
Population 45 to 54 years old: 12,564
Population 55 to 59 years old: 4,539
Population 60 to 64 years old: 3,561
Population 65 to 74 years old: 5,986
Population 75 to 84 years old: 4,701
Population 85 years and over: 1,984
Median age: 29.3 years (2000)

Births (2001, New Haven County)
Total number: 10,990

Deaths (2001, New Haven County)
Total number: 8,124 (of which, 82 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,393
Median household income: $29,604
Total number of households: 47,193

Number of households with income of . . .
less than $10,000: 9,447
$10,000 to $14,999: 4,335
$15,000 to $24,999: 7,041
$25,000 to $34,999: 5,895
$35,000 to $49,999: 6,999
$50,000 to $74,999: 6,924
$75,000 to $99,999: 3,314
$100,000 to $149,999: 2,052
$150,000 to $199,999: 561
$200,000 or more: 625

Percent of families below poverty level: 20.5% (51.2% of which were female householder families with related children under 5 years

2002 FBI Crime Index Total: 16,044 (Bridgeport, CT MSA)

Municipal Government

New Haven operates under a mayor-board of aldermen form of government. The mayor is elected to a two-year term as are the thirty members who make up the Board of Aldermen.

Head Official: Mayor John DeStefano, Jr. (D) (since 1994; current term expires 2006)

Total Number of City Employees: Not reported

City Information: Mayor's Office, City of New Haven, 165 Church St., New Haven, CT 06510; telephone (203)946-8200

Economy

Major Industries and Commercial Activity

In the 1950's, New Haven's economy was based on the manufacturing industry. Today, while manufacturing continues to be an important component of the regional economy, the base of that economy has shifted to health, business, and financial services, as well as retail trade. In all, the services sector constitutes 56 percent of the local economy, with transportation and utilities (13 percent), trade (11 percent), and manufacturing (9 percent) also playing major roles. Both government and financial services comprise about 4 percent of the local industry base. The city benefits from its close proximity to two major bioscience centers, New York and Boston. Local healthcare and pharmaceutical firms, along with Yale Medical School, constitute one of the major concentrations of bio-medical research in the nation. The increasingly significant and growing cluster of the biotechnology industry in Greater New Haven is one of the results of this concentration. There are already several well-established bio-tech firms in the region with more likely to come. These companies alone added some 1,000 jobs to the regional economy in the late 1990s, and continue to fuel the economy into the 2000s. Another important element in the Greater New Haven economy is higher education, particularly the presence of Yale University and its worldwide reputation as a research center and its highly-skilled and educated graduate base. Yale and other local colleges together maintain a student base of nearly 50,000 and employ thousands of others.

Items and goods produced: pharmaceutical products, computer software, firearms, ammunition, tools, clocks and watches, lamps, silverware, airplane parts, oil filters, telephones, cutlery, chocolate

Incentive Programs—New and Existing Companies

Local programs—The city of New Haven has several business incentive programs, including programs that offer information and loans in the Aerospace, BioScience, and Information Technology industries. General business loans of up to $5 million and special loans for child care businesses, start-ups, and manufacturing businesses are also available. The City of New Haven Small Business Revolving Loan Fund provides capital for start-up or expansion of small, minority and/or disadvantaged businesses located within and providing goods and services to New Haven's low to moderate income neighborhoods. The Urban Jobs and Enterprise Zone Program provides property tax abatements for manufacturers, state corporation income tax credits, and other assistance.

State programs—The Connecticut Development Authority works to expand Connecticut's business base. Among its many services, the Connecticut Development Authority works with private-sector partners to guarantee or participate in loans for businesses that may be unable to meet credit underwriting standards; provides access to lower-cost fixed asset financing through Small Business Administration 504 Debentures and tax-exempt Industrial Revenue Bonds; provides financial incentives to companies that enhance the

skills of their employees; and encourages investment in the state's urban commercial infrastructure.

The Connecticut Development Authority offers business assistance including direct and guaranteed loans to small businesses, businesses involved in brownfield development or information technology, and businesses that are relocating or expanding. Connecticut's financial and tax incentives include grants and tax abatements for firms locating in State Enterprise Zones and Urban Jobs Program (New Haven qualifies for both), low-cost loans and development bond financing, and funding for new product development.

Job training programs—The city of New Haven, the state of Connecticut, and various local for-profit and non-profit organizations have programs that benefit workers and employers, especially in the areas of placement, recruitment and referral, technology and manufacturing job placement, apprenticeships, and on-the-job training and career development.

Development Projects

By 2005, after a decades-long decline followed by years of intelligent planning, New Haven was in the midst of a notable transformation designed to bring the city into the new millennium poised for sustained growth. Major projects include a massive $1.5 billion agenda designed to grow New Haven's downtown, where nearly half of the city's jobs are centered, and a renewed dedication to developing the New Haven waterfront. Among other considerations, the agenda includes renewal of the city's historic waterfront and initiatives creating a 269-slip marina and a permanent berth for the replica slave ship Amistad; expansion and renovation of shoreline commuter rail stations and expansion of I-95, a major artery connecting New Haven to New York City and Boston; a $2.7 million Small Business Initiative to provide small-business owners with capital resources—in the form of a revolving loan fund—as well as technical assistance in such areas as accounting, marketing and inventory control; and the creation of a federal Empowerment Zone (EZ), which gives the city access to $100 million in grants, $130 million in tax credits, and new programs aimed at implementing a strategic plan.

In the few years prior to 2005, numerous other projects aimed at improving New Haven's infrastructure have either been completed or are under way. Among them are $3.15 million in construction projects to improve Tweed-New Haven Airport and an updated master plan to map out the facility's future and improve the level of utilization; a doubling of the city's investment in parks and public works maintenance efforts and a Citywide Beautification Initiative to improve public spaces and support more than 400 community gardens and green spaces; and a Livable City Initiative that has so far rehabilitated 500 housing units, trained 500 residents in homeownership, and established the most aggressive housing code enforcement program in the state. The Ninth Square project has revamped an old industrial and shopping area into a modern shopping, business and residential center. The site of Science Park, New Haven's former Winchester Arms Company complex established in 1866 and open for more than a century, now provides a research-oriented business incubator facilitating more than 70 manufacturing companies and laboratories and over 1,400 potential job opportunities. Others include the IKEA project, in which a 2 story retail distribution of furniture owned and operated by IKEA provides 400-450 jobs with full time benefits for full and part time employees (the project also has a $50,000 commitment to the Hill Development Corporation and a $100,000 commitment to Gateway Community College for job recruitment and training for New Haven residents); and the Pfizer project, which offers a 3 story clinical research unit owned and operated by Pfizer and contributes to the sophistication of medical imaging research at Yale University.

Economic Development Information: Greater New Haven Chamber of Commerce, 195 Church St., New Haven, CT 06510; telephone (203)787-6735

Commercial Shipping

New Haven, Connecticut's largest wholesale distributing city, makes use of a major port of entry, many railroad lines, and major interstate highways. New Haven features a deep-water seaport with three berths capable of hosting vessels and barges and facilities for handling any type of break-bulk cargo. The Port of New Haven has a capacity for loading 200 trucks a day from the ground or via loading docks. The Port is serviced by the Providence and Worcester railroad connecting with CONRAIL, New England Railroad, and the Canadian National and Canadian Pacific railroads. A private switch engine for yard movements and private siding for loading and unloading of boxcars, gondolas, flatcars, and others is located at the site. The Port of New Haven has approximately 400,000 square feet of inside storage and 50 acres of outside storage available at the site. Five shore cranes with a 250-ton capacity and 26 forklifts, each with a 26-ton capacity, are also available. The Greater New Haven Chamber of Commerce contracts with Logistec Connecticut to operate New Haven's Foreign Trade Zone, providing additional tax incentives to international shipping operations into and out of New Haven's harbor area. Interstate common carriers include about 12 trucking lines.

Labor Force and Employment Outlook

The city of New Haven draws from a highly skilled labor force. More than 5,000 college graduates enter the job market from New Haven's colleges each year. Proximity to New York City and relatively lower wages make Greater New

Haven a desirable home for commuters and an attractive business site. Yale University, Yale Medical School, and projects like Science Park draw pharmaceutical and biotechnology companies as well as high-technology manufacturing firms and research and development organizations, providing and attracting a supply of highly educated workers. Employers may also draw from the pool of workers who commute to Stamford and New York from New Haven and surrounding communities.

Because New Haven's major employers are utilities, hospitals, and educational institutions, long-term prospects for economic stability are good. Tourism's impact, bolstered by New Haven's new status as a sports destination, is expected to increase its benefits to the city.

The following is a summary of data regarding the New Haven metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 271,300

Number of workers employed in . . .
mining and construction: 11,500
manufacturing: 34,000
trade, transportation, and utilities: 50,300
information: 8,700
financial activities: 14,100
professional and business services: 25,900
educational and health services: 61,700
leisure and hospitality: 20,500
other services: 10,500
government: 34,200

Average hourly earnings of production workers employed in manufacturing: $16.19 (April 2005)

Unemployment rate: 4.9% (April 2005)

Largest employers	*Number of employees*
Yale University	(listed from largest
Yale New Haven Hospital	to smallest—no
Hospital of St. Raphael	figures available)
Southern New England Telephone Company (SNET)	
The United Illuminating Company	
Southern Connecticut State University	
ASSA-ABLOY Sargent	
New Haven Register	
Pritchard Industries	
Knights of Columbus	

Cost of Living

The cost of living in New Haven is the same or lower than most East Coast and West Coast cities but higher than cities in the Midwest. Of the 100 largest metropolitan areas in the country, New Haven is in the bottom third for overall crime, sandwiched between Indianapolis and San Francisco. Based on the most commonly accepted methodology used to determine the most and least stressful places to live in the United States, New Haven falls within the 15 percent least stressful areas in which to live.

The following is a summary of data regarding several key cost of living factors for the New Haven-Meriden PMSA.

2004 (3rd Quarter) ACCRA Average House Price: $400,880

2004 (3rd Quarter) ACCRA Cost of Living Index: 123.9 (U.S. average = 100.0)

State income tax rate: 3% to 5%

State sales tax rate: 6% on most items

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $39.53 mills (2003)

Economic Information: Greater New Haven Chamber of Commerce, 910 Chapel St., New Haven, CT 06510; telephone (203)787-6735

Education and Research

Elementary and Secondary Schools

New Haven's school system, rated among the nation's best, offers a program for talented and gifted students beginning in kindergarten, as well as special education classes and an adult education program. The district's 27 magnet schools are very popular and require a lottery system to determine placement. Magnet schools offer specialized curricula in areas such as the arts, languages, science, mathematics, and communications. In 2005 the district set ambitious goals, aiming for 95 percent of the students to be ready to succeed by the end of kindergarten; to achieve math and literacy standards; and to be ready for college, post-secondary education, the military, or the workforce by the time they had reached the 9th grade.

The following is a summary of data regarding the New Haven Public School District as of the 2004–2005 school year.

Total enrollment: 20,759

Number of facilities
elementary schools: 29
junior high/middle schools: 9
senior high schools: 7
other: 4 (transitional schools)

Student/teacher ratio: 14.4:1 (2003)

Teacher salaries
average: $51,770 (2005)

Funding per pupil: $16,820 (2003)

Supplementing the public school system are a number of private preparatory schools, as well as parochial and nursery schools.

Public Schools Information: Public Information Office, Gateway Center, New Haven Board of Education, 54 Meadow St., New Haven, CT 06519; telephone (203)946-8450

Colleges and Universities

While the New Haven area is home to 8 colleges and universities, its most famous is Yale University, which in 2005 had approximately 11,275 graduate and undergraduate students enrolled. Founded in 1701 in Branford and moved to New Haven in 1716, Yale is a charter member of the Ivy League and rated among the top five universities in the country. The school began with the donation of books and money from Elihu Yale, a merchant who made his fortune in East India imports. Today, Yale University is noted for its schools of law, medicine, business, divinity, and computer science. Yale's libraries, museums, and other facilities are among the largest and finest in the country. Yale's cultural influence on the city is pervasive. The school's drama productions, adult lecture series, tutorial programs at local high schools, art galleries, and sports events all enhance life in New Haven. The oldest scientific publication in the United States, the *American Journal of Science,* began publishing at Yale in 1818. Other Yale ''firsts'' were the doctoral degree granted in 1861, establishment of the School of Fine Arts in 1870, and opening of the School of Forestry in 1900.

Other institutions of higher learning in New Haven include Albertus Magnus College, a Roman Catholic four-year liberal arts college of about 2,400 students (in 2005). Southern Connecticut State University, a four-year public institution with more than 12,000 students on its 168-acre New Haven campus, focuses on liberal arts and business. Gateway Community College, formerly the South Central Community College, maintains two campuses, one in North Haven and the other in Long Wharf. Nearby are New Haven University (in West Haven) and Quinnipiac University (in Hamden).

Libraries and Research Centers

The New Haven Free Public Library system consists of the main facility, Ives Memorial Library, and three branch libraries (Fair Haven, Mitchell, and Stetson), as well as a bookmobile. The system numbers some 600,000 books in its collection, which also includes large print books, a children's collection, and computer resources. Materials on local history and a wide range of audio-visual equipment and rentals are available.

Yale University Library is the fourth largest library in the country. Among its many libraries, Yale maintains the Sterling Memorial Library, housing the Yale Archives, with more than 4 million volumes, and Babylonian tablets on display. Other Yale facilities are the Beinecke Rare Book Library, displaying the Gutenberg Bible, and the school's libraries of law, medicine, drama, business, and forestry.

Another local facility is the Connecticut Judicial Branch Law Library at New Haven. The New Haven Colony Historical Society's Whitney Library maintains books, maps, and photographs, along with Chinese porcelain displays and an original cotton gin. Special interest libraries include the Albertus Magnus College Library and the Connecticut Agricultural Experiment Station's Osborne Library.

Studies of clinical cultures for the AIDS virus are performed at the Veterans' Administration (VA) Medical Center's national reference virology laboratory in West Haven. Other research programs of note include the University of Connecticut's Haskins Laboratories, which study speech production and perception in humans. Yale University's many science, economic, art, and business research programs include involvement in Science Park, an incubator for high-technology industries.

Public Library Information: Main Library, 133 Elm Street, New Haven, CT 06510; telephone (203)946-8130; fax (203)946-8140

Health Care

Health care in New Haven revolves around the Yale-New Haven Hospital (YNHH), one of the nation's top 10 medical centers and a world-renowned teaching facility. The hospital is a 944-bed tertiary care facility that includes the 201-bed Yale-New Haven Children's Hospital and the 76-bed Yale-New Haven Psychiatric Hospital. Affiliated with the Yale School of Medicine, YNHH accepts referrals from throughout the United States and the world. Relying on the skills of some 2,200 physicians working in over 100 specialties, the hospital is also overseen by nearly 450 supervised resident physicians; in all the hospital is New Haven's second leading employer with more than 6,000 on staff. In addition to being a teaching hospital, YNHH is also a community hospital featuring the state's busiest primary care center and the region's largest and most comprehensive array of maternity and pediatric services. Among the Yale-New Haven Hospital's innovations were the nation's first clinical use of penicillin, the first use of chemotherapy in cancer treatment, the first transplants of a number of organs, and New England's first in-vitro fertilization birth.

The Hospital of St. Raphael, with 511 beds, is affiliated with the Yale University School of Medicine and is a leader in cardiac, cancer and orthopedic services. The Hospital is listed as one of the 50 top hospitals in the U.S. by the American Association of Retired Persons, and lists many firsts among its accomplishments. It was the first community hospital in Connecticut to open a coronary care unit and today has the state's largest dedicated cardiothoracic intensive care unit. The hospital also was one of the first in New England to perform open-heart surgery and the first in New England with a radiation center. In 1994, Saint Raphael's became the first hospital in New England to use a robotic arm in the operating room to assist surgeons with laparoscopic surgery. The hospital initiated Project MotherCare, a mobile prenatal and primary care clinic, and Project ElderCare, a partnership with the City of New Haven to provide community-based health care to senior citizens

Health Care Information: Yale-New Haven Hospital, 20 York St., New Haven, CT 06511; telephone (203)785-4242

Recreation

Sightseeing

Yale University, whose scholarly ranks include patriot Nathan Hale; presidents Bill Clinton, George H.W. Bush, and George W. Bush; scholar Noah Webster; and statesman John C. Calhoun, is one of the nation's oldest schools. A walking tour of the campus will include a view of Connecticut Hall, built in 1717. The school's 12 colleges, the 221-foot Harkness Tower famous for its carillon concerts, and the world's largest gymnasium—the Payne Whitney Gymnasium—are highlights of the tour. Adjoining Yale University in an area known as The Green is United Church, whose congregation fervently supported the struggle against slavery. The church is regarded as an outstanding example of New England architecture. The New Haven Colony Historical Society has exhibits celebrating the exploits of several former slaves who revolted aboard the slave ship Amistad, eventually landed in New Haven, and were eventually set free by the United States Supreme Court.

One of America's first cemeteries, the Grove Street Cemetery, was founded in 1797 and contains the graves of many New Haven notables. On the eastern shore of the New Haven Harbor are Black Rock Fort, used in the Revolutionary War, and Fort Nathan Hale, a Civil War fort. The Pardee-Morris House dates from 1750 and contains many colonial Connecticut furnishings. East Rock Park offers a bird sanctuary, self-guided nature trails, picnic groves, and the Pardee Rose Garden and Greenhouse. Lighthouse Point Park's natural history displays and its unique carousel set in an eighteenth-century pavilion on the beach are popular tourist attractions. West Rock Nature Center is a year-round 40-acre facility with displays of native wildlife. The park includes Judges' Cave, where the regicidal judges who condemned King Charles I to the block hid to escape English royal retribution. New Haven's historic Green, a national historic landmark, is ringed on one side by churches built between 1812 and 1815 in the Gothic, Federalist, and Georgian styles. Day and evening harbor cruises and educational tours of the coast are available aboard local chartered boats.

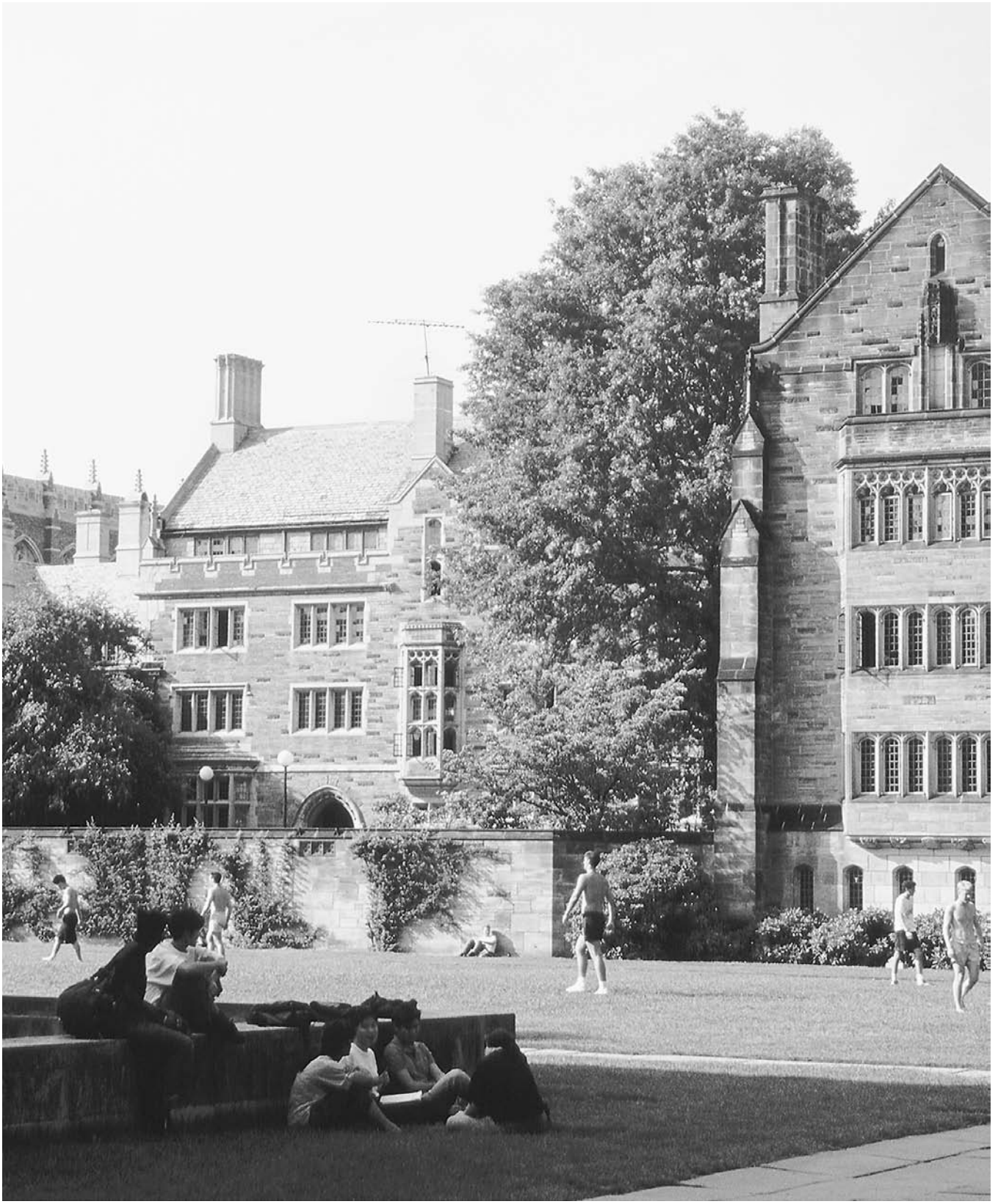
The Connecticut Afro-American Historical Society, located on the campus of Southern Connecticut State University honors the role of African-American people in New Haven and the United States. The university's Ethnic Heritage Center also highlights the cultures of Jewish-, Italian-, Irish-, and Ukranian-Americans, as well as other ethnic groups. Eli Whitney Museum, established in Whitney's restored gun factory, offers programs, lectures, and workshops about machinery and technology.

Arts and Culture

New Haven's performing arts offerings are rich. The New Haven Symphony Orchestra, the fourth oldest in the country, is nationally recognized for its performances, which are often accompanied by international guest artists. The symphony presents a summer concert series on New Haven's historic Green. Orchestra New England, a chamber ensemble, is gaining a reputation as well. Performances of touring groups and guest artists are staged at two major facilities in New Haven: the Palace and the Shubert Theater, a traditional stop for shows on their way to Broadway. Concerts include internationally renowned symphonies, concert artists, bands, and singers performing the whole musical spectrum.

Theater is popular and critically acclaimed in New Haven. The Long Wharf Theatre Company is known for its contemporary works while the Yale Repertory Theatre, home to the university's world-renowned drama schools, is heralded for its productions of the classics. Many other fine student, amateur, and professional groups enhance the cultural landscape.

Yale University has made the city of New Haven synonymous with fine museums. Yale's Peabody Museum of Natural History is New England's largest and one of its oldest science museums. The Yale Center for British Art is considered one of the foremost collections of its kind in the world. American, European, and classical works form part of the Yale University Art Gallery's collection. Artspace and the Arts Council of Greater New Haven are local arts organizations that offer support, performance and exhibition space, education, and classes for student and professional artists. The Yale Collection of Musical Instruments numbers more than 800 sixteenth- to twentieth-century instruments. A Gu-



A walking tour of Yale University takes visitors across the campus of one of the nation's oldest schools.

tenberg Bible and Audubon bird prints are on display at the Bienecke Rare Book and Manuscript Library.

The New Haven Colony Historical Society houses a museum and library of local memorabilia, including industrial and toy exhibits. The Connecticut Children's Museum stimulates the imaginations of children under eight years of age. Private galleries in New Haven include the John Slade Ely House, the Museum of American Theatre, the Munson Gallery, the Mona Berman Gallery, and the galleries of the Creative Arts Workshop and City Spirit Artists, both of which offer instruction in the arts.

Arts and Culture Information: Arts Council of Greater New Haven, 70 Audubon Street, New Haven, CT 06510; telephone (203)772-2788

Festivals and Holidays

Its location in the center of the former colonies makes New Haven a treasure-trove of Americana. The New Haven Antiques Show, held at the New Haven Coliseum, schedules a spring and fall exhibition while the Connecticut Antiques Showcase is held in November. Powder House Day, commemorating Benedict Arnold's seizure of the New Haven powder stores in the name of the Revolution, is celebrated each spring with a drill and costumed parade on the Green. In March, the Annual International Competition of Women in the Arts take place.

April's Film Festival New Haven screens features, shorts, and documentaries at three local venues. April also brings the Cherry Blossom Festival at Wooster Square. New Haven's maritime past is celebrated with East Shore Day in the harbor area in June. A week-long Summertime Street Festival runs concurrently with the Pilot Pen International Tennis Tournament. The Annual International Festival of Arts & Ideas, which is fashioned after the Spoletto and Edinburgh Festivals, takes place in June and centers around the New Haven Green. Each June on Wooster Square, the St. Anthony Italian Feast takes place, as it has for the past 105 years. The Celebrate New Haven 4th takes place each July 4 weekend and includes fireworks, entertainment, and sails on the schooner Quinnipiack. There is an annual lobster bake each July in nearby Milford. The best in contemporary crafts produced by 400 craftspeople from around the country is on display for most of November and December at the Celebration of American Crafts Creative Arts Workshop. December's UI Fantasy of Lights at Lighthouse Park on New Haven harbor allows visitors to drive through an enchanting land of more than 200,000 lights.

The city's love of music is apparent in the large crowds drawn to the summer weekend New Haven Jazz Festival held on the Green. Religious and ethnic celebrations include St. Andre's Feast in June, Santa Maria Magdelina Feast in July, and the Greek Festival at Lighthouse Park in September. Connecticut's oldest fair, the Durham Fair, will celebrate its 86th year in September 2005.

Sports for the Spectator

The New Haven Cutters play minor league baseball at Yale Field as part of the 8-team Canadian American Association of Professional Baseball, an independent baseball league. The Sports Haven in New Haven provides horse-racing fans with simulcasts of some of the major races on four large screens and permits betting. Visitors can dine at the on-site sports bar or the Shark Bar. Several local colleges and universities field sports teams, including the Albertus Magnus Falcons, the Quinnipiac Bobcats, the Southern Connecticut State University Owls, and the New Haven University Chargers, whose contests are eagerly attended throughout the year. The Yale Bulldogs compete in one of the oldest collegiate sporting leagues in America, the tradition-rich Ivy League, with such fierce rivals as Harvard, Princeton, and Brown. Although its team can no longer compete with the top Division 1 collegiate programs, the Yale Bulldogs football team is a hugely popular local favorite that has drawn up to 70,000 fans to big home games. The Yale Bowl hosts world-class soccer tournaments during the summer. Tennis is represented by the Pilot Pen International Tennis Tournament, held each August at the new Connecticut Tennis Center. The Milton Jai Alai fronton in nearby Milford is the only remaining fronton in Connecticut.

Sports for the Participant

Water sports predominate in New Haven. Boating, swimming, and aquatic sports of all types can be enjoyed at the city's many beaches. Golf is played at the Alling Memorial Golf Course, where the 18 holes carry a par of 70. Fully 17 percent of New Haven's land is dedicated to parks. City parks include East Rock Park, the city's largest, which maintains hiking trails and an array of recreational facilities. Lighthouse Point Park features swimming and recreational facilities. Edgewood Park has a skate park, and the Walker Ice Rink has ice skating and hockey. The city has dozens of sports leagues for kids and adults, as well as swim instruction. Each fall New Haven hosts a Road Race, which draws amateur athletes from throughout the Northeast. In Ledyard, east of New Haven, the Mashantucket Pequot Indians opened a casino in 1992.

Shopping and Dining

The downtown area's bilevel shopping complex, the Chapel Square Mall, was renovated and reopened in 2004, giving the beleaguered mall a facelift that many hoped would return it to its glory days. Ann Taylor Loft, which began in New Haven 50 years prior, returned to anchor the newly restored complex. Small, family-owned shops can be found through-

out New Haven, along with a variety of bookstores that serve the university community. Many unique shops can be found in the historic Wooster Square, the Arts District near Audubon, and around the Green.

A diner's paradise with a growing national reputation for its sophisticated cuisine, New Haven is home to more than 100 restaurants, many within an easy walking distance of downtown and the Green, including the Union League Café, which serves fine French cuisine in an elegant setting, and Scoozi's, New Haven's only wine bar, which offers contemporary Italian fare. Other cuisines from which to choose include American, Caribbean, Chinese, Continental, Ethiopian, Greek, Indian, Irish, Japanese, Korean, Latin American, Malaysian, Mexican, Middle Eastern, soul food, Spanish, Thai, Turkish, and vegetarian.

Visitor Information: Greater New Haven Convention & Visitors Bureau, 59 Elm St., New Haven, CT 06510; telephone (203)777-8550; toll-free (800)332-STAY

Convention Facilities

Large conventions and trade shows generally are held at New Haven Coliseum, but in 2005 Mayor John DeStefano Jr. announced plans to raze the aging facility to make way for a new development that would include a new Gateway Community College campus and a hotel and convention facility. Smaller conferences center around Yale University activities and make use of the school's facilities. About 1,500 sleeping rooms are available in New Haven; New Haven Medical Hotel, a medical recuperation center, is also open to the public. The four-star Omni New Haven Hotel at Yale provides 22,000 square feet of meeting space all on one level, including a 9200-square-foot Grand Ballroom and 19 conference rooms. The Colony Hotel is an intimate European style hotel located near the Yale campus. In Spring 2005 the old Howard Johnson in Hamden closed and was replaced by the new Clarion Hotel and Suites.

Convention Information: Greater New Haven Convention and Visitors Bureau, 59 Elm St., New Haven, CT 06510; telephone (203)777-8550; toll-free (800)332-STAY

Transportation

Approaching the City

Tweed-New Haven Airport is the fastest growing satellite airport in the Northeast, and in 2005 was named Regional Airport of the Year by the Regional Airline Association. Located less than 10 minutes from downtown New Haven, it offers service to Philadelphia through Delta Connect and Cincinnati through U.S. Airways; from these airports New Haven air travelers can go virtually anywhere in the world. As of 2005 the airport was in negotiations to bring nonstop service to Detroit via Northwest Airlines. The airport expected to board 61,000 passengers in 2005.

New Haven's Union Station is one of Amtrak's busiest terminals in the country and provides service to Boston, Washington, D.C., and beyond; Metro-North also provides commuter service for approximately 25,000 passengers traveling the New York City/Connecticut corridor each day. A $1.2 billion plan to upgrade rail service between New Haven and Boston has cut travel time to New York City to an hour and to Boston to two hours.

Ferry service to Port Jefferson, New York runs out of nearby Bridgeport, CT.

Interstates 91 and 95, major north/south and east/west corridors, intersect in New Haven. U.S. Routes 1,5, and the Merritt/Wilbur Cross Parkway and Connecticut Route 34 all have exits and entrances in New Haven. Every major city in the northeast is within one day's drive from New Haven.

Traveling in the City

New Haven was one of the first cities in the country to benefit from urban planning. Its streets are laid out in a grid pattern of nine squares with the historic Green in the center. Bus service is offered within the city and to the suburbs via CT Transit. To relieve commuter traffic on the highways, a park-and-ride service is provided to suburbanites working in the city of New Haven.

Communications

Newspapers and Magazines

The *New Haven Register* is the weekday morning paper. It is also served by the student-run *Yale Daily News* and the weekly *Yale Herald.* Among the many special interest and scholarly titles published in New Haven are the bimonthly *American Journal of Science* and *Columbia,* the publication of the Knights of Columbus and several magazines published by Yale University.

Television and Radio

Two television stations air from New Haven, which supports one cable franchise. New York stations are also picked up in the New Haven area. Three radio stations broadcast from

New Haven, which also picks up programming from New York City, Hartford, and neighboring towns. Connecticut Radio Information Service, headquartered in Wethersfield, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *New Haven Register,* 40 Sargent Drive, New Haven, CT 06519; telephone (203)789-5200

New Haven Online

City of New Haven. Available www.cityofnewhaven.com

Connecticut Development Authority. Available www.state.ct.us/cda

New Haven Chamber of Commerce. Available www.newhavenchamber.com

New Haven Convention & Visitors Bureau. Available www.newhavencvb.org

New Haven Public Library. Available www.nhfpl.lib.ct.us

New Haven Public Schools. Available www.nhps.net

Yale-New Haven Hospital. Available www.ynhh.org

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Stamford

The City in Brief

Founded: 1641 (incorporated, 1949)

Head Official: Mayor Dannel P. Malloy (D) (since 1995)

City Population
1980: 102,466
1990: 108,056
2000: 117,083
2003 estimate: 120,107
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 161st
U.S. rank in 1990: 177th (State rank: 5th)
U.S. rank in 2000: 209th

Metropolitan Area Population (PMSA)
1990: 329,935
2000: 353,556
Percent change, 1990–2000: 7.1%
U.S. rank in 1990: 1st (Greater New York, NY CMSA)
U.S. rank in 2000: 1st (CMSA)

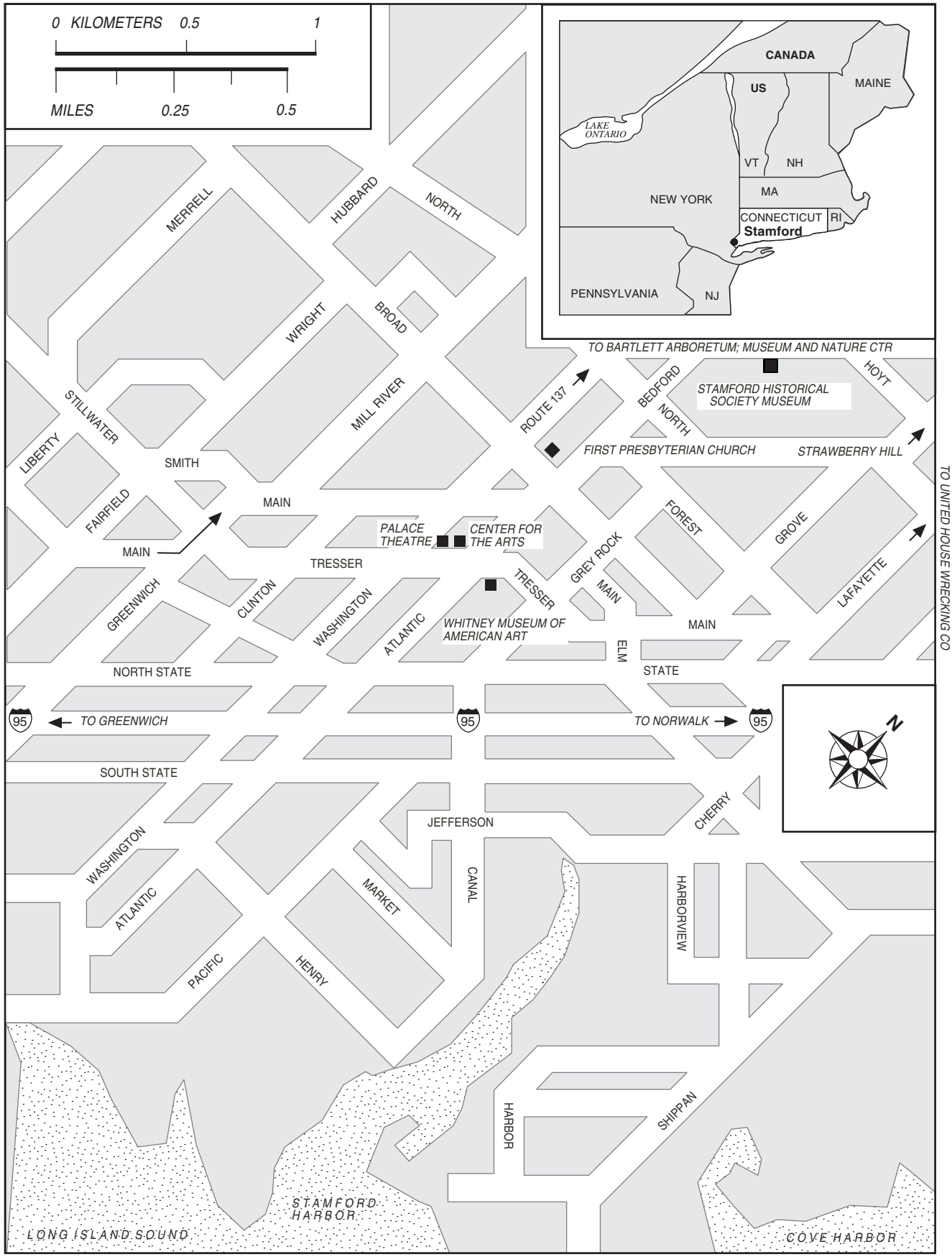
Area: 38 square miles (2000)
Elevation: 34 feet above sea level
Average Annual Temperature: 51.9° F
Average Annual Precipitation: 49.46 inches

Major Economic Sectors: Manufacturing, trade, services
Unemployment Rate: 4.9% (March 2005)
Per Capita Income: $34,987 (1999)

2002 FBI Crime Index Total: 2,398

Major Colleges and Universities: St. Basil's College; branches of the University of Connecticut and Bridgeport Engineering Institute

Daily Newspaper: *The Advocate*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PENNSYLVANIA
NJ
TO BARTLETT ARBORETUM; MUSEUM AND NATURE CTR
STAMFORD HISTORICAL SOCIETY MUSEUM
FIRST PRESBYTERIAN CHURCH
STRAWBERRY HILL
PALACE THEATRE
CENTER FOR THE ARTS
WHITNEY MUSEUM OF AMERICAN ART
MERRELL
HUBBARD
NORTH
WRIGHT
BROAD
MILL RIVER
ROUTE 137
BEDFORD
HOYT
STILLWATER
LIBERTY
SMITH
FAIRFIELD
MAIN
TRESSER
GREENWICH
CLINTON
WASHINGTON
ATLANTIC
GREY ROCK
FOREST
GROVE
LAFAYETTE
ELM
NORTH STATE
STATE
TO GREENWICH
TO NORWALK
SOUTH STATE
JEFFERSON
CHERRY
MARKET
CANAL
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Introduction

In the twentieth century, Stamford, the fifth largest city in Connecticut, progressed from a factory hub to its current position as a research center. By the end of the twentieth century, it had also become the nation's third largest corporate headquarters community. The city enjoys both urban and suburban facets, ranging from upscale housing areas, to a handsome corporate downtown center, to areas of beautiful shoreline with parks and beaches.

Geography and Climate

Located in southwestern Connecticut, Stamford lies at the mouth of the Rippowam River on Long Island Sound. The city itself is built around a wide bay crossed by two tidal inlets. Stamford Harbor and Cove Harbor border a finger of land jutting into the bay. The city is situated on relatively flat land that is part of the Atlantic coastal plain. The serrated shoreline is connected by a series of bridges that carry automobile and rail traffic.

Stamford's New England weather is tempered by the city's proximity to Long Island Sound. Winters are milder, with less snow, than those of inland cities. Summers are warm, with moderate humidity.

Area: 38 square miles (2000)

Elevation: 34 feet above sea level

Average Temperatures: January, 29.3° F; July, 75.3° F; annual average, 51.9° F

Average Annual Precipitation: 49.46 inches

History

Religious Refuge Becomes Textile Center

In pre-colonial days, the Siwanoys, a subnation of the Wappinger tribe, lived on the land—which they called ''Rippowam''—that now constitutes the site of modern Stamford. In 1640 the Siwanoys sold the land to Nathaniel Turner, an agent for the New Haven Colony, who was looking for arable land. A year later, twenty-eight families belonging to the Congregational Church fled a church dispute in Wethersfield, Connecticut, and arrived in Rippowam to form a permanent settlement. They called their town Stamford, after its English counterpart. In 1644, Stamford lost a third of its settlers when they moved to Long Island. Stamford, in turn, was absorbed into the Connecticut Colony.

Stamford, a minor port on Long Island Sound, had channels suitable only for small craft and barge traffic. The young community relied on subsistence agriculture and some crafts and only minimally on its trade with the West Indies. By the time of the Revolutionary War, Stamford, with 3,800 citizens, could boast that it was a major population center between New York City and New Haven.

Stamford continued to rely on its small industries until the founding of the Stamford Manufacturing Company in 1844. The new concern set up in the Cove Mills and began producing dyewood and licorice extracts, both crucial to the New England textile industry. In 1848, the railroad arrived, making Stamford one of the stops on the New York City-New Haven run. Soon European immigrants arrived by the trainload to work in Stamford's new mills. The Irish arrived in the 1840s, settling in the Kerrytown and Dublin sections of the city and forming Stamford's first ethnic minority.

Research and Development From Industrial Base

Aside from the arrival of the railroad, 1848 was an important year for Stamford for another reason: Linus Yale invented the first cylinder lock, revolutionizing lock design and launching an American industry. From 1868 until 1959, the Yale and Towne Company was the single largest employer in Stamford. Between 1869 and 1892 alone, the payroll grew from 30 to 31,000 employees. In the meantime, the west end of the city near the Mill River saw the opening of mills and foundries. In the business section, new banks, utilities, and factories opened. The population in 1868 stood at 9,700 people; that year a second railroad line opened, this time connecting the city with New Canaan.

By 1893, Stamford's population had swollen to almost 16,000 people; by the end of the century, the count stood at 19,000, which included a large number of Polish immigrants. Business boomed, much of it based upon the inventions of another Stamford genius, Simon Ingersoll. Ingersoll masterminded the friction clutch, the spring scale, and a steam-driven wagon, the precursor of the modern automobile.

When New York City became the East Coast industrial mecca of the late nineteenth century, Stamford developed into a residential suburb of the larger city. Following World War II, Stamford became the site of a number of research and development concerns, which added greatly to the local economy. Stamford incorporated as a city late by East Coast standards: in 1949, the city absorbed the surrounding communities to become the city of Stamford. By the 1960s, Stamford had attracted so many corporate headquarters that more commuters were traveling into Stamford each day than

were commuting to New York City jobs. Much of the city's success in attracting those companies rested on its appeal as a suburb. To make way for them, most of the downtown was demolished and replaced by a boulevard of fortress-like corporate headquarters and a mall. The recession of the early 1990s saw the end of the office boom; new buildings stood empty as new businesses sought space in office parks elsewhere. Stamford found itself with a surfeit of office buildings and no downtown to go with them. But by the end of 1997, the situation had reversed, and Stamford had experienced a ''mini-boom'' with the occurrence of more than three million square feet of new, expanded or renovated construction.

By the year 2000, Stamford had increased its rental apartments by 1,000 units, and was planning for 1,000 more. In addition, the city had experienced a 27 percent decrease in the crime rate over the preceding four years. In 2005, Mayor Dannel P. Malloy said of his city: ''Stamford is a community which is economically soaring, with major economic development projects currently underway. The Stamford office market is vibrant, unemployment remains at all time lows, and our economy is well diversified. The City continues to be one of the premier business locations in the metropolitan New York market, and the residential sector in Stamford is growing with the addition of hundreds of downtown rental units. Stamford continues to be a people-oriented community with a vibrant and active arts and cultural presence.''

Historical Information: Stamford Historical Society, 1508 High Ridge Road, Stamford, CT 06903-4107; telephone (203)329-1183

Population Profile

Metropolitan Area Residents (PMSA)
1990: 329,935
2000: 353,556
Percent change, 1990–2000: 7.1%
U.S. rank in 1990: 1st (Greater New York, NY CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 102,466
1990: 108,056
2000: 117,083
2003 estimate: 120,107
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 161st
U.S. rank in 1990: 177th (State rank: 5th)
U.S. rank in 2000: 209th

Density: 3,354 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 81,718
Black or African American: 18,019
American Indian and Alaska Native: 243
Asian: 5,856
Native Hawaiian and Pacific Islander: 46
Hispanic or Latino (may be of any race): 19,635
Other: 7,608

Percent of residents born in state: 37.6%

Age characteristics (2000)
Population under 5 years old: 8,108
Population 5 to 14 years old: 7,452
Population 15 to 19 years old: 6,704
Population 20 to 24 years old: 5,669
Population 25 to 34 years old: 20,802
Population 35 to 44 years old: 20,202
Population 45 to 54 years old: 15,142
Population 55 to 59 years old: 5,665
Population 60 to 64 years old: 4,547
Population 65 to 74 years old: 8,271
Population 75 to 84 years old: 5,663
Population 85 years and over: 2,241
Median age: 36.4 years

Births (2001, Fairfield County)
Total number: 12,184

Deaths (2001, Fairfield County)
Total number: 7,025 (of which 63 were infants under the age of 1 year)

Money income (1999)
Per capita income: $34,987
Median household income: $60,556
Total number of households: 45,454

Number of households with income of . . .
less than $10,000: 3,277
$10,000 to $14,999: 2,045
$15,000 to $24,999: 3,780
$25,000 to $34,999: 4,010
$35,000 to $49,999: 5,961
$50,000 to $74,999: 8,232
$75,000 to $99,999: 5,494
$100,000 to $149,999: 6,216
$150,000 to $199,999: 2,565
$200,000 or more: 3,873

Percent of families below poverty level: 5.4% (26.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,398

Municipal Government

Stamford, located in Fairfield County, operates with a mayor and 40-member board of representatives system; each member is to serve a term of four years. The 40 representatives include two from each of twenty districts within the city.

Head Official: Mayor Dannel P. Malloy (D) (since 1995; current term expires 2005)

Total Number of City Employees: 2,980 (2005)

City Information: Mayor's Office, City of Stamford, 888 Washington Boulevard, Stamford, CT 06904-2152; telephone (203)977-4150; fax (203)977-5845

Economy

Major Industries and Commercial Activity

Traditionally, Stamford has been known for its corporate headquarters, manufacturing, retail and research activities. In the 1980s and 1990s, however, southwestern Connecticut blossomed, its real estate growing ever more attractive as the cost of doing business in New York City skyrocketed. By 1990, most of the city's downtown had been demolished and replaced by corporate headquarters. Like many areas of the Northeast, Stamford experienced higher vacancy rates and a slowdown in construction early in the 1990s, but by the dawn of the new century it was experiencing a tight market with low vacancy rates.

Stamford boasts an extraordinarily diverse economic base, and serves as the business center of Fairfield County. Many major U.S. companies have located their corporate headquarters in Stamford. Midway through the 2000s, Stamford remains a top-five city in the U.S. in terms of concentration of *Fortune* 500 headquarters in the country, as firms moved to the city citing lower costs of doing business and a higher quality of life. The area continues to have relatively low unemployment and continued growth was expected as more and more companies continued to grow in and relocate to the city. Among the firms located in Stamford are General Electric Capital Corporation, Pitney Bowes, Clairol, Xerox Corporation, Champion International, Gartner Group, Omega Engineering, Cadbury Beverages, Circon/ACMI, General RE Corporation, Hyperion Software, and Diaggio/ United Distillers. Stamford is also home to Warburg Dillon Read, a Swiss-based international investment bank.

Stamford remains the major retail center of Fairfield County; a sizable portion of its labor force is employed in wholesale and retail trade. Research and development activities center around industrial research in chemicals, the electrical and optical fields, electronics, and pharmaceuticals. In addition, precision manufacturing maintained a significant presence in Stamford.

As of 2005, Stamford had more than 15 million square feet of office space rented, with additional space planned for the near future.

Items and goods produced: chemicals, computer software and microprocessors, electrical and electronic equipment, drugs, cosmetics, machinery, aircraft, metals, die casting, and apparel and textile products

Incentive Programs—New and Existing Companies

Local programs—The Southwestern Area Commerce and Industry Association (SACIA) is the designated Small Business Development Center (SBDC) for Stamford, serving start-up and small businesses. SBDCs offer technical and management assistance, counseling, education, and training programs. Qualified companies can take advantage of Federal Enterprise Zone benefits in Stamford. In addition to Stamford's already advantageous tax structure and rents as much as 50 percent lower than Manhattan rates, firms can qualify for significant corporate tax abatements under the Enterprise Zone and the Urban Jobs Program. Stamford was also named a Brownfields Showcase Community to demonstrate the benefits of collaborative activity on developing lands contaminated by industrial activity.

State programs—The Connecticut Department of Economic and Community Development develops and implements strategies to attract and retain businesses and jobs, revitalize neighborhoods and communities, ensure quality housing and foster appropriate development in Connecticut's towns and cities. Programs and services include loans and loan guarantees to manufacturers and job-providers, loans to women- and minority-owned businesses, planning and development services for industrial parks programs, tax credits for investments in Connecticut insurance firms, small business assistance, export assistance, and more.

Job training programs—Both on- and off-site and on-the-job training assistance is available through the Connecticut Department of Labor. Seventeen community and technical colleges across the state offer job and specialized skill training. The Connecticut Development Authority offers prime rate loans for Connecticut manufacturers to become more competitive by enhancing their employees' skills through training and development. The CDA pays 25 percent of the amount borrowed from a participating lender to invest in training, up to a maximum of $25,000. The State Department of Economic & Community Development pro-

vides counseling, job training programs, technical information and financing to help start-up and growing companies.

Development Projects

Well underway by 2005, the Mill River Corridor Project involves the creation of approximately 19 acres of new parkland along both sides of the Rippowam River and extending into downtown. The park is just the first part of a planned re-development of downtown that is expected to bring an additional $5 million in extra tax revenue annually upon completion.

The Gateway District Project was created to assemble the site for the relocation of the North American headquarters of the company now known as UBS Warburg (Swiss Bank) to Stamford. In all 12 acres of land had to be acquired and more than 20 buildings demolished to accommodate the 560,000 square-foot headquarters, which covers four city blocks in the heart of downtown and employs approximately 4,000 people.

In 2004 Stamford became one of the first major urban centers to lure a major retail store, in this case Target, to a five-story downtown location. If the store thrives the move could entice other traditionally-suburban retailers to try a downtown location, much to the surprise of industry insiders. Other downtown retail developments include a 126,000 square foot Burlington Coat Factory, and another 150,000 square feet of retail space at the Grayrock Place housing development.

Other housing projects are well underway downtown. In 2004 Stamford-based Stillwater Corp. broke ground on a 92-unit condominium project called Riverhouse with a planned occupancy date of June 2005, which was when ground was broken for another 83-unit luxury condominium development called High Grove.

Economic Development Information: Stamford Office of Economic Development, 9th Floor, Government Center, Stamford, CT; telephone (203)977-5089. Southwestern Area Commerce and Industry Association (SACIA), Ste. 230, One Landmark Square, Stamford, CT 06901-2679; telephone (203)359-3220. State Department of Economic and Community Development, 505 Hudson Street, Hartford, Connecticut 06106-7107; telephone (888)860- 4628; Connecticut Development Authority, (860)258-7800

Commercial Shipping

Stamford is served by Conrail and a vast trucking fleet which makes use of the many federal and state highways that crisscross the city. Freight arrives by air at the New York City airports and is trucked into Stamford. All of the major national and international freight and shipping companies operate in the area.

Labor Force and Employment Outlook

Stamford citizens are highly educated; the city had the highest percentage of college graduates in the metropolitan area comprised of Connecticut's Fairfield County and parts of New York and New Jersey. The city's public school system turns out well-educated graduates; in fact, ''Ladies Home Journal'' ranked Stamford's public school system fourth among the nation's top 200 cities. Stamford's unemployment rate typically remains well below national averages. Employment gains tend to be centered in the services sector. The work force tends to be well trained and educated, which is not surprising given the technical nature of the products manufactured and the demands of the service sector. Stamford employers benefit from proximity to Yale University and other schools that provide consultation as well as education.

The following is a summary of data regarding the Bridgeport-Stamford-Norwalk NECTA metropolitan area labor force based on 2004 annual averages.

Size of nonagricultural labor force: 409,700

Number of workers employed in . . .
construction and mining: 14,400
manufacturing: 41,800
trade, transportation, and utilities: 74,900
information: 12,100
financial activities: 41,700
business and professional services: 69,600
educational and health services: 59,500
leisure and hospitality: 32,500
other services: 16,800
government: 46,400

Average hourly earnings of production workers employed in manufacturing: $19.08 (April, 2005)

Unemployment rate: 4.9% (March 2005)

Largest private employers	*Number of employees*
Pitney Bowes, Inc.	3,058
UBS Warburg, Dillon, Reed	2,900
General Electric Capital Corporation	2,000
Stamford Town Center	2,000
Clairol, Inc.	1,300
Gartner Group	1,100
General Reinsurance Corp.	889

Cost of Living

Housing costs and other cost of living factors are high in Stamford and in its surrounding metropolitan area.

The following is a summary of data regarding several key cost of living factors for the Stamford area.

2004 (3rd Quarter) ACCRA Average House Price: $614,691

2004 (3rd Quarter) ACCRA Cost of Living Index: 153.2 (U.S. average = 100.0)

State income tax rate: 4.5% (corporate business tax rate: 7.5%)

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $29.16 per $1,000 of assessed value (2005)

Economic Information: Stamford Department of Economic Development, 9th Floor, Government Center, Stamford, CT; telephone (203)977-5089

Education and Research

Elementary and Secondary Schools

Stamford's public school system offers several special programs, including bilingual and special education. Considered one of the finest systems in Connecticut, Stamford's enjoys one of the state's lowest student/teacher ratios. Teachers consistently earn national recognition for their innovative programs and are invited to share their expertise with their peers at conferences across the country. Stamford has had more Presidential Scholars than any other public schools system in Connecticut. Five schools offer magnet programs, each with a unique academic focus. Students are selected for the magnet programs via a lottery system.

The following is a summary of data regarding Stamford public schools as of the 2002–2003 school year.

Total enrollment: 15,231

Number of facilities
elementary schools: 12
junior high/middle schools: 4
senior high schools: 2

Student/teacher ratio: 12.3:1

Teacher salaries (2005)
average: $41,431

Funding per pupil: $13,337

The Stamford Catholic Regional School System and other parochial, private, and technical schools supplement Stamford's public school system.

Public Schools Information: Stamford Public Schools, PO Box 9310, Stamford, CT 06902; telephone (203)977-4105

Colleges and Universities

The University of Bridgeport's Stamford Campus offers graduate programs in Business (M.B.A.), Computer Science, Education, Counseling, Human Resource Development and Education Management and an undergraduate degree program, called IDEAL, for working adults. The University of Connecticut's Department of Plant Science maintains the 63-acre Bartlett Arboretum in Stamford. The university offers a master's of business administration program at the Stamford campus, as well as B.S. or B.A. degrees in American Studies, family studies, economics, English, history, political science, psychology, sociology, and general studies. A teacher certification program for college graduates is offered by the Neag School of Education. The J. M. Wright Regional Vocational Technical School provides programs in more than 25 trades and technical areas, and Stamford Hospital's School of Radiologic Technology has an allied medical program. The Westlawn Institute of Marine technology offers correspondence programs.

Libraries and Research Centers

Stamford's Ferguson Public Library system consists of a main library, three branches, and a bookmobile. The collection includes nearly 500,000 books and 1,200 periodicals. In 2004 there were 965,000 visitors to the library, and nearly 100,000 visitors to the library's website, which was named the top online library access in Connecticut. A $17,000 federal ''No Child Left Out'' grant helped the library's innovative Special Needs Center, which provides videos, books, and other materials to help parents of children with disabilities. Multimedia and electronic resources, art works, and Internet access are available to the public. The library is a depository for United States government and Connecticut State documents, and maintains extensive material on industries, business and management, genealogy, and local history.

Special libraries include those of the Xerox Corporation Legal Department, Clairol, Inc., CYTEC Industries, and GE Investments.

IRI Research Institute studies international agriculture and the University of Connecticut at Stamford conducts botanical research.

Public Library Information: Ferguson Library, One Public Library Plaza, Stamford, CT 06904; telephone (203)964-1000; fax (203)357-9098

Health Care

The Stamford Hospital is a not-for-profit, community teaching hospital serving Stamford and surrounding communi-

ties. It has 305 inpatient beds in medicine, surgery, obstetrics/gynecology, psychiatry, and medical and surgical intensive care units. Among its medical specialty areas are: cardiology, oncology, infectious diseases, neurology, and pulmonary medicine. The hospital also has several psychiatric services programs and is the site of a bone marrow transplant center, a Level II Trauma Center, the Jaffe MRI Center, a Day Surgery Center and Ambulatory Care Clinics; its critical care unit was recognized as one of the nation's best by the National Coalition on Healthcare. Stamford Hospital maintains an educational partnership with Columbia University College of Physicians and Surgeons for its teaching programs in internal medicine, family practice, psychiatry, obstetrics/gynecology, and surgery.

The Tulley Health Center, now affiliated with Stamford Hospital as part of the Stamford Health System, has replaced what was formerly St. Joseph Medical Center, which closed in 1998. The centrally located Tulley campus on Strawberry Hill provides convenient access to a wide range of outpatient services including the largest free-standing day surgery center in Fairfield County, the new Health & Fitness Institute, an innovative wellness facility focused on reducing health risks, their symptoms and effects; and an expanded Immediate Care Center for non-life threatening injuries and illnesses.

Health Care Information: The Stamford Hospital, PO Box 9317, Stamford, CT 06904; telephone (203)325-7000

Recreation

Sightseeing

Among Stamford's perennial premier attractions is the Bartlett Arboretum, a 63-acre nature area maintained by the University of Connecticut. Its highlights include a swamp walk, natural woodlands, cultivated gardens, ecology trails, a horticultural library, and display greenhouse. The 118-acre Stamford Museum and Nature Center, a nineteenth century park, contains a working farm, complete with farm animals and early American furniture and tools. The Center also has a planetarium, country store, nature trails, and galleries of art, natural history, and Native American items. The Champion Greenhouse presents horticulture exhibits that change with the season. The Hoyt-Barnum House, a restored blacksmith home which was built in 1699 and refurbished in 1738, represents three centuries of Stamford life. The nearby Maritime Aquarium at Norwalk attracts 525,000 visitors a year and is one of the largest attractions in Connecticut. To support the growing number of visitors and educational programs, The Maritime Aquarium recently completed its first major expansion project. Opened in April 2001, the new $9.5 million Environmental Education Center (funded through corporate, private, and state contributions) boasts new classrooms and high-tech educational equipment, plus a new main entrance, larger gift shop, and 180-seat food-service area. The move from the old gift shop also allowed for the addition of loggerhead sea turtles to the Aquarium's growing animal collection.

United House Wrecking Company's 30,000 square feet of floor space displays memorabilia such as furniture, marine salvage, antiques, musical items, and country store offerings. First Presbyterian Church, built in the shape of a fish to commemorate the early Christian symbol for Christ, was designed by Wallace K. Harrison in 1958. It features stained glass windows by Gabriel Loire of France, a Christian Memorial Walkway of flagstones, the Stamford Historical Wall tracing the city's history, and carillon concerts played by the fifty-six bells in the Maguire Memorial Tower. Many of Stamford's corporate headquarters offer tours of their facilities.

Arts and Culture

The Stamford Center for the Arts provides two homes for the performing arts in the city, and hosts more than 250 performances annually. The wonderfully restored 1927 Palace Theatre is home to the Stamford Symphony Orchestra, Chamber Orchestra, Connecticut Grand Opera, and the New England Lyric Operetta. The 1,580-seat facility also offers nationally renowned artists in live drama, music, dance, and opera performances. A recently completed multi-phase Palace Improvement Project has provided the Palace Theatre with an enlarged stage, new dressing rooms and other technical-support facilities, and improved services. The Rich Forum, with its 757-seat Truglia Theater, Mercede Promenade exhibition and gallery area, and ''black box'' Leonhardt Studio performing venue, brings live Broadway-quality productions to the city. Stamford Theatre Works, a resident professional theater company, offers productions at the Sacred Heart Academy Performing Arts Center. Connecticut Ballet stages several annual productions in Stamford, as does the city's resident City Ballet, often accompanied by dancers from the New York City Ballet. Canterbury Concerts is a series of baroque and classical choral and orchestral music performed at St. John's Episcopal Church, also the site of four annual programs presented by the Pro Arte Singers. Free summer concerts in Cove Island Park are performed by the National Chorale.

The Stamford Historical Society Museum presents permanent and changing exhibits of local history, and has research facilities. The Whitney Museum of American Art at Champion Plaza, a branch of the internationally-renowned New York City institution, offers five exhibitions annually (including works from Whitney's permanent collection), public education programs, special events, and docent-led gallery tours.

The First Presbyterian Church features the Christian Memorial Walkway, the Stamford Historical Wall, and a fifty-six bell carillon.

Festivals and Holidays

Stamford's annual festivals center around nature, and art and music. The coming of spring is heralded by the April's two-day Treetops Daffodil Festival and May's Azalea & Rhododendron Walk at Bartlett Arboretum. Spring on the Farm at the Stamford Museum and Nature Center Farm allows spectators to view plowing, sheepdog herding, and shearing. The Pink Tent Festival of the Arts is celebrated at Mill River Park in June. Music fills the July air with the sounds of the Long Island Sound Wave concerts. Ongoing mid-summer events include the annual Art in Public Places exhibition, the new French Market on Columbus Park (Tuesdays and Saturdays, July to November), and the five-concert Alive @ Five series of free outdoor performances in Columbus Park. September events include Arts, Crafts, and Blues on Bedford, the Harvest Fair at the Stamford Museum and Nature Center, Stamford Historical Society's three-day Quilt Show, and Kids' Day, which is sponsored by the Stamford Business Society. The two-day Gem and Mineral Show and Astronomy Day at Stamford Museum and Nature Center brightens November's days. Early December brings the city's Heights and Lights holiday extravaganza on Landmark Square, complete with a daredevil Santa rappelling down 22 stories from Stamford's tallest building and ending with the lighting of the city's tree. The glories of winter are celebrated at January's Winterfest at the Stamford Museum and Nature Center, and at February's Winterbloom two-day festival at Bartlett Arboretum.

Sports for the Spectator

Nearby Bridgeport has professional minor league sports with Bluefish baseball in the Atlantic League and Sound Tigers hockey, top affiliate for the New York Islanders of the National Hockey League. Local fans are also within an easy drive of several storied New York sports franchises, including the New York Yankees and Knickerbockers. The Department of Parks and Recreation annually schedules hundreds of baseball games at Cubeta Stadium, which hosts regional tournaments for league players of all ages.

Sports for the Participant

Golf and fishing are the activities of choice in Stamford, which maintains two public 18-hole courses. October's Stamford Classic Half-Marathon provides fast course loops through foliage, both downtown and at the coastline. Saltwater fishing is available aboard several charter vessels that dock in Stamford. The city's 40 parks cover more than 650 acres and include beaches, a marina, a boat basin, bridle paths, gardens, skating rinks, ball fields, basketball and tennis courts, and playgrounds. Several of the parks and yacht clubs are found along the shoreline. Cove Island Park is an 83-acre waterfront facility with a beach and the Terry Connors Rink, which has youth hockey and figure skating programs throughout the year. Scalzi Park and Cubeta Stadium has 48 acres of fields for baseball, soccer, Little League, tennis, bocce, and roller hockey. The Mianus River Park and Glen offers walking, hiking, biking and fishing in a 183-acre preserve. Indoor rock climbing classes for adults and teens are available at Go Vertical!.

Shopping and Dining

Stamford's major shopping facility is the Stamford Town Center, an enclosed mall with more than one hundred stores anchored by several noted department stores, including Macy's and Saks Fifth Avenue. Other prime shopping sites are the Bedford Street/High Ridge Fashion Plaza area, the Ridgeway Plaza, and the United House Wrecking, the state's largest antiques emporium. The nearby Norwalk Factory Outlet Center, with more than 50 stores, offers bargains on housewares, clothing, and shoes. Throughout Fairfield County, antique dealers sell furniture and house furnishings.

While seafood and New England chowders are mainstays on many menus, Stamford restaurants offer a range of culinary delights. Favorites among locals include Il Falco Ristorante (Italian), La Bretagne and Chez Jean-Pierre (French), Kujaku (Japanese and sushi), Ocean 211 (fine seafood), and Giovanni's Steak House (American).

Visitor Information: Coastal Fairfield County Convention & Visitors Bureau, 297 West Avenue, Norwalk, CT 06850; telephone (800)866-7925. State of Connecticut Tourism Division, 865 Brook St., Rocky Hill, CT 06067-3405; toll-free (800)CT-BOUND

Convention Facilities

Four downtown hotels with 1,700 rooms form the core of Stamford's meeting facilities. Meeting and banquet rooms can accommodate up to 1,100 guests. The Marriott Hotel, with 18 meeting rooms, offers 16,500 square feet of space which can be configured into additional meeting rooms or used for exhibits. The Sheraton Stamford Hotel's 26,000 square feet of exhibit space is complemented by the hotel's 15 meeting rooms. The Holiday Inn Select offers 10 meeting rooms and more than 7,000 square feet of exhibit space. The Westin Hotel's two ballrooms provide 13,000 square feet of exhibit space, supplemented by the hotel's 15 meeting rooms. The Hyatt Regency in nearby Greenwich has an additional 30,000 square feet of meeting space, a 100-seat executive amphitheater, and an outdoor pavilion.

Convention Information: Coastal Fairfield County Convention & Visitors Bureau, 297 West Avenue, Norwalk, CT 06850; toll-free (800)866-7925

Transportation

Approaching the City

For the purpose of air travel, Stamford is considered part of the New York City hub. Kennedy International Airport in Queens and LaGuardia in New York are an hour's drive from Stamford and offer full international, domestic, commuter, and freight service. Newark International Airport is a little more than an hour away.

Stamford commuters to New York City travel on the Metro-North Commuter line of the Metropolitan Transit Authority, which runs dozens of trains daily throughout the greater New York region; the MTA also operates a bus service in the region. In 2005 construction was underway on a new Downtown Transportation Center for rail, bus, and taxi service. Train service is also available to Boston, Washington, and beyond via Amtrak. Commuters can also use the Bridgeport-Port Jefferson Long Island Ferry, which runs from mid-May to the end of December. Other bus lines into Stamford include Greyhound.

Motorists can approach the city via two major north-south routes. I-95, the Connecticut Turnpike, runs along the coastline. Connecticut Route 15, the Merritt Parkway, is located further inland. I-287 runs southwest, connecting the Connecticut Turnpike with White Plains, New York. The northeast-southwest route is I-84.

Traveling in the City

Running east-west through the city and handling much of the automobile traffic are the Merritt Parkway in the northern portion of the city and the Connecticut Turnpike, closer to the harbor. Major north-south surface streets are Long Ridge Road and High Ridge Road. Stamford also maintains a bus public transportation system. Stamford Transportation Center is the hub for rail, bus, and taxi traffic.

Communications

Newspapers and Magazines

Stamford's daily, *The Advocate,* is published on Monday through Sunday. Other newspapers published locally are *Current Events* and *Know Your World Extra,* both newspapers for middle- and high-school students, and *The Sower,* a Ukranian-Catholic publication. Magazines published in Stamford include *Catalog Age, Current Science, Motorcycle Tour & Cruiser, The Sower,* and *Vegetarian Times.* Stamford is also within the circulation area of all of the major New York media providers, including the *New York Times.*

Television and Radio

No radio or television stations broadcast directly from Stamford, though many broadcasts from nearby cities are accessible to residents. Connecticut Radio Information Service, headquartered in Wethersfield, broadcasts readings from daily newspapers and magazines for the benefit of state residents who are blind or cannot hold or turn pages.

Media Information: *The Advocate,* 75 Tresser Building, Stamford, CT 06904; telephone (203)964-2200

Stamford Online

City of Stamford. Available www.ci.stamford.ct.us

Coastal Fairfield County Convention and Visitors Bureau. Available www.coastalct.com

Connecticut Development Authority. Available www.ctcda.com

Connecticut Economic Resource Center. Available www.cerc.com

Connecticut Innovations. Available www.ctinnovations.com

Ferguson Library. Available www.ferglib.org/ferg

Stamford Historical Society. Available www.stamfordhistory.org

The Stamford Hospital. Available www.stamhealth.org

Stamford Public Schools. Available www.stamford.k12.ct.us

State Department of Economic & Community Development. Available www.ct.gov/ecd

Selected Bibliography

Huntington, E. B. *History of Stamford, Connecticut: From Its Settlement in 1641, to the Present Time, Including Darien, Which Was One of its Parishes Until 1820* (Stamford: The author, 1868)

Sherwood, Herbert Francis. *The Story of Stamford* (New York: The States History Company, 1930)

Waterbury

The City in Brief

Founded: 1674 (incorporated, 1853)

Head Official: Mayor Michael J. Jarjura (since 2001)

City Population
1980: 103,266
1990: 108,961
2000: 107,271
2003 estimate: 108,130
Percent change, 1990–2000: −0.9%
U.S. rank in 1980: 157th
U.S. rank in 1990: 172nd (State rank: 5th)
U.S. rank in 2000: 238th

Metropolitan Area Population
1980: 204,968
1990: 221,629
2000: 228,984
Percent change, 1990–2000: 1.03%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

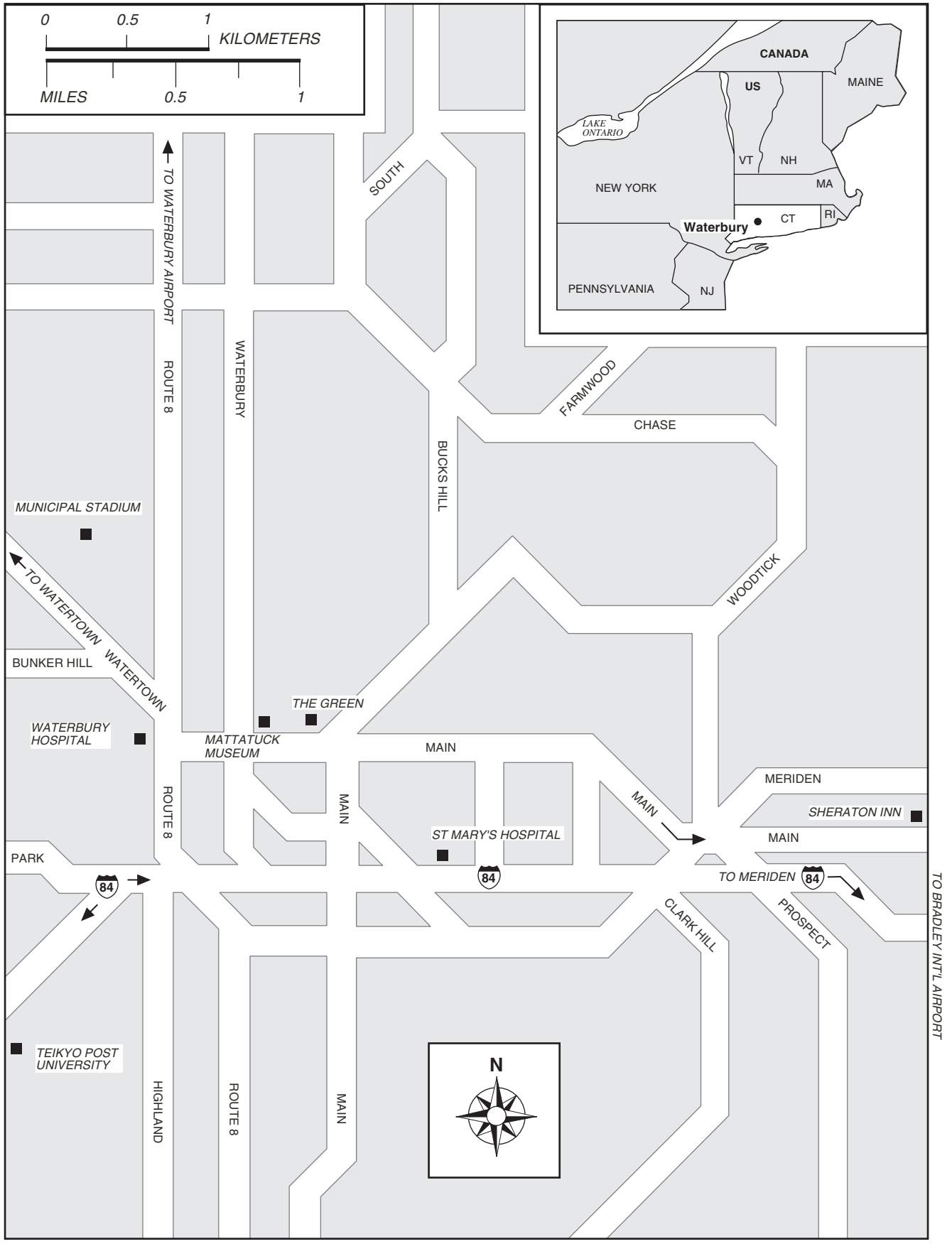
Area: 29 square miles (2000)
Elevation: ranges from 215 to 965 feet above sea level
Average Annual Temperature: 47.4° F
Average Annual Precipitation: 47.4 inches of rain; 35.2 inches of snow

Major Economic Sectors: Manufacturing, research, services, distribution
Unemployment Rate: 7.2% (February 2005)
Per Capita Income: $17,701 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 6,524

Major Colleges and Universities: Teikyo Post; Naugatuck Valley Community Technical College; University of Connecticut (Waterbury branch)

Daily Newspaper: *The Waterbury Republican-American*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Introduction

Waterbury overcame a poor geographical setting by using Yankee ingenuity to make the city the ''Brass Capital of the World.'' From the early 1800s until the mid-1960s, Waterbury buttons, buckles, and clocks were found in most American homes. With the decline of the brass industry after World War II, Waterbury aggressively diversified its industrial base, drawing new manufacturing and service industries to the city. Within driving distance of New York City and Boston, Waterbury offers businesses affordable housing, a skilled work force, and a revitalized downtown.

Geography and Climate

Located in west-central Connecticut, Waterbury lies in a hilly woodland portion of New Haven County. Built on a rocky plain in the Naugatuck River Valley, the city is bounded by granite hills to the east and west. The Mad River runs through the city's east side, curves to the west, and joins the Naugatuck River.

Waterbury experiences breezy spring and autumn seasons, warm, humid summers, and cold, dry winters. Snowfall averages 35 inches per year.

Area: 29 square miles (2000)

Elevation: Ranges from 215 feet to 965 feet above sea level

Average Temperatures: January, 23.8° F; July, 69.9° F; annual average, 47.4° F

Average Annual Precipitation: 47.4 inches of rain; 35.2 inches of snow

History

Industry Transforms Waterbury

The tract of land on which the Watertown/Waterbury area stands was officially purchased from the Tunxis tribe in 1677 for 38 dollars. This Native American tribe called the area ''Matetcoke'' or ''land without trees,'' a name shortened to Mattatuck. The town remained Mattatuck until 1686 when it was renamed Waterbury in recognition of the abundant rivers and ponds in the area.

Growth was slow during Waterbury's first century. The lack of arable land discouraged new settlers and the residents suffered through the great flood of 1691 and the great sickness of 1712. After a century, Waterbury's population numbered just 5,000 people living in little more than 300 buildings. Waterbury hit its stride as an industrial city in the early 1800s when it began to make brass, using a technology taken from the British. Not content with exploiting the know-how, these Yankee entrepreneurs lured talented craftsmen from across the sea to set up shop in Waterbury. As the ''Brass Capital of the World,'' the city gained a reputation for the quality and durability of its goods. Waterbury supplied brass and copper used in Boulder Dam in Colorado and safety pins made from brass wire. Waterbury's brass gears, buttons, buckles, bells, and bullets found their way into stores and homes throughout the nation. Waterbury brass also went into South American coins and minting disks for U.S. nickels. Another famous Waterbury product of the mid-1800s was Robert H. Ingersoll's one-dollar pocket watch, five million of which were sold. Other items included clocks, pewter goods, and chemicals.

The captains of industry who guided Waterbury's brass growth built their Victorian-era mansions on the Hillside close to their downtown headquarters. Not content to adorn their homes, these men of vision created beautiful office structures, including the Chase Brass headquarters and those of Anaconda American Brass. These industrialists financed the building of many of the gracious structures, which gained Waterbury its reputation for fine and varied architecture. While the brass business boomed, thousands of immigrants poured into the city seeking factory jobs, including the Irish, Italians, and Slavs.

Diversification Revives Economy

At its peak during World War II, 10,000 people worked at Scoville Brass, later renamed Century Brass. The brass manufacturing mills in the city's east end occupied more than 2 million square feet and more than 90 buildings.

In 1955, 60 hours of precipitation resulted in 19 inches of rain and caused 50-mile-per-hour flood waters. As a result of the flood, 19 Waterbury citizens died and 50 million dollars in property damage occurred.

With the closing of the last brass shop in the 1970s, this huge complex stood empty and Waterbury faced a grim future. With investment and planning, by 1983 Waterbury had successfully diversified its economy, attracting new manufacturing, research, and service firms.

Waterbury is within driving distance of both New York City and Boston, and offers workers affordable housing. In addition, Waterbury is working to revamp many of the city's unused freight yards and warehouses, and turn them into

prime office space. New luxury hotels have been built, the city's south end is now home to the biggest mall in New England, and industrial parks in remodeled metal works factories are proving profitable. The city is known today for its advanced technology, historic architecture, and diverse neighborhoods.

Historical Information: Silas Bronson Library, 267 Grand Street, Waterbury, CT 06702; telephone (203)574-8222

Population Profile

Metropolitan Area Residents
1980: 204,968
1990: 221,629
2000: 228,984
Percent change, 1990–2000: 1.03%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 103,266
1990: 108,961
2000: 107,271
Percent change, 1990–2000: −0.9%
U.S. rank in 1980: 157th
U.S. rank in 1990: 172nd (State rank: 4th)
U.S. rank in 2000: 238th

Density: 3,754.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 72,018
Black or African American: 17,500
American Indian and Alaska Native: 453
Asian: 1,615
Native Hawaiian and Pacific Islander: 61
Hispanic (may be of any race): 23,354
Other: 11,698

Percent of residents born in state: 64.1% (2000)

Age characteristics (2000)
Population under 5 years old: 8,176
Population 5 to 9 years old: 8,415
Population 10 to 14 years old: 7,681
Population 15 to 19 years old: 6,829
Population 20 to 24 years old: 6,919
Population 25 to 34 years old: 15,844
Population 35 to 44 years old: 16,183
Population 45 to 54 years old: 12,592
Population 55 to 59 years old: 4,747
Population 60 to 64 years old: 3,840
Population 65 to 74 years old: 7,223
Population 75 to 84 years old: 6,408
Population 85 years and over: 2,414
Median age: 34.9 years (2000)

Births (2001)
Total number: 2,699

Deaths (2001)
Total number: 1,556 (of which, 8 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,701
Median household income: $34,285
Total number of households: 42,655

Number of households with income of . . .
less than $10,000: 2,160
$10,000 to $14,999: 1,528
$15,000 to $24,999: 3,876
$25,000 to $34,999: 3,455
$35,000 to $49,999: 4,645
$50,000 to $74,999: 5,853
$75,000 to $99,999: 2,951
$100,000 to $149,999: 1,969
$150,000 to $199,999: 349
$200,000 or more: 219

Percent of families below poverty level: 12.7% (44.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 6,524

Municipal Government

Waterbury operates under a mayor-council form of government. The mayor is elected to two-year terms, as are the 15 aldermen.

Head Official: Mayor Michael J. Jarjura (since 2001; current term expires December 31, 2005)

Total Number of City Employees: 3,560 (2005)

City Information: Mayor's Office, City of Waterbury, 236 Grand Street, Waterbury, CT 06702; telephone (203)574-6712

Economy

Major Industries and Commercial Activity

Although manufacturing remains the mainstay of the Waterbury economy, the city is working toward diversifying its industrial base. New areas include chemical research and services such as banking. Area analysts and real estate brokers consider Waterbury a major Northeast distribution and warehouse center because of its proximity to interstate highways and affordable real estate prices. The commercial/retail segment of the city's economic base has been substantially enhanced by the development of a large regional mall, and other sizable retail projects.

Waterbury is also an attractive site for many corporations. Headquartered in Waterbury are Webster Financial Corp.; Les-Care Kitchens; Hubbard-Hall, Inc.; American Bank of Connecticut; Voltarc Technologies, Inc.; QScend Technologies, Inc.; and Waterbury Companies, Inc., among others.

Items and goods produced: fabricated brass and copper goods, plastic and paper products, automotive and screw machine products, automotive and electronic components, cold-formed fastening products, stamped metal products, women's apparel, toys, wire goods, and tool and die products for the metal fabrication industry

Incentive Programs—New and Existing Companies

The Naugatuck Valley Development Corporation (NVDC) is a nonprofit economic development corporation that services the city of Waterbury and the Naugatuck Valley Region of Connecticut. The activities carried out by NVDC range from the implementation of industrial and commercial development projects (some of which encompass more than 100 acres), to the development of Downtown Waterbury, to the administration of direct financial and development assistance for individual businesses.

Local programs—The City of Waterbury created a business incentive program that makes tax abatements and other benefits available to information technology businesses. A geographic area located within the Central Business District commonly referred to as the Information Technology Zone (ITZ) was defined to narrow the focus of economic impact. The State of Connecticut provided the funding for installing an infrastructure and wiring downtown buildings. Waterbury is classed as a labor surplus area, giving it preference in bidding on federal procurement contracts.

State programs—The Connecticut Development Authority works to expand Connecticut's business base. It offers a variety of tax, financial, and business incentives to encourage companies to locate in Connecticut. Small and large businesses alike can take advantage of incentives such as below-market-rate loans; employee recruiting and training; reduced utility rates; and income tax, sales tax, and property tax exemptions or abatements. Information technology projects may obtain grants for a portion of the projected cost.

Job training programs—Customized job training assistance and on-the-job training are available through the Connecticut Labor Department and the local office of Workforce Connection. The Waterbury Education Department has recently teamed up with several local manufacturers to provide an apprenticeship program for the automatic screw machine industry.

Development Projects

Phase I of Waterbury's Downtown Development Plan involved the building of an arts, education, and entertainment center focusing on the Palace Theater. The focus of Phase II of the Downtown Development Project includes an area of East Main Street between the Green and Elm Street. A development is planned here that will connect the downtown area with the Brass Mills Mall and Shopping Center. The plan is to create an area that will bring people together for entertainment, cultural, and educational events. Also part of the Phase II plan is the Arts Magnet School, which opened in 2004. The school educates students in grades 6 to 12. The building, which stretches along East Main Street, consists of administrative offices, classrooms, a gymnasium, a cafeteria, as well as a media center.

The Willow/West Main Street area of Waterbury is currently in the midst of a three-phase plan for revitalization of the area. In addition to aesthetic improvements, work is underway on an off-street public parking lot, a neighborhood community center, and rehabilitation of area buildings.

In 1995, after both of Waterbury's hospitals identified the need to replace aging oncology equipment, a steering committee concluded that both Saint Mary's and Waterbury both hospitals would need to undertake extensive renovations to make the necessary improvements. It was eventually decided that the best solution was for the two hospitals to join forces by investing in new equipment and building a new off-site, state-of-the-art facility. The result of their collaboration is the Harold Leever Regional Cancer Center, opened in 2002, which utilizes the most current knowledge, skill, technology, and support services available today.

Economic Development Information: Naugatuck Valley Development Corporation, 100 Grand Street, Waterbury, CT 06702; telephone (203)756-2719; fax (203)756-9077

Commercial Shipping

Since the Naugatuck River is not navigable in the Waterbury area, railroads play a major role in the transportation of

freight, especially Boston & Maine. In addition, air freight service is available out of a number of Connecticut and New York airports. Motor freight is carried by several companies based in Waterbury and by national and regional trucking firms that travel Interstate 84 and Route 8 daily.

Labor Force and Employment Outlook

Waterbury's labor force is described as available, skilled, and with a good work ethic inherited from the old-world craftsmen who built the region. Its central location enables the area to draw from a well-educated workforce. Waterbury anticipates a healthy economic future as a manufacturing, warehousing, and distribution center for the region.

The following is a summary of data regarding the Waterbury metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 68,700

Number of workers employed in . . .
construction and mining: 2,900
manufacturing: 10,900
trade, transportation, and utilities: 13,500
information: 1,100
financial activities: 2,800
professional and business services: 5,900
education and health services: 14,000
leisure and hospitality: 4,700
other services: 2,800
government: 10,200

Average hourly earnings of production workers employed in manufacturing: $14.60

Unemployment rate: 7.2% (February 2005)

Largest employers	*Number of employees*
City of Waterbury	(the first three are identified as having 1,000 or more employees; no employee figures available for the others, but they are identified as major area employers)
St. Mary's Hospital	
Waterbury Hospital	
Abbott Terrace Health Center	
Anamet, Inc.	
Centerbank	
Cedar Lane Rehabilitation Center	
Connecticut Light & Power Company	
Sears Roebuck & Company	
Southern New England Telephone	
Stop & Shop	
Voltarc Technologies, Inc.	
U.S. Postal Service (Waterbury Branch)	
Waterbury Buckle Company	
Waterbury Companies, Inc.	
Waterbury Republican-American	

Cost of Living

The median sale price for houses and condominiums in Waterbury in 2000 was $94,000; in 2004 the average listing price for residential properties was $152,047.

The following is a summary of data regarding several key cost of living factors for the Waterbury area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3% to 5% tax on adjusted gross income

State sales tax rate: 6% on most items

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $97.79 per $1,000 of assessed fair market value

Economic Information: Naugatuck Valley Development Corporation, 100 Grand Street, Waterbury, CT 06702; telephone (203)756-2719; fax (203)756-9077

Education and Research

Elementary and Secondary Schools

The Waterbury Public School District offers a number of programs for target groups such as gifted and talented students, special education students, and adult education students. The Warren F. Kaynor Regional Technical School helps to meet the special needs of high school students.

The following is a summary of data regarding the Waterbury public schools as of the 2004–2005 school year.

Total enrollment: 18,000

Number of facilities
elementary schools: 20
junior high/middle schools: 4
senior high schools: 4
other: 2

Student/teacher ratio: 22:2 (2003–2004)

Teacher salaries (2004–2005)
minimum: $39,569
maximum: $77,054

Funding per pupil: $10,837

Several parochial and private schools supplement the public system. St. Margaret's McTernan School is the coeducational merger of a well-known girl's school with an equally famous boy's school.

Public Schools Information: Superintendent's Office, Waterbury Public Schools, 236 Grand Street, Waterbury, CT 06702; telephone (203)574-8000

Colleges and Universities

Waterbury's four-year institutions include Teikyo Post University and an extension campus of the University of Connecticut. The U/Conn extension offers a bachelor's degree in general studies; Teikyo Post University concentrates on business, liberal arts, and equine studies.

Two-year institutions include Naugatuck Valley Community Technical College, which offers associate's degrees and certificates in dozens of liberal arts and occupational areas. Within a one-hour drive of Waterbury, students have a choice of more than 40 institutes of higher education, including Yale and Wesleyan.

Libraries and Research Centers

Waterbury's Silas Bronson Library houses a collection of 240,000 titles, 60 computer workstations, state and federal government documents depositories in its 53,000-square-foot facility The system includes a main facility on Grand Street and one branch library. Special interest libraries include those of the Mattatuck Historical Society, and the University of Connecticut, Waterbury Branch Library.

Public Library Information: Silas Bronson Library, 267 Grand Street, Waterbury, CT 06702; telephone (203)574-8222

Health Care

Health care in Waterbury is provided by the Waterbury Hospital Health Center, with 357 beds, and St. Mary's Hospital, with 347 beds. Both have cardiac rehabilitation units. Waterbury Hospital serves as a teaching hospital for area schools, while St. Mary's features industrial health services. The Harold Leever Regional Cancer Center is a joint venture partnership between Waterbury and Saint Mary's hospitals that is dedicated to outpatient cancer care. This 36,000-square-foot facility offers comprehensive cancer care using the most current knowledge, skill, technology, and support services available.

Health Care Information: Health Department, City of Waterbury, 95 Scovill St., Suite 100, Waterbury, CT 06702; telephone (203)574-6780

Recreation

Sightseeing

While other New England towns were razing their city centers in urban renewal efforts, Waterbury was preserving the architectural relics of the past. The city's 60-acre Hillside Historic District, listed on the National Register of Historic Places, includes 310 structures, many of them the carefully preserved Victorian homes of Waterbury's captains of industry. The Mattatuck Historic Society sponsors walking and bicycle tours of the area. Noted for its distinctive architecture, Waterbury maintains a set of Cass Gilbert municipal buildings, the old Union Station building with its 290-foot Italian Renaissance tower, and row upon row of carefully restored downtown storefronts.

The Railroad Museum of New England operates an excursion train between Waterbury and Thomaston. The train consists of historic, New England-related passenger and freight cars pulled by historic New Haven and Maine Central locomotives.

Arts and Culture

The city's elegant, 3,600-square-foot Palace Theatre is a major performing arts center for Waterbury. In addition to international artists and groups, the Palace is host to the Waterbury Symphony. The Symphony, a professional performing orchestra, is considered the region's best. The Waterbury Chorale, the Curtain Players, and Seven Angels Theatre Group also perform in the area. Other performing groups in the city include the Brass City Ballet, Shakesperience Productions, Siena Symphony Orchestra, Silas Bronson Library Playreaders Theater, and the various artists at the St. John's Concert Series.

The exhibits at Waterbury's Mattatuck Museum include a chronicle of the brass industry, a Connecticut Artists Collection including portraits and contemporary paintings, and industrial and local history displays. The museum, housed in a modern building facing the historic Green, is operated by the Mattatuck Historical Society. The museum also houses a 300-seat performing arts center. The new Timexpo, the Timex Museum, tells the story of Timex, dating back to the 1850s.

Festivals and Holidays

Many of Waterbury's celebrations reveal the city's rich ethnic heritage. Two festivals—the Lady of Mount Carmel Festival in July and the San Donato Festa in August—celebrate the city's Italian heritage. Outdoor parks are the sites of the Fourth of July Celebration. Several music festivals are held throughout the spring and summer.

Waterbury's City Administration Building is also known as the Chase Building.

Sports for the Spectator

The Waterbury Spirit baseball team of the Northern League East played its games at Municipal Stadium until 2001. Currently, the stadium stands dormant. Waterbury residents cheer for a variety of sports teams from other nearby cities.

Sports for the Participant

Golfers can enjoy 18-hole golf at two public courses in Waterbury: East Mountain Golf Course, with a par of 68, and Western Hills Golf Course, with a par of 72. Other facilities include numerous tennis courts, public swimming pools, and a municipal beach. Boating, water sports, and ice skating are all available on the city's many lakes and ponds.

Shopping and Dining

A large downtown shopping area featuring brick sidewalks, gas lights, old-fashioned benches, and turn-of-the-century storefronts is supplemented by several plaza malls located throughout the city. The Connecticut Store on Bank Street provides products by Connecticut manufacturers, craftsmen, artists, and authors. Malls in nearby Middlebury, New Haven, and West Hartford, and the antique shops that abound in the area, provide more extensive shopping opportunities.

New England seafood and Italian cuisine are the staples of Waterbury restaurant menus. The Westside Lobster House, with its restored Hotel Elton Ballroom, is noted for its fish dishes. Veal and pizza are mainstays of Italian eateries such as Dioro's, Bacco's, and San Marino Restaurant.

Visitor Information: Waterbury Region Convention and Visitors Bureau, 21 Church Street, Waterbury, CT 06702; telephone (203)597-9527; fax (203)597-8452

Convention Facilities

Waterbury, a growing convention and conference site, has one of the largest concentrations of rooms in the state. There are more than 900 sleeping and meeting rooms available in the area. The Connecticut Grand Hotel and Conference Center is the city's major conference center, with more than 40,000 square feet of exhibit space and meeting rooms and nearly 300 guest rooms. Smaller conferences are held at various hotels throughout the region.

Convention Information: Waterbury Region Convention and Visitors Bureau, 21 Church Street, Waterbury, CT 06702; telephone (203)597-9527; toll-free (888)588-7880

Transportation

Approaching the City

Daily bus service is provided from Waterbury to and from Bradley International Airport in Windsor Locks and the New York City airports. Several interstate bus lines and passenger trains travel into Waterbury. Connecticut Transportation Company has daily buses to and from New Haven, leaving from Waterbury's Green. Interstate I-84 East (the Yankee Expressway) connects Waterbury with Hartford and northern New England; I-84 West travels into New York and Pennsylvania. Major north-south routes include Connecticut Route 8, which connects with the Connecticut Turnpike (I-95).

Traveling in the City

Like streets in many New England towns, Waterbury's streets were planned around a central city green. Commuters experience heavy traffic on the freeways, especially during rush hours. City buses provide service in the city, running every 15 to 30 minutes with destinations including residential areas, hospitals, and downtown, as well as surrounding towns. Bonanza Bus Lines provides service to New York, Danbury, and Hartford. The Metro-North train takes commuters to New York City and all major points on the East Coast. A trolley, available for group hire, is operated by the Waterbury Convention and Visitors Commission. The Greater Waterbury Transit District provides wheelchair accessible mini-bus service.

Communications

Newspapers and Magazines

The Waterbury Republican-American, founded in 1844, is Waterbury's morning newspaper. Special interest magazines published in Waterbury include *Northeast Outdoors, Alternative Energy Retailer, Secondary Marketing Executive, Servicing Management,* and *Dry Cleaners News.*

Television and Radio

One independent television station exists in Waterbury, which also picks up New Haven and Hartford programs. A cable television franchise also operates in Waterbury. One local AM radio station broadcasts a variety of programming from Waterbury, but stations from nearby cities are available.

Media Information: *Waterbury Republican-American,* 389 Meadow Street, Waterbury, CT 06722; telephone (203)574-3636

Waterbury Online

City of Waterbury. Available www.waterbury-ct.gov

Connecticut Development Authority. Available www.ctcda.com

Greater Waterbury Chamber of Commerce. Available www.waterburychamber.com

Naugatuck Valley Development Corporation. Available www.nvdc.org

Silas Bronson Public Library. Available at www.bronsonlibrary.org

Waterbury Region Convention & Visitors Bureau. Available www.wrcvb.org

Waterbury *Republican-American.* Available www.rep-am.com

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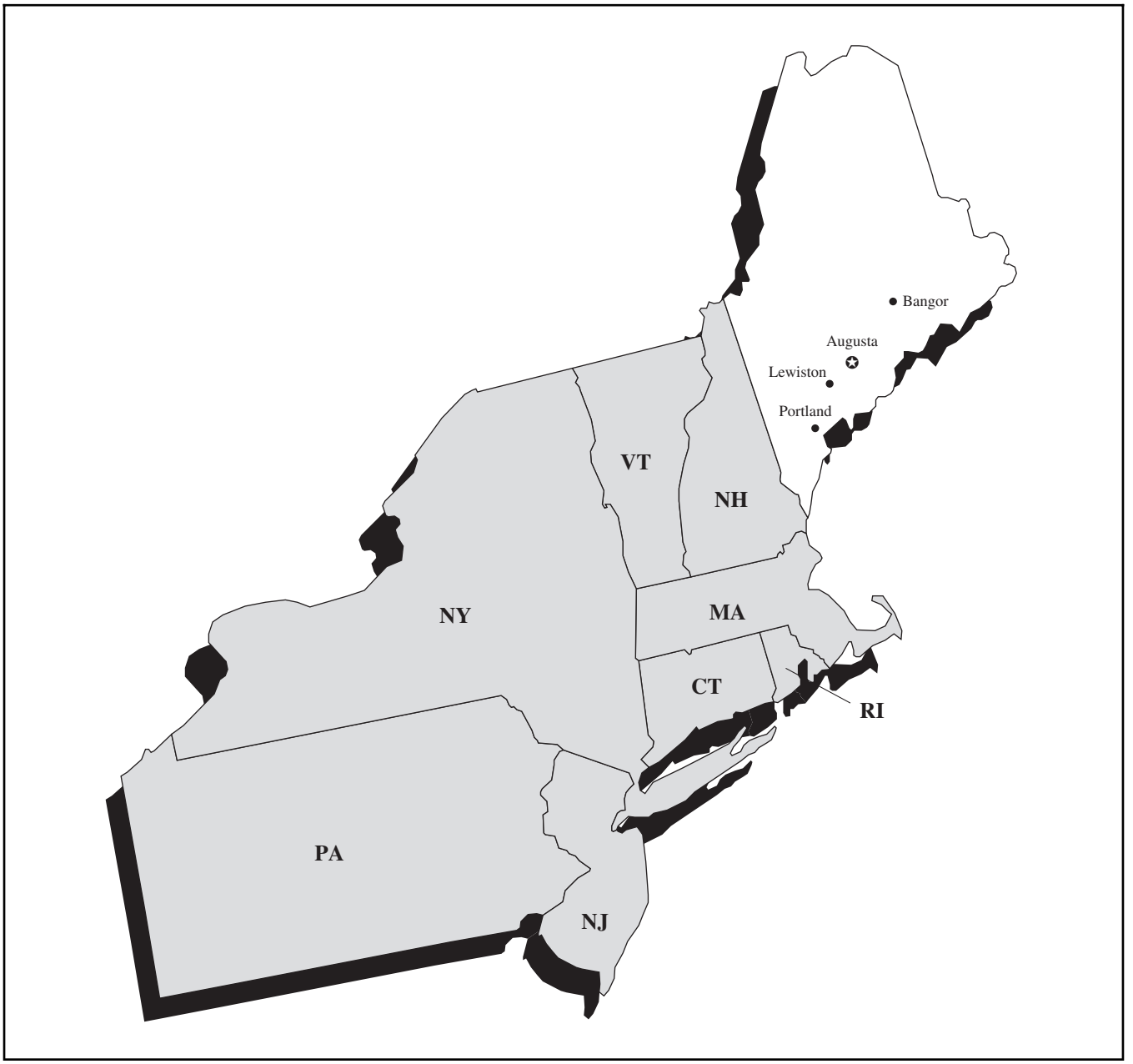
Bangor 91
Lewiston 101
Portland 111



The State in Brief

Nickname: Pine Tree State
Motto: *Dirigo* (I direct)

Flower: White pine cone and tassel
Bird: Chickadee

Area: 35,384 square miles (2000; U.S. rank: 39th)
Elevation: Ranges from sea level to 5,267 feet
Climate: Mild summers, long, cold winters with occasional heavy snowfall

Admitted to Union: March 15, 1820
Capital: Augusta
Head Official: Governor John Baldacci (D) (until 2007)

Population
- **1980:** 1,125,027
- **1990:** 1,227,928
- **2000:** 1,274,923
- **2004 estimate:** 1,317,253
- **Percent change, 1990–2000:** 3.8%
- **U.S. rank in 2004:** 40th
- **Percent of residents born in state:** 67.3% (2000)
- **Density:** 41.3 people per square mile (2000)
- **2002 FBI Crime Index Total:** 34,381

Racial and Ethnic Characteristics (2000)
- **White:** 1,236,014
- **Black or African American:** 6,760
- **American Indian and Alaska Native:** 7,098
- **Asian:** 9,111
- **Native Hawaiian and Pacific Islander:** 382
- **Hispanic or Latino (may be of any race):** 9,360
- **Other:** 2,911

Age Characteristics (2000)
- **Population under 5 years old:** 70,726
- **Population 5 to 19 years old:** 264,759
- **Percent of population 65 years and over:** 14.4%
- **Median age:** 38.6 years (2000)

Vital Statistics
- **Total number of births (2003):** 13,852
- **Total number of deaths (2003):** 12,429 (infant deaths, 64)
- **AIDS cases reported through 2003:** 518

Economy
- **Major industries:** Services, manufacturing, agriculture, fishing, tourism
- **Unemployment rate:** 4.7% (April 2005)
- **Per capita income:** $28,935 (2003; U.S. rank: 31st)
- **Median household income:** $37,619 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 11.8% (3-year average, 2001-2003)
- **Income tax rate:** Graduated from 2.0% to 8.5% of federal adjusted gross income
- **Sales tax rate:** 5.0%

Augusta

The City in Brief

Founded: 1629 (incorporated, 1797)

Head Official: Mayor William E. Dowling (since 1998)

City Population
1980: 21,819
1990: 21,325
2000: 18,560
2003 estimate: 18,618
Percent change, 1990–2000: −13.0%
U.S. rank in 1990: 1,256th (State rank: 6th)
U.S. rank in 2000: Not reported (State rank: 9th)

Metropolitan Area Population (Kennebec County)
1980: 109,889
1990: 115,904
2000: 117,114
Percent change, 1990–2000: 1.0%
U.S. rank in 1980: 383rd
U.S. rank in 1990: 411th
U.S. rank in 2000: 462nd

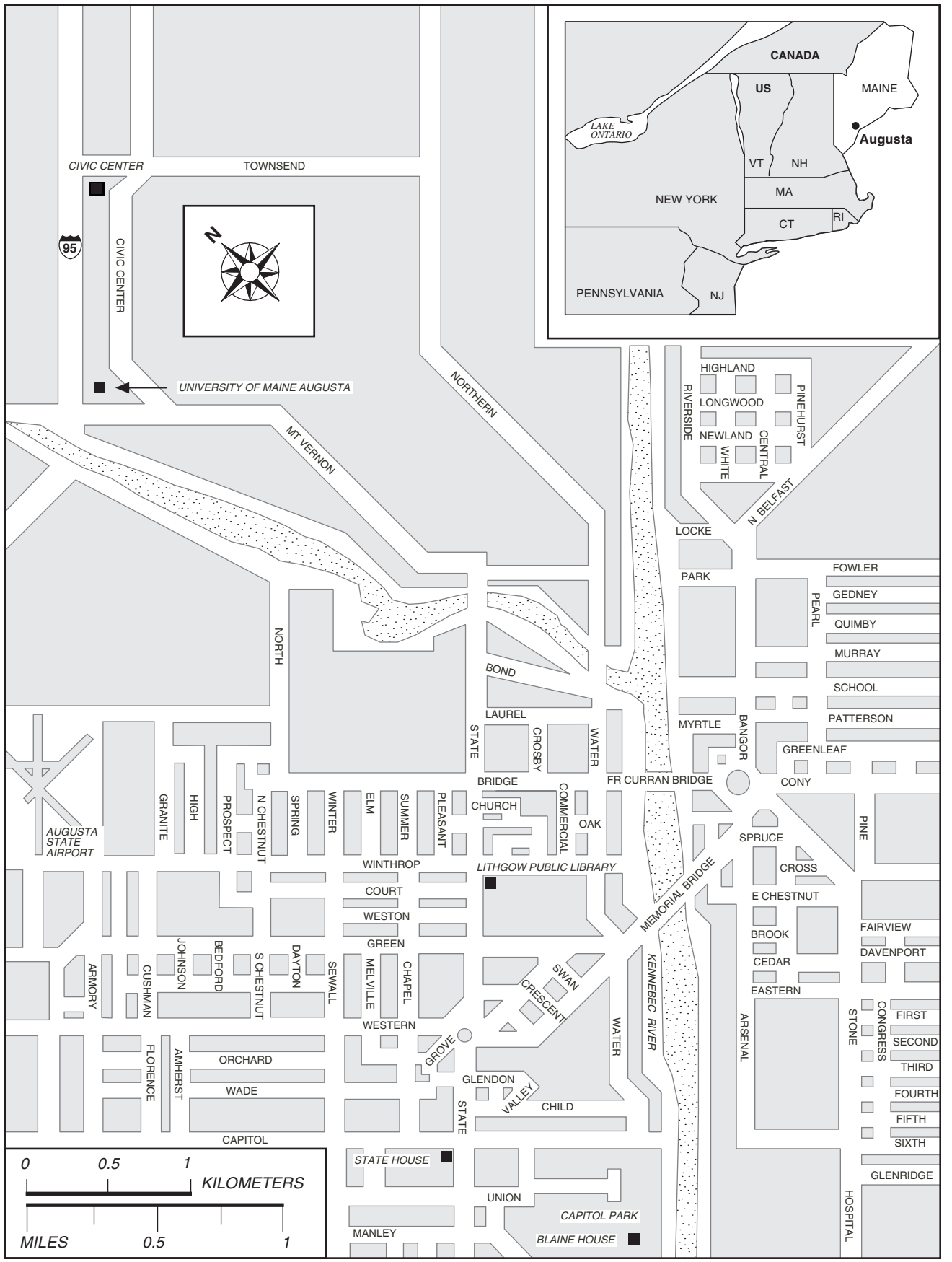
Area: 55.4 square miles (2000)
Elevation: 120 feet above sea level
Average Temperatures: January, 19.4° F; July, 70.1° F; annual average, 45° F
Average Annual Precipitation: 41.01 inches of rain; 77 inches of snow

Major Economic Sectors: Government, services, trade
Unemployment Rate: 4.8% (2004 Kennebec County)
Per Capita Income: $19,145 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Maine at Augusta, Mid-State College

Daily Newspaper: *Kennebec Journal*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FOWLER
GEDNEY
PEARL
QUIMBY
MURRAY
SCHOOL
PATTERSON
GREENLEAF
CONY
NORTH
BOND
LAUREL
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CROSBY
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BANGOR
AUGUSTA STATE AIRPORT
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HOSPITAL

Introduction

Augusta, the capital of Maine, is the business and education center of a tourist-vacation area. The city lies in the Kennebec River Valley on both sides of the river's banks in a region noted for its fertile farmlands, rich timberlands, lakes, and scenic rolling hills. Augusta is considered one of Maine's fastest-growing cities. The presence of government lends stability to the city's economy. In the 1990s and into the early 2000s, the city has undergone a renewal with new facades on downtown storefronts, a new bus depot, a waterfront park, and a new city hall complex, the rehabilitation and reuse of landmark buildings in the city's downtown business core (including the former city hall, now an assisted living residence,) and the return of wildlife to the Kennebec River following the 1999 demolition of the Edwards Mill Dam.

Geography and Climate

Augusta rises in a series of terraces and sharp inclines east and west of the bisecting Kennebec River. Summers are pleasant; though winters have a reputation for harshness, they are not actually as severe as those experienced in places of corresponding latitude. Freezing temperatures at night are common in October and November, continuing to mid-April or early May. Precipitation is well distributed throughout the year.

Area: 55.4 square miles (2000)

Elevation: 120 feet above sea level

Average Temperatures: January, 19.4° F; July, 70.1° F; annual average, 45° F

Average Annual Precipitation: 41.01 inches of rain; 77 inches of snow

History

Native Tribes Support English, French Settlement

Thousands of years before the first English settlers arrived in the Kennebec River Valley, the region was inhabited by a tribe known as the Red Paint People, so called because their discovered graves contained a brilliant red ocher (iron oxide). Considered a highly developed people, they created implements that indicate woodworking skills, and they are known to have built small boats to explore the Kennebec Valley and beyond. The Algonquian-speaking tribes who later inhabited the region called it Cushnoc; one interpretation is that this means ''the consecrated place.'' When the Pilgrims arrived in Massachusetts in the early 1600s, it was the Native Americans of Maine who kept them alive by sending gifts of food.

The Kennebec Valley was rich in furs, fish, and timber. Trade began in the area in 1628 when the Plymouth Colony of Massachusetts gained the Kennebec Patent. The first agent in command of the Cushnoc post was John Howland, who had been washed overboard during the *Mayflower* crossing and nearly lost. Howland shared the post with John Alden, who was immortalized in Longfellow's *The Courtship of Miles Standish.* Fur trading between the Natives and Pilgrims became highly profitable; for more than thirty years an amicable trading relationship existed until the increasing aggression of English settlers eager to exploit the land and its wealth forced the Natives to take the French side in the French and Indian Wars. English occupancy of the region was abandoned for almost one hundred years.

The next attempt to bring English settlers to the region began in 1754 with the erection of Fort Western on the Kennebec River. When the English defeated the French in 1759, settlers began moving into Fort Western and to an area south of the fort that became known as Hallowell. When Hallowell was incorporated as a town in 1771, Fort Western was included. A sawmill was built and lumber soon became an important source of wealth; in many instances pine boards took the place of currency. As the Hallowell area advanced more rapidly in wealth and population, rivalry developed between the two groups of settlers. The two communities divided; Hallowell retained its name and Fort Western became known as Harrington. In 1797 the two cities were united and renamed Augusta, possibly in honor of Pamela Augusta Dearborn, daughter of a prominent Revolutionary War soldier.

Economy Faces Change, Challenges

In 1828 a U.S. Arsenal was established in Augusta. Four years later the city became Maine's state capital. These events and the thriving river traffic that by 1840 saw a fleet of schooners traveling weekly between Augusta and Boston added to the city's prestige. A dam was constructed on the Kennebec River and cotton factories and sawmills grew up around it, attracting more settlers. By 1849 the population had grown to more than 8,000 and Augusta prospered.

The arrival of rail travel in 1851 caused a decline in river trade. The Civil War interrupted Augusta's development, and in 1865 fire devastated most of the city's business district. Still, the abundant natural resources contributed to continuing industrial and commercial prosperity. Augusta

experienced mixed fortunes in the twentieth century; agriculture virtually disappeared in the area, and some industries declined. Government is the city's largest employer, providing four out of every ten jobs in the Augusta area. Employment in the service sector, especially health services, is also going strong. In the 1990s and into the early 2000s, the city has experienced rejuvenation of its waterfront and its business corridor.

Historical Information: Maine State Library, 64 State House Station, Augusta, ME 04333; telephone (207)287-5600

Population Profile

Metropolitan Area Residents
1980: 109,889
1990: 115,904
2000: 117,114
Percent change, 1990–2000: 1%
U.S. rank in 1980: 383rd
U.S. rank in 1990: 411th
U.S. rank in 2000: 462nd

City Residents:
1980: 21,819
1990: 21,325
2000: 18,560
2003 estimate: 18,618
Percent change, 1990–2000: −13%
U.S. rank in 1990: 1,256th (State rank: 6th)
U.S. rank in 2000: (State rank: 9th)

Density: 335.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 17,856
Black or African American: 93
American Indian and Alaska Native: 89
Asian: 250
Native Hawaiian and Pacific Islander: 2
Hispanic or Latino (may be of any race): 160
Other: 270

Percent of residents born in state: 75.7%

Age characteristics (2000)
Population under 5 years old: 928
Population 5 to 9 years old: 1,102
Population 10 to 14 years old: 1,096
Population 15 to 19 years old: 1,155
Population 20 to 24 years old: 1,142
Population 25 to 34 years old: 2,385
Population 35 to 44 years old: 2,869
Population 45 to 54 years old: 2,714
Population 55 to 59 years old: 1,054
Population 60 to 64 years old: 831
Population 65 to 74 years old: 1,607
Population 75 to 84 years old: 1,194
Population 85 years and older: 483
Median age: 40.3 years (2000)

Births (1998)
Total number: 222

Deaths (1998)
Total number: 269 (of which, 0 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,145
Median household income: $29,921
Total number of households: 8,591

Number of households with income of . . .
less than $10,000: 1,312
$10,000 to $14,999: 864
$15,000 to $24,999: 1,446
$25,000 to $34,999: 1,283
$35,000 to $49,999: 1,371
$50,000 to $74,999: 1,431
$75,000 to $99,999: 510
$100,000 to $149,999: 247
$150,000 to $199,999: 37
$200,000 or more: 90

Percent of families below poverty level: 11.4% (65.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Augusta operates under a mayor-council form of government. The mayor and eight council members are elected for three-year terms. A city manager is appointed by the council.

Head Official: Mayor William E. Dowling (since 1998; current term expires December 2006)

Total Number of City Employees: 250

City Information: City of Augusta, City Center Plaza, 16 Cony Street, Augusta, ME 04330; telephone (207)626-2300

Economy

Major Industries and Commercial Activity

As the capitol of Maine and seat of state government, Augusta is Maine's largest location for government employment; state government employs several thousand Augustans. Governmental activities are supported by financial institutions, law firms, and economic and governmental liaison consultants. Health care institutions in the region also account for a large share of service sector employment, especially MaineGeneral Medical Center, which employs 1,738 at its campuses in Augusta and nearby Waterville. Augusta is the site of a number of private sector employers with significant bases in the city, such as Central Maine Power Company, an electric utility that serves more than 560,000 customers throughout the state; and SCI Systems, which produces computer peripheral equipment. However, manufacturing employment in the area decreased during the late 1990s and into the 2000s. From 2000 through 2003, the state of Maine saw 11,430 layoffs at 163 manufacturing facilities; 1,139 of these layoffs were at Augusta-based companies. But there are new high-tech jobs emerging. Microdyne, a technology services company, has a technical support and helpdesk service center in Augusta. Augusta, like the rest of Maine, has fiber optic cable in many phone lines. This allows greater carrying capacity and is attractive to firms that demand easy linkage with other offices.

Augusta's central location has made it a major regional distribution center. Significant warehousing/distribution activity is evident within the commercial base of the community. Augusta is situated near several popular vacation areas, and tourism is another significant source of revenue.

In addition, Augusta has always been one of the state's retail hubs. In recent years, retail sales in the city have increased more than in the state as a whole during the same period. In 2001, consumer retail sales were $750,000 million, a 100 percent increase from 1991. Among all cities in Maine, Augusta is second only to Portland and Bangor in retail sales.

Items and goods produced: wood and paper products, computers, textiles, shoes, and meat processing

Incentive Programs—New and Existing Companies

Local programs—To encourage business investment in Augusta, the city offers an array of incentives, including: tax increment financing for qualified projects; loans of up to $25,000 for Augusta companies moving to another location within the city; and loans or grants of up to $400,000 to finance fixed assets, and/or up to $200,000 in gap financing for up to 40 percent of a business' development activities, for projects that benefit a percentage of low- to mid-income persons.

State programs—The Finance Authority of Maine (FAME,) assists economic development by providing capital for businesses through a wide variety of programs. FAME offers direct loans; credit enhancement through risk reduction and rate reduction programs; equity capital assistance for early-stage businesses; and cooperative programs with local agencies. Maine's Office of Business Development provides comprehensive financial, management, production, marketing, and other technical assistance to Maine businesses.

Job training programs—The Maine Quality Centers Program, coordinated by the state's technical colleges, offers customized education and training for new or expanding businesses at no cost to the businesses or to the trainees. The Capital Area Regional Vocational Center, part of the public school system, offers high school students and adults training in a variety of occupations. Special courses can be designed to meet the individual needs of employers. The Governor's Training Initiative program develops and coordinates training for companies that intend to expand or locate in Maine, reorganize to remain competitive, or upgrade worker skills.

Development Projects

In recent years considerable attention has been focused on Augusta's downtown, especially its waterfront area. A state-city partnership called the Capital Riverfront Improvement District (CRID) was established in 1999 to increase access to and use of the Kennebec River and revitalize the city's downtown. One of CRID's major current projects is the rehabilitation of the former site of Edwards Mill—a textile mill that closed in 1983 and then burned down in 1989—as an urban park. In 2004 the state granted $330,000 for the first phase of this project; CRID is currently seeking additional funds. A $500,000 restoration of the Kennebec Arsenal—a former army barracks and munitions supply house—to its original 1830 look is scheduled to begin in the summer of 2005. CRID's master plan for the city's downtown, developed by the people of Augusta and supported by state and city government, envisions a revitalized recreational waterfront, paths and parks linking the area's features and amenities, and development of the urban park. Private investment has led to revitalization of downtown's business core through the rehabilitation of landmark buildings, such as Old City Hall, the historic former home of city government, now an assisted living residence for seniors.

In 2005 an expansion of the Marketplace at Augusta shopping center began that will expand its floor space from 750,000 square feet to 960,000 square feet. A new, $55 million shopping center called Augusta Crossing is slated to open in 2006, potentially creating 850 new jobs.

Economic Development Information: Office of Economic and Community Development, City Center Plaza, 16 Cony

Street, Augusta, ME 04330; telephone (207)626-2336. Finance Authority of Maine (FAME), 5 Community Drive, PO Box 949, Augusta, ME 04332; telephone (207)623-3263

Labor Force and Employment Outlook

Because government is the major employer in Augusta, the area has a relatively stable workforce and the unemployment rate is lower than many other areas in the state. Since a significant number of low-skilled manufacturing jobs have left the area over the last two decades, Augusta citizens have had to attain more education in order to secure jobs. The number of adults with high school diplomas continues to increase in Augusta, rising from 65.6 percent in 1980, to 74.4 percent in 1990, and then 80.4 percent in 2000; the percentage of Bachelor degree holders was 15.1 percent in 1980, then 16.3 percent in 1990, jumping to 24.4 percent in 2000.

The following is a summary of data regarding the Kennebec County, Maine labor force, 2004 annual averages.

Size of nonagricultural labor force: 78,246

Number of workers employed in . . .
construction and mining: 4,663
manufacturing: 3,760
trade, transportation and warehousing, and utilities: 15,818
information: 1,005
financial activities: 1,931
educational and health services: 14,329
government: 16,278

Average hourly earnings of production workers employed in manufacturing: $16.97 (statewide average)

Unemployment rate: 4.8% (2004; Kennebec County)

Largest employers	*Number of employees*
Central Maine Power Company	more than 1,000
MaineGeneral Medical Center	more than 1,000
SCI Systems, Inc.	500-999
Shop 'n' Save	250-499
O'Connor GMC Buick	250-499
Pine State Vending Company	250-499
Microdyne	250-499
Augusta Mental Health Institute	250-499

Cost of Living

The price of housing in Augusta is quite reasonable, and the average house sale price is usually considerably less than the average sale price in the state of Maine as a whole.

The following is a summary of data regarding cost of living factors in the Augusta area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: a graduated income tax rate from 2.0% to 8.5% of federal adjusted gross income minus all modifications, exemptions, and deductions.

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $26.00 per $1,000 (2005)

Economic Information: Kennebec Valley Chamber of Commerce, PO Box 676, Augusta, ME 04332-0676; telephone (207)623-4559; fax (207)626-9342. Maine Dept. of Labor, Div. of Economic Analysis and Research, 20 Union St., Augusta, ME 04330-6826; telephone (207)287-2271

Education and Research

Elementary and Secondary Schools

In addition to a traditional academic program, the Augusta Public School system offers a special education program, a gifted and talented program, guidance, library media, English as a Second Language, alternative programs, and a regional vocational program. In 2003, one of the city's two middle schools—Lou Buker School—was closed and the city's seventh and eighth grades were consolidated at Hodgkins Middle School. (The closed school is now used for recreation programs.) Construction of a new, state-of-the-art Cony High School is underway as of 2005 and scheduled for completion by the end of 2006.

The following is a summary of data regarding the Augusta Public Schools District as of the 2002–2003 school year.

Total enrollment: 2,652

Number of facilities
elementary schools: 4
junior high/middle schools: 1
senior high schools: 1
other: 1 vocational/technical school

Student/teacher ratio: 10.3:1

Teacher salaries (2004-2005)
minimum: $25,000
maximum: $48,800

Funding per pupil: $10,073

Two parochial schools for students from kindergarten through 8th grade, and one small parochial academy for students from 1st through 12th grade, operate in Augusta, serving nearly 500 students.

Public Schools Information: Augusta School District, 40 Pierce Drive, Suite 3, Augusta, ME 04330; telephone (207)626-2468

Colleges and Universities

The University of Maine at Augusta (UMA) is one of the seven branches of the University of Maine system, which originated as an agricultural college in 1968 at Orono. UMA is comprised of three campuses, in Augusta, Bangor, and Lewiston-Auburn, with a total of nearly 6,000 students. Associate and baccalaureate programs are offered through UMA's colleges of arts and humanities; mathematics and professional studies; and natural and social sciences. The University of Maine at Augusta Senior College (UMASC), a self-governing and self-sustaining college located at UMA, is designed for persons age 50 and over. Mid-State College is a two-year institution offering programs in such areas as business, occupational education, and travel and tourism.

Libraries

Lithgow Public Library, located at Winthrop and State streets, is a Romanesque-Renaissance structure built of Maine granite in 1895. The library houses 54,000 volumes as well as 2,000 audio items, 3,000 video items, and 105 periodical subscriptions. The Maine State Library, located in the State House complex, was designed by Charles Bulfinch. The library holds 300,000 volumes on the subjects of state and local history; special collections include the Avery Collection of photographs and paintings of Mt. Katahdin and more than 100 oral history cassettes.

Special libraries are maintained by the Maine Regional Library for the Blind and Physically Handicapped, which holds 135,000 volumes; the State of Maine's Law and Legislative Reference Library, with 107,506 volumes and 480 periodical subscriptions; the University of Maine at Augusta; and Mid-State College and other area colleges.

Public Library Information: Lithgow Public Library, Winthrop Street, Augusta, ME 04330; telephone (207)626-2415

Health Care

MaineGeneral Medical Center, with campuses in Augusta and nearby Waterville, is the third-largest medical center in Maine and has 317 acute care beds. Both campuses provide emergency care, medical/surgical care, maternal and child health, and inpatient and outpatient diagnostic services. In 2002 a state-of-the-art cardiac catheterization lab opened at the Augusta campus; MaineGeneral cardiologists use it to evaluate patients' heart function and identify a variety of problems. In 2004, the center announced plans to build a $30 million cancer treatment center. The center is the clinical resource for the University of Maine at Augusta Medical Laboratory Technician Program and Associate Nursing Degree Program, and the Maine-Dartmouth Family Practice Residency Program. The center is a major eye surgery facility and also specializes in coronary care. A broad range of mental health and nursing home care is available in Augusta. Also located in the city is the Augusta Mental Health Institute.

Recreation

Sightseeing

Augusta straddles both sides of the Kennebec River. On the west side are grouped many buildings of architectural and historical interest. The State House Complex includes the State House, Maine's capitol building; Blaine House, the governor's mansion; the Maine State Museum; and the Maine State Library. The State House, a granite structure built in 1829-1832 and enlarged in 1910-1911, is surmounted by a dome topped with a gold-plated statue of the goddess Minerva; representing Augusta, she bears a pine bough torch. Blaine House, located in the capitol complex, was built in 1833 in the Federalist style; it has since been redesigned twice and now represents the semi-Colonial style. At one time the home of James G. Blaine, Speaker of the U.S. House of Representatives and 1884 presidential candidate, the mansion was presented to the state in 1919 to be used as the governor's residence. Tours of the State House and Blaine House can be arranged by contacting the Maine State Museum. Greek Revival enthusiasts can visit the Kennebec County Courthouse, built in 1830. Oblate House, designed by noted Maine architect John Calvin Stevens for Governor John Fremont Hill and his wife, a St. Louis native, is constructed of Maine granite and St. Louis brick; of the imposing estates built in the city during the late 1890s and early 1900s, only Oblate House still stands.

Capitol Park, stretching from the State House to the banks of the Kennebec River, offers pleasant vistas and native and exotic trees, shrubs, and ferns. Historically the park is of interest because of its Civil War associations. The park was the encampment for Maine regiments during the war; afterwards the site was conveyed to the city in trust for a Civil War monument. The park is the site of the Maine Vietnam War Veterans Memorial. On the other side of the river guided tours of Old Fort Western, a restored fort dating back

to the French and Indian War, are available from mid-June to September. The fort, designated a National Historic Landmark, is the oldest surviving wooden fort in New England. Costumed interpreters on site explain events and customs of the period.

Arts and Culture

Cultural opportunities in Augusta include a variety of theatrical and musical events. Shakespearean plays are presented at the Theater at Monmouth. The Augusta Symphony performs at various local sites throughout the year.

The natural and social history of Maine is interpreted through exhibits at the Maine State Museum, located in the State House complex. Among its exhibits are ''Back to Nature,'' which depicts environmental habitats; ''Maine Bounty'' which focuses on the state's natural resources and their use; ''12,000 Years in Maine,'' which features artifacts dating from the Ice Age through the late 1800s; and ''Made in Maine'' which depicts several nineteenth-century industrial scenes and displays more than 1,000 Maine-made products.

Other museums in Augusta are the Fort Western Museum at the Augusta City Center, which explains the history of the fort; and the Children's Discovery Museum, which offers ''hands-on'' fun for children through grade five in an interactive environment where exhibits are presented in such settings as a simulated diner, grocery store, post office, film studio, and construction site.

Festivals and Holidays

The gala event of the year in the Kennebec Valley, celebrating the clean-up of the Kennebec River, is the Whatever Family Festival. Held from mid June through early July in Augusta, Gardiner, and surrounding towns, the festival features a carnival, tournaments, music, dancing, a parade, and fireworks.

The Maine way of life is celebrated each September at the Common Ground Fair at the fairgrounds in nearby Unity. Sponsored by the Maine Organic Farmers and Gardeners Association, the fair attracts craftspeople, farmers, and chefs from throughout the state.

Sports for the Participant

The Augusta Recreation Bureau maintains many park facilities available for use by the public, including basketball and tennis courts, ball fields, swimming pools, winter skating rinks, and boat facilities on the Kennebec River. The proximity of hundreds of miles of lakes, ponds, and hills offers recreational opportunities to campers, hikers, and fishing enthusiasts. The Pine Tree State Arboretum, set on 224 acres, provides a great view of the Kennebec Valley at its 2,400-square-foot visitors center, and offers trails through woods and fields. The Kennebec River Rail Trail is a bike trail that runs along the river from Augusta toward Gardiner.

Shopping and Dining

The Marketplace at Augusta, with about 30 stores, is the largest shopping center in the area. In 2005 an expansion of the Marketplace began that will expand its floor space from 750,000 square feet to 960,000 square feet. Other major shopping centers include Turnpike Mall, Augusta Plaza, and Shaw Plaza. A new, 400,000 square-foot shopping center called Augusta Crossing is scheduled to open in 2006, near Turnpike Mall. The city also has a substantial selection of small to medium specialty shops, particularly in the downtown area. The nearby city of Hallowell, classified a National Historical District, is a favorite destination of antique buffs.

Diners in Augusta's restaurants can choose from a variety of fresh Maine seafood, including the state's famous lobster.

Visitor Information: Kennebec Valley Chamber of Commerce, PO Box 676, Augusta, ME 04332; telephone (207)623-4559

Convention Facilities

The Augusta Civic Center, described as central Maine's premier meeting place for business and entertainment, is located adjacent to Interstate 95, within minutes of Augusta State Airport and nearly 1,000 nearby hotel rooms. A prominent feature of the 32,000 square-foot center is the Paul G. Poulin Auditorium, which accommodates up to 7,000 people and can be set up as an exhibit hall. The civic center contains two ballrooms and 22 flexible capacity rooms for smaller functions.

Convention Information: Augusta Civic Center, 76 Community Drive, Augusta, ME 04330; telephone (207)626-2405; email info@augustaciviccenter.org

Transportation

Approaching the City

Augusta State Airport, located one mile from the city center, is served by US Airways Express, operated by Colgan Air. Most major state roads and highways converge in Augusta. Easy north-south access is available via the Maine Turnpike,

Interstate 95, U.S. 201, and State Road (SR) 27. East-west access is provided by U.S. 202; eastern access is via SR 3, 9, and 17.

Greyhound Bus provides daily bus service to Augusta on its Portland-Bangor run. Vermont Transit Lines, which serves northern New England, also provides public bus transportation to Augusta.

Traveling in the City

Most major attractions in Augusta are clustered near the western bank of the Kennebec River and are accessible on foot. Kennebec Valley Transit maintains bus routes.

Communications

Newspapers and Magazines

The *Kennebec Journal,* a morning newspaper, is published daily. Maine's oldest newspaper, it was founded in 1825. Magazines published in Augusta include *Maine Fish and Wildlife, Maine Motor Transport News,* and *Maine Trails.*

Television and Radio

WCBB, a public broadcasting television station, broadcasts from Augusta. Six AM and FM radio serve Augusta listeners and offer a variety of music, including oldies, adult contemporary, pop, and contemporary country.

Media Information: *Kennebec Journal,* 274 Western Ave., Augusta, ME 04332; telephone (207) 623-3811

Augusta Online

Augusta Civic Center. Available www.gwi.net/~acc

Augusta Public Schools. Available www.cony-hs.augusta.k12.me.us/default.htm

City of Augusta. Available www.ci.augusta.me.us

Finance Authority of Maine. Available www.famemaine.com

Kennebec Journal. Available www.kjonline.com

Kennecbec Valley Chamber of Commerce. Available www.augustamaine.com

Lithgow Public Library. Available www.lithgow.lib.me.us

Maine Department of Labor. Available www.state.me.us/labor

University of Maine at Augusta. Available www.uma.maine.edu

Selected Bibliography

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Ulrich, Laurel, *A Midwife's Tale: The Life of Martha Ballard, Based on Her Diary* (New York: Knopf, distributed by Random House, 1990)

Bangor

The City in Brief

Founded: 1769 (incorporated 1791)

Head Official: Mayor Frank J. Farrington (since 2001)

City Population
1980: 31,643
1990: 33,181
2000: 31,473
2003 estimate: 31,550
Percent change, 1990–2000: −9.0%
U.S. rank in 1990: 809th (State rank: 4th)
U.S. rank in 2000: Not reported (State rank: 3rd)

Metropolitan Area Population
1980: 83,919
1990: 91,629
2000: 90,864
Percent change, 1990–2000: −0.8%
U.S. rank in 1990: 258th
U.S. rank in 2000: 259th

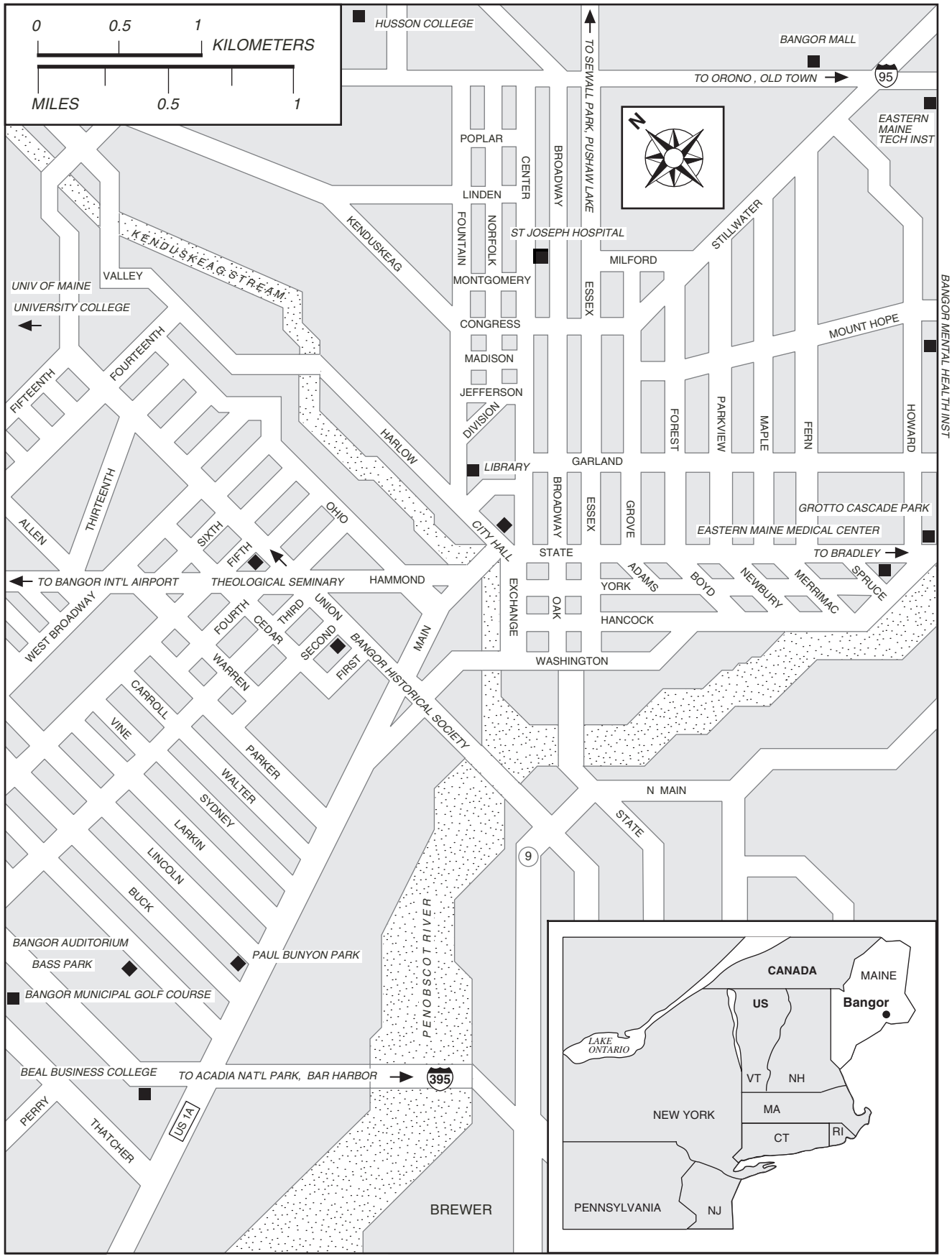
Area: 34 square miles (2000)
Elevation: 158 feet above sea level
Average Annual Temperature: 43.9° F
Average Annual Precipitation: 41.7 inches of rain; 76 inches of snow

Major Economic Sectors: Services, trade, government
Unemployment Rate: 5.5% (February 2005)
Per Capita Income: $19,295 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 1,630

Major Colleges and Universities: University of Maine at Orono, Husson College, Eastern Maine Community College, University College of Bangor, Beal College

Daily Newspaper: *Bangor Daily News*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LINDEN
FOUNTAIN
NORFOLK
KENDUSKEAG
ST JOSEPH HOSPITAL
STILLWATER
MILFORD
MONTGOMERY
KENDUSKEAG STREAM
VALLEY
UNIV OF MAINE
UNIVERSITY COLLEGE
ESSEX
CONGRESS
MOUNT HOPE
MADISON
JEFFERSON
DIVISION
FOREST
PARKVIEW
MAPLE
FERN
HOWARD
BANGOR MENTAL HEALTH INST
FIFTEENTH
FOURTEENTH
HARLOW
LIBRARY
GARLAND
THIRTEENTH
ALLEN
SIXTH
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OHIO
CITY HALL
BROADWAY
ESSEX
GROVE
GROTTO CASCADE PARK
EASTERN MAINE MEDICAL CENTER
STATE
TO BRADLEY
TO BANGOR INT'L AIRPORT
THEOLOGICAL SEMINARY
HAMMOND
ADAMS
YORK
BOYD
NEWBURY
MERRIMAC
SPRUCE
WEST BROADWAY
FOURTH
CEDAR
THIRD
UNION
EXCHANGE
OAK
HANCOCK
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FIRST
WASHINGTON
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BANGOR HISTORICAL SOCIETY
CARROLL
VINE
PARKER
WALTER
SYDNEY
LARKIN
LINCOLN
BUCK
N MAIN
STATE
9
PENOBSCOT RIVER
BANGOR AUDITORIUM
BASS PARK
PAUL BUNYON PARK
BANGOR MUNICIPAL GOLF COURSE
BEAL BUSINESS COLLEGE
TO ACADIA NAT'L PARK, BAR HARBOR
395
PERRY
THATCHER
US 1A
BREWER
CANADA
MAINE
US
Bangor
LAKE ONTARIO
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NEW YORK
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Introduction

Located in the Acadia region of Maine, one of the most popular and scenic destinations in the country for summer visitors, Bangor is the third largest city in the state. Known as the Queen City of Maine, Bangor is the commercial, financial, and cultural center of the eastern and northern regions of the state. Fortunes were made in the nineteenth century in this former world capital of the timber industry, which exists today as a center for modern shopping malls, outlet centers, and industrial parks. Two of the latest editions of Macmillan's *Places Rated Almanac* rated Bangor as the best North American metropolitan area with a population of less than 100,000 people.

Geography and Climate

Bangor sprawls upon hills along the west bank of the Penobscot River, at the head of tidewater, thirty-five miles southeast of the geographic center of the state. It is located in the Acadia National Park region of Maine, which extends on the east coast from Penobscot Bay to Schoodic Point, and encompasses mountains, lakes, streams, and rocky peninsulas. Inland, the region stretches along the Penobscot River to Old Town. Kenduskeag Stream enters the city from a northerly direction. The area enjoys a four-season climate; summers are comfortable and winters are generally cold.

Area: 34 square miles (2000)

Elevation: 158 feet above sea level

Average Temperatures: January, 18.0° F; July, 68.0° F; annual average, 43.9° F

Average Annual Precipitation: 41.7 inches of rain; 76 inches of snow

History

River Powers Lumber Industry

The first settlers in the area where Bangor is now located were Abenaki Indians, residing in a peaceful village they called Kadesquit in a beautiful valley called Penobscot, ''place of rocks.'' Their first famous visitor was the French explorer Samuel de Champlain who, in 1604, sailed up the Penobscot River. The legend was that he was searching for Norumbega, the city of gold of the poet Milton's *Paradise Lost.* Instead Champlain found a locale near the Kenduskeag River, ''most pleasant and agreeable,'' covered with oaks, pine, and spruce that formed the fabled forests of Maine that would later make the city's fortune in the timber trade.

Jacob Buswell was the first settler, coming from Massachusetts in 1769 to the area which would be known as Kenduskeag Plantation until 1787, when its name was changed to Sunbury. The area grew slowly, a frontier town strategically located between the forests and the opening to the sea, its revenues derived mainly from the export of fish, furs, and lumber. The American Revolution brought the British to Kenduskeag Plantation in 1779, causing most settlers there to flee. By 1791 the community, which had grown to number 576 inhabitants, had recovered enough to petition Massachusetts for incorporation as a town. Legend has it that the cleric who was sent to Boston to obtain incorporation papers was humming a religious tune known as ''Bangor'' while the town clerk filled out the papers; in some resulting confusion, the name ''Bangor'' was entered in the incorporation papers as the name of the town.

Over the next twenty years Bangor enjoyed a brisk international trade in lumber. Prosperity was interrupted by the War of 1812; in 1814 the British stormed the town, demanding its unconditional surrender. A peace treaty was signed shortly thereafter.

By 1834, Bangor's lumber and related industries made it a boom town; its population had grown from 2,808 in 1830 to 8,000 people. Millions of logs traveled down the Penobscot River to be converted in Bangor's mills, and by 1850 Bangor was the world's leading lumber port in spite of the disastrous overflow of the Penobscot River that occurred in 1846.

Lumber Industry Spawns Excesses

The mid-nineteenth century was a time of excess—sometimes riotous—for Bangor. The part of town known as the ''Devil's Half-Acre'' rivaled San Francisco's Barbary Coast in its heyday for drinking, debauchery, and the telling of tall tales (such as the legend of Paul Bunyan) when lumbermen and rivermen descended on Bangor during the winter months. At the same time lumber barons built stately manors, traveled widely, and encouraged the arts in Bangor, earning the city a reputation as the cultural center of the state. Bangor-built ships carried pine boards to the West Indies, where they were traded for molasses, sugar, and rum. A brisk trade grew up with the United Kingdom and Europe, while Penobscot River ice was harvested and shipped to ports on the Atlantic coast. Records of the time show that as many as 700 seafaring vessels were anchored in Bangor's harbor at one time.

By 1880 the readily accessible timber had disappeared, loggers headed west, and Bangor's glory days were over. In

1911 a large part of the city was destroyed by fire. In rebuilding, Bangor focused on an economy based on wholesale and retail trade; new industry moved into the area with the establishment of an interstate highway system and an international airport. Today Bangor is a thriving city, the commercial and cultural center of eastern Maine. The late twentieth century was marked by the passage of strict historical ordinances, downtown restoration, and an emphasis on the architectural value of the city's older neighborhoods. With a growing economy focused on the service industry, Bangor is a popular place to live as well as visit.

Historical Information: Bangor Museum and Center for History, 6 State St., Bangor, ME 04401; telephone (207)942-1900

Population Profile

Metropolitan Area Residents
1980: 83,919
1990: 91,629
2000: 90,864
Percent change, 1990–2000: −0.8%
U.S. rank in 1990: 258th
U.S. rank in 2000: 259th

City Residents
1980: 31,643
1990: 33,181
2000: 31,473
2003 estimate: 31,550
Percent change, 1990–2000: −9.0%
U.S. rank in 1990: 809th (State rank: 4th)
U.S. rank in 2000: Not reported (State rank: 3rd)

Density: 913.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 30,299
Black or African American: 447
American Indian and Alaska Native: 514
Asian: 463
Native Hawaiian and Pacific Islander: 36
Hispanic or Latino (may be of any race): 329
Other: 190

Percent of residents born in state: 69.6% (2000)

Age characteristics (2000)
Population under 5 years old: 1,805
Population 5 to 9 years old: 1,812
Population 10 to 14 years old: 1,857
Population 15 to 19 years old: 2,348
Population 20 to 24 years old: 2,772
Population 25 to 34 years old: 4,611
Population 35 to 44 years old: 4,921
Population 45 to 54 years old: 4,361
Population 55 to 59 years old: 1,423
Population 60 to 64 years old: 1,132
Population 65 to 74 years old: 2,103
Population 75 to 84 years old: 1,643
Population 85 years and over: 685
Median age: 36.1 years

Births (2000)
Total number: 333

Deaths (2000)
Total number: 346

Money income (1999)
Per capita income: $19,295
Median household income: $29,740
Total number of households: 13,738

Number of households with income of . . .
less than $10,000: 2,239
$10,000 to $14,999: 1,193
$15,000 to $24,999: 2,307
$25,000 to $34,999: 2,138
$35,000 to $49,999: 2,069
$50,000 to $74,999: 1,925
$75,000 to $99,999: 848
$100,000 to $149,999: 669
$150,000 to $199,999: 163
$200,000 or more: 187

Percent of families below poverty level: 11.9% (64.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 1,630

Municipal Government

The city of Bangor operates under the council-manager form of government. Nine non-partisan members of the city council are elected at large to three-year terms, with three positions on the council up for election each year in November. Immediately after election, the council selects one of its members to serve as council chair for the year. The council chair serves as mayor, and represents Bangor at ceremonial events and in interactions with state and federal government.

Head Official: Mayor Frank J. Farrington (since 2001; current term expires November 2005)

Total Number of City Employees: 787 (2004)

City Information: Bangor City Hall, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4205; fax (207)945-4445

Economy

Major Industries and Commercial Activity

Bangor is the center for commercial activity in the northeastern and central regions of Maine. As such, the metropolitan area features a diversified economy. Unemployment rates are normally below state and federal levels. Over the past 10 years, total non-agricultural employment in the area has grown from 48,000 to more than 65,000. Major industries include services, wholesale/retail trade, and government, which together represent about 55 percent of the labor market. Other strong economic sectors include manufacturing, construction, finance, insurance, and real estate.

Bangor is a center for retail trade, and in recent years has generated close to a billion dollars annually in sales. Much of the sales activity was attributable to non-residents making use of the plentiful shopping facilities in the Bangor Mall and elsewhere in the city.

Healthcare is also an important segment of Bangor's economy. Providers include two major medical hospitals, Eastern Maine Medical Center and St. Joseph Hospital. Two mental health facilities are also located in the area, one state-run and one private. Together, these institutions provide the city with a large number of medical specialists who can meet almost any physical or mental need, and by extension the area supports a number of related healthcare services.

Downtown Bangor is the site of the regional headquarters for six commercial banking companies. Two of them are among the state's burgeoning community banks, those banks whose ownership remains in the communities in which they operate. According to the Bureau of Banking, in the late 1990s, the local banking and finance sector generated in excess of $1.1 billion in loan activity in the Bangor area.

Tourism is another important segment of the economy, as Bangor is a focal point for the more than four million people who annually visit Acadia National Park, the second most visited national park in the country. The area is well-known for its natural beauty, and as such thousands of tourists visit the area. Bangor's numerous restaurants, accommodations, and cultural attractions benefit from the influx of visitors.

Forest-related manufactured output, specifically paper, has long been a dominant industry in the area as well as the state. When paper is combined with lumber and wood products, forest products in total represented more than half of the manufactured output in Penobscot County in the mid-1990s. While this kind of manufacturing is still a major component to the area's economy, in the mid-2000s it is not as big of an economic player as it once was.

Items and goods produced: pulp and paper, wood products, shoes, electronics, transportation equipment

Incentive Programs—New and Existing Companies

The city of Bangor runs a variety of incentive programs, including technical, relocation, and financial assistance—both in the form of loans and tax increment financing. The city also works with the Eastern Main Development Corporation, a non-profit organization that helps businesses with marketing, manufacturing, government contracting, finance, and international trade. The state of Maine has a number of economic development programs available for Bangor businesses, including tax credits and financing.

Local programs—Community Development Block Grant Loans, administered by the Bangor Community Development Department, were made available in order to help local businesses retain and create jobs, acquire real estate for economic development purposes, and make site improvements. The loans are available up to $10,000 for each job generated or retained, and the project in question must meet the city's program goals.

State programs—Maine's Office of Business Development offers a wide variety of business assistance programs, including financing, marketing, research and development, tax reimbursement, technical assistance, and workforce training. The state's tax reimbursement program allows qualified Maine businesses to be reimbursed for local property taxes on eligible business equipment; some companies can also recover up to 80 percent of new employees' Maine income tax withholdings for up to 10 years. The Maine International Trade Center provides statewide international business assistance. The organization helps companies with technical assistance and trade counseling, import and export leads, international credit reports, workshops, and coordinated trade missions and trade shows. Their goal is to help the state's small- and medium-sized businesses succeed in international markets.

Job training programs—The Tri-County Workforce Investment Board is a local organization that helps employers and employees in Penobscot, Hancock, and Piscataquis counties; they help employees gain access to sustainable employment, training and educational opportunities, and help employers connect with a skilled workforce. Eastern Maine Community College offers short-term and specialized training and retraining courses to local businesses and other organizations.

Development Projects

The city, in cooperation with local organizations, has made extensive efforts to preserve and revitalize Bangor's downtown. Recently, the six-floor Freeses Building was acquired by the city and renovated, now serving as an elderly and assisted living facility and the home of the Maine Discovery Museum. The museum, which opened in 2001, is the largest children's museum north of Boston, with three floors of exhibits and activities. The once-vacant Bangor Furniture Buildings were turned into apartments, restaurants, and offices with the help of community development loan funds. Grant money from the city also enabled the University of Maine Museum of Art to open a new facility in downtown Bangor, occupying the first level of a former Sears department store. The museum opened in 2002 and features traveling exhibits of mainly contemporary art, along with a permanent collection of nearly 6,000 works including those by Pablo Picasso, Andrew Wyeth, and Andy Warhol. The Bangor Museum and Center for History, formerly the Bangor Historical Society, expanded by opening a second location in 2002.

In 2005, the city of Bangor and retail company L.L. Bean announced plans to open a year-round call center facility in Bangor. This will be the fourth call center L.L. Bean has in the state of Maine. The Bangor facility will be located in an unoccupied downtown building.

Economic Development Information: City of Bangor, Department of Community & Economic Development, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4240; Maine Department of Economic and Community Development, telephone (207)624-9800; email biz.growth@maine.gov

Commercial Shipping

Bangor is located on I-95, the major north-south highway on the East Coast. Canada is 90 minutes away on State Route 9. Bangor & Aroostock rail lines offer freight service in central and northern Maine with connections to Canada, Maine Central and Boston & Maine railroads. A number of motor freight carriers serve Bangor, operating out of numerous trucking terminals. The deepwater port of Searsport, 20 miles from Bangor, is well suited to the import or export of bulk and break-bulk shipments. Bangor International Airport offers convenient cargo shipment services, with more than 30,000 square feet of cargo warehouse space and facilities to handle multiple major cargo operations. Bangor's Foreign Trade Zone consists of a 33-acre on-airport complex containing a central import processing building.

Labor Force and Employment Outlook

Bangor's metropolitan area labor force has experienced steady growth since 1998, at a rate of 10.9 percent over five years. The area enjoys a relatively stable labor market, with unemployment rates below both the state and federal averages. With a broad range of economic sectors, Bangor offers its residents diverse employment opportunities, with recent increases in the healthcare, retail trade, and tourism industries. Area colleges, universities, and local school systems provide a strong employment base in education. Local employees tend to have higher educations than those in other parts of the state; employees are known for high productivity, motivation, and dedication, with low absenteeism and turnover.

The following is a summary of data regarding the Bangor metropolitan area labor force, 2004 annual averages.

Size of non-agricultural labor force: 65,600

Number of workers employed in . . .
- *construction and mining:* 2,900
- *manufacturing:* 3,600
- *trade, transportation, and utilities:* 15,100
- *information:* 1,400
- *financial activities:* 2,300
- *professional and business services:* 5,600
- *educational and health services:* 13,100
- *leisure and hospitality:* 5,400
- *other services:* 2,000
- *government:* 13,900

Average hourly earnings of production workers employed in manufacturing: $16.97 (statewide average)

Unemployment rate: 5.5% (February 2005)

Largest employers	*Number of employees*
Bangor International Airport	(no employee figures available)
Bangor Mental Health Institute	
Bangor School System	
City of Bangor	
Community Health & Counseling Services	
County of Penobscot	
Dead River Company	
Eastern Maine Healthcare	
Fleet Bank of Maine	
General Electric Co.	
Maine Air National Guard	
Osram Sylvania Products, Inc.	
Shop 'N Save Supermarkets	
St. Joseph Hospital	
University of Maine	
Webber Energy Fuels	

Cost of Living

The cost of living in Bangor is moderate compared to the New England region as a whole. Housing prices, the largest single-family expenditure, are affordable, with the median single family home selling for approximately $120,000. Two bedroom apartments rent at approximately $550 to $600 per month, including heat, water, and sewer.

The following is a summary of data regarding several key cost of living factors for the Bangor metropolitan area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: ranges from 2.0% to 8.5% depending upon taxable income.

State sales tax rate: 5% (food and drugs exempt)

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $22.05 per $1,000, based on 100% valuation (2004)

Economic Information: Department of Community and Economic Development, City of Bangor, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4240. Maine Department of Labor, PO Box 259, Augusta, ME 04332; telephone (207)624-6400

Education and Research

Elementary and Secondary Schools

Public school education is highly prized and well supported in the Bangor metropolitan area. The Bangor school system is unique in that it is organized into schools serving four separate age levels (K-3; 4-5; 6-8; 9-12). Individual student progress is closely monitored through systematic assessments. Area students excel on achievement tests such as the Maine Educational Assessment, the Metropolitan Achievement Test, and the Scholastic Aptitude Test. More than 90 percent of graduating seniors continue their education at post-secondary institutions. Bangor's high school has been recognized by the U.S. Department of Education, which designated Bangor High as a 2001-2002 National School of Excellence—the only high school in New England to receive that designation for that year.

The following is a summary of data regarding the Bangor Public Schools as of the 2004–2005 school year.

Total enrollment: 4,022

Number of facilities
elementary schools: 5
intermediate schools (grades 4-5): 2
junior high/middle schools: 2
high schools: 1

Student/teacher ratio: 14:1

Teacher salaries
average: $47,722

Funding per pupil: $7,652

Public Schools Information: Bangor School System, 73 Harlow St., Bangor, ME 04401; telephone (207)992-4152

Colleges and Universities

The University of Maine at Orono, the state's principal research institution, is located just north of Bangor. Its six colleges are Liberal Arts & Sciences; Business, Public Policy & Health; Education & Human Development; Natural Sciences, Forestry & Agriculture; School of Engineering Technology; and Honors College. The university offers 88 bachelor's degree programs, 64 master's degree programs, and 25 doctoral programs. Its library is ranked among the top in the country.

Eastern Maine Community College offers associate's degrees, diplomas, and certificate levels in 28 technology programs; More than 1,200 full- and part-time students are enrolled at the college, which employs more than 150 faculty members. Husson College is a four-year school that offers undergraduate and graduate degrees in a variety of disciplines. The Bangor Theological Seminary, established in 1814, awards master's and doctorate's degrees; it is the only accredited graduate school of religion in northern New England. Other post-secondary institutions in the Bangor area are University College of Bangor, Beal College, Maine Maritime Academy, the New England School of Broadcasting, Unity College, the College of the Atlantic, and Colby College.

Libraries and Research Centers

The Bangor Public Library, with more than 500,000 volumes of books, periodicals, government documents, and recordings, is one of the largest in New England and the busiest per capita in the country. The library sends more interlibrary loans each year than any other library in New England.

The University of Maine is home to the Raymond H. Fogler Library, the state's largest. Its collections include more than

one million volumes, 3,400 periodical subscriptions, 1.6 million microforms, 2.25 million federal and provincial government documents, and a large number of electronic resources. The library's Ira C. Darling Marine Center houses a specialized collection focused on marine studies.

Public Library Information: Bangor Public Library, 145 Harlow St., Bangor, ME 04401; telephone (207)947-8336; fax (207)945-6694; email bplill@bpl.lib.me.us

Health Care

A number of hospitals cater to the physical and mental health care needs of Bangor area residents. The largest facility, Eastern Maine Medical Center, established in 1892, is a modern 411-bed regional hospital providing intensive care services; it is also one of three designated centers in the Maine Trauma System. St. Joseph Healthcare, operated by the Felician Sisters, offers acute care in its 100-bed hospital. One of the newest Bangor facilities is Acadia Hospital, which offers a range of inpatient and outpatient services for those in need of mental health and chemical dependency services. The state-operated Bangor Mental Health Institute is a 100-bed psychiatric hospital that serves two-thirds of the state's geographic area, providing services for people with severe mental illness.

For those in need of long-term nursing or supportive living arrangements, the metropolitan area offers a wide variety of nursing homes, assisted living facilities, and retirement village options.

Recreation

Sightseeing

Bangor's heritage has been preserved in the painstakingly restored mansions of the lumber barons in the Broadway Historic District, one of several local districts. A popular way to explore the city is by way of a historic walking tour, which takes the visitor through a number of Bangor's finest buildings representing a variety of architectural styles ranging from Colonial, Federal, Greek Revival, and Second Empire Italian.

At Fields Pond Audubon Center, visitors can take a variety of walks and canoe tours through the area's 192 acres of wetlands and forest, 1,600 feet of lakeshore, a 22-acre island, a beach, a brook, and a ravine. The recently opened Maine Discovery Museum is the largest children's museum north of Boston, and features seven major interactive exhibit areas on three levels. Located in the historic Freeses building downtown, the museum promotes the learning and discovery of nature, geography, children's literature, music, art, science, and anatomy.

Visitors who travel farther afield into the Maine countryside will find charming villages and towns such as Old Town, where they may observe crafters constructing canoes at the Old Town Canoe Company. The Penobscot Indian Reservation at Old Town is home to members of that tribe. The town of Canaan displays Charles Lindbergh memorabilia housed in the crate that carried his plane back to America from Paris in 1927. Devotees of American domestic architecture can explore five turn-of-the century summer cottages furnished as they were by the families who lived in them at Roosevelt Campobello International Park, summer home of Franklin and Eleanor Roosevelt. The park also boasts 10 miles of walking trails, bird watching, flower gardens, a lighthouse, sea kayaking, and a number of beaches.

Arts and Culture

Bangor Symphony Orchestra, the country's oldest continuous community orchestra, has been performing since 1896. Comprised of 60 to 90 members, the orchestra performs 6 classical concerts, special events, and pops concerts during its September-May season. At the Maine Center for the Arts on the campus of the University of Maine at Orono, musical and dance events are presented throughout the year at the acoustically heralded Hutchins Concert Hall. In late spring and throughout the summer, the Bangor Band offers free weekly outdoor concerts at the Paul Bunyan Park grandstand. Other musical concert series in Bangor include the Cool Sounds of Summer concerts, held weekly at Riverfront Park, and the Arcady Music Festival, featuring international musicians.

Penobscot Theatre Company, housed in the Banger Opera House downtown, performs Broadway hits and contemporary drama during the winter months; in July and August it presents the Maine Shakespeare Festival. Recent productions include ''Dracula,'' ''The Crucible,'' and ''Long Day's Journey into Night.'' Theater students at the University of Maine present contemporary and classical works at Maine Masque Theatre from October through April.

The Bangor Museum and Center for History, exhibiting historic memorabilia from the Penobscot Valley, is housed downtown adjacent to the Maine Discovery Museum. At the Cole Land Transportation Museum visitors can learn about and view a cross section of Maine's land transportation equipment, as well as U.S. military memorabilia. The Old Town Museum commemorates the area's lumbering history, and the Penobscot Marine Museum, a 13-building complex,

preserves and exhibits the history of Penobscot Bay and the maritime history of Maine. Art studios and galleries are clustered in downtown Bangor.

Anthropological exhibits relating to Native Americans are on display at the Hudson Museum on the campus of the University of Maine at Orono, which also maintains greenhouses and ornamental test gardens that can be viewed by appointment, as well as a planetarium. The university's Museum of Art, one of the country's oldest land grant university art collections, displays more than 5,700 works including an extensive collection of nineteenth- and twentieth-century European and American prints. Its collection also celebrates Maine art and artists, with works by Berenice Abbott, Winslow Homer, and Andrew Wyeth. The Maine Forest and Logging Museum in Bradley is a living history museum dedicated to the mighty Maine woods. The museum's 400-acre Leonard's Mills contains the site of a pioneer settlement, and the area comes alive every summer and fall when volunteers in period dress recreate the daily life of a logging and milling community of the 1790s.

Festivals and Holidays

Summer festivals in Bangor include a Sidewalk Arts Festival in August, and a celebration of the Fourth of July with fireworks and a parade. Bass Park is the site of a ten-day celebration of agriculture at the State Fair, held in early August. During June and July, the park is also the site for harness racing. The Music in the Park series is presented throughout the summer. October brings Octoberfest, and downtown art studios and galleries are open for touring every November. The traditional Christmas tree lighting in December is followed by a parade the next day. A winter carnival is held in February.

Sports for the Spectator

The 27-hole Bangor Municipal Golf Course presents many tournaments each year, including the Greater Bangor Open held in July. Bangor Raceway at Bass Park offers harness racing in June and July; the sport has been conducted continuously at Bass Park since 1893. The raceway hosts several legs of the Maine Breeders Stakes, the Anah Temple Shrine Trot and Parade, and the Billings Amateur Driving Series. The University of Maine's Black Bears play baseball at Mahaney Diamond; the university also fields football, basketball, and hockey teams. Husson College also has successful baseball and basketball teams.

Sports for the Participant

Recreational opportunities in and around Bangor are almost limitless. Boating and fishing on the Penobscot, golfing at several courses, camping at sites within and outside the city limits, ice skating and hockey at local arenas, and downhill and cross-country skiing are only some of the activities available. The Bangor Municipal Golf Course has been rated by the magazine *Golf Digest* as one of the top 75 public golf courses in the country. The course offers a 15-tee driving range, 2 practice greens, a complete pro shop, and restaurant. PGA professionals give group and private lessons.

Bangor Creative Playground is a specially designed park for children. Grotto Cascade Park, with its lighted water fountain and a 20-foot-high waterfall, is popular with picnickers and hikers; opposite the park, at Salmon Pool, Atlantic salmon headed upstream are a favorite catch for anglers in May and June. Sewall Park in nearby Old Town consists of 30 acres, some wooded, offering hiking, picnicking, camping, canoeing, sports facilities, fishing, and boat launching. Bangor is located not far from Acadia National Park, the second most visited national park in the country, and Baxter State Park, site of Mt. Katahdin, Maine's highest peak.

Shopping and Dining

Shopping is serious business in Bangor, a major outlet store center and home to numerous department stores, shopping centers, and malls. Downtown Bangor features specialty shops, bookstores, restaurants, and parks on the waterfront. Woven baskets and leather goods are offered at the Penobscot Indian Reservation on Indian Island, Old Town. Shoppers from a wide area are attracted to the department stores and specialty shops at Bangor Mall, the state's second-largest shopping mall. Restaurants and a 10-screen theater flank the Bangor Mall area. Airport Mall was Maine's first indoor shopping center when it opened in 1972; today it offers more than a dozen stores selling a variety of products. Antiques and collectibles are the focus at Center Mall in Brewer; within driving distance of Bangor are scores of antique shops, potteries, and gift shops.

Dining opportunities range from regional establishments specializing in lobster to ethnic restaurants specializing in Mexican, Italian, Indian, Asian, and Pakistani foods. Coffeehouses, pubs, and taverns round out Bangor's offerings.

Visitor Information: Greater Bangor Convention & Visitors Bureau, 1 Cumberland Pl., Ste. 300, Bangor, ME 04401; telephone (207)947-5205; toll-free (800)91-MOOSE

Convention Facilities

The Bangor Auditorium offers 16,000 square feet of exhibit space with a seating capacity of 6,000. The Civic Center,

with 22,000 square feet of usable space, is capable of hosting 9 concurrent meetings; it has banquet seating for up to 800 people, and a 12,000-square-foot catering center. Both facilities are located at Bass Park. The entrance to the complex is graced by a statue of Paul Bunyan. Norumbega Hall, which houses the University of Maine Museum of Art, can accommodate 1,000 people in its auditorium. The Penobscot Theatre, located in the Bangor Opera House, is handicap accessible and seats 299 people.

In nearby Orono, the Best Western Black Bear Inn and Conference Center can accommodate up to 300 people for conferences and offers 68 sleeping rooms. The facilities include more than 7,900 square feet of meeting space. More than 25 hotels, motels, inns, bed and breakfasts, and camping facilities are located within the Bangor metropolitan area.

Convention Information: Greater Bangor Convention & Visitors Bureau, 1 Cumberland Pl., Ste. 300, Bangor, ME 04401; telephone (207)947-5205; toll-free (800)91-MOOSE

Transportation

Approaching the City

Bangor International Airport offers more than 50 flights per day to and from national and regional hubs as well as Florida and the Caribbean. It is served by major airlines, including Delta, American, US Airways, Continental, and Northwest, with non-stop destinations like Boston, New York, Detroit, Philadelphia, and Cincinnati. Bangor is easily reached via Interstate 95, Maine Route 2 from the north and west, Route 9 from the east, and Route 1A from the south. Rail and bus service is provided by Greyhound and Concord Trailways, providing direct connections to Amtrak in Portland or Boston.

Traveling in the City

Downtown shopping and dining sites are easily accessible on foot, and walking tours through historic areas are offered. The BAT Community Connector is a local bus service providing connections throughout the Bangor metropolitan area. Full service is available Monday through Friday, partial service on Saturday, and no service on Sunday.

Communications

Newspapers and Magazines

In operation for more than 110 years, the *Bangor Daily News* is published mornings Monday through Saturday. The paper is one of the few family-owned newspapers in the country, and has a circulation of approximately 70,000. *The Weekly* is distributed throughout the area on Fridays, and features a calendar of events, nonprofit news, and other health and welfare features.

Television and Radio

Six television stations—four major commercial stations plus PBS and Pax—have broadcast studios in Bangor. More than 15 AM and FM radio stations are broadcast in the area.

Media Information: *Bangor Daily News,* 491 Main St., PO Box 1329, Bangor, ME 04402; telephone (207)990-8000; toll-free (800)432-7964;

Bangor Online

Bangor Region Chamber of Commerce. Available www.bangorregion.com

Bangor School System. Available www.bangorschools.net

City of Bangor. Available www.bgrme.org

County of Penobscot. Available www.maine.gov/local/penobscot

Downtown Bangor. Available www.downtownbangor.com

Eastern Maine Healthcare System. Available www.emh.org

Greater Bangor Convention and Visitors Bureau. Available www.bangorcvb.org

Maine Department of Labor. Available www.state.me.us/labor

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Lewiston

The City in Brief

Founded: 1770 (incorporated, 1795)

Head Official: Mayor Lionel C. Guay Jr. (since January 2004)

City Population
1980: 40,481
1990: 39,757
2000: 35,690
2003 estimate: 35,922
Percent change, 1990–2000: −10.3%
U.S. rank in 1980: 540th
U.S. rank in 1990: 664th (State rank: 2nd)
U.S. rank in 2000: Not reported (State rank: 2nd)

Metropolitan Area Population
1990: 93,679
2000: 90,830
Percent change, 1990–2000: −3.0%
U.S. rank in 1990: 256th
U.S. rank in 2000: 268th

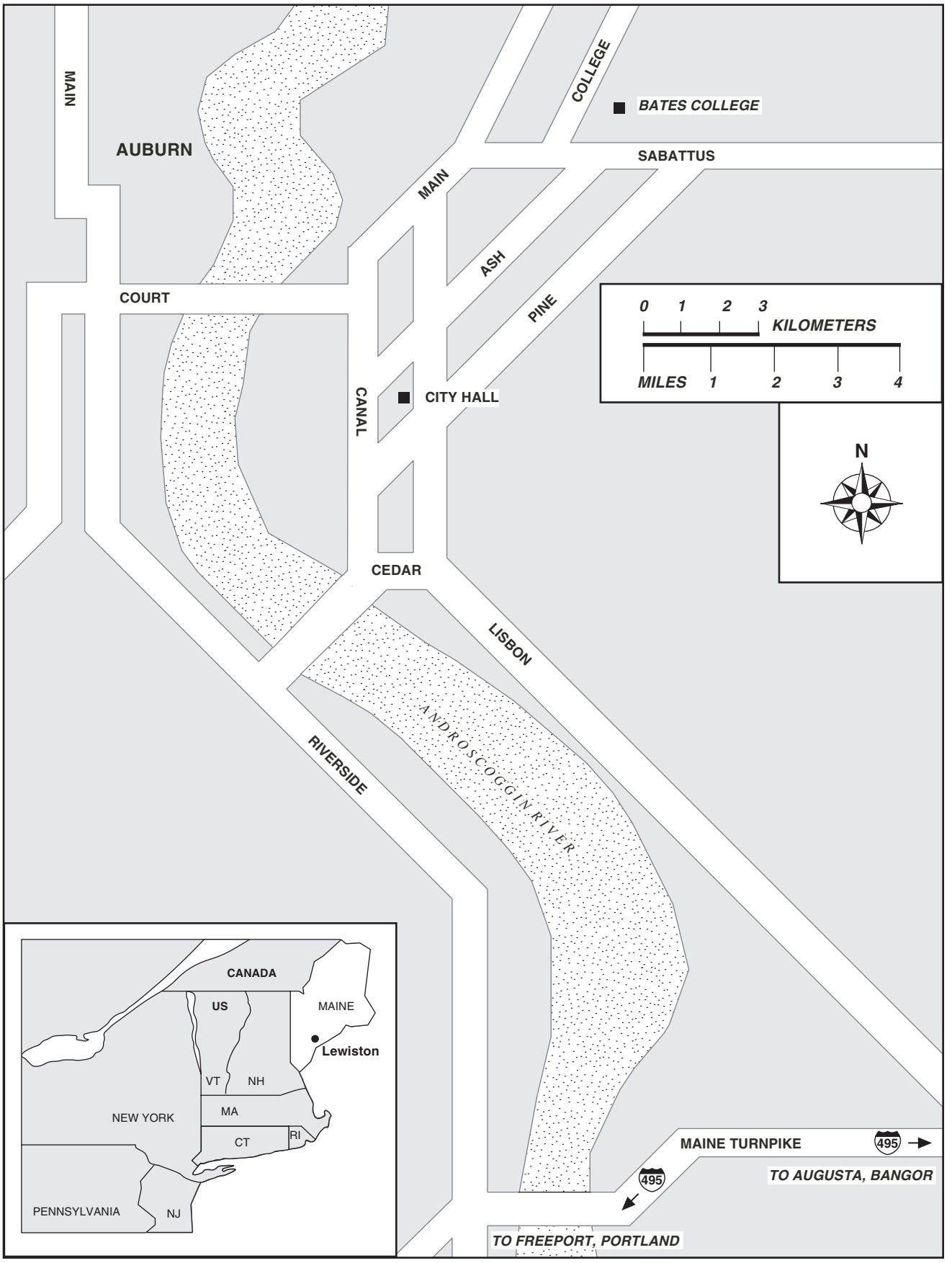
Area: 34 square miles (2000)
Elevation: 121 feet above sea level
Average Temperatures: 46.1° F
Average Annual Precipitation: 45.8 inches of rain, 70.1 inches of snow

Major Economic Sectors: Services, manufacturing, trade, government
Unemployment Rate: 5.5% (February 2005)
Per Capita Income: $17,905 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 3,322

Major Colleges and Universities: Bates College, Lewiston-Auburn College of the University of Southern Maine

Daily Newspaper: *Sun Journal*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TO AUGUSTA, BANGOR
495
TO FREEPORT, PORTLAND

Introduction

Lewiston and Auburn, known as the Twin Cities of the Androscoggin, together form the industrial and commercial heart of Maine. Although separated by the Androscoggin River, they share nearly every city amenity and service except government. Both cities possess a diversified economy dependent on services and manufacturing. A remarkable cooperative effort between the cities brought to the region a building boom of unprecedented proportions in the late 1980s. During the decade that followed, the economy had begun shifting away from large manufacturers to entrepreneurial small companies. Lewiston continues to be one of the strongest manufacturing areas in New England.

Geography and Climate

Lewiston is located approximately 30 miles from the mouth of the Androscoggin River in the western lakes and mountains region of Maine. The city is situated on low rolling hills sloping toward the Androscoggin River. The area enjoys a four-season climate; summers are comfortable and winters are generally cold, but prolonged periods of cold weather are rare.

Area: 34 square miles (2000)

Elevation: 121 feet above sea level

Average Temperatures: January, 20.5° F; July, 71.4° F; average, 46.1° F

Average Annual Precipitation: 45.8 inches of rain, 70.1 inches of snow

History

Permission to settle the tract of land along the Androscoggin River where Lewiston and Auburn now stand was granted by the Massachusetts Bay Colony in 1768 to agents of a group referred to as the proprietors. Under the terms of the grant, fifty families in as many houses were to settle in the area, which was to be called Lewiston, by 1774. It is doubtful that these terms were complied with; the first settler, Paul Hildreth, did not build his log cabin until 1770 on the east bank of the river. Although Lewiston opened its first woolen mill in 1819 and its first cotton mill in 1844, it and neighboring Auburn grew very slowly. It is said that Auburn took its name from Oliver Goldsmith's poem ''The Deserted Village.''

The growth of the Twin Cities, as they are often called, began in 1836 with the exploitation of the water power of the Androscoggin River. Lewiston grew up as a textile center, Auburn as a shoe-manufacturing center, and both cities attracted workers of French-Canadian origin to work in the factories. By the 1870s several large textile mills were operating in Lewiston, and Auburn's twenty-one factories were turning out more than two million pairs of shoes annually. Friction between the two cities broke out in 1937 during a bitter shoe strike. Many residents of one city worked in the other, and during the strike police sought to prevent strikers from crossing the bridges that connect the two cities.

By the 1960s the economy of the two cities was still dominated by the textile and shoe industries, but mills were beginning to close and shoe shops were being badly hurt by foreign competition. Into the late 1970s the cities engaged in a rivalry to attract new businesses until it was recognized that cooperation would be beneficial to the development of both. During the 1980s Lewiston and Auburn experienced a building boom; the cooperative spirit that grew up between them was marked by such factors as the sharing of economic development councils, a newly rebuilt hydroelectric facility, and the tax revenues generated by the development of industrial land. Lewiston's vitality and cultural richness were factors in its selection as the national headquarters of the forum Francophone des Affaires, an international trade group of French-speaking nations. Today Lewiston continues to be a city enriched by a strong cultural heritage, diverse economy, active artists' community, and beautiful natural resources.

Historical Information: Androscoggin Historical Society, Court Street Door, County Building, Auburn, ME 04210; telephone (207)784-0586

Population Profile

Metropolitan Area Residents
1990: 93,679
2000: 90,830
Percent change, 1990–2000: −3.0%
U.S. rank in 1990: 256th
U.S. rank in 2000: 268th

City Residents:
1980: 40,481
1990: 39,757

2000: 35,690
2003 estimate: 35,922
Percent change, 1990–2000: −10.3%
U.S. rank in 1980: 540th
U.S. rank in 1990: 664th
U.S. rank in 2000: Not reported (State rank: 2nd)

Density: 1,047.0 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 34,726
Black or African American: 561
American Indian and Alaska Native: 351
Asian: 384
Native Hawaiian and Pacific Islander: 32
Hispanic or Latino (may be of any race): 448
Other: 262

Percent of residents born in state: 75.9% (2000)

Age characteristics (2000)
Population under 5 years old: 1,983
Population 5 to 9 years old: 2,122
Population 10 to 14 years old: 2,073
Population 15 to 19 years old: 2,631
Population 20 to 24 years old: 3,090
Population 25 to 34 years old: 4,596
Population 35 to 44 years old: 5,008
Population 45 to 54 years old: 4,539
Population 55 to 59 years old: 1,718
Population 60 to 64 years old: 1,588
Population 65 to 74 years old: 2,972
Population 75 to 84 years old: 2,374
Population 85 years and over: 996
Median age: 37.6 years

Births (2001)
Total number: 1,322

Deaths (2001)
Total number: 914

Money income (1999)
Per capita income: $17,905
Median household income: $29,191
Total number of households: 15,291

Number of households with income of . . .
less than $10,000: 2,552
$10,000 to $14,999: 1,380
$15,000 to $24,999: 2,800
$25,000 to $34,999: 2,232
$35,000 to $49,999: 2,343
$50,000 to $74,999: 2,441
$75,000 to $99,999: 902
$100,000 to $149,999: 403
$150,000 to $199,999: 59
$200,000 or more: 179

Percent of families below poverty level: 10.0% (59.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,322

Municipal Government

Lewiston operates under a city administrator form of government, with a mayor and seven councilors elected to two-year terms. Auburn is the shire town of Androscoggin County.

Head Official: Mayor Lionel C. Guay Jr. (since January 2004; current term expires January 2006)

Total Number of City Employees: 224 (2004)

City Information: City of Lewiston, 27 Pine St., Lewiston, ME 04240; telephone (207)784-2951

Economy

Major Industries and Commercial Activity

Once known mainly for the manufacture of shoes and textiles, Lewiston and Auburn today possess a diversified economic base in both the manufacturing and nonmanufacturing sectors. Androscoggin County has transformed itself to a progressive tourism and high-precision manufacturing powerhouse. Health care is the largest industry in the Lewiston-Auburn area, providing more than 6,800 healthcare-related jobs. Textile manufacturers have diversified their products to include industrial, commercial, and construction fabrics, while shoe manufacturers now produce lower volume but higher quality products.

The food and beverage industry is another growing economic sector in Androscoggin County, with major companies like Poland Spring Bottling Co., White Rock Distilleries, Lepage Bakeries, and Angostura International, Federal Distributors, Central Distributors, and Seltzer & Rydholm having facilities in the area.

Other companies in the Lewiston area include Formed Fiber Technologies, an auto parts manufacturer for companies such as General Motors and Toyota; Tambrands, a Procter & Gamble plant that makes feminine hygiene products; Panolam Industries, which makes laminated countertops and other surfaces; and Diamond Phoenix Corporation, a company that manufactures carousels, sorting/picking systems,

and robotics for companies such as Boeing, Hallmark, and Lockheed Martin. In addition, retail company L.L. Bean has a telephone operations center in Lewiston, and Giger, one of the nation's largest privately owned promotional products companies, continues to print its annual Farmer's Almanac.

The Maine Department of Economic and Community Development reported that in 2002 the Lewiston-Auburn area led the state in economic development activity, and placed second in job creation. Both cities are a travel center for their section of the state and benefit from tourism.

Items and goods produced: shoes and textiles; electrical, food, metal, plastic, and printed products; ductware; dampers; high power radio frequency components

Incentive Programs—New and Existing Businesses

Both Lewiston and Auburn have track records in assisting companies with various programs and incentives, depending upon the number and quality of jobs retained. The Lewiston Economic Growth Council acts as a local liaison with local and state development agencies on behalf of interested businesses. The council also offers site search assistance by helping companies locate appropriate buildings and/or land, in conjunction with local government, real estate brokers, and private developers. Lewiston's Economic and Community Development Department also extends a variety of services to local businesses, including commercial financing, streamlined review and permitting processes, and municipally owned business park sites.

Local programs—The Lewiston Auburn Economic Growth Council offers a number of services to local businesses, including technical assistance, commercial financing, site searches, and marketing. Since the council's inception, it has leveraged almost $45 million in new local investments through financing programs. Its Economic Stimulus Loan Pool provides eligible businesses with loans up to $150,000 to be used for site purchase and development, construction, machinery and equipment, and working capital. The Micro-Enterprise Loan Program, for businesses with five or fewer employees, offers loans up to $25,000 for site purchases, construction, and equipment purchases.

State programs—The Finance Authority of Maine (FAME) assists economic development by providing capital for business, industrial, and natural resources enterprises through a wide variety of programs, including loan insurance grants, targeted lending, and taxable and tax-exempt bonds. FAME's Economic Recovery Loan Program offers subordinate financing to assist businesses in their efforts to remain viable and/or improve productivity; loans of up to $200,000 are available.

Job training programs—Through the State of Maine's Governor's Training Initiative, local businesses are eligible for partial reimbursement of training costs incurred through recruitment, assessment, workplace safety, workplace literacy, and technical training. The Maine Quality Center, in conjunction with the Maine Technical College System, provides training for workers at qualified Maine businesses. The center offers trainee recruitment, employer-specific training programs, and pre-employment screening. To participate in these programs, businesses must create at least eight new jobs which are at a high skill and wage level.

Development Projects

In recent years, Lewiston has seen a number of development projects come to fruition. With healthcare playing a vital role in the area's economy, local healthcare facilities continue to be expanded and improved. Central Maine Healthcare launched its multi-million dollar Central Maine Heart and Vascular Institute, a cardiac care center providing open-heart surgery and angioplasty procedures. Other infrastructure investments at Central Maine Medical Center include a parking garage, office expansions, and a new home for its nursing and radiology schools. St. Mary's Regional Medical Center recently built the Corinne Croteau Lepage Women's Health Pavilion; the $6 million facility is the first of its kind in Maine.

City officials are also planning for a $20 million downtown project anchored by Oxford Networks, Northeast Bank, and a campus of Andover College. The project will see the creation of two new office buildings, a new parking garage, underground utilities, new sidewalks, new streetlights, and new landscaping. The project will serve as the central hub for a state-of-the-art fiber-optic telecommunication system that will serve both Lewiston and Auburn.

Another upcoming development project in the Lewiston area is the creation of a new $45 million Wal-Mart Distribution Center, which will employ 150 to 400 people. The center will service Wal-Mart grocery stores in northern New England.

Economic Development Information: Lewiston Auburn Economic Growth Council, 95 Park St., PO Box 1188, Lewiston, ME 04243; telephone (207)784-0161. Lewiston Department of Economic and Community Development, 27 Pine St., 3rd Fl., Lewiston, ME 04240; telephone (207)784-2951. Finance Authority of Maine (FAME), 5 Community Dr., PO Box 949, Augusta, ME 04332; telephone (207)623-3263.

Commercial Shipping

Lewiston-Auburn is conveniently situated on the Maine Turnpike; exits 12 and 13 provide direct routes into the area's industrial parks. Several trucking companies operate

with both interstate and intrastate authority. Rail service is available through the St. Lawrence & Atlantic Railroad, which operates a double-stack intermodal transportation facility in Auburn. In addition, Guildford Rail runs a regional rail system with daily switching service and loading dock facilities. The Auburn-Lewiston Municipal Airport provides charter service to locations in the U.S. and Canada; the area is also only 38 miles away from Portland International Jetport. Portland Harbor, 40 minutes away from Lewiston, accommodates large ships with roll-on, roll-off docks and container handling capability.

Labor Force and Employment Outlook

The local labor force boasts a strong reputation for skill and commitment with access to superior educational resources. *Industry Week* magazine once named Lewiston-Auburn the strongest manufacturing area in New England, based on productivity, specialization, and employment. Thanks to Lewiston-Auburn's central location, local employers are able to draw upon a talented workforce from the surrounding area—nearly 50 percent of the state's population is within a 30-mile radius.

The area provides many opportunities for workers to pursue education and job training—local options include six colleges, a hospital-sponsored nursing program, and an adult education program. The Maine Quality Center provides employer-specific training programs and trainee recruitment, while Auburn's Central Maine Technical College offers courses to employers at the worksite or on campus.

The following is a summary of data regarding the Lewiston-Auburn metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 48,000

Number of workers employed in . . .
construction and mining: 2,700
manufacturing: 6,200
trade, transportation, and utilities: 9,900
information: 800
financial activities: 3,000
professional and business services: 4,900
educational and health services: 10,000
leisure and hospitality: 3,500
other services: 1,300
government: 5,800

Average hourly earnings of production workers employed in manufacturing: $16.97 (statewide average)

Unemployment rate: 5.5% (February 2005)

Largest employers (2004)	*Number of employees*
Sisters of Charity Health Systems	1,000+
Central Maine Medical Center	1,000+
Banknorth Group	500+
Lewiston School Department	500+
Bates College	500+
Auburn School Department	500+
Tambrands Inc. (paper manufacturing)	500+
Panolam (plastics manufacturing)	500+
L.L. Bean	300+
City of Lewiston	300+

Cost of Living

The average price of a single-family home in Lewiston ranges from $78,000 to $100,000.

The following is a summary of data regarding several key cost of living factors in the Lewiston-Auburn area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: a graduated income tax rate from 2.0% to 8.5% of federal adjusted gross income with modifications.

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $27.70 per $1,000 of assessed valuation (2004)

Economic Information: Lewiston Auburn Economic Growth Council, 95 Park St., PO Box 1188, Lewiston, ME 04243; telephone (207)784-0161

Education and Research

Elementary and Secondary Schools

Lewiston takes great pride in its education system, which has gained national attention for its innovative programs that have incorporated arts into the classroom, fostered business partnerships, and started after-school programs. Lewiston students regularly score at or above national and state averages on the Iowa Test of Basic Skills and the Maine Educational Assessment. More than 70 percent of Lewiston's high school graduates continue on to postsecondary education.

The following is a summary of data regarding the Lewiston public schools as of the 2004–2005 school year.

Total enrollment: 4,600

Number of facilities
elementary schools: 6
junior/high middle schools: 1
senior high schools: 1
other: 1

Student/teacher ratio: 19:1 (elementary school)

Teacher salaries
average: $43,749

Funding per pupil: $6,546

There are four parochial schools in Lewiston, including St. Dominic Regional High School, Holy Cross School and St. Joseph's School, and St. Peters, which together serve approximately 1,300 students. Several private Christian schools are located in the area as well.

Public Schools Information: Lewiston Public Schools, Dingley Building, 36 Oak St., Lewiston, ME 04240; telephone (207)795-4100

Colleges and Universities

Lewiston is home to historic Bates College, a highly selective liberal arts school founded by Maine abolitionists in 1855. Located on a 109-acre campus, Bates offers arts and sciences programs plus majors in anthropology, speech, and theater. The school offers a low student to faculty ratio, making close collaborations in the classroom and laboratory possible. Two-thirds of Bates's students typically study abroad, and more than two-thirds of recent graduates enroll in graduate study within 10 years after graduation. Recently, *U.S. News and World Report* recognized Bates as being among the top 25 liberal arts colleges in the country.

The University of Southern Maine's Lewiston-Auburn College is the fastest growing campus in the University system. The college's 1,700 students can choose between four-year degree programs in arts and humanities; natural, applied, social, and behavioral sciences; nursing; and leadership and organizational studies. Master's degree programs are available in leadership studies, literacy education, and occupational therapy.

Between them, St. Mary's Hospital and Central Maine Medical Center offer nursing, radiologic technology, and anesthesiology schools. The Central Maine Institute for Health Professionals offers degree programs through the Clark F. Miller School of Radiologic Technology, the School of Nuclear Medicine Technology, and the CMMC School of Nursing.

Auburn is home to Mid-State College, which offers degrees in accounting, business, medical support, computer applications, tourism and hospitality management, and early childhood education. The college also offers certificates in medical transcription and therapeutic massage. At Central Maine Technical College, the school offers industry-specific courses and associate's degrees in Arts General Studies or Liberal Studies. It also boasts the lowest tuition rates in the state.

Libraries and Research Centers

Lewiston maintains one central library holding 123,000 print and audio-visual volumes housed in the original granite 1902 Carnegie Library Building. The library maintains special collections on Franco-American heritage, French literature, genealogical information, and local history. It also has an active children's program and outreach program.

Among the special collections at the George and Helen Ladd Library at Bates College is the Edmund S. Muskie Archives and Special Collections Library, a collection of rare books, records, manuscript collections, and papers of the U.S. senator. Central Maine Medical Center maintains the Gerrish-True Health Sciences Library, a center for information relating to patient care, patient education, personal health, research, staff development, and wellness promotion.

Public Library Information: Lewiston Public Library, 200 Lisbon St. Lewiston, ME 04240; telephone (207)784-0135

Health Care

Lewiston and Auburn residents' health care needs are taken care of by two of Maine's finest hospitals—Central Maine Medical Center and St. Mary's Regional Medical Center. Central Maine Medical Center is a 250-bed regional referral center offering a wide range of services. It operates the largest emergency room in the region, and is one of three designated trauma centers in Maine. It is also known for its women's and children's services, including special birthing, breast care, bladder control, and osteoporosis centers. In 2003, the medical center also opened the Central Maine Heart and Vascular Institute.

St. Mary's Regional Medical Center is a regional leader in the area of women's health. Its Corinne Croteau Lepage Women's Health Pavilion houses a sophisticated birthing unit and an integrated obstetrics and gynecology practice; the Women's Imaging Center offers mammography services and bone density testing. St. Mary's neurosurgeons are also nationally recognized, having performed technologically advanced surgery not done elsewhere in the eastern U.S.

Recreation

Sightseeing

A stroll through the 109-acre campus of Bates College offers the sightseer a view of lawns, gardens, and ivy-covered buildings; one path leads to the summit of Mt. David, providing an aerial view of the Twin Cities and sometimes a glimpse of the White Mountains 50 miles to the west. Lewiston Falls and Dam are best viewed from North Bridge.

Bird fanciers visiting the area may wish to explore Thorncrag Bird Sanctuary, a 310-acre wildlife preserve for birds and small animals. The Mt. Apatite recreation area in Auburn features beautiful wooded hiking through an area once known for tourmaline mining.

Arts and Culture

With the cooperative spirit that now characterizes the relationship between Lewiston and Auburn, the two cities formed L/A Arts in 1973 in order to increase the number of cultural amenities in the area. In cooperation with local educational institutions and community organizations, the group sponsors hundreds of performances a year by artists, authors, actors, and others in the community and the schools. Nationally recognized artists regularly perform at the Olin Arts Center on the Bates College campus. Each summer, the college hosts the Bates Dance Festival, a conglomeration of showings, performances, workshops, and discussions for students, performers, educators, and choreographers. The college's Department of Theater and Rhetoric stages several theater and dance productions annually at its three campus theaters.

The Androscoggin Chorale was formed as a community chorus in 1972. In 1991, the Chorale joined with the Maine Chamber Ensemble to form the Maine Music Society. The society has since offered several successful years of performances throughout the state, including operatic performances, classical music concerts, and holiday performances. The Public Theatre, a fully professional Equity operation which has presented comedic and dramatic performances to the community for more than 10 years, was recently voted the best theatre company in Maine for the second year in a row.

The Lewiston-Auburn College/USM Atrium Gallery presents exhibitions of paintings, sculptures, and photography from artists across the state. It also hosts the annual Area Artists Exhibition and annual L/A Arts Exhibit and Auction. The Bates College Museum of Art at Olin Arts Center is home to one of the region's finest collections of masterworks on paper, including the Marsden Hartley Memorial collection. More than 40,000 square feet of space at the Creative Photographic Art Center of Maine in the historic Bates Mill Complex is dedicated to photography and other related arts. Genealogical literature, historical exhibits on the Native American culture, and Civil War artifacts are on display at the Androscoggin Historical Society Library and Museum in Auburn.

The Franco-American Heritage Collection at Lewiston-Auburn College/USM provides a significant collection of documents, photographs, artifacts, and audiovisual material relating to the area's Franco-American community. Opened in 2000, Lewiston's Franco-American Heritage Center at St. Mary's was created to preserve the area's Franco-American heritage. The center serves as a museum, performance hall, and learning center.

Since 1940, Auburn's Community Little Theatre has been producing musicals, dramas, comedies, and benefit concerts each year in the Great Falls Performing Arts Center. The Pleasant Note Coffeehouse is a combination restaurant and concert venue that presents a variety of artists ranging from up-and-coming locals to internationally known folk and jazz performers. Because of all these activities, the Lewiston-Auburn area has been designated as one of the best small arts towns in America.

Arts and Culture Information: L/A Arts, 221 Lisbon St., Lewiston, ME 04240; telephone (207)782-7228

Festivals and Holidays

Summer is festival time in Lewiston-Auburn; the season is inaugurated by the Maine State Parade, the largest such event in the state, held each May in Lewiston. In June, the Great Falls Canoe Race highlights the Androscoggin River. The Liberty Festival on July 4th draws thousands of visitors for live entertainment, food, and a fireworks display. Lewiston celebrates its French-Canadian heritage each summer with the Festival de Joie, a celebration of traditional food and music from all around the world. In mid-August the skies over Auburn and Lewiston fill with the colorful sights of the Great Falls Balloon Festival; 45 balloonists from across the Northeast take part in the event.

Sports for the Participant

A wealth of summer and winter recreational activities is available in and around Lewiston and Auburn. The proximity to mountains, forests, and lakes offers opportunities to skiers, skaters, campers, boaters, hikers, and anglers. Bicycle tours of the back roads of the region are very popular. Just north of Lewiston is the Hebron-to-Canton Rail Trail, an abandoned railroad bed turned pedestrian and bike route—a 36 mile round trip overall. For watersports enthusiasts, Lewiston plays host to the Great Falls Canoe Race each June.

The Twin Cities maintain dozens of parks and playgrounds, a supervised beach, skating rinks, and ball fields and courts.

The Ingersoll Arena in Auburn is available for public skating, skating instruction, and hockey from early October to mid-March. Sunday River Mountain Bike Park in Bethel is served by two ski lifts, and offers sixty miles of marked and patrolled trails. The Lost Valley ski area features downhill and cross-country skiing in the winter and mountain bike trails and paintball facilities in the summer. A number of golfing facilities are also located in or near Lewiston.

Shopping and Dining

The downtown areas of Lewiston and Auburn lost most of their retail trade to shopping centers in the 1980s but made a comeback as significant commercial centers in the late 1990s. Both Auburn and Lewiston have shopping malls, featuring major department stores, and Freeport—home of L.L. Bean, the outdoors outfitters—is about 30 minutes away from Lewiston. Nutcracker Sweets is an old-fashioned candy shop featuring hand-crafted chocolates, and Orphan Annie's Antiques in Auburn offers a large selection of Art Deco, Art Nouveau, Tiffany, Steuben, and other prominent French and American art glass.

Western Maine is home to many small inns where fine dining and sometimes spectacular views are available to the public. Restaurants in the Lewiston area range from inexpensive spots such as Bill Davis Luncheonette and Gipper's Sports Grill, to the international fine dining available at places like T.J.'s Restaurant and Eli's Restaurant at the Turner Highlands Country Club. Regional seafood restaurants and ethnic spots for Mexican, Chinese, and Italian cuisines are also abundant.

Visitor Information: Androscoggin County Chamber of Commerce, 179 Lisbon St., PO Box 59, Lewiston, ME 04243; telephone (207)783-2249; email info@androscoggincounty.com

Convention Facilities

Lewiston's Colisee has a number of options for convention planners. Its main conference area seats up to 4,800 people. It also offers arena bowl seating, floor seating, and a hospitality suite. The Ramada Inn Conference Center offers 15,000 square feet of conference facilities that were remodeled in 2003; banquet facilities are also available. The Auburn Inn and the Coastline Inn in Auburn also offer meeting space.

Convention Information: Androscoggin County Chamber of Commerce, 179 Lisbon St., PO Box 59, Lewiston, ME 04243; telephone (207)783- 2249; email info@androscoggincounty.com

Transportation

Approaching the City

Androscoggin County is served by Auburn-Lewiston Municipal Airport, which offers charter air service to the U.S. and Canada. Portland International Airport, only 30 minutes away, has daily commercial flights. Bus service is provided by Hudson Bus Lines and Western Maine Transportation Services. The Maine Turnpike provides access by car.

Traveling in the City

Streets in Lewiston radiate from Union Square near the Androscoggin River. Local and inter-urban bus and taxi service are available. Hudson Bus Lines serves the local community.

Communications

Newspapers and Magazines

Readers in the Lewiston area are served daily by the *Lewiston Sun-Journal.* The *Maine Sunday Telegram* is also available to local readers.

Television and Radio

Lewiston and Auburn are served by nine regional television networks; cable service is also available. Thirteen AM and twenty FM radio stations serve the area.

Media Information: *Lewiston Sun Journal,* 104 Park St., Lewiston, ME 04243; telephone (207)784-5411

Lewiston Online

Androscoggin County Chamber of Commerce. Available www.androscoggincounty.com

City of Lewiston. Available www.ci.lewiston.me.us

Lewiston Auburn Economic Growth Council. Available www.economicgrowth.org

Lewiston Public Library. Available www.lplonline.org

Lewiston School Department. Available www.lewiston.k12.me.us

Lewiston *Sun Journal.* Available www.sunjournal.com

Maine Department of Labor. Available www.state.me.us/labor

Portland

The City in Brief

Founded: 1623 (incorporated, 1786)

Head Official: City Manager Joseph Gray, Jr. (since 2001)

City Population
1980: 61,572
1990: 64,157
2000: 64,249
2003 estimate: 63,635
Percent change, 1990–2000: 1.8%
U.S. rank in 1980: 327th
U.S. rank in 1990: 361st (State rank: 1st)
U.S. rank in 2000: 487th (State rank: 1st)

Metropolitan Area Population
1980: 193,831
1990: 221,095
2000: 243,537
Percent change, 1990–2000: 10.2%
U.S. rank in 1990: 145th
U.S. rank in 2000: 147th

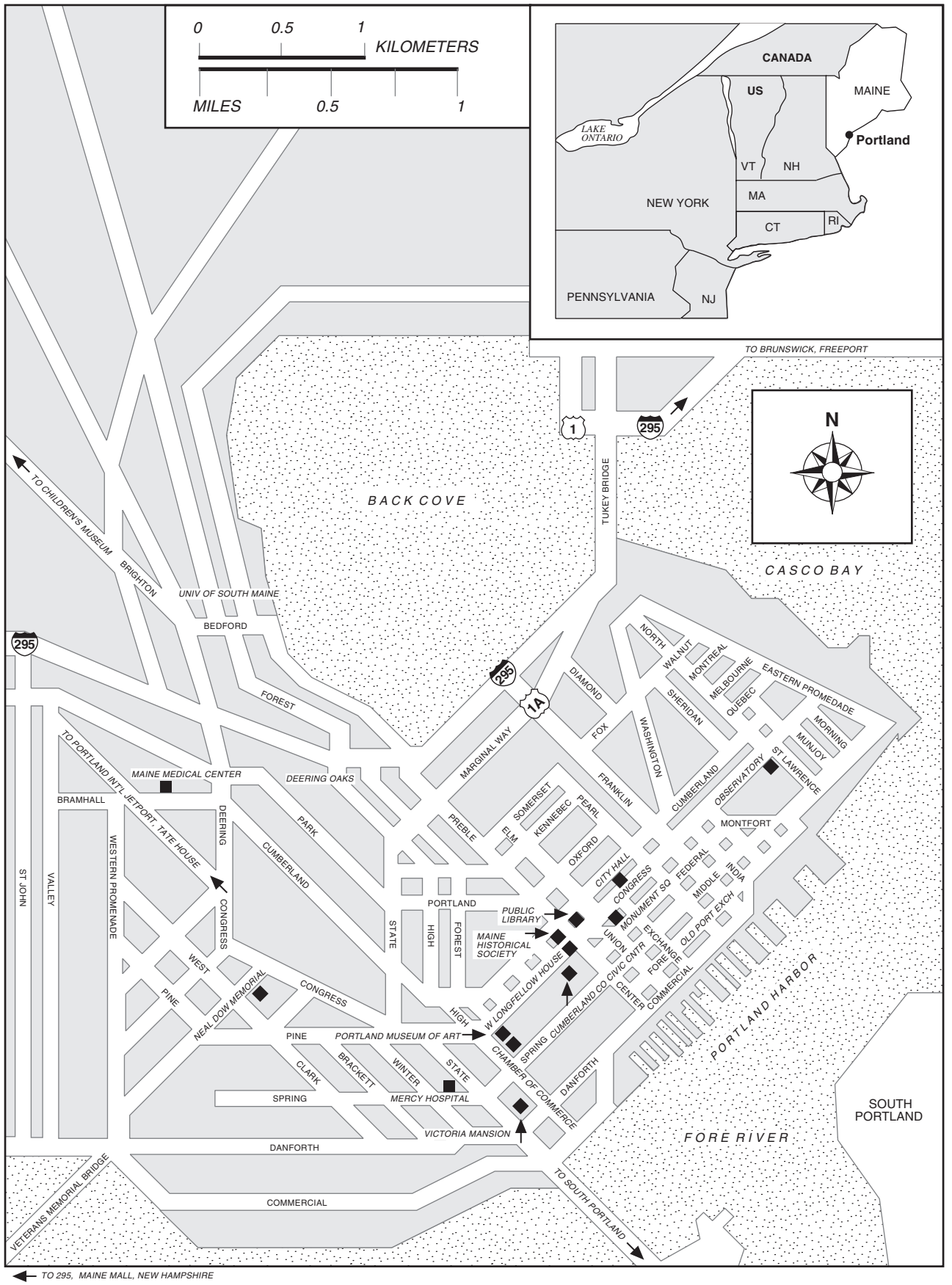
Area: 21.2 square miles (2000)
Elevation: 34 feet above sea level
Average Annual Temperature: 45.5° F
Average Annual Precipitation: 44.3 inches rain; 71.3 inches snow

Major Economic Sectors: Services, trade, government, manufacturing
Unemployment Rate: 4.0% (February 2005)
Per Capita Income: $22,698 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 3,525

Major Colleges and Universities: University of Southern Maine

Daily Newspaper: *Portland Press Herald*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BACK COVE
CASCO BAY
TUKEY BRIDGE
TO CHILDREN'S MUSEUM
BRIGHTON
UNIV OF SOUTH MAINE
BEDFORD
FOREST
TO PORTLAND INT'L JETPORT, TATE HOUSE
MAINE MEDICAL CENTER
DEERING OAKS
BRAMHALL
DEERING
PARK
CUMBERLAND
WESTERN PROMENADE
ST JOHN
VALLEY
CONGRESS
WEST
PINE
NEAL DOW MEMORIAL
CONGRESS
PINE
CLARK
BRACKETT
WINTER
STATE
SPRING
MERCY HOSPITAL
DANFORTH
VICTORIA MANSION
COMMERCIAL
VETERANS MEMORIAL BRIDGE
TO SOUTH PORTLAND
MARGINAL WAY
DIAMOND
FOX
WASHINGTON
FRANKLIN
NORTH
WALNUT
MONTREAL
MELBOURNE
QUEBEC
SHERIDAN
EASTERN PROMEDADE
MORNING
MUNJOY
ST LAWRENCE
OBSERVATORY
CUMBERLAND
MONTFORT
SOMERSET
KENNEBEC
PEARL
PREBLE
ELM
OXFORD
CITY HALL
CONGRESS
MONUMENT SQ
FEDERAL
MIDDLE
INDIA
PORTLAND
PUBLIC LIBRARY
MAINE HISTORICAL SOCIETY
STATE
HIGH
FOREST
UNION
EXCHANGE
FORE
OLD PORT EXCH
COMMERCIAL
CIVIC CNTR
CENTER
W LONGFELLOW HOUSE
PORTLAND MUSEUM OF ART
SPRING
CUMBERLAND CO
CHAMBER OF COMMERCE
DANFORTH
PORTLAND HARBOR
SOUTH PORTLAND
FORE RIVER
TO 295, MAINE MALL, NEW HAMPSHIRE

Introduction

Portland is the largest city in Maine and an important cultural, commercial, and shipping center. Called ''the beautiful town that is seated by the sea'' by Henry Wadsworth Longfellow, who was born there, Portland, three times destroyed by fire and rebuilt, has revived again. During the 1960s and 1970s Portland lost more than 11 percent of its population as its economy stagnated. A thoughtful urban renewal program designed to balance the process of economic growth with the preservation and restoration of what made the city unique—including its historic port district and other landmarks—has produced a culturally and economically vital city that is attracting young professionals from across America. Portland entered the new century with a deep appreciation of what makes a city livable and a commitment to ensuring that it remains so for all its citizens.

Geography and Climate

Portland lies on the southeast coast of Maine about 106 miles northeast of Boston. The city surrounds a large harbor on the southern rim of Casco Bay. Downtown Portland rests on an elevated peninsula with views of the Atlantic Ocean and the White Mountains. Summers and falls are pleasant; winters are cold with frequent thaws. Winter begins late and extends into the normal springtime. The White Mountains to the northwest keep heavy snow from reaching the Portland area and also moderate the temperature. Normal monthly precipitation tends to be uniform throughout the year.

Area: 21.2 square miles (2000)

Elevation: 34 feet above sea level

Average Temperatures: January, 22.1° F; August, 66.6° F; annual average, 45.5° F

Average Annual Precipitation: 44.3 inches rain; 71.3 inches snow

History

The first settlement on the site of Portland was built by Christopher Levett in 1623. The next year Levett returned to England, apparently to attempt to arouse interest in forming a city on the site, to be called York. He never returned, and nothing is known of the fate of the 10 men he left behind. In the ensuing years, the city was known by a succession of names and was the object of a confused flurry of land claims and counter-claims, until Massachusetts assumed control in 1652. By 1675 Falmouth, as it was then called, had achieved some prosperity, with a population of more than 400 settlers. That same year Indian wars broke out, and in 1676 the entire town was destroyed.

No permanent settlement was attempted after this until Samuel Moody was granted permission by the Massachusetts government to build a fort at Falmouth. Over the next fifty years the area grew as an important export and shipbuilding center, and by 1770 Falmouth was one of the most prosperous of the Colonial cities. At this time tensions against the British were rising and Falmouth was the scene of anti-British protests. In 1775 a British naval captain was seized by a party of Colonials and accused of spying; the captain was released on parole on condition that he return when requested. He did return a few months later, uninvited and in command of four warships. When the citizens of Falmouth refused his orders to evacuate the city or surrender their arms, the British opened fire and destroyed more than four hundred buildings. The town was not abandoned, however; during the Revolutionary War it served as an assembly ground for the military. By July 4, 1786, when the city took the name of Portland, the economy was thriving; forts and bridges were being constructed, the state's first bank and newspaper were established, and trade with the English and French was restored. Prosperity was checked by a depression from 1807 to 1809; the War of 1812 brought recovery, and Portland's industries and shipyards flourished once again. From 1820 to 1831 Portland served as the capital of Maine. Expansion continued with the development of steamboats and railroads.

City Survives War and Destruction by Fire

Portland was actively involved in the Civil War of 1861 to 1865, contributing about a fifth of its total population to the effort. Following the war the city quickly resumed its usual activity but was jolted by what was perhaps the worst in its series of disasters when, on July 4, 1866, fire destroyed most of the city. Rebuilding began immediately and many improvements were made.

Portland continued to thrive through the twentieth century's two world wars as a center of commerce, shipping, and industry. During World War II, Portland was the base for the North Atlantic Fleet of the U.S. Navy. After World War II, the city emerged as a major oil port. Following a period of decline, with the introduction of Japanese technology, the city became known once again as a major shipbuilding center.

Portland has benefitted from the spread of the Massachusetts high-technology boom and has become a national leader in technical infrastructure. During the 1980s and 1990s, Port-

land enjoyed increasing tourism and developed a national reputation as a highly livable city. In 2003, Portland was ranked One of America's Dozen Distinctive Destinations by the National Trust for Historic Preservation. The city has been named One of the 10 Great Adventure Towns, by *National Geographic Adventure Magazine* August 2004, and the #1 Top Market for Small Business Vitality by American City Business Journals, January 2005.

Historical Information: Center for Maine History, 485 Congress St., Portland, ME 04101; telephone (207)774-1822

Population Profile

Metropolitan Area Residents
1980: 193,831
1990: 221,095
2000: 243,537
Percent change, 1990–2000: 10.2%
U.S. rank in 1990: 145th
U.S. rank in 2000: 147th

City Residents
1980: 61,572
1990: 64,157
2000: 64,249
2003 estimate: 63,635
Percent change, 1990–2000: 1.8%
U.S. rank in 1980: 327th
U.S. rank in 1990: 361st (State rank: 1st)
U.S. rank in 2000: 487th (State rank: 1st)

Density: 3,029.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 58,638
Black or African American: 1,665
American Indian and Alaska Native: 302
Asian: 1,982
Native Hawaiian and Pacific Islander: 36
Hispanic or Latino (may be of any race): 974
Other: 1,626

Percent of residents born in state: 67.5

Age Characteristics (2000)
Population under 5 years old: 3,305
Population 5 to 9 years old: 3,216
Population 10 to 14 years old: 3,463
Population 15 to 19 years old: 3,535
Population 20 to 24 years old: 5,413
Population 25 to 34 years old: 12,408
Population 35 to 44 years old: 10,778
Population 45 to 54 years old: 8,516
Population 55 to 59 years old: 2,641
Population 60 to 64 years old: 2,065
Population 65 to 74 years old: 4,018
Population 75 to 84 years old: 3,410
Population 85 years and older: 1,481
Median age: 35.7 years old

Births (1998)
Total number: 759

Deaths (1998)
Total number: 637 (of which, 1 was an infant under the age of 1 year)

Money income (1999)
Per capita income: $22,698
Median household income: $35,650
Total number of households: 29,722

Number of households with income of . . .
less than $10,000: 3,582
$10,000 to $14,999: 2,178
$15,000 to $24,999: 4,359
$25,000 to $34,999: 4,473
$35,000 to $49,999: 5,118
$50,000 to $74,999: 5,382
$75,000 to $99,999: 2,553
$100,000 to $149,999: 1,258
$150,000 to $199,999: 324
$200,000 or more: 495

Percent of families below poverty level: 9.7% (56.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,525

Municipal Government

Portland, the seat of Cumberland County, operates under a council-manager form of government. The city manager is the chief executive officer, appointed by the council for an unspecified term. A nine-member council constitutes the legislative body. Five council members are selected from the five voting districts and four are elected on an at-large basis to serve staggered three-year terms. The mayor, who presides over council meetings, is selected by the council to serve a one-year term. Portland is known for its highly trained police and fire personnel.

Head Official: City Manager Joseph Gray, Jr. (since 2001; length of term unspecified)

Total Number of City Employees: 1,371 (2002)

City Information: City Hall, 389 Congress Street, Portland, ME 04101; telephone (207)879-0300

Economy

Major Industries and Commercial Activity

The Portland MSA is the strongest economic region in the state. Maine companies have a higher survival rate than the national average, as well as above-average rates of sales growth. The Portland area's concentration of population (the Portland MSA includes 25 percent of the state's population) and accessibility to other markets in New England have made the city a focal point for development. A study released by American City Business Journals in January 2005 found that the Portland metropolitan area has the strongest small-business sector (defined as companies with 100 or fewer employees) of any large metropolitan area in the United States. Portland's ratio of 3,301 such companies per 100,000 residents substantially exceeds that of all other major markets. About one third of all Portland businesses are service related, while 20 percent are retail, 10 percent government, and less than 10 percent manufacturing; the remaining few are miscellaneous businesses.

Portland is a leading wholesale distribution point for northern New England as well as an important retail center, catering mostly to pedestrian shoppers. These industries, as well as tourism, received a boost after outdoor outfitter L. L. Bean opened in nearby Freeport in 1917; since 1951, the phenomenally popular store has been open 24 hours a day. L. L. Bean's headquarters are located down the street from this flagship store, which has grown to 160,000 square feet and draws nearly three million visitors annually. Many businesses have opened stores in the area in recent decades, from independent boutiques in the Old Port and Arts District areas to the shops at South Portland's Maine Mall—the largest indoor mall in the state—to more than 125 outlet stores anchored by L. L. Bean.

Services, especially health services, play a very important part in the Portland area's economy; the Maine Medical Center, the largest hospital in the state, is one of the city's largest employers. In recent years, the city has seen growth in its service industries without significant erosion in other sectors of the economy.

The finance industry has a long tradition in Portland, and the third-largest banking and financial services company in New England—Bank North Group—is headquartered there. UnumProvident, a holding company headquartered in Tennessee, has a significant presence in Portland; its subsidiary Unum Life Insurance Company of America is based in Portland.

Portland's port is the largest in New England in terms of tonnage. Portland is one of the chief trading ports on the Atlantic coast and plays a major role in Maine's paper and pulp trade. The state's annual lobster catch is the largest in the country; Portland is a major center for this activity, having benefited from efforts begun by environmentalists in the 1960s to clean up rivers and harbors.

Items and goods produced: food and paper products, leather goods, metals and machinery, lumber and wood

Incentive Programs—New and Existing Companies

Local programs—Portland's Economic Development Center (EDC) serves as the city's one-stop shop for starting, expanding, or relocating a business. EDC serves as an information clearinghouse and offers assistance with permits and regulations; financial incentives; site selection; marketing and public relations; and business technical assistance and development. The Resource Hub is a one-stop business assistance center for entrepreneurs and small businesses. The Downtown Portland Corporation (DPC), an arm of the city's Economic Development Department, seeks to combine the resources and initiative of the public and private sectors to promote downtown growth.

State programs—The Finance Authority of Maine (FAME,) assists economic development by providing capital for businesses through a wide variety of programs. FAME offers direct loans; credit enhancement through risk reduction and rate reduction programs; equity capital assistance for early-stage businesses; and cooperative programs with local agencies. Maine's Office of Business Development provides comprehensive financial, management, production, marketing, and other technical assistance to Maine businesses.

Job training programs—The Career Center at Portland, part of the state of Maine government, assists businesses seeking employees and individuals seeking jobs. Networking and workshops are part of the center's programming. Through the Career Center, the Maine Apprenticeship Program (MAP) offers on-the-job training in a variety of occupations. Maine's community colleges partake in the Maine Career Advantage program that combines academics with internships.

Development Projects

Transportation to and within Portland has been enhanced in recent years with Amtrak's new Downeaster line, running

between Boston and Portland, and the new Portland Explorer Express Bus Service, which runs between major downtown locations, the Maine Mall, the airport, and the bus-rail station.

Portland's Planning and Development Department reported in 2004, ''We are excited to see renewed interest in the rehabilitation of buildings on Congress Street for both residential and office development.'' The Congress Street area lining a ridge above Old Port has gradually seen renewed life since the mid-1990s, when the Maine College of Art moved into the vacant Proteous department store building there; the area is now referred to as the Arts District. In 1999, the federal Environmental Protection Agency awarded a $500,000 grant to the city to help clean up the Bayside area, a once-bustling industrial area the city aims to revitalize. City officials created a number of short- and long-term strategies to kick-start development in Bayside, including acquiring land, making Portland's regulatory process more business-friendly, and building new housing. Completed developments in Bayside as of 2004 include new housing, two new office buildings, two new retail outlets, and a new natural food store, located in a formerly vacant warehouse.

In September 2004 Portland's city council voted to amend the city's historic preservation ordinance to grant additional decision-making authority to the Historic Preservation Committee, now renamed the Historic Preservation Board; following the amendment, the board now makes the final decision as to whether major projects meet preservation ordinance standards.

Economic Development Information: Downtown Portland Corporation, 389 Congress St., Portland, ME 04101; telephone (207)874-8683. Economic Development Department, City of Portland, 389 Congress St., Portland, ME 04101. Finance Authority of Maine (FAME), 5 Community Drive, PO Box 949, Augusta, ME 04332; telephone (207)623-3263

Commercial Shipping

The deepwater Port of Portland is the largest in New England based on volume of tonnage handled, with more than 21 million tons of cargo landing annually. Pulpwood, fish, and other food products are among the items routinely shipped through the port. Among all U.S. transatlantic ports, it is the closest to Europe. The port has a dredged deepwater channel and provides excellent berthing for all sizes of vessels. The city has two major marine terminals: Portland International Marine Terminal and Merrill's Marine Terminal.

Portland International Jetport, one of the largest such facilities in the Northeast, is served by Airborne Express and Federal Express. Air cargo totals at the airport in 2004 were 33,622,563 pounds. Freight rail service is provided by Springfield Terminal Railway and the St. Lawrence & Atlantic Railroad Company. More than 30 interstate truck carriers have local terminals and main or branch offices there.

Labor Force and Employment Outlook

Portland's labor force is young and well educated; 83 percent of registered job seekers hold secondary or post secondary degrees. The city is said to support more lawyers per capita than anywhere else in the country except Washington, D.C. Portland is the employment center for Cumberland County, with 42.1 percent of all jobs located within the city. Analysts predict that in-migration of people from large urban areas will continue. An unemployment rate tending to be below the national average reflects the city's sturdy economy. Employment projections to 2012 call for faster than average growth in Portland.

The following is a summary of data regarding the Portland metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 193,900

Number of workers employed in . . .
construction and mining: 10,600
manufacturing: 15,800
trade, transportation and utilities: 42,000
information: 4,700
financial activities: 15,900
professional and business services: 21,600
educational and health services: 32,900
leisure and hospitality: 19,500
other services: 6,000
government: 25,000

Average hourly earnings of production workers employed in manufacturing: $13.88

Unemployment rate: 4.0% (February 2005)

Largest employers (Greater Portland area)	*Number of employees*
L.L. Bean, Inc.	5,400-5,600
Maine Medical Center	4,600-4,800
UnumProvident	3,400-3,600
Delahaize	2,300-2,500
Bank North Group	1,900-2,100
Verizon	1,600-1,800

Cost of Living

Many people have been attracted to Portland because of its relative affordability; however, overall costs, including home costs, have risen. State and local spending has tended to increase at a rate below the national average.

The following is a summary of data regarding several key cost of living factors for the Portland area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: a graduated income tax rate from 2.0% to 8.5% of federal adjusted gross income minus all modifications, exemptions, and deductions.

State sales tax rate: 5.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $26.53 per $1,000 of actual value (2005)

Economic Information: Portland Regional Chamber, 60 Pearl Street, Portland, ME 04101; telephone (207)772-2811

Education and Research

Elementary and Secondary Schools

The Portland Public School System (PPS) enjoys a reputation for excellence and has been ranked among the top 10 education systems in the nation. Maine's largest and most diverse school district, PPS offers a challenging academic curriculum with a wide array of educational choices, including expeditionary learning and vocational training. The district's learning facilities range from a one-room schoolhouse on Cliff Island, to the second-oldest public high school in the nation, to a state-of-the-art elementary school under construction as of 2005.

The following is a summary of data regarding the Portland Public School District as of the 2004–2005 school year.

Total enrollment: 7,500

Number of facilities
elementary schools: 10
junior high/middle schools: 4
senior high schools: 3

Student/teacher ratio: 11.2:1 (2002-2003)

Teacher salaries
median: $47,682 (elementary school); $49,719 (high school)

Funding per pupil: $10,302

Approximately 3,000 Portland area students attend the city's 19 parochial and private schools.

Public Schools Information: Portland Public Schools, 331 Veranda St., Portland, ME 04103; telephone (207)874-8111

Colleges and Universities

The University of Southern Maine (USM) is the largest campus of the University of Maine system's seven campuses. USM has three campuses, in Portland, Gorham, and Lewiston, with a total enrollment of 11,007. USM offers more than 40 academic programs in its colleges of Arts and Sciences, Education and Human Development, and Nursing and Health Professions; and its schools of Business, Public Service, Law, and Applied Sciences, Engineering, and Technology. The Maine College of Art is an independent school of art and design offering Bachelor and Master of Fine Arts degrees. The University of New England, a highly-ranked regional university, offers degree programs in health sciences, natural sciences, human services, management, education, and the liberal arts, and has the only medical school—the University of New England College of Osteopathic Medicine—in the state of Maine. The university is comprised of two campuses; the primary one is located in nearby Biddeford, while the secondary one, known as Westbrook College, is in Portland. Renowned Bowdoin College, founded in 1794, is located in Brunswick, about 25 miles northeast of Portland. Bowdoin graduated some of New England's most famous nineteenth-century writers, including Harriet Beecher Stowe, and was a home base for Arctic exploration, having graduated Robert E. Peary. Two-year institutions in the Portland area include Andover, with campuses in Portland and Lewiston; and South Portland's Southern Maine Community College. The Salt Institute for Documentary Studies offers semester-long programs in documentary studies.

Libraries and Research Centers

The Portland Public Library serves as the major resource library for the Southern Maine Library District, part of the Maine Regional Library System. It has five branches and one bookmobile. The main building, located in the heart of downtown Portland, maintains a collection of 315,603 volumes, 1,880 periodical subscriptions, 2,450 compact discs, 2,870 video cassettes, 6,990 audio cassettes, and 400 phonograph records. Special services include an Art Department, a HealthShare Program, a children's art series, and a collection of resources on Maine history, genealogy, and fine printing. The Maine Historical Society Research Library holds more than one million books, manuscripts, and maps related to Maine and New England history. Area colleges and universities also maintain libraries; among these are the Donald L. Garbrecht Law Library at the University of Southern Maine, which has 371,000

volumes and 3,328 periodical subscriptions; undergraduate libraries at the university house more than 400,000 items plus a special collection of antique maps, globes, and atlases.

Research facilities located in Portland include the Maine Medical Center Research Institute, which specializes in biology, genetics, outcomes and health services research, and clinical research; the University of Maine Marine Law Institute, the only law school-affiliated marine policy research program in the Northeast; the University of Southern Maine Center for Business and Economic Research; and its Small Business Development Center.

Public Library Information: Portland Public Library, 5 Monument Square, Portland, ME 04101; telephone (207)871-1700; fax (207)871-1715

Health Care

Portland's Maine Medical Center, a major clinical and teaching affiliate of the University of Vermont College of Medicine, is the largest hospital in the state and a major referral center for northern New England. A 606-bed facility, it is an active research center as well as a teaching hospital. Every year, the hospital cares for more than 27,000 inpatients and more than 500,000 outpatients, and performs more than 16,000 surgeries. The hospital offers a full range of medical services and is widely known for its cardiac diagnostic and open-heart surgery programs, renal dialysis and kidney transplants, oncology, nuclear medicine, and rehabilitation. As of 2005, the hospital is embarking on an expansion project that will include a new obstetrics and newborn building, a parking garage, a helipad, and a central utility plant.

Mercy Hospital, a 177-bed community hospital, offers a complete range of diagnostic services and operates The Birthplace, the Recovery Center for recovering addicts, an inpatient Eating Disorders Program, an ambulatory care center, oncology centers, and a home care and hospice service. Mercy is a leader in Maine in orthopedic surgery, joint replacement surgery, and interventional procedures. Other facilities in Portland include New England Rehabilitation Hospital of Portland, an 82-bed facility specializing in physical rehabilitation; and Westbrook Community Hospital, specializing in treatment for alcoholism, drug abuse, and eating disorders. Greater Portland also supports a variety of the latest types of elderly housing and care centers, and along with traditional health care has a thriving community of healers and alternative-therapy specialists.

Health Care Information: Public Information Office, Maine Medical Center, 22 Bramhall Street, Portland, ME 04102; telephone (207)662-0111

Recreation

Sightseeing

Portland is a rejuvenated city that combines modern and historic buildings and districts with a thoughtful sense of what makes the city unique and lends it character. Walking tour brochures, available at the convention and visitors bureau, guide the visitor to Portland landmarks, the historic sites and buildings in downtown Portland, and the Old Port Exchange, reconstructed after the fire in 1866 and given a facelift in the early 1990s. This charming Victorian-style area of shops, galleries, and restaurants features cobblestone streets and old-fashioned gas street lamps, all contained in about a twelve-block area.

Northeast of Monument Square along Congress Street, interesting sights include the Wadsworth-Longfellow House, and the Neal Dow Memorial. The Wadsworth-Longfellow House, the first brick house in Portland, was built in 1786 by General Peleg Wadsworth, grandfather of poet Henry Wadsworth Longfellow. Longfellow lived there during his childhood, and the house, which contains personal possessions of the Wadsworth and Longfellow families, has been restored to the 1850s period. The Neal Dow Memorial, a mansion built in 1829 for a prominent Maine politician, prohibitionist, and abolitionist, contains the Dow family's furniture, paintings, and china. Victoria Mansion, southeast of Monument Square, is an Italianate structure notable for its elaborate woodcarvings, trompe l'oeil walls and ceilings, stained glass, furnishings designed by noted interior designer Gustave Herter, and imported marble mantels. East of Monument Square is Portland Observatory, where flags were once flown to announce the return of ships; an excellent view of the harbor is available from its 86-foot tower. The beautifully landscaped Eastern and Western promenades at either end of the city offer views of Casco Bay's Calendar Islands and the mountains to the west. The actual number of Calendar Islands is disputed; they are so-called because an early explorer declared that the bay ''had as many islands as there are days in the year.''

Stroudwater Village, one of Portland's oldest neighborhoods, houses the remains of mills, canals, and homes dating back 250 years. In the center of the village is Tate House, built in 1755 by George Tate, ships' mast agent for the English navy and later for the Czar of Russia. The house retains many of its eighteenth-century furnishings and re-

Tours of the city's harbor, islands, and historic lighthouses such as the Portland Head Lighthouse are available.

sembles a London townhouse. Boat tours of the harbor and its islands, historic lighthouses, and forts are also available.

Arts and Culture

Portland is the state's cultural showplace. Portland Performing Arts Center showcases the Portland Stage Company, whose seven-production season extends from September through May. Considered Maine's premier professional theatre, their productions range from classic to new. Theatrical performances are also presented by the Mad Horse Theatre Company, which offers cutting-edge works at the Portland Performing Arts Center; Maine Children's Theatre; and Portland Lyric Theatre, which brings Broadway musicals to South Portland in a September to May season. Summer visitors are entertained by a variety of professional theatrical performances as well as musical and other entertainment.

Dance performances are scheduled by the Portland Ballet Company, which has a repertoire of more than 30 ballets ranging from classic to contemporary. Maine State Ballet, based in nearby Falmouth, also presents ballet in Portland.

The nationally acclaimed Portland Symphony Orchestra, under the direction of Toshiyuki Shimada, performs at Merrill Auditorium. The orchestra offers classical and pops concerts from October through April, plus ''Independence Pops'' concerts in July and ''Magic of Christmas'' concerts in December. The Portland Opera Repertory Theatre (PORT) performs grand opera in the city's Merrill Auditorium during summer and winter. The Portland Concert Association presents dance, opera, musical theater, jazz, and classical music throughout the year. The 1929 State Theatre offers a variety of music performances.

The Portland Museum of Art displays fine and decorative arts dating from the eighteenth century to the present. Featured are works by American artists such as Winslow Homer, John Singer Sargent, Rockwell Kent, Marsden Hartley, Andrew Wyeth, and Hiram Powers, and by such European artists as Auguste Renoir, Henri Toulouse-Lautrec, Edgar Degas, and Mary Cassatt. An extensive glass collection features the work of Louis Comfort Tiffany. The museum's primary building, designed by I. M. Pei and Partners, strives to capture the quality of ''portland light'' for the benefit of the art displayed there. Its neighboring buildings are the McLellan House, which dates from 1801, and the L.D.M. Sweat Galleries, a 1911 Beaux Arts structure; both of these buildings display American paintings and decorative arts.

The Museum of African Culture, formerly the Museum of African Tribal Art, is the only museum in New England devoted exclusively to Sub-Saharan African tribal arts. The art and artifacts of its permanent collection total more than 1,500 items. The Institute of Contemporary Art, located on the campus of the Maine College of Art, showcases new trends in contemporary art. The Salt Gallery exhibit features student and professional work in documentary studies/photography. The Children's Museum of Maine offers participatory exhibits for children up to 10 years of age, including a farm, a grocery store, a car repair shop, and a vet clinic. Portland's smaller museums include the Fire Museum, showcasing antique fire-fighting equipment; Maine Narrow Gauge Railroad Company & Museum, which exhibits a parlor car, coaches, and locomotives, also offers 30-minute train rides along Casco Bay; the Portland Harbor Museum (formerly the Spring Point Museum) featuring local history and views of Portland Harbor; and the exhibits of the Maine Historical Society.

Festivals and Holidays

The Portland Flower Show, a four-day event held in March offering a taste of spring, is the largest flower show in northern New England. The show features landscaping displays, lectures, floral auctions, and food. Portland's visitors and residents enjoy summer sidewalk art shows, street festivals, and outdoor performances by puppeteers, clowns, comics, and musicians. The Old Port Festival, held in June, is Maine's largest one-day event. Held throughout the Portland's waterfront district, it features performance and visual artists, concerts, food vendors, crafts, parades, and more. Other June celebrations include the Greek Heritage Festival and the L. L. Bean Paddle Sports Festival. Independence Day is celebrated during a Fourth of July Festival featuring a fireworks display. The Portland Festival of Nations, also in July, celebrates the city's ethnic diversity and features an international bazaar. Maine's largest gathering of performance and visual artists, writers, circus performers, crafts experts, and chefs occurs in mid-August during the Maine Festival in nearby Brunswick. Art on the Porch presents works by more than 30 artisans. The MS Regatta Harborfest, also held in August, is Maine's largest sailing race. A fundraiser for Multiple Sclerosis, events include a Gala Charity Auction, and a weekend of activities that include sailboat, tugboat, and powerboat parades, a sailboat regatta, and a shore-side festival at the Maine State Pier in Portland. A variety of agricultural fairs are held in the region during the fall. The Christmas season is heralded by the Light Up Your Holidays tree-lighting ceremony in late November, featuring hayrides and caroling. The year culminates with Maine's official New Year's Eve celebration. Known as New Year's Portland, festivities include theatrical and musical performances of all kinds, plus indoor fireworks and special programs for children.

Sports for the Spectator

The American Hockey League's Portland Pirates entertain hockey fans at the 8,798-seat Cumberland County Civic Center from fall to spring. Hadlock Field is home to the

Eastern League Double A baseball team, the Sea Dogs, an affiliate of the Boston Red Sox. Cruise lines and helicopter charter services in Portland offer whale watching expeditions.

Sports for the Participant

The Portland region is blessed with an abundance of coastline offering sandy beaches and opportunities for swimming, sailing, camping, whitewater rafting, fishing, and lobstering. The city boasts more than 100 miles of nature and walking trails, including a network of 10 miles of trails that line the bay. The Portland area has 11 professional golf courses and 124 tennis courts. The Portland Parks and Recreation Department maintains an extensive park system, including the Riverside Golf Course, Eastern Promenade, and Deering Oaks Park, designed by Olmsted. Many state parks and ski areas are located nearby.

Shopping and Dining

Portland and its environs offer shopping opportunities of all descriptions. The centerpiece of Portland is the Old Port Exchange, where nineteenth-century buildings and warehouses have been restored and converted to a wide variety of specialty stores. The downtown area is a colorful mix of shops and restaurants in a Victorian setting; side streets leading to the bay contain small shops offering the interesting and unusual. The Maine Mall, located in South Portland, is the largest indoor shopping center in the state, with more than 140 stores. Freeport, 12 miles north of Portland, is home to L. L. Bean, the famous outdoor outfitter. Open 24 hours a day all year round, the store has been so successful that it has attracted more than 125 outlet stores to the area. The 30,000 square-foot Portland Public Market features more than 30 locally-owned businesses selling a wide range of fresh or preserved foods grown or produced in Maine. The city's Arts District, located a few blocks from the waterfront, is home to more than 50 galleries and spotlights Maine's premier artists.

As a tourist center and the home of a sophisticated populace, Portland boasts a wide variety of dining opportunities. The city purportedly has more restaurants per capita than any other city except San Francisco. Hundreds of Portland's restaurants offer traditional ''Downeast'' fare such as the famed Maine lobster, clams, mussels, and other fresh seafood, as well as ethnic and international specialties. Sidewalk cafes, where diners may enjoy the fresh sea air in a casual setting, are very popular in the city.

Visitor Information: Convention and Visitors Bureau of Greater Portland, 245 Commercial Street, Portland, ME 04101; telephone (207)772-5800. State Visitor Information; telephone (800)533-9595

Convention Facilities

Conventioneers make use of the Cumberland County Civic Center. With 34,500 square feet of exhibition space, the Civic Center is one of Maine's largest convention facilities. It is set in the heart of downtown Portland.

Merrill Auditorium, Portland's premier performing arts venue, is available for meetings; it provides seating for 1,909. Portland Exposition Building, built in 1914, is the second-oldest arena in continuous operation in the nation; the arena hosts trade shows, conferences, special events, and civic meetings, as well as concerts and sporting events.

Downtown and area hotels offer meeting space to accommodate large and small groups. There are more than 2,000 hotel and motel rooms in and around Portland.

Convention Information: Convention and Visitors Bureau of Greater Portland, 245 Commercial Street, Portland, ME 04101; telephone (207)772-5800

Transportation

Approaching the City

Portland International Jetport, which accommodates more than 1.2 million passengers annually, is 10 minutes from the downtown area. The Jetport is served by six major carriers. Intrastate flights are available from several major cities. Airport limousine and bus service is offered to and from Portland and other major cities in Maine.

Interstate highways 95 (Maine Turnpike) and 295 provide direct and convenient access to Portland's employment and population centers. Canadian roads join the Maine Turnpike from the north. Concord Trailways buses stop at Portland enroute between Boston and Bangor; Vermont Transit offers frequent service among Portland, Boston, and Maine's coastal and inland points. Amtrak's new Downeaster route runs four daily round-trips between Portland and Boston, with stops at eight communities in between.

From April to October the *Scotia Prince* provides passenger and auto ferry service between Portland and Yarmouth, Nova Scotia, Canada. Large oceangoing vessels can dock at the Port of Portland; each year, Portland hosts an average of 40 cruise ships.

Traveling in the City

Perhaps the best way to explore Portland, a small and interesting city, is on foot. The Chamber of Commerce and Convention and Visitors Bureau provide walking tour brochures. The Metro bus service operates eight daily routes throughout the city. The new Portland Explorer Express Bus Service runs between major downtown locations, the Maine Mall, the bus-rail station, and the airport. Taxi service is available, as well as ferry service to the Casco Bay Islands.

Communications

Newspapers and Magazines

Portland Newspapers supplies newspaper readers in Portland with the *Portland Press Herald* every morning except Sunday, and the *Maine Sunday Telegram* on Sunday. *Portland,* a magazine devoted to lifestyles, business, and real estate news, and performing arts and fiction reviews, is also published in Portland, as is the quarterly *PortCity Life. Maine History,* a semiannual scholarly journal, covers local history. Locally published special interest magazines include the *Ocean Navigator, Alaska Fisherman's Journal, Seafood Business, National Fisherman, Professional Mariner, Audiofile,* which has news about the audiobook business, and *The Cafe Review,* which covers art, poetry, and literature. *The Northeast,* a tabloid published eight times yearly, was founded in 1873 and is the oldest continuous news journal of the Episcopal Church.

Television and Radio

Television viewers in Portland may choose from four network affiliates, one public broadcasting station, and cable television. Ten AM and FM radio stations broadcast a variety of musical formats.

Media Information: Portland Newspapers, 390 Congress Street, Portland, ME 04104; telephone (207)791-6650

Portland Online

City of Portland. Available www.ci.portland.me.us

Greater Portland Chamber of Commerce. Available www.portlandregion.com

Greater Portland Convention & Visitors Bureau. Available www.visitportland.com

Maine Historical Society. Available www.mainehistory.org

Maine Office of Tourism. Available www.visitmaine.com

Portland Public Library. Available www.portlandlibrary.com

Press Herald and *Maine Sunday Telegram.* Available www.pressherald.mainetoday.com

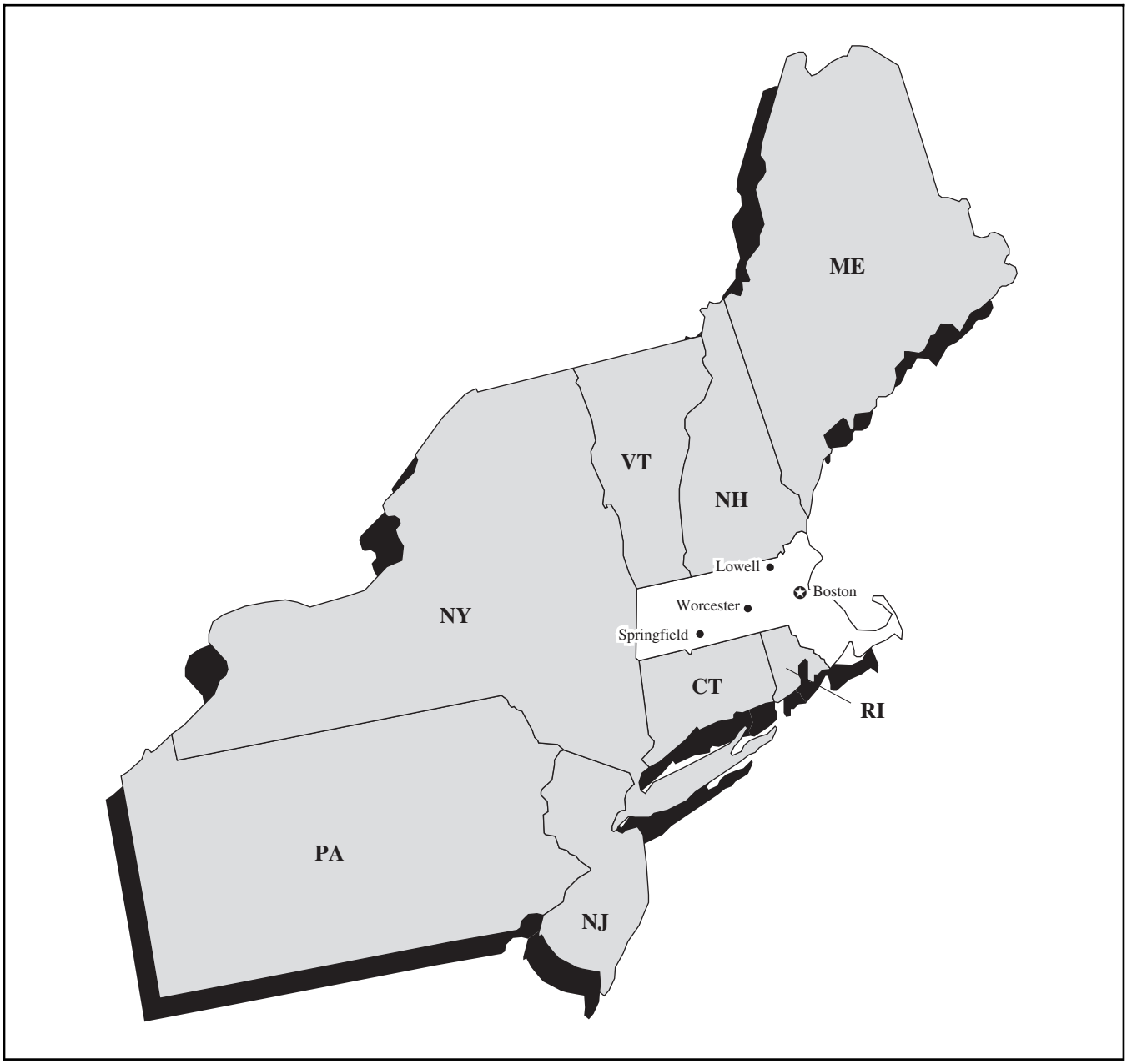
Selected Bibliography

Gold, Susan Dudley and Jill Cournoyer, *The History of Union Wharf, 1793-1998* (Custom Communications, 1998)

Portland: A Publication of Greater Portland Landmarks Incorporated (Portland, Me: Greater Portland Landmarks, 1973)

MASSACHUSETTS

Boston 127
Lowell 143
Springfield 155
Worcester 167



The State in Brief

Nickname: Bay State, Old Colony
Motto: *Ense Petit Placidam Sub Libertate Quietem* (By the sword we seek peace, but peace only under liberty)

Flower: Mayflower
Bird: Chickadee

Area: 10,554 square miles (2000; U.S. rank: 44th)
Elevation: Ranges from sea level to 3,487 feet
Climate: Temperate, with a colder, drier climate in the western portion of the state

Admitted to Union: February 6, 1788
Capital: Boston
Head Official: Governor Mitt Romney (R) (until 2007)

Population
- **1980:** 5,737,000
- **1990:** 6,016,425
- **2000:** 6,349,097
- **2004 estimate:** 6,416,505
- **Percent change, 1990–2000:** 5.5%
- **U.S. rank in 2004:** 13th
- **Percent of residents born in state:** 66.1% (2000)
- **Density:** 809.8 people per square mile (2000)
- **2002 FBI Crime Index Total:** 198,890

Racial and Ethnic Characteristics (2000)
- **White:** 5,367,287
- **Black or African American:** 343,454
- **American Indian and Alaska Native:** 15,015
- **Asian:** 238,124
- **Native Hawaiian and Pacific Islander:** 2,489
- **Hispanic or Latino (may be of any race):** 428,729
- **Other:** 236,724

Age Characteristics (2000)
- **Population under 5 years old:** 397,268
- **Population 5 to 19 years old:** 1,277,845
- **Percent of population 65 years and over:** 13.5%
- **Median age:** 36.5 years (2000)

Vital Statistics
- **Total number of births (2003):** 80,345
- **Total number of deaths (2003):** 55,836 (infant deaths, 425)
- **AIDS cases reported through 2003:** 8,397

Economy
- **Major industries:** Services, trade, manufacturing, agriculture, tourism
- **Unemployment rate:** 4.7% (April 2005)
- **Per capita income:** $39,408 (2003; U.S. rank: 4th)
- **Median household income:** $52,084 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.7% (3-year average, 2001-2003)
- **Income tax rate:** 5.3%
- **Sales tax rate:** 5% on most items (does not include food and clothing)

Boston

The City in Brief

Founded: 1630 (chartered, 1822)

Head Official: Mayor Thomas M. Menino (D) (since 1994)

City Population
1980: 562,994
1990: 574,283
2000: 589,141
2003 estimate: 581,616
Percent change, 1990–2000: 2.6%
U.S. rank in 1980: 20th
U.S. rank in 1990: 20th (State rank: 1st)
U.S. rank in 2000: 23rd (State rank: 1st)

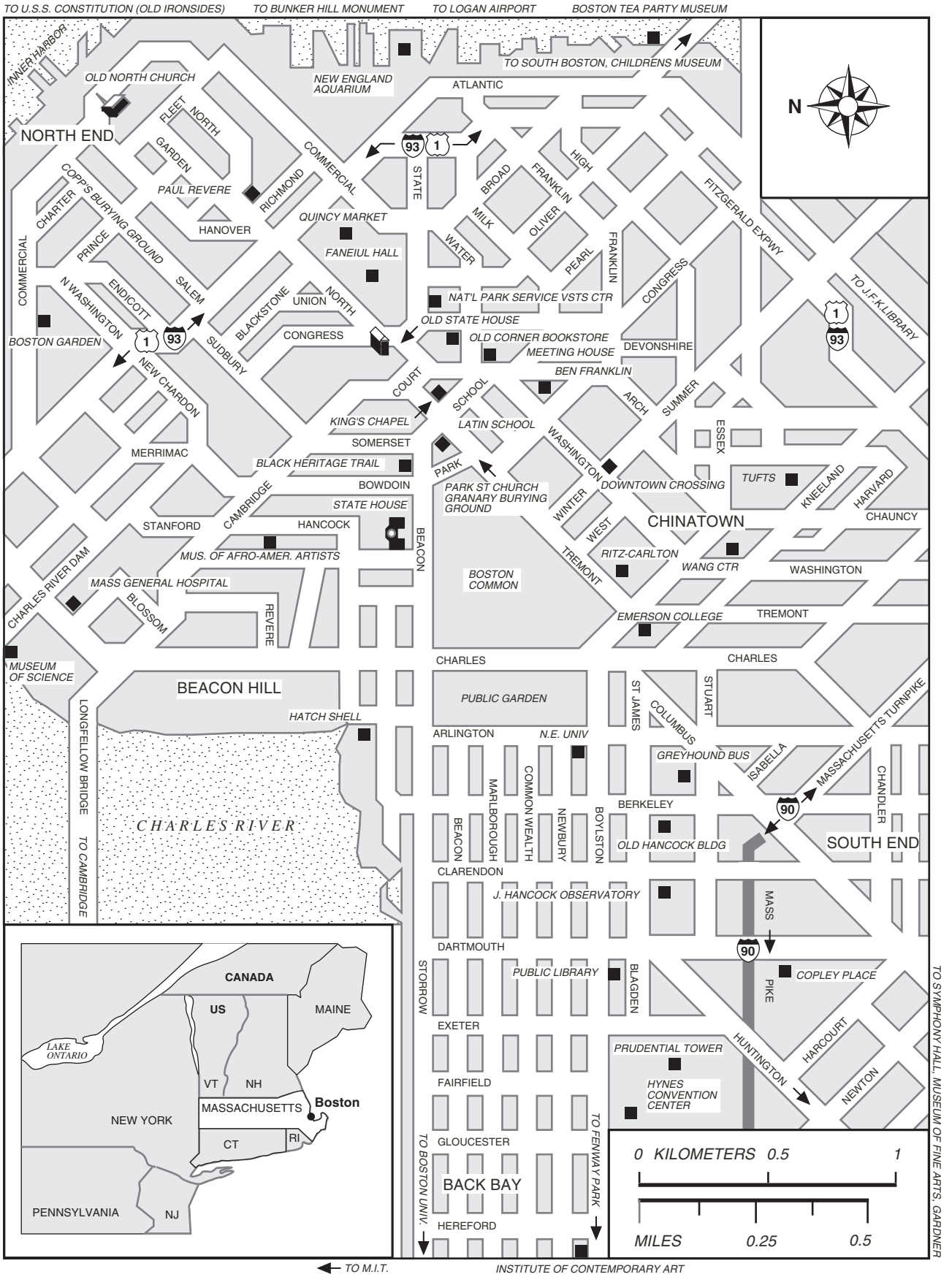
Metropolitan Area Population (PMSA)
1980: 2,806,000
1990: 3,227,707
2000: 3,406,829
Percent change, 1990–2000: 6.2%
U.S. rank in 1980: 7th (CMSA)
U.S. rank in 1990: 7th (CMSA)
U.S. rank in 2000: 7th (CMSA)

Area: 48 square miles (2000)
Elevation: Ranges from 15 to 29 feet above sea level
Average Annual Temperature: 51.6° F
Average Annual Precipitation: 42.53 inches of rain; 42.6 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 4.9% (March 2005)
Per Capita Income: $23,353 (1999)
2003 FBI Crime Index Total: 35,049

Major Colleges and Universities: Boston University; Tufts University Medical School; Harvard University School of Medicine; Boston College; New England Conservatory of Music; School of the Museum of Fine Arts; University of Massachusetts at Boston; Massachusetts Institute of Technology

Daily Newspapers: *The Boston Globe*; *Boston Herald*


TO U.S.S. CONSTITUTION (OLD IRONSIDES)
TO BUNKER HILL MONUMENT
TO LOGAN AIRPORT
BOSTON TEA PARTY MUSEUM
INNER HARBOR
OLD NORTH CHURCH
NEW ENGLAND AQUARIUM
TO SOUTH BOSTON, CHILDRENS MUSEUM
ATLANTIC
N
NORTH END
FLEET
NORTH
GARDEN
COMMERCIAL
STATE
BROAD
FRANKLIN
HIGH
FITZGERALD EXPWY
COPP'S BURYING GROUND
CHARTER
PAUL REVERE
RICHMOND
QUINCY MARKET
MILK
OLIVER
HANOVER
FANEIUL HALL
WATER
PEARL
FRANKLIN
COMMERCIAL
PRINCE
SALEM
ENDICOTT
N WASHINGTON
BLACKSTONE
UNION
NORTH
NAT'L PARK SERVICE VSTS CTR
CONGRESS
TO J.F.K.LIBRARY
BOSTON GARDEN
SUDBURY
CONGRESS
OLD STATE HOUSE
OLD CORNER BOOKSTORE
MEETING HOUSE
DEVONSHIRE
NEW CHARDON
BEN FRANKLIN
COURT
SCHOOL
ARCH
SUMMER
KING'S CHAPEL
LATIN SCHOOL
ESSEX
SOMERSET
MERRIMAC
BLACK HERITAGE TRAIL
PARK
WASHINGTON
DOWNTOWN CROSSING
TUFTS
KNEELAND
HARVARD
BOWDOIN
PARK ST CHURCH
GRANARY BURYING GROUND
WINTER
STATE HOUSE
CAMBRIDGE
HANCOCK
CHAUNCY
STANFORD
BEACON
CHINATOWN
WEST
MUS. OF AFRO-AMER. ARTISTS
RITZ-CARLTON
WANG CTR
WASHINGTON
CHARLES RIVER DAM
BOSTON COMMON
TREMONT
MASS GENERAL HOSPITAL
EMERSON COLLEGE
TREMONT
BLOSSOM
REVERE
CHARLES
CHARLES
MUSEUM OF SCIENCE
BEACON HILL
PUBLIC GARDEN
ST JAMES
STUART
HATCH SHELL
COLUMBUS
MASSACHUSETTS TURNPIKE
ARLINGTON
N.E. UNIV
GREYHOUND BUS
ISABELLA
LONGFELLOW BRIDGE
TO CAMBRIDGE
MARLBOROUGH
COMMON WEALTH
CHANDLER
BERKELEY
BEACON
NEWBURY
BOYLSTON
CHARLES RIVER
OLD HANCOCK BLDG
SOUTH END
CLARENDON
J. HANCOCK OBSERVATORY
MASS
DARTMOUTH
PUBLIC LIBRARY
BLAGDEN
COPLEY PLACE
PIKE
STORROW
EXETER
PRUDENTIAL TOWER
HUNTINGTON
HARCOURT
FAIRFIELD
HYNES CONVENTION CENTER
NEWTON
GLOUCESTER
TO FENWAY PARK
TO BOSTON UNIV.
BACK BAY
HEREFORD
0 KILOMETERS 0.5 1
MILES 0.25 0.5
TO SYMPHONY HALL, MUSEUM OF FINE ARTS, GARDNER
CANADA
US
MAINE
LAKE ONTARIO
VT
NH
NEW YORK
MASSACHUSETTS
Boston
CT
RI
PENNSYLVANIA
NJ
TO M.I.T.
INSTITUTE OF CONTEMPORARY ART

Introduction

The Atlantic Ocean has played an important role throughout Boston's history. Situated on one of the world's finest natural harbors, Boston was once the maritime capital of the colonial United States. Known variously as the birthplace of the American Revolution, the site of New England's largest fleet of clipper ships, meeting place of America's literati, and home of many venerable educational and cultural institutions, Boston remains the largest city in the six New England states. During the 1980s, Boston gained fame as a high technology and defense research center, as well as a good place in which to conduct business. This was in part attributable to the vast network of research facilities connected with schools in the region. Since the economic downturn that occurred in 1988 through 1992, the city has been enjoying an economic recovery, with several large ongoing projects that will improve its infrastructure, including the famous (or to some, infamous) Big Dig. The city remains one of the country's premier tourist attractions. In recent years, various sources have ranked Boston among the best large cities in which to live in the United States.

Geography and Climate

Massachusetts's Shawmut Peninsula, upon which Boston is located, lies at the mouths of the Charles and Mystic rivers. The rivers flow into Boston's inner harbor and then into Boston Harbor itself. This harbor is part of Massachusetts Bay and leads ultimately to the North Atlantic Ocean. Boston's Harbor Islands are located in the inner harbor. Shawmut was originally a hilly peninsula that was separated almost entirely from the mainland by marshy swamps. Over the years, Boston's hills were leveled to fill in the back bay marshes; nonetheless, Boston's terrain remains rolling today.

Fog and humidity are by-products of Boston's proximity to water. Rain is frequent throughout the spring and summer, while snow falls regularly throughout the winter, making Boston one of the nation's wettest cities. Atlantic Ocean breezes keep Boston's climate relatively mild compared to other cities in the northeastern United States. Those same Atlantic breezes, however, help rank Boston among the country's windiest cities and occasionally blow into full-fledged storms called ''nor'easters.''

Area: 48 square miles (2000)

Elevation: 15 to 29 feet above sea level

Average Temperatures: January, 29.3° F; July, 73.9° F; annual average, 51.6° F

Average Annual Precipitation: 42.53 inches of rain; 42.6 inches of snow

History

Site on Peninsula Settled by Puritans

The point of land that juts into a natural harbor connecting with the Atlantic Ocean and forms the site of present-day Boston was once occupied by Native American tribes. They named the peninsula ''Shawmut,'' which meant variously ''land accessible by water'' in reference to the harbor or ''land with living fountains,'' a comment on the area's abundant fresh water springs. When two-thirds of the native population succumbed to a European disease against which they carried no immunity, the way was clear for trans-Atlantic settlers.

The area's first white settler from across the Atlantic arrived on the peninsula in the 1620s. William Blackstone, an English clergyman, was the leader of a small band who eventually returned to England, leaving Blackstone alone in his home atop what was later Boston's Beacon Hill. Blackstone and subsequent English settlers eventually became friendly with the local native tribes, whose democratic form of tribal governance, some historians claim, influenced the country's founding fathers in their conception of the Declaration of Independence and U.S. Constitution.

Boston was founded in 1630 by a Protestant religious sect called the Puritans. They named the new town for their former home in Lincolnshire, England. The same year, Boston was declared the capital of the Massachusetts Bay Colony. Bounded on three sides by water, Boston soon became the colonies' major New England seaport and the largest British settlement on the continent as well. When the Massachusetts Bay Colony's charter was revoked in 1684, Boston for the first time was subject to direct British authority.

Although unused to trans-Atlantic interference in their affairs, Bostonians nevertheless enjoyed a flowering of thought and culture never allowed during the years of strict Puritan dominance. As it developed into a major colonial center, Boston was the site of the calling of the nation's first Grand Jury in 1635; the opening of the nation's oldest school, the Boston Latin School, in 1635; the building of the first post office in 1639; the chartering of the colonies' first bank in 1674; the publication of the nation's oldest newspaper, *Publick Occurrences Both Forreign and Domestick,* banned after one issue in 1690; and the publishing of the nation's first long-running newspaper, the *Boston News-Letter,* in 1704. By 1750, Boston's population was 15,000 people.

Revolution Precedes Maritime Supremacy

Continued protest over the British Crown's introduction of a series of unpopular taxes (including those on stamps and tea) brought British soldiers to Boston in 1768. The colonists' rallying cry soon became ''No taxation without representation!'' Two years later, in 1770, British soldiers opened fire on a hostile crowd gathered in front of the Old State House. Five people were killed, including Crispus Attucks, a mulatto and the first African American to fall in America's fight for freedom from colonial status. The confrontation, dubbed the ''Boston Massacre,'' further inflamed Bostonians and patriots throughout the thirteen colonies. In 1773, Samuel Adams and a group of followers dressed as Indians carried out the ''Boston Tea Party'' by emptying the holds of three British ships and dumping their shipment of taxable tea into Boston Harbor. The British Parliament responded by closing the port, effectively stifling the city's economy.

Troops of Minutemen began to drill throughout the colonies. Then, in 1775, ill feeling intensified when colonists learned that the British troops planned to seize weapons stockpiled in Concord, eighteen miles west of Boston. On the night of April 18, two lanterns were hung in the belfry of Boston's Old North Church, signaling that the British were approaching by land. Silversmith Paul Revere received the message and rode through the night to warn his colleagues at Concord. Revere was arrested along the way, but a second rider, Charles Dawes, delivered the warning. On April 19, British troops found the Minutemen armed and prepared for the confrontation that would become known as the ''shot heard 'round the world.'' It was the first battle of the American Revolutionary War.

Following the Revolution, Boston once again resumed its maritime activity. Outgoing cargoes included ocean fish and rum from New England and tobacco from the South. Incoming goods included molasses from the West Indies, used to distill rum. With the successful resolution of the War of 1812, Boston began a lucrative trade with China. U.S. ships sailed around Cape Horn and into the Orient and India, returning to the United States with tea, silks, and spices. The design of a new and faster vessel, the clipper ship, further enhanced Boston's maritime supremacy. The invention of the water-powered loom made Boston an important textile center, and its wool industry grew to rival England's.

Boston received its city charter in 1822 and chose a mayor-council form of government. The original hilly Shawmut Peninsula upon which the city was built covered 800 acres surrounded by salt marshes, mudflats, and inlets of water. As Boston outgrew her site in the 1800s, most of the hills were leveled and used as fill to create Boston's famous Back Bay district. Boston's tax base grew when the city annexed neighboring towns such as Noddle's Island, which was renamed East Boston. In 1821, Boston opened Boston English High School, the nation's oldest high school.

Manufacturing, Finance, Education Take Lead

Boston's population remained largely of English descent until the mid-1800s, when the first waves of European immigrants began to arrive. The Cabots and Lodges were typical of the leading Puritan families who became known as the Boston Brahmins. The city experienced an upsurge in manufacturing around the mid-1800s, aided by the invention of the railroad. Among the new industries were the making of shoes and other leather goods, until recently a mainstay of the Boston economy. Irish peasants seeking refuge from the potato famines in Ireland found work in Boston's factories and on the wharves. They settled in East Boston and Charlestown, which remain blue-collar Irish enclaves.

From the end of Puritan domination, Boston had been a religiously tolerant city. In the mid-1800s, Boston became the site of two major movements in the United States. The Unitarian Church was founded when a portion of dissatisfied Congregationalists broke away and formed a new sect. The Unitarian Church, in turn, became a progenitor of the Transcendental movement of the late nineteenth century. Boston was also the focus of the New England Anti-Slavery Society, founded in 1832. The Society's publication, *The Liberator,* helped identify North-South differences that eventually erupted into the Civil War. Boston's African American population in the mid-1800s was sizable, in part because Massachusetts had declared slavery illegal in 1783. By the time of the Civil War, Boston was the center of the Abolitionist Movement and a stop on the Underground Railroad, which aided escaping slaves.

During the Civil War, Boston supplied 26,000 soldiers and sailors to the Union and acted as an important military seaport. When the war ended, Boston's maritime importance diminished, though the city gained prominence in the world of finance. Meanwhile, intellectuals who gathered in Boston helped reunite the divided nation. Poets like James Russell Lowell, Henry Wadsworth Longfellow, and James Greenleaf Whittier, along with novelist Nathaniel Hawthorne, jurist Oliver Wendall Holmes, philosophers Ralph Waldo Emerson and Henry David Thoreau, and historians William H. Prescott and Francis Parkman wrote about the American spirit and helped define the American character. It was Holmes who, noting this concentration of influential thinkers, dubbed Boston the ''hub of the solar system.''

Set-Backs Countered by Redevelopment

By 1900, Boston's population had reached 561,000, partially swelled by the new wave of Italian immigrants who settled on Boston's North End. Along with the French-Canadians who arrived next, they combined with the resi-

dent Irish to make Boston the nation's second largest Roman Catholic archdiocese. An established population, Boston's Irish began to figure in municipal politics. John F. ''Honey'' Fitzgerald was the town's first Irish mayor. He was elected to two terms, in 1906 and again in 1910. He established a political dynasty that included U.S. President John Fitzgerald Kennedy among his descendants. Fishing, food processing, shoe making, and wool products were viable Boston industries at the turn of the century, by which time the demand for ship building had diminished. Like many of the nation's industrialized cities, Boston suffered economically between the world wars. First Prohibition, which made the manufacture and sale of alcoholic beverages illegal, destroyed the rum trade, then the Great Depression of the 1930s undermined Boston's financial market and, finally, New England's textile industry moved South in search of less expensive labor. At this time, Boston began to acquire a dual reputation for corrupt machine politics and racial segregation. The city did a great deal to end corruption when council seats were declared open in 1951. Racial tension, however, continues to be a problem in Boston. Tempers flared over court-ordered pupil busing intended to desegregate the city's schools, and some Boston neighborhoods have yet to be integrated.

Following World War II, Boston's population grew to a peak of 801,000 in 1950, then began to level off and eventually declined. Its industries were mature and its infrastructure aging. The diminishing tax base led to an increase in taxes levied and a subsequent loss of the white middle class population to the suburbs. This trend, however, was countered in 1957 with the establishment of the Boston Redevelopment Authority, formed to revitalize the city. Through the efforts of this group, the Prudential Tower, a major office complex, was built in downtown Boston, along with a public auditorium, apartments, and office-retail structures. A new government center was constructed adjacent to historic Faneuil Hall, and other projects included shopping areas, neighborhood renewal, and development of waterfront and historic districts. Boston also benefitted from the electronics research industry that emerged in the region in the 1950s.

Boston grew rapidly on the strength of its high-tech and defense-related research industries until the late 1980s. A combination of factors including high taxes, wages, office lease rates, and housing costs began to drive businesses to surrounding communities and states. Boston has, however, received high marks from analysts for its responsible handling of these and other fiscal problems. A strong economic turnaround which began around 1993 is continuing into the new century. As host to the Democratic National Convention in 2004, Boston promotes tourism (always a staple of its economy) to boost its national image.

At the beginning of the new century, Boston's Mayor Tom Menino said of his city: ''The major challenge facing Boston in the twenty-first century is that of new prosperity; how to renew Boston in a way that honors the beautiful historic city left in our care. We are fortunate to be living in one of those rare times in our City's life, a time when we have a chance to reinvent Boston and preserve the best of it for many years to come.'' Today's Boston remains a mecca for education and culture, and is a forward-looking city steeped in tradition and history.

Historical Information: The Bostonian Society, 15 State Street, Boston, MA 02109; telephone (617)720-1713

Population Profile

Metropolitan Area Residents (PMSA)
1980: 2,806,000
1990: 3,227,707
2000: 3,406,829
Percent change, 1990–2000: 6.2%
U.S. rank in 1980: 7th (CMSA)
U.S. rank in 1990: 7th (CMSA)
U.S. rank in 2000: 7th (CMSA)

City Residents
1980: 562,994
1990: 574,283
2000: 589,141
2003 estimate: 581,616
Percent change, 1990–2000: 2.6%
U.S. rank in 1980: 20th
U.S. rank in 1990: 20th (State rank: 1st)
U.S. rank in 2000: 23rd (State rank: 1st)

Density: 12,165.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 320,944
Black or African American: 149,202
American Indian and Alaska Native: 2,365
Asian: 44,284
Native Hawaiian and Pacific Islander: 366
Hispanic or Latino (may be of any race): 85,089
Other: 46,102

Percent of residents born in state: 47.4% (2000)

Age characteristics (2000)
Population under 5 years old: 32,046
Population 5 to 9 years old: 33,721
Population 10 to 14 years old: 32,553
Population 15 to 19 years old: 43,631

Population 20 to 24 years old: 70,084
Population 25 to 34 years old: 124,762
Population 35 to 44 years old: 86,420
Population 45 to 54 years old: 63,554
Population 55 to 59 years old: 22,746
Population 60 to 64 years old: 18,288
Population 65 to 74 years old: 31,154
Population 75 to 84 years old: 21,675
Population 85 years and older: 8,507
Median age: 31.1 years

Births (2002)
Total number: 8,005

Deaths (2002)
Total number: 4,416 (of which, 56 were infants under the age of 1 year)

Money income (1999)
Per capita income: $23,253
Median household income: $39,629
Total households: 239,603

Number of households with income of . . .
less than $10,000: 37,230
$10,000 to $14,999: 15,764
$15,000 to $24,999: 27,276
$25,000 to $34,999: 27,496
$35,000 to $49,999: 35,928
$50,000 to $74,999: 41,496
$75,000 to $99,999: 23,784
$100,000 to $149,999: 18,496
$150,000 to $199,999: 5,491
$200,000 or more: 6,642

Percent of families below poverty level: 15.3% (25.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 35,049

Municipal Government

Boston operates under a mayor-council form of government; the mayor is elected to four-year terms and the council members to two-year terms. In addition to governing the city of Boston, the mayor and council act as commissioners for the county of Suffolk. Their jurisdiction covers cities outside Boston's city limits: Chelsea, Revere, and Winthrop.

Head Official: Mayor Thomas M. Menino (D) (since 1994; current term expires January 2006)

Total Number of City Employees: 16,049, including police, fire, and school (2004)

City Information: Mayor's Office, City of Boston, One City Hall Plaza, Boston, MA 02201; telephone (617)635-4500

Economy

Major Industries and Commercial Activity

Since the 1988–1992 downturn, Boston experienced an ongoing economic recovery, with increased employment rates, improvement in the office market, strong sales, and tremendous gains in residential real estate. As in many places across the country, Boston's economy was affected by the events on September 11, 2001. Especially hit were the travel, financial services and high technology sectors, which alone lost nearly 32,000 jobs between 2001 and 2003. Loss of jobs in those areas leveled off in 2004 and began to regain some lost ground, especially in tourism.

Other sectors such as education and health care were not as hard hit. While manufacturing in Boston has lost some ground, it remains an important sector of the economy and is joined by several other traditional industries and some new ones. Boston is considered one of the top places in which to do business in the United States. Major industries include finance, high-technology research and development, tourism, medicine, education, commercial fishing, food processing, printing and publishing, and government.

Early in its history, Boston made its name as a center for the processing of wool and the manufacture of clothing, textiles, shoes, and leather goods. While the shoe and textile industries have suffered in recent decades, they remain significant contributors to Boston's economy.

In the last 20 years, city employment continued to shift from traditional labor intensive manufacturing jobs to technology and service jobs. The economy of metropolitan Boston now primarily rests on high technology, finance, professional and business services, defense, and educational and medical institutions. The city's economy is more specialized in the financial, business and professional services and educational and medical sectors than the suburban economy, which is more specialized in high technology and the defense industry.

Boston's financial district includes major banks such as Fleet Bank, purchased in 2004 by Bank of America, and investment firms like Fidelity Investments. Insurance firms such as John Hancock Financial Services are also a significant presence.

Boston is one of the country's top 10 tourist attractions, focusing on the city's 62 historic sites, its nearly 2,000 restaurants, and its hundreds of hotels. Tourism is a year-

round industry in Boston, which hosted 16.3 million visitors in 2004, spending $7.9 billion.

The medical schools of both Tufts University and Harvard University are located in Boston, as is Massachusetts General Hospital, the major teaching hospital for both schools. Education is a thriving segment of Boston's economy; within the city limits are 10 colleges and universities, 6 technical schools, 4 art and music schools, and 6 junior colleges. In towns and suburbs surrounding Boston, educational institutions include many prestigious secondary and boarding schools.

More than two million pounds of fish are caught in the waters in and around Boston each year, making fishing, food processing, and food storage prime industries. Boston is one of the nation's foremost fishing port and wool market. Both large and small printing operations employ thousands of workers in the metropolitan area. Boston's print fare includes several national magazines, scholarly and technical journals, and the Christian Science publications. For years, Boston has been home to the *Atlantic Monthly,* one of the oldest literary publications in the United States.

As the capital of the Commonwealth of Massachusetts, Boston is the workplace of many state and municipal employees.

Items and goods produced: machinery, medical and navigational instruments, chemicals, metals, rubber products and clothing, computers, software, missiles and missile guidance systems, ships, shoes and boots, textiles.

Incentive Programs—New and Existing Companies

Local programs—Boston's Office of Business Development provides key resources to support small business development. The office offers a full range of services—from financial and referral services to business facade improvement to site finder services—so that each business owner receives whatever help is needed. Businesses may obtain loans through the Boston Local Development Corporation, and financing through the Boston Industrial Development Financing Authority, which issues bonds to finance the capital needs of Boston businesses. ReStore Boston provides grants and loans to renovate store fronts, and provides architectural assistance to do so. The office also has a free Commercial Space for Lease finding service.

State programs—The Massachusetts Business Resource Team, under the Executive Office of Economic Development, exists to help businesses relocate to the state, expansion of existing businesses, and creation of new businesses. For new companies, there are Small Business Development Centers in Boston and across Massachusetts, which advise and educate entrepreneurs. The Capital Access Program helps businesses secure loans from approved banks. Expanding or relocating businesses can take advantage of a 3 percent investment tax credit against the corporate excise tax for the construction of manufacturing facilities, or the purchase or lease of equipment. Businesses moving to an ''economic opportunity area'' or an ''economically distressed area'' have access to special tax credits and incentive programs. For manufacturers looking for working capital, the Economic Stabilization Trust can provide funds to help get the business on the road to recovery. For businesses willing to move or expand into brownfield areas, Massachusetts provides low cost assessment and remediation programs, and alternative financing options. Technology firms can receive assistance with the Research and Development Tax Credit and the Emerging Technology fund, which provides loans for specialized equipment purchases and R & D,, and biotechnology companies can receive funds for new job creation through the Jobs Creation Incentive Payment. All businesses can take advantage of Safety Training grants for education to improve workplace safety. The Massachusetts Export Center provides counseling, education and technical assistance for businesses in global markets. For business involved in the fishing industry, Seafood Loans assist in the construction or renovations of buildings or equipment.

Job training programs—Boston's Office of Jobs and Community Service (JCS) receives funding from the U.S. Department of Labor, HUD, and the Massachusetts Departments of Education and Transitional Assistance. The state provides matching grants from the Workplace Training Fund to pay for employee training. The state's 32 One-Stop Career Centers provide job finding assistance and career counseling for potential employees; and listing services, job fairs, and recruiting assistance for employers. JCS provides planning and oversight to a large network of community-based organizations who provide residents with a rich variety of training programs. These include basic education, GED and diploma programs, English as a Second Language, job readiness, and a variety of skills training. Additionally, JCS is a partner in a one-stop career center called The Work Place, which coordinates the functions of the Boston Neighborhood Jobs Trust, oversees various human service programs, and houses Read Boston, a major literacy initiative to ensure that all children are reading-proficient by the third grade. There are incentive grants for training when hiring an unemployed worker, or someone receiving public assistance.

Development Projects

The real estate market in Boston continues to thrive with multi-million dollar projects. A special focus is development of the South Boston Waterfront area, and the Fort Point Channel Arts District. Artists for Humanity has a new ''green,'' environmentally-aware 23,500 square foot center providing studio and gallery space for teaching art to inner-city youth. In 2006, construction will begin on a 22,000

square foot addition to Boston's Children's Museum, also in South Boston. Nearby will be a 400-room Marriot Renaissance Hotel, expected to cost $140 million, which will open in 2007. Boston Harbor Residences, a high-end, two-tower rental and condominium development, opens in 2005. Breaking ground in 2005 is the massive $230 million Battery Wharf mixed-use project in the North End, which will be composed of four buildings and include high-end condos and the luxury Regent Boston hotel.

In 2004, the Onyx Hotel, a hip, pet-friendly boutique hotel, opened in North Station. The Saltonstall office building at 100 Cambridge St. was completely overhauled, and in 2004 re-opened as a 279,000 square foot mixed-use tower of condominiums, office and retail space. In the Fenway neighborhood, Trilogy, a $200-million, 651,000-square-foot mixed use development, broke ground in 2004 to bring housing, 42,000 square feet of retail space, and underground parking to Boylston St. and Brookline Ave. Construction will begin soon on a new emergency and trauma center for the UMass Memorial Medical Center, in Worchester, which is expected to cost $129 million. In the Longwood Medical Area, Beth Israel Deaconess Medical Center will start construction on a 700,000 square foot research center, the first building of which will open in 2007. Also in Longwood, the Massachusetts Mental Health Center will get a $200 million make-over in 2005, adding medical offices, research space, and housing, both market value and low-income apartments. A new Intercontinental Hotel at 500 Atlantic Avenue will feature 424 hotel rooms on the first 12 floors, with luxury condos on the floors above, in a $255 million development.

Economic Development Information: Boston Redevelopment Authority, One City Hall Square, Boston, MA 02201; telephone (617)722-4300; fax (617)248-1934. MassDevelopment, 160 Federal Street, Boston, MA 02110; toll-free (800)445-8030. Boston Business Journal, 200 High Street,Suite 4B, Boston, MA 02110; telephone (617)330-1000; fax (617)330-1016

Commercial Shipping

Boston is the oldest continuously active port in the America's. Today, Boston's exports include grains and metals and its imports are petroleum products, automobiles, and general container cargo. In 2004 the port handled 1.3 million tons of general cargo, 1.5 million tons of non-fuels bulk cargo and 12.8 million tons of bulk fuel. Boston's popularity as a port is easily understood: it accommodates even the largest ocean going freighters. One of the best natural harbors in the United States, the Fort Point Channel is 40 feet deep and 7 miles long. Nearly 40 miles of docks and wharves line the shores of Boston's inner harbor, mainly between South Boston and Charlestown. The Massachusetts Port Authority operates the docks.

Facilities include the Conley Container Terminal, the center of container handling, with 2000 feet of berthing space; Boston Autoport, processing nearly 100,000 cars a year; Commonwealth Pier, a huge dry dock in South Boston; and Fish Pier, one of the world's largest and oldest in the country. Cruiseport and Black Falcon Cruise Terminal is a stopping point for 15 cruise lines, such as Norwegian and Cunard. Boston's shipping needs are also accommodated by the network of highways running through and around the city, a large commercial trucking fleet, railroads, and delivery services.

Labor Force and Employment Outlook

As the home of world-renowned colleges and universities, Boston boasts a highly educated work force. The minority population, including the Hispanic population, is on the increase. Educational institutions are an important source of new, highly skilled professionals for the city's labor force.

Wages in the Boston area tend to be high, as are taxes and office lease rates. Entrepreneurial software and biotechnology companies attracted to the assets of the Massachusetts Institute of Technology have tended to locate in East Cambridge, just across the Charles River from Boston. Analysts have given the city high marks in recent years for improvements in management, and a strong academic and research base should continue to stand Boston in good stead.

The following is a summary of data regarding the Boston metropolitan NECTA labor force, 2004 annual averages.

Size of nonagricultural labor force: 2,398,900

Number of workers employed in . . .
- *natural resources and mining:* 1,200
- *construction:* 100,500
- *manufacturing:* 231,200
- *trade, transportation and utilities:* 424,100
- *information:* 72,800
- *financial activities:* 182,800
- *professional and business services:* 374,200
- *educational and health services:* 431,600
- *leisure and hospitality:* 206,900
- *other services:* 85,700
- *government:* 288,000

Average hourly earnings of production workers employed in manufacturing: $18.65

Unemployment rate: 4.9% (March 2005)

Largest private employers	*Number of employees*
Massachusetts General Hospital Corporation	14,907
Fidelity Investments	11,250
Beth Israel Deaconess Medical Center	8,568

Largest private employers	*Number of employees*
Brigham & Women's Hospital, Inc.	8,421
Boston University	8,297
Children's Hospital	5,116
New England Medical Center	5,077
John Hancock Life Insurance Co.	4,793
Boston Medical Center	4,650
Harvard (business and medical schools)	4,557

Cost of Living

When compared with the national average, living in Boston is expensive, even more so than in other New England cities. The high cost of housing contributes to the overall expense. According to the Tax Institute, in 2005 Massachusetts residents had a much lower state and local tax burden than they used to: the state now ranked 32nd in the nation, and its personal income tax ranked it 12th lowest among states who have an income tax.

The following is a summary of data about key cost of living factors for the Boston area.

2004 (3rd Quarter) ACCRA Average House Price: $466,429

2004 (3rd Quarter) ACCRA Cost of Living Index: 135.4 (U.S. average = 100.0)

State income tax rate: 5.3%; 12% on short-term capital gains.

State sales tax rate: 5.0% on most items; does not include food and clothing

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $10.73 per $1,000 valuation (residential); $32.68 per $1,000 valuation (commercial and other)

Economic Information: Greater Boston Chamber of Commerce, One Beacon St., Fourth Floor, Boston, MA 02108; telephone (617)536-4100. Boston Assessor, telephone (617)635-4287. The Tax Foundation, 2001 L Street, N.W. Suite 1050,Washington, D.C. 20036, telephone (202)464-6200

Education and Research

Elementary and Secondary Schools

Boston's school district is one of the nation's 60 largest. Boston spends nearly 30 percent of its annual budget on school matters, and its system excels in special education classes. The Boston School Committee is a seven member board, whose member are appointed by Mayor Menino. In 2005 the district was a finalist for the Broad Prize for Urban Education, the fourth time in as many years.

The following is a summary of data regarding the Boston public schools as of the 2004–2005 school year.

Total enrollment: 58,310

Number of facilities
elementary schools: 66
elementary and middle schools: 11
middle schools: 18
high schools: 25
other: 7 early learning centers, 6 special education centers

Student/teacher ratio: 13:1

Teacher salaries
minimum: $40,707
maximum: $76,336

Funding per pupil: $10,739 (2003-2004)

Several prestigious private secondary schools also operate in Boston, among them the Commonwealth School, known for its focus on humanities and languages. Boston University's Academy, a five-year private preparatory school on its campus, permits students to take freshman-year college classes while still in high school. Boston also has an active parochial school system.

Public Schools Information: Boston Public Schools, Central Administration Office, 26 Court St., Boston, MA 02108; telephone (617)635-9000

Colleges and Universities

In the mid-2000s, the New England Board of Higher Education reported 68 colleges and universities in the Boston metropolitan area, at which approximately 250,000 students were enrolled. Once nicknamed the ''Athens of America,'' Boston is home to some of the most venerable institutions of learning in the country. Boston University, founded in 1839, excels in medicine, law, foreign studies, and computing. Tufts and Harvard universities maintain their medical schools in Boston to take advantage of the teaching/learning opportunities offered by city hospitals such as Massachusetts General. Among the four-year liberal arts schools in Boston are Emerson, which publishes the *Emerson Review* twice yearly, and Emmanuel, a Roman Catholic women's institution. The University of Massachusetts maintains a commuter campus in Boston. Northeastern University is a small, mostly residential school, Wheelock College focuses

on early childhood education and human services, and Simmons College and Suffolk University are small co-educational schools.

Boston-area technical schools include the Franklin Institute of Boston (for engineering), Massachusetts College of Pharmacy and Allied Health Sciences, Boston Technical Center, the Northeastern Institute of Industrial Technology, the New England School of Art and Design, the Women's Technical Institute and Wentworth Institute of Technology (for engineering). Boston's fine arts schools include The Berklee College of Music, a world renown independent school of music, not only in performance, but in composition, recording engineering, and music management. Boston's other fine arts schools include the Boston Conservatory of Music (with the Boston Chamber Music Society in residence), Massachusetts College of Art, the Art Institute of Boston, New England Conservatory of Music, and the School of the Museum of Fine Arts. Among the city's two-year colleges are Bay State Junior College, Bunker Hill Community College, Fisher College, Labourne College, and Roxbury Community College.

Nearby institutions of note include Harvard University, Radcliffe College, and the Massachusetts Institute of Technology in Cambridge, along with Boston College in Chestnut Hill and Brandeis University in Waltham.

Libraries and Research Centers

Boston's public library system, established in 1854, serves patrons in the city and several suburbs and is the nation's first instance of a tax-supported system. It maintains 26 neighborhood branches that house more than 13 million books and a bookmobile, and has over 2.2 million visitors a year. The main library, an Italian Renaissance building in downtown Copley Square, contains a rare book collection and is decorated with murals by John Singer Sargent and art work by other famous American painters and sculptors. The President John F. Kennedy Memorial Library and Museum is also found in Boston, along with a number of specialized law, finance, technical, and educational libraries.

Many research institutions are grouped in and around Boston, covering topics ranging from engineering to philosophy. Boston University facilities conduct research on foreign affairs, communication, computing, medicine, polymer chemistry, and a host of other subjects. Harvard University's research efforts include business, international affairs, law, medicine, physics, computers, and more. Massachusetts Institute of Technology's research programs focus on engineering, biotechnology, ocean studies, chemistry, robotics, electronics, and others. Research institutes of colleges include the Boston Biomedical Research Institute, the Boston Sickle Cell Center, and the Alzheimer's Disease Research Center, three offerings that serve to underline Boston's prominence in the medical research field.

Public Library Information: Main Library, Boston Public Library, 700 Boylston St., Boston, MA 02117-0286; telephone (617)536-5400; fax (617)236-4306

Health Care

Few places in the country have more doctors than Boston—more than 500 per 100,000 people—and health care is among the best. More than 20 inpatient hospitals are located within the city, including Massachusetts General Hospital, Brigham and Women's Hospital, Beth Israel Hospital, Children's Hospital, New England Deaconess Hospital, the New England Medical Center and Boston Medical Center. The city is also home of the medical and dental schools of Tufts, Harvard, and Boston universities.

Boston's history of medical research is a long one. Massachusetts General was the first hospital to use anesthetic and to reattach a severed human limb. It also worked with the Massachusetts Institute of Technology and the Shriners Burn Institute to pioneer the development of artificial skin. Brigham & Women's Hospital gained national recognition for its testing of the birth control pill. In addition to fine hospitals and renowned medical schools, Boston is also home to a Comprehensive Cancer Treatment Center. A number of cardiac rehabilitation centers and hospices for the critically ill also operate facilities in Boston.

Health Care Information: Massachusetts Medical Society Headquarters, 860 Winter Street, Waltham Woods Corporate Center, Waltham, MA 02451-1411; telephone: (781)893-4610 or (781)893-3800

Recreation

Sightseeing

Boston's great appeal to visitors and residents alike is its compactness; it is a very walkable city and many of its attractions are planned around that fact. Maps are available at the National Park Service Visitor Center on State Street. The Freedom Trail, a 2.5-mile walking tour, passes the sixteen major sites of colonial Boston. A red line painted on the sidewalk marks the way. The trail begins at the Boston Common, with 48 acres and the oldest public park in the United States. The next stop is the gold-domed State House, built in 1795. Designed by Charles Bulfinch, it sits atop

The Declaration of Independence was read in front of the (1713) Old State House, now home to the Museum of Boston History.

what remains of Beacon Hill. Next is Park Street Church, birthplace of the Abolitionist Movement, and farther on is the Granary Burying Ground, resting place of such notables as Mother Goose, victims of the Boston Massacre, John Hancock, Samuel Adams, Paul Revere, and Peter Faneuil. King's Chapel, formerly an Anglican Church, became the nation's first Unitarian Church. Ben Franklin's statue stands on the grounds of the country's first public school, the Boston Latin School, which was opened in 1635. The Old Corner Bookstore survived to host meetings of the Transcendentalists and other Boston literati, while the Old South Meeting House rang with the sermons of the Puritans. The Old State House, built in 1713, was the scene of the Boston Massacre and revolutionary rhetoric such as the first reading of the Declaration of Independence. Faneuil Hall is next door, and a step down the street is Paul Revere's house and Old North Church. Copp's burying ground, the *USS Constitution,* and the Bunker Hill Monument complete the Trail.

Boston's long-standing commitment to equality is highlighted in another walking tour, the Black Heritage Trail. In existence for more than 350 years, Boston's African American community predates the Civil War by 120 years. Abolitionist meeting places and Underground Railroad stops are featured on the tour. Sights of a modern nature include a view from the 740-foot-high observation deck in the John Hancock Observatory or a glimpse of the stars through a telescope at the Boston University Observatory. Boston's parks are popular regional attractions, including the famous Harbor Islands. Next to Boston Common is the 24-acre Boston Public Park featuring an ornamental lake and swan boat rides. The parks follow the Fenway, a tree-lined boulevard, south to Jamaica Plain and the Arnold Arboretum, a botanical garden. The Esplanade, which runs along the Charles River, is a popular park and home of the Hatch Shell, where the Boston Pops plays its summer concerts. The Boston Harborwalk is a public walkway along the waterfront, connecting neighborhoods, parks, restaurants and attractions along the trail from Charlestown to Dorchester.

In Cambridge, Harvard University's several gardens draw crowds, as do its Fogg Art Museum and Harvard Coop, the university bookstore. A bit north, in Charlestown, are the Charles River Dam and the Charlestown Naval Yard. Boston's varied neighborhoods prove popular with visitors year after year. Beacon Hill, in downtown Boston, was settled by prosperous Yankee ship builders and their families, known as the Boston Brahmins. The elegant townhouses, gas lamps, and lacy iron fences still line the streets of Beacon Hill. The Back Bay is home to Boston's newer developments, including Copley Place, the John Hancock Building, and the Prudential Tower. The South End and its brick bow-windowed homes are undergoing a revitalization as new residents and businesses move back into the area. Boston's Chinatown houses the country's third largest Chinese population, along with restaurants and stores specializing in traditional Chinese fare and ware. The North End is home to Boston's Italian community, while South Boston remains a solidly Irish enclave.

Lovers of the New England countryside might consider a day trip to Concord, thirty miles west of Boston. Attractions there include Fruitlands, a collection of small museums displaying treasures from nineteenth-century transcendentalism and other mystical movements, and Shaker Village.

Arts and Culture

Boston, home to a number of major museums, a world-class symphony, several legitimate theaters, and a premier dance company, is considered one of the nation's top cultural centers. Rated outstanding by music lovers the world over, the Boston Symphony Orchestra (BSO) performs at Symphony Hall. An offshoot of the BSO, the Boston Pops, has gained fame under the batons of the late maestro Arthur Fiedler and maestro/composer John Williams, and currently maestro Keith Lockhart. Other orchestras include the New England Conservatory Symphony Orchestra, the Boston Conservatory Orchestra, and the Boston Philharmonic Orchestra. Chamber concerts are programmed by the Handel and Hayden Society, while the Boston Musica Viva plays contemporary music.

Theatergoers in Boston can enjoy everything from tragedy to comedy, all performed by well-regarded professional troupes. Major groups include the American Repertory Theatre, and the Huntington Theatre Company. Several smaller repertory companies, small theaters, university groups, and a Boston's Children's Theatre augment the professional stage offerings. Dance is popular in Boston, which is home to the Boston Ballet, the fourth largest ballet company in America, and Dance Umbrella, New England's largest presenter of contemporary and culturally diverse dance from around the world. The Boston Ballet performs at the Wang Center for the Performing Arts, an opulent former motion picture palace. Other dance groups include the Art of Black Dance and Music, Beth Soll and Company, the Boston Flamenco Ballet, Concert Dance Company of Boston, and the Ramon de los Reyes Spanish Dance Theatre. Boston supports the Boston Lyric Opera, and many nightclubs featuring musical performances from rock and roll to folk music.

The Museum of Fine Arts is world renowned for its Oriental, Egyptian, and classical collections. The Museum of Science, complete with dinosaurs, space capsules, an OmniMax Theatre, and the Charles Hayden Planetarium, sits on a finger of land jutting into the Charles River. Italian Renaissance art is the attraction at the Isabella Stewart Gardner Museum, considered one of the world's finest private art museums. The Institute of Contemporary Art offers a multimedia look at the newest in art, while the Computer Museum, the first in

the United States devoted exclusively to computing, houses a venerable computer, the MIT Whirlwind. The museum has merged with, and is now housed at, the Museum of Science. The New England Aquarium, with 2,000 fish and sea animals, occupies a five-story building on Boston's waterfront. Hands-on exhibits and tours are offered, as are whale-watching cruises.

Among the attractions at the Fogg Art Museum at Harvard University are works by Rembrandt, William Blake, and the French impressionists. German art is featured at the Busch-Reisinger Collection, which is on display at the Fogg Museum. The Botanical Museum and the Gray Herbarium, both part of Harvard, exhibit two of the finest flora displays in the world. Also at Harvard, the Peabody Museum of Archaeology and Ethnology displays relics of the Mayans, Pacific Islanders, and Native Americans. Other Boston museums include the *USS Constitution* Museum, Children's Museum of Boston, the museum at the John Fitzgerald Kennedy Library, the Museum of the National Center of Afro-American Artists, the Sports Museum of New England, the DeCordova Museum and Sculpture Park, the Museum of African American History and the Boston Tea Party Museum and Shop.

Arts and Culture Information: Greater Boston Convention-Visitor's Bureau, telephone (888)SEE-BOSTON

Festivals and Holidays

Many of Boston's festivities center around historic, religious, and maritime events. The celebration by the Irish community of St. Patrick's Day on March 17, a day that is also known locally as Evacuation Day, commemorates the retaking of Boston from the British by the Colonial Army during the Revolutionary War. In early June, costumed residents march through Boston in the Ancient and Honorable Artillery Parade. The Battle of Bunker Hill Day follows on June 17, the anniversary of one of the bloodiest battles of the Revolutionary War. June 24 through June 26 is Boston's First Folk Festival. The New England Spring Flower Show, one the oldest and biggest indoor shows in the country, draws 170,000 visitors during a 9-day period.

For six days at the beginning of July, Boston's HarborFest jubilantly celebrates the nation's birthday. Events include a Chowderfest, Children's Day, the reading of the Declaration of Independence from the balcony of the Old State House, and the July Fourth rendition of the 1812 Overture, replete with cannon, and followed by a dazzling fireworks display. The Italian Feasts take place each weekend from late June through August in Boston's North End. Their major event is the Feast of St. Anthony in June. On December 15, in a reenactment of the Boston Tea Party, citizens playing the parts of disgruntled colonists disguise themselves as Native Americans and dump crates of British tea into Boston Harbor. The year culminates with First Night, a 10-hour jubilee of indoor and outdoor performances, a parade and fireworks, welcoming the new year.

Sports for the Spectator

Boston is home to five professional sports teams whose games annually draw hundreds of thousands of fans. The professional basketball team, the National Basketball Association's Celtics, play their home games at the city's downtown FleetCenter, as do the Boston Bruins, the National Hockey League team. The Boston Red Sox, the city's professional baseball team, compete in the American League East. They play their home games at Fenway Park, one of the country's most beloved ball parks, from April to October. The New England Patriots, part of the National Football League's East Division, and the New England Revolution of the MLS play their games at Gillette Stadium in suburban Foxboro. The Patriots, like Boston's other professional teams, are eagerly followed by scores of fans throughout New England.

A popular annual event is the Boston Marathon, run on the third Monday in April, which in Massachusetts is the holiday Patriot's Day. Boston's is the oldest marathon; thousands of runners from around the country and the world participate annually in this event.

In October, the focus shifts to the Charles River and the Head of the Charles Regatta international sculling event. Horse racing is scheduled from spring through late fall in and around Boston. Flat and harness racing are run at Suffolk Downs in East Boston. Parimutuel betting is permitted by law. Athletes at Boston-area colleges and universities compete in a wide range of collegiate sports. College hockey fans come out in February for the Beanpot, an annual tournament between Harvard, Boston University, Boston College, and Northeastern for the city championship. Polo matches are held at nearby Myopia Polo Grounds in Hamilton, MA.

Sports for the Participant

Its proximity to water makes Boston a natural attraction for sports enthusiasts. Anglers can enjoy saltwater fishing in the Atlantic Ocean or fresh water fishing in inland rivers. Boaters can sail the Atlantic coastline or canoe inland. Swimmers can choose between public beaches along the ocean or civic pools within the city. Municipal golf courses, tennis courts, baseball diamonds, playgrounds, and tot lots are maintained in the city. Since 1995, more than $120 million has been spent to rehabilitate the city's 215 parks. Ice skating outdoors is popular in the winter months at the Frog Pond on Boston Commons and throughout the year at the city's indoor municipal facilities. Boston is close to

excellent ski runs, horseback riding trails, and mountain climbing areas.

Shopping and Dining

Boston's shopping areas range from carefully restored colonial shops to gleaming glass and steel towers. Quincy Market, dating from 1826, is a cobblestone square surrounded by small shops in renovated warehouses. Nearby, Faneuil Hall's ground floor contains a modern shopping mall. Downtown Crossing, Boston's original marketplace, is an outdoor pedestrian mall encompassing several streets. It is anchored by a Boston institution, Filene's Department Store, which is noted for the zeal of the shoppers hunting for bargains in its basement. Copley Place, an indoor mall connecting four office buildings and two hotels, has upscale stores such as Tiffany & Co., Louis Vuitton, and Neiman Marcus. Other popular shopping sites are Charles Street on Beacon Hill, a mecca for antique hunters, and Newbury Street, referred to by locals as the new Rodeo Drive. Across the Charles River in Cambridge is the Harvard Coop, world famous as a comprehensive supplier to the university's students and its entire academic community.

With almost two thousand restaurants, Boston offers everything from traditional seafood dishes to continental and ethnic cuisines. Fresh saltwater catches include clams, lobster, oysters, bluefish, and scrod. Boston has been called ''Beantown,'' a term that originated with the Puritans who, out of respect for the Sabbath, did not cook on Sunday. Instead, they relied on food prepared the day before, and one popular menu item was baked beans. Clam and seafood chowders, baked beans, and Indian pudding are still staples on many Boston menus.

Continental cuisine, sometimes blended with American nouvelle cuisine, is now the specialty of several respected Boston restaurants. Ethnic specialties include a small but flavorful sampling of restaurants in downtown Boston's Chinatown. At the North End, diners relish northern Italian specialties such as pasta and cappuccino. In neighborhoods such as Dorchester and Jamaica Plain, a wave of immigration has brought restaurants specializing in the cuisines of Vietnam, Ireland, Spain, and other ethnicities.

Visitor Information: Greater Boston Convention & Visitors Bureau, Two Copley Place, Suite 105, Boston, MA 02116-6501; toll-free (888)SEE-BOSTON; fax (617)424-7664

Convention Facilities

Boston is a popular meeting site for groups of all kinds and sizes. Completed in 2004, the Boston Convention and Exhibition Center has 516,000 square feet of contiguous exhibit space, 82 meeting rooms, and a 40,000 square foot ballroom. Built on the South Boston waterfront, it is minutes from Logan Airport. Another major venue is the John B. Hynes Veterans Memorial Convention Center, encompassing more than 289,000 square feet of meeting, exhibition and banquet space. Five exhibit halls and 37 meeting rooms can host large conventions or several small conventions simultaneously. Thirteen major hotels are located within walking distance of the center, which is in Boston's Back Bay area, convenient to shopping and other amenities.

World Trade Center Boston offers a ground-floor Main Hall measuring 120,000 square feet; on that floor are theater seating for 5,000 participants and classroom and banquet seating for 3,000 diners. Located on Commonwealth Pier, it opened in January 1986, for the purpose of furthering international trade among and economic development of all the New England states.

Unique meeting and reception sites in Boston include the facilities of a Victorian mansion, a lounge, a ballroom-style entertainment complex, and a rock dance club among many others. The metropolitan area supports about 45,000 hotel rooms; 17,000 of them are in Boston and Cambridge. Suburban to Boston are the meeting and exhibition facilities of the Royal Plaza Trade Center, which contains 43,000 square feet of exhibit space and the Bayside Expo Center, which offers 240,000 square feet of exhibit space and 17,000 square feet of additional meeting room space.

Convention Information: Greater Boston Convention & Visitors Bureau, Two Copley Place, Suite 105, Boston, MA 02116-6501; toll-free (888)SEE-BOSTON; fax (617)424-7664. Massachusetts Convention Center Authority, 415 Summer Street, Boston, MA 02210; telephone (617)954-2000; fax (617)954-2299

Transportation

Approaching the City

Visitors arriving in Boston by air arrive at Logan International Airport, located in East Boston just two miles from downtown Boston. Its location in Massachusetts Bay puts Boston's airport 200 miles closer to Europe than New York City. In 2005, Logan was ranked the nation's 19th busiest airport; it is served by 39 airlines. Logan can be reached by car, by public transportation on the ''T'' Blue Line, and by water aboard the Airport Water Shuttle.

Boston's access routes by automobile include Interstate-90, the Massachusetts Turnpike, which is the major east-west artery. Massachusetts Service Route 9, another east-west road, accommodates suburban traffic. I-93 runs north-south through Boston where it is called the Northeast Expressway. Encircling the city is Massachusetts Service Route 128. More than seven hundred high-technology firms have established facilities along Massachusetts SR 128 and I-495, making them heavily traveled freeways.

Boston can also be reached by railroad and by bus. The city is served by three Amtrak lines: the Downeaster connects Boston with Portland, Maine; the Regional, serving cities along the coast south to Newport News, Virginia.; and the Acela Express, a 150-mph train that makes the trip from Washington, D.C. in 7 hours. South Station and North Station, the Amtrak and Massachusetts Bay Transportation Authority terminals, are on opposite sides of Boston's downtown business district. Those arriving by Greyhound/Trailways and Peter Pan Bus Lines disembark at the Greyhound Bus Terminal downtown.

Traveling in the City

Boston is a very walkable city, and walking tours depart from a number of locations. According to local sources, driving in Boston can be a confusing experience even for natives. Heavy traffic, narrow one-way streets, limited parking, traffic rotaries, and jay-walking pedestrians combine to make driving difficult in Boston, especially in the downtown area. Most residents leave their cars at home and ride Boston's superb public transportation, known as the ''T.'' This rapid transit system includes elevated lines, subways, and surface routes. Trolleys, street cars, and buses supplement the ''T.'' Private transportation includes Amtrak commuter trains, taxis, and ferry boats.

The ''T'' is operated by the Massachusetts Bay Transportation Authority (MBTA). Boston's system is the oldest in the country, and all five lines converge downtown. Boston is one of only five U.S. cities to use trolleys and street cars as a regular part of its transportation system. Amtrak runs two commuter trains from surrounding suburbs into Boston, one of which is operated by the MBTA and is known locally as the ''Purple Line.'' Two ferry systems convey passengers on the rivers and channels around Boston.

Communications

Newspapers and Magazines

Boston's two major daily newspapers, *The Boston Globe* and the *Boston Herald,* are both published in the morning. *The Boston Globe,* established in 1872, is New England's largest daily and Sunday newspaper. The respected *The Christian Science Monitor* is published in Boston on weekdays. An international edition is also available. Local business news is featured in the *Boston Business Journal.*

Boston Magazine, Boston's city magazine, is published monthly. Tourist-oriented publications include *Panorama* and *The Boston Phoenix,* an alternative weekly publication providing detailed arts and entertainment information, and *WHERE* magazine, published monthly. Magazines of national interest published in Boston include the *Harvard Business Review, Inc. Magazine, Horticulture, Animals, Health Journal,* and *The Writer.* For many years, Boston has published *The Atlantic Monthly,* one of the nation's oldest literary magazines. As might be expected with Boston's many educational and high-tech institutions, the city also publishes an array of academic and technical journals, both commercially and for professional societies.

Television and Radio

The Boston area is the sixth largest media market in the country, served by five major networks, a public broadcasting station, and a Spanish language station. Special programming includes the Christian Science Monitor Syndicate and a channel for the hearing impaired. Cable television is also available. More than 20 AM and FM radio stations in the Boston area program a variety of music, talk shows, interview programs, and religious offerings. As a special service to travelers, Tunnel Radio broadcasts travel and road conditions inside Boston's heavily traveled South Station Tunnel.

Media Information: *The Boston Globe,* 135 Morrissey Blvd., Boston, MA 02107; telephone (617)929-2000

Boston Online

Boston Convention & Visitors Bureau. Available www.bostonusa.com

The Boston Globe. Available www.boston.com

Boston Public Library. Available www.bpl.org

Boston Public Schools. Available www.boston.k12.ma.us

City of Boston. Available www.cityofboston.gov

City of Boston Redevelopment Authority. Available www.cityofboston.gov/bra

Greater Boston Chamber of Commerce. Available www.bostonchamber.com

Massachusetts Business Development Corporation. Available www.mass-business.com

Massachusetts Convention Center Authority. Available mccahome.com

Massachusetts Medical Society. Available www.massmed.org

Massachusetts Office of Business Development. Available www.state.ma.us/mobd

Selected Bibliography

Campbell, Robert, and Peter Vanderwarker, *Cityscapes of Boston* (Boston: A Peter Davison Book/Houghton Mifflin Company, 1992)

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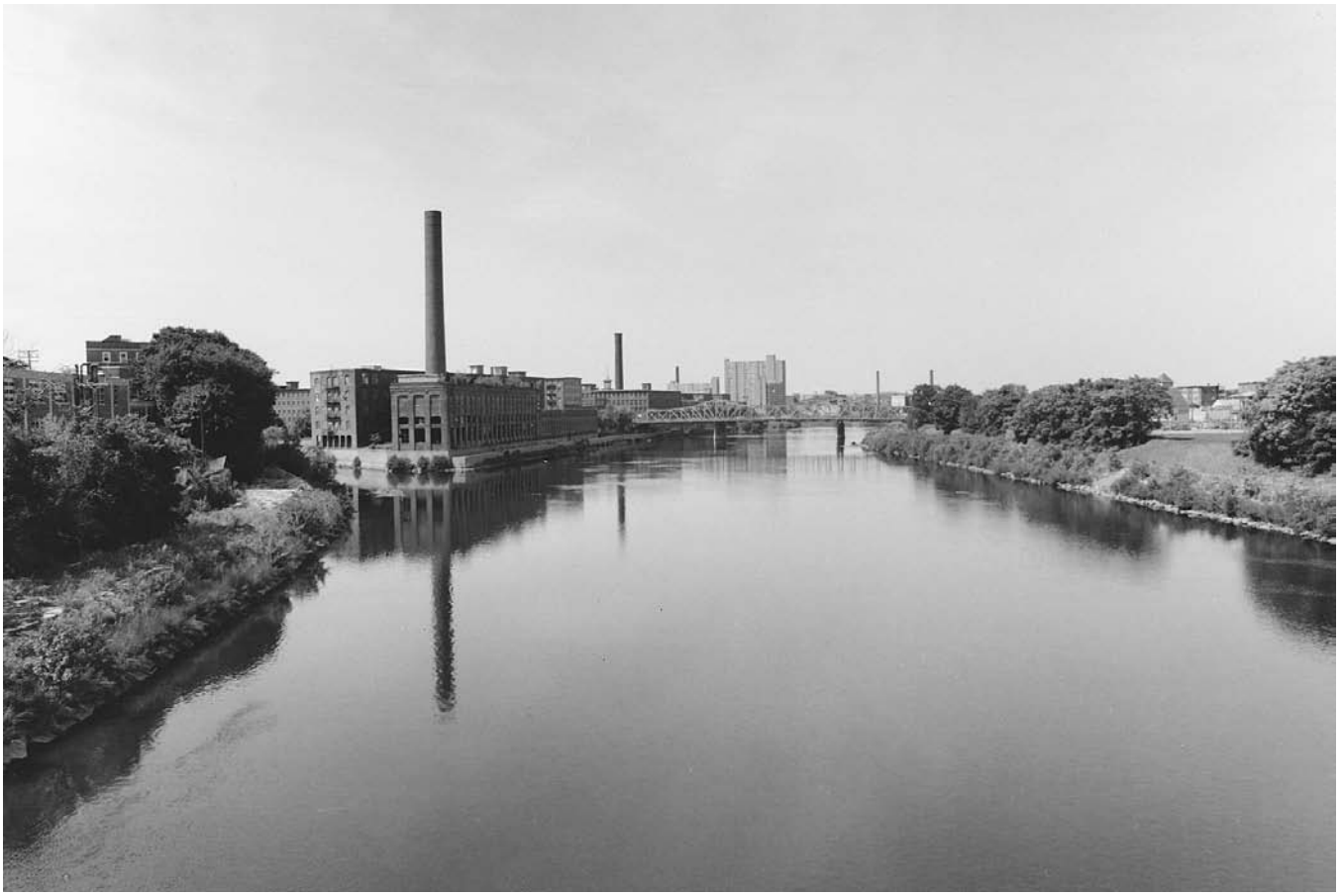
Uncommon Boston: A Guide to Hidden Spaces and Special Places (Boston: Addison-Wesley Publishing Company, 1990)

Lowell



The City in Brief

Founded: 1686 (incorporated 1836)

Head Official: City Manager John Cox (since 2000)

City Population
1980: 92,418
1990: 103,439
2000: 105,167
2003 estimate: 104,351
Percent change, 1990–2000: 1.7%
U.S. rank in 1980: 188th
U.S. rank in 1990: 188th
U.S. rank in 2000: 243rd

Metropolitan Area Population (PMSA)
1990: 280,578
2000: 301,686
Percent change, 1990–2000: 7.5%
U.S. rank in 1990: 7th (CMSA)
U.S. rank in 2000: 7th (CMSA)

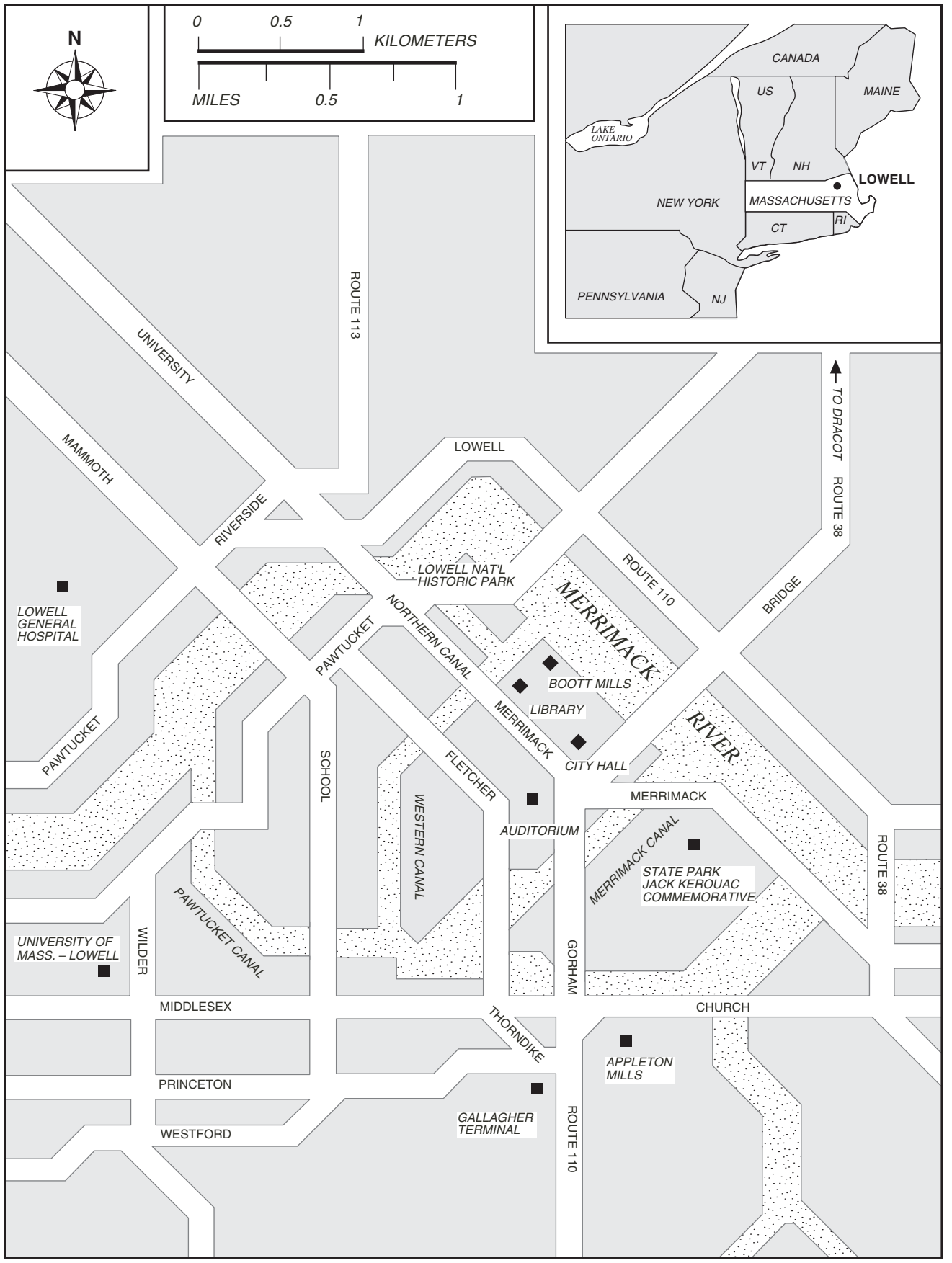
Area: 14 square miles (2000)
Elevation: 110 feet above sea level
Average Annual Temperature: 51.6° F
Average Annual Precipitation: 42.8 inches of rain; 42.6 inches of snow

Major Economic Sectors: Services, trade, manufacturing
Unemployment Rate: 5% (February 2005)
Per Capita Income: $17,557 (1999)
2004 ACCRA Median House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 4,258

Major Colleges and Universities: University of Massachusetts at Lowell, Middlesex Community College

Daily Newspaper: *The Lowell Sun*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UNIVERSITY
MAMMOTH
RIVERSIDE
LOWELL
TO DRACOT
ROUTE 38
LOWELL NAT'L HISTORIC PARK
ROUTE 110
BRIDGE
MERRIMACK
LOWELL GENERAL HOSPITAL
NORTHERN CANAL
PAWTUCKET
BOOTT MILLS
LIBRARY
MERRIMACK
CITY HALL
RIVER
PAWTUCKET
SCHOOL
FLETCHER
AUDITORIUM
MERRIMACK
MERRIMACK CANAL
STATE PARK JACK KEROUAC COMMEMORATIVE
ROUTE 38
WESTERN CANAL
PAWTUCKET CANAL
UNIVERSITY OF MASS. – LOWELL
WILDER
GORHAM
MIDDLESEX
CHURCH
THORNDIKE
APPLETON MILLS
PRINCETON
GALLAGHER TERMINAL
ROUTE 110
WESTFORD

Introduction

Lowell, once the textile capital of the world, grew in the shadow of the huge mills lining the Merrimack River. Its ancient canals earned the city the nickname ''Venice of America.'' With the southward movement of the textile industry in the 1920s, Lowell sought to diversify its economy to include a variety of manufactured products. By 1984, however, the town's economy had become as dependent on the mini-computer as it had formerly been on cotton. The early mill days are commemorated in the city's splendidly preserved industrial architecture. Lowell, whose downtown has been designated an urban national historical park, exists today as a living reminder of the processes and consequences of the Industrial Revolution.

Geography and Climate

The city of Lowell, located in Middlesex County at the confluence of the Merrimack and Concord rivers, is 25 miles northwest of Boston. The city stands on a plateau in the Merrimack Valley, surrounded by hills of 100- to 200-foot elevations. Lowell's four-season climate is typical of New England. Summers are warm with a humid period lasting several weeks; winters are cold and moderately snowy.

Area: 14 square miles (2000)

Elevation: 110 feet above sea level

Average Temperatures: January, 24.7° F; July, 72.5° F; annual, 51.6° F

Annual Average Precipitation: 42.8 inches of rain; 42.6 inches of snow

History

River Powers Textile Industry

For many years the site of present-day Lowell was an annual meeting ground for the tribes of the Pennacook Confederacy, who fished for salmon and shad in the waters of the Merrimack River. In 1686 the Confederacy sold the land to English farmers migrating from Boston. The farmers' town, named East Chelmsford, grew slowly until the Pawtucket Canal was completed in 1796. The canal bypassed the Pawtucket Falls to carry New Hampshire lumber to Newburyport, where it was used in shipbuilding. The demand for ships declined by 1815, but by then the site of East Chelmsford had attracted the attention of the Boston Manufacturing Company. It was the height of England's Industrial Revolution and U.S. President Thomas Jefferson knew that America must build factories if the young country was ever to become economically independent of Europe. Jefferson sought to avoid the squalor of England's mill towns by designating specific manufacturing sites in the United States. Jefferson's plan coincided with the Boston Manufacturing Company's search for a site with abundant water for powering its textile mills.

In 1821 mill executives Patrick Tracy Jackson and Nathan Appleton arrived in East Chelmsford, attracted by the potential of the 34-foot drop of the Pawtucket Falls and the confluence of the Concord and Merrimack Rivers. Jackson and Tracy, with their agent Kirk Boott, established a mill for cotton production and calico printing and called the new enterprise the Merrimack Manufacturing Company. In 1826 the town was renamed in honor of Francis Cabott Lowell, whose genius had revolutionized the textile industry. Lowell's power loom made it possible to transform raw cotton into finished fabric within a single factory. Lowell's liberal operating philosophy also influenced Jackson and Appleton, who set out to build a model factory with good working conditions and cash wages. The mills grew up in a mile-long stretch on the banks of the Merrimack River, and a network of canals was dug to provide transportation and to divert water power to the factories.

In 1826 Lowell boasted 2,500 residents, a number that swelled to 17,000 by 1836 when Lowell also claimed 8 large textile mills and 7,500 textile workers. The Boston & Lowell Railroad arrived in 1835, furthering the city's expansion. Many of the workers, or ''operatives,'' arriving in Lowell were Yankee farm girls attracted by the wages and the chance for independence. They lived in company boarding houses, their lives strictly regulated by bells. Their 12-hour day and 6-day week left little time for recreation, but the women found time to support churches, lyceums, schools, banks, concerts, and libraries. From 1840 to 1845, the operatives published *The Lowell Offering,* an early women's literary magazine. Under the editorship of Sarah Bagley, they also published *The Voice of Industry,* a paper calling attention to workers' grievances.

Reform, Immigration Precede High-Technology Growth

Technological innovations kept pace with the growth of the textile industry, but working conditions did not. By 1845, workers in the ''city of spindles'' were making less and working longer hours than when the mills opened. A series of strikes and walkouts finally led to the reduction of the

workday from 13 to 11 hours in 1853. The first city-wide strike in 1903 was unsuccessful, but in 1912, workers did lobby successfully for a wage increase. Sarah Bagley, the Factory Girls Association, and the Lowell Female Reform Association are some of the names associated with the textile reform movement, a precursor of the major labor movements of the 1900s.

One reason early reform attempts met with little success was the influx of unskilled, uneducated immigrants eager to replace the Yankee farm girls at the looms. Irish arrived in the 1820s to help build the canals and mills. They were followed by Portuguese in the 1850s, French-Canadians in the 1860s and 1870s, southern African Americans in the 1870s, Greeks and European Jews in the 1880s, Poles in the 1890s, and Armenians in the first part of the twentieth century.

Around 1910 the South began to challenge the Northeast for the leadership of the textile industry. Lowell peaked in 1924 as a major textile center and began to investigate ways to diversify its economy. It sought new manufacturing firms and began to capitalize on its unique history as one of the American Industrial Revolution's first planned communities. In the latter half of the 20th century Lowell once again became known as a model city, this time for its economic and cultural revitalization. Wang Laboratories Inc. moved its corporate headquarters to Lowell in the early 1970s, spurring further growth of high-technology industries and, in 1978, Lowell National Historic Park was created to preserve the city's mills, canals, and workers' housing. Since 1975, more than 250 historic buildings have been restored, with 63 alone having generated $52 million in private investment.

By the early 1990s, Lowell had fallen on hard times. The Bank of New England failed (it has since been taken over by Fleet Bank), and Wang Laboratories filed for bankruptcy protection. The former Wang Laboratories building has since been transformed into a successful state-of-the-art office complex, while Wang has moved its headquarters to nearby Tewksbury. The Lowell National Historical Park has grown into a major tourist attraction. Lowell's ethnic diversity was augmented by a wave of immigrants from Southeast Asia and Latin America; many of whom boosted the local economy with small business initiatives. Famous Lowellians include painter James McNeill Whistler, actor Bette Davis, and novelist Jack Kerouac.

The City of Lowell is currently implementing a master plan for the next two decades, a vision for the future aimed at improving quality of life and capitalizing on cultural, natural and historical resources. Endorsed in 2003, the master plan will serve as a framework for future development and investment in Lowell. Major components of the plan are aimed at making Lowell a ''lifetime city'' where residents can enjoy all stages of life at various income levels, and preserving Lowell's identity as unique from Greater Boston.

Historical Information: Lowell National Historical Park, 67 Kirk Street, Lowell, MA 01852; telephone (978)970-5000

Population Profile

Metropolitan Area Population (PMSA)
1990: 280,578
2000: 301,686
Percent change, 1990–2000: 7.5%
U.S. rank in 1990: 7th (CMSA)
U.S. rank in 2000: 7th (CMSA)

City Residents
1980: 92,418
1990: 103,439
2000: 105,167
2003 estimate: 104,351
Percent change, 1990–2000: 1.7%
U.S. rank in 1980: 188th
U.S. rank in 1990: 188th (State rank: 4th)
U.S. rank in 2000: 243rd

Density: 7,635.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 72,145
Black or African American: 4,423
American Indian and Alaska Native: 256
Asian: 17,371
Native Hawaiian and Pacific Islander: 38
Hispanic or Latino (may be of any race): 14,734
Other: 6,813

Percent of residents born in state: 62.2% (2000)

Age characteristics (2000)
Population under 5 years old: 7,696
Population 5 to 9 years old: 8,261
Population 10 to 14 years old: 7,945
Population 15 to 19 years old: 8,111
Population 20 to 24 years old: 8,892
Population 25 to 34 years old: 18,025
Population 35 to 44 years old: 16,137
Population 45 to 54 years old: 11,588
Population 55 to 59 years old: 4,026
Population 60 to 64 years old: 3,173

Population 65 to 74 years old: 5,683
Population 75 to 84 years old: 4,173
Population 85 years and older: 1,457
Median age: 31.4 years

Births (2003)
Total number: 1,696

Deaths (2002)
Total number: 863 (of which, 18 were infants under the age of 1 year)

Money income (1999)
Per capita income: $17,557
Median household income: $39,192
Total households: 37,992

Number of households with income of . . .
less than $10,000: 4,858
$10,000 to $14,999: 2,733
$15,000 to $24,999: 4,572
$25,000 to $34,999: 4,900
$35,000 to $49,999: 6,519
$50,000 to $74,999: 7,743
$75,000 to $99,999: 3,587
$100,000 to $149,999: 2,259
$150,000 to $199,999: 512
$200,000 or more: 309

Percent of families below poverty level: 13.6% (45.5% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 4,258

Municipal Government

Lowell operates with a council-manager form of government. The elected nine-person council serves a two-year term of office. The council appoints a salaried professional city manager, who serves for an unspecified term, and a ceremonial mayor.

Head Official: City Manager John Cox (since 2000)

Total Number of City Employees: 2,000 (2005)

City Information: Office of the City Manager, Lowell City Hall, 375 Merrimack Street, Lowell, MA 01852; telephone (978)970-4000

Economy

Major Industries and Commercial Activity

Lowell is a diversified industrial city. Service is a major sector of the local economy with more than a quarter of total employment. Manufacturing, trade, transportation, and government are other key sectors. Tourism is an economic mainstay, with the downtown area welcoming about 500,000 visitors annually.

Lowell is succeeding in transforming its economic base. This effort has included the renovation of many of the city's historic textile mills, many of which now contain affordable, attractive office space. Lowell boasts an impressive roster of businesses that include Coca-Cola, M/A Com, Raytheon, NYNEX, and Textron, alongside long-established firms such as Colonial Gas, Joan Fabrics Corporation, and the Lowell *Sun Publishing Company.* Small businesses abound in Lowell as well, supported by the city's business environment which includes two full-service hotels and three bed-and-breakfasts.

Current plans for Lowell suggest the downtown area may become a trendy, affordable bedroom community for daily commuters to Boston, just 25 miles away. Downtown improvements are also expected to attract Boston businesses seeking low-cost, high-quality satellite offices.

Items and goods produced: textiles, yarns and threads, textile machinery, knitwear, wire and cable, plastics, computer hardware and software, electronic publishing and printing

Incentive Programs—New and Existing Companies

Local programs—Organizations helping business in Lowell include the Lowell Plan, Inc., the Lowell Development and Financial Corporation, and the City of Lowell's Division of Planning and Development. Businesses moving to Lowell's designated Renewal Community can receive employee wage credits and tax deductions. The Lowell Small Business Assistance Center offers $5,000 grants to profitable, expanding business with income of $50,000 or less; it also provides entrepreneurial support such as planning, education and technical assistance. Preservation grants and incentives are available for projects in the Lowell Historic District and Lowell National Park. The Technical Assistance Program provides grants to retailers in the downtown area; funds may be used in a variety of areas including marketing, e-commerce, merchandising, legal, accounting, and design. The Downtown Venture Fund Program offers low-interest loans to specialty retailers and restaurants.

State programs—The Massachusetts Office of Business Development administers the Economic Development Incentive Program, which fosters business growth and job creation in specific locations. Incentives include state tax credits, an abandoned building deduction for renovating unused space, investment tax credits, and special property tax assessments. MassDevelopment provides financing for new facilities, job creation, equipment, and land purchases. Its many offerings include term working capital loans for businesses affected by adverse market conditions, below market rate financing for equipment purchases between $50,000 and $500,000, real estate loans up to $3 million, and loans for specialized equipment in the technology industry. MassDevelopment may also guarantee private loans. The Economic Stabilization Trust lends working capital to small and medium manufacturing companies when traditional financing is unavailable. The Massachusetts Business Resource Team matches businesses with specific needs to the appropriate state program.

Job training programs—The state Workforce Training Fund provides resources for Massachusetts employers to train or retrain new and existing workers. Its offerings include the Express Program, which grants up to $15,000 to small companies and labor organizations; the General Program which administers grants up to $1 million; and the Hiring Incentive Training Program which covers up to $2,000 in training costs for new employees. UMass-Lowell takes part in the city's economic development strategy by actively providing technical assistance to local start-up companies in need of engineering support. Middlesex Community College offers career training and skill upgrading during the day, evenings and weekends, and online; on-site job training is also available.

Development Projects

Projects underway as of 2005 include the Route 3 lane expansion, an ongoing urban renewal initiative in the Jackson/Middlesex/Appleton area of downtown, $7.72 million worth of improvements to the Lowell Canal, and safety upgrades at various intersections. A portion of the Boott Cotton Mills will be converted into condominium housing with 41 phase one units scheduled for completion in September 2005. Reconstruction of Moulton Square took place in 2003 and 2004, including replacement and installation of playground equipment, improved pedestrian crossings, slowed traffic, and beautification. Lowell General Hospital opened its new Endoscopy Center in 2003.

Economic Development Information: Economic Development Department, Lowell City Hall, JFK Civic Center, 50 Arcand Drive, Lowell, MA 01852; telephone (978)970-4252; fax (978)446-7014. The Lowell Plan, Inc., 11 Kearney Square, Lowell, MA 01852; telephone (978)459-9899; fax (978)454-7637. Massachusetts Office of Business Development, 600 Suffolk St., Fourth Floor, Lowell, MA 01854; telephone (978)970-1193; fax (978)970-1570

Commercial Shipping

The Boston & Maine Railroad, with tracks throughout the U.S. Northeast and the Canadian Maritime provinces, can also ship freight elsewhere in the United States by using a series of connector routes. The Boston & Maine runs through Lowell, which is also served by several trucking fleets.

Labor Force and Employment Outlook

Lowell is considered the quintessential ''working class'' town. Far from its textile heritage, Lowell's workforce has diversified into education, software development, health care, research, and electronics. A rich multi-ethnic community contributes increasingly to small business growth; entrepreneurship is expected to be significant to Lowell's economy in the years to come. Employment in manufacturing continues to decline.

The following is a summary of data regarding the Lowell metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 117,000

Number of workers employed in . . .
construction and mining: 7,200
manufacturing: 20,200
trade, transportation and utilities: 21,700
information: 5,800
financial activities: 4,300
professional and business services: 15,700
educational and health services: 12,600
leisure and hospitality: 9,800
other services: 23,100
government: 15,900

Average hourly earnings of production workers employed in manufacturing: $16.89 (statewide)

Unemployment rate: 5.0% (February 2005)

Largest employers	*Number of employees*
M/A COM, Inc.	1,650
Saints Memorial Medical Center	1,334
Lowell General Hospital	1,320
UMass-Lowell	1,055
Middlesex Community College	950
Verizon	600
Demoulas Supermarkets	500
Community Teamwork Inc.	500
Joan Fabrics	463
Lowell Sun Publishing	350

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Lowell area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Median House Price: Not reported

State income tax rate: 5.3% on earned income; 12% on capital gains

State sales tax rate: 5.0% on most items; exemptions include food, heating fuel and prescription drugs

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $10.18 per $1,000 of 100% of assessed value, residential; $20.20 per $1,000 of 100% of assessed value, commercial

Economic Information: Division of Planning and Development, Lowell City Hall, JFK Civic Center, 50 Arcand Drive, Lowell, MA 01852; telephone (978)970-4252; fax (978)446-7014. Greater Lowell Chamber of Commerce, 144 Merrimack Street, Lowell, MA 01852; telephone (978)459-8154; fax (978)452-4145

Education and Research

Elementary and Secondary Schools

The Lowell Public School system, administered by the Lowell School Committee, offers a strong commitment to literacy, technology, and multiculturalism. Its 23 elementary and middle schools stream into Lowell High, a progressive facility organized around the concept of ''small learning communities.'' Lowell High's eight ''academies'' range in focus from fine arts to engineering; qualifying students may also enroll in the prestigious Latin Lyceum which offers a four-year classical college entrance program. In 2000 Lowell Public Schools was selected for the Teacher Career Advancement Program, a pilot grant program aimed at attracting and retaining highly qualified educators. In 2003 Lowell committed more than a million dollars to professional development and updated classroom materials as part of a new mathematics initiative. Lowell also offers alternative education and adult education.

The following is a summary of data regarding the Lowell public schools as of the 2004–2005 school year.

Total enrollment: 14,708

Number of facilities
elementary schools: 16
junior high/middle schools: 7
senior high schools: 1
other: 5

Student/teacher ratio: 13.1:1

Teacher salaries
average: $55,140 (2003)

Funding per pupil: $8,407 (2003)

An extensive choice of charter and private schools, as well as the Greater Lowell Technical High School in nearby Tyngsboro, supplements the public system.

Public Schools Information: Lowell Public Schools, 155 Merrimack Street, Lowell, MA 01852; telephone (978)937-7604

Colleges and Universities

UMass Lowell, formerly Lowell University, dates back to the 1890s. The 1975 merger of Lowell State College and Lowell Technological Institute created the current campus; in 1991 it became part of the University of Massachusetts system. UMass Lowell offers a range of undergraduate, doctoral and professional degrees to its 12,000 students. Its colleges are closely allied with the local community as part of a commitment to public service.

Middlesex Community College is the largest community college in Massachusetts, offering 78 degree and certificate programs as well as non-credit courses and career training. Bachelor's degree completion is offered in partnership with Salem State College.

Libraries and Research Centers

The Samuel S. Pollard Memorial Library, Lowell's public library, is located in historic Memorial Hall. The newly reconstructed facility boasts elaborate interior and exterior architecture and includes a series of massive murals commemorating the Civil War. The library's collection includes 236,000 volumes as well as CDs, DVDs and microfilm; special collections focus on local history, genealogy and historic newspapers. As part of the Merrimack Library Consortium the Pollard Library has access to 1.5 million books at 35 locations.

Special interest libraries include the Lowell Law Library, located at the Superior Courthouse, and the libraries of the city's hospitals. UMass Lowell supports the Center for Atmospheric Research, which uses physics and other sciences to study the phenomenon of dynamism; Centers for Industrial Competitiveness and Sustainable Production; the Toxics Use Reduction Institute; and the Institute for Visualization and Perception Research. The University's Center for Lowell History holds a collection of historical photographs and other artifacts, and its Research Foundation

explores many areas of physical science, communication and economics. A Research Library at the New England Quilt Museum is open by appointment to serious researchers on that subject.

Public Library Information: Samuel S. Pollard Memorial Library, 401 Merrimack Street, Lowell, MA 01852; telephone (978)970-4120; fax (978)970-4117

Health Care

Two major acute care hospitals are located in the city. Saints Memorial Medical Center is the largest health care provider in the region; areas of specialty include comprehensive cancer care, dialysis, rehabilitative medicine, and pediatrics. Lowell General Hospital offers cancer care, a sleep lab and neurodiagnostic facility, pain management and wound healing centers, and a nationally recognized obstetric program. Both facilities also maintain 24-hour emergency departments.

Health Care Information: Lowell General Hospital, 295 Varnum Avenue, Lowell, MA 01854; telephone (978)937-6000. Saints Memorial Medical Center, 1 Hospital Drive, Lowell, MA 01852; telephone (978)458-1411

Recreation

Sightseeing

Lowell's unique status as the country's first planned industrial community has been recognized with the designation of the Lowell National Historical Park. Covering 141 acres of downtown land, the park's textile mills, canals, museum exhibits, and nineteenth century buildings are connected by trolley service. The Patrick J. Mogan Cultural Center is a restored 1836 boardinghouse for young women employed in the textile mills. It features an early nineteenth-century kitchen, bedrooms, and exhibits on labor history. The Pawtucket and Eastern Canals have been enhanced by walkways, landscaping, and public art, and boat tours are available. Other sights include the Lower Locks, the Appleton Mills, the School Street Cemetery, which dates from the 1770s, and the Homage to Women statue, which honors the American working woman.

Arts and Culture

The Lowell Memorial Auditorium is home to the award-winning Merrimack Repertory Theatre and plays host to a number of other cultural events, from touring Broadway musicals to boxing matches. Originally built in 1922, the restored facility seats 3,000. UMass Lowell's College of Fine Arts presents jazz and other music and dance events on campus at Durgin Hall. Outdoor concerts are presented in the summertime at Boarding House Park.

Whistler House Museum of Art, birthplace of artist James McNeill Whistler, has been preserved and is operated by the Lowell Art Association. The painter's works are featured among the museum's collection of nineteenth and twentieth century art. The New England Quilt Museum and the Boott Cotton Mills Museum reflect the community's link to the textile industry. The Cotton Mills Museum also houses the Tsongas Industrial History Center, New England Folklife Center, Lowell Historical Society, and Boott Gallery. The American Textile History Museum focuses on the origins of the Industrial Age and the history of American textiles. Brush Art Gallery and Studios is a non-profit workspace where visitors have the opportunity to observe local craftspeople engaged in the creative process. University Gallery is the city's leading space for the presentation of contemporary artists. Pieces of sculpture evocative of the city's industrial past are on view throughout the downtown.

Arts and Culture Information: Lowell Office of Cultural Affairs, 66 Merrimack Street, Lowell, MA 01852; telephone (978)441-3800

Festivals and Holidays

The Lowell Folk Festival is the largest free folk festival in the country. Featuring ethnic music, dance, and entertainment on outdoor stages, this three-day event takes place in July. The Lowell Summer Music Festival takes place Friday and Saturday evenings at Boarding House Park, from July to September. This eclectic mix of concerts includes bluegrass, big band, zydeco, pop, and folk music in an open air setting. Touted as a celebration of beer, music and food, the Lowell Rib 'n' Brews Festival takes place in September. Also in September is the Lowell Irish Festival. The first weekend of October brings Jack Kerouac fans from around the world to Lowell Celebrates Kerouac, an homage to the *On the Road* writer and Lowell High alumnus. Lowell kicks off the holiday season with its City of Lights Parade in November, featuring marching bands, floats and holiday decorations. Other events include Winterfest in February, Patriots Day Celebrations in April, and Doors Open Lowell in May, a celebration of the city's historic architecture.

Sports for the Spectator

Lowell is one of just three New England cities with two professional sports teams. The 6,000-seat Tsongas Arena is home to the Lowell Lock Monsters, an American Hockey League affiliate of the Carolina Hurricanes, and UMass Lowell's top-ranked River Hawks hockey team. LeLacheur

Statue of ''The Worker'' by brothers Ivan and Elliott Schwartz.

Park is home to the Lowell Spinners, a Class A affiliate of the Boston Red Sox, and UMass Lowell's River Hawks baseball team. Lowell is also less than an hour's drive to Boston's major-league sporting events.

The Sun newspaper sponsors the Lowell Golden Gloves boxing tournament, held in January and February each year. This multi-match event pits youth level boxers from all of New England against one another, with winners going on to the annual tournament. The Golden Gloves matches are held in Lowell Memorial Auditorium.

Sports for the Participant

Lowell offers a full range of recreational activities. Sailing, fishing, waterskiing and other water sports are popular pursuits on the Merrimack and Concord Rivers. Lowell-Dracut-Tyngsborough State Forest is located within the city, with 6 miles of trails for hiking, skiing, horseback riding, backpacking, and cycling; a 30-acre lake there is used for skating and fishing. Lowell also maintains 34 playgrounds, 42 tennis courts and 6 golf courses. Atlantic Ocean beaches are less than an hour's drive; the White Mountains are a two-hour drive to the north in New Hampshire.

Shopping and Dining

Lowell offers downtown shopping with small department stores and other specialty shops. At the Boott Museum Store, books, prints, cloth, posters, and other historical items can be bought. Lucy Larcom Park (named after a local author and ''mill girl'') along the Merrimack Canal is the site of a Friday Farmer's Market.

Indian, French country, Italian, and Lebanese restaurants coexist happily with Lowell's oyster bars and seafood houses. The Athenian Corner Restaurant is reputed to offer New England's largest selection of Greek food.

Visitor Information: Lowell Office of Cultural Affairs, 66 Merrimack Street, Lowell, MA 01852; telephone (978)441-3800. Greater Merrimack Valley Convention and Visitors Bureau, 9 Central Street, Suite 201, Lowell, MA 01852; telephone (978)459-6150; fax (978)459-4595

Convention Facilities

The Lowell Memorial Auditorium seats up to 3,000 and can accommodate medium-sized trade shows with up to 90 exhibit booths. The auditorium also offers a variety of meeting rooms and lounges for media conferences and receptions. The nearby Doubletree Hotel Lowell has more than 15,000 square feet of meeting space, a business center and catering services. The Paul E. Tsongas Arena is a full-service convention venue with function rooms overlooking the Merrimack River; it offers seating for 8,000 and 30,000 square feet of exhibit space. The Courtyard by Marriott, about 2.5 miles from downtown Lowell, is suitable for smaller meetings. Within the Greater Lowell area, approximately 4,000 guest rooms are available in a number of hotels.

Convention Information: Greater Merrimack Valley Convention and Visitors Bureau, 9 Central Street, Suite 201, Lowell, MA 01852; telephone (978)459-6150; fax (978)459-4595

Transportation

Approaching the City

Boston's Logan International Airport, a 40-minute drive to the southeast, offers complete domestic, international, and freight air service. Manchester Airport in New Hampshire is slightly closer and offers domestic service. Vermont Transit Lines bus service and Massachusetts Bay Transit Authority rail lines both arrive at Gallagher Terminal.

Interstate-495 cuts through the city, running east and west and intersecting with Massachusetts Route 3, which runs north-south. The Lowell Connector allows highway access from these major arteries into downtown Lowell.

Traveling in the City

Lowell Regional Transit Authority (LRTA) provides local and suburban bus service out of Gallagher Terminal. LRTA also offers Road Runner services for elderly and disabled patrons.

Communications

Newspapers and Magazines

The Sun is the city's daily newspaper, published on weekday evenings on weekdays and weekend mornings. Special-interest publications originating in Lowell include *Outlet*, an independent performance magazine, and *Le Journal de Lowell,* a French-language newspaper.

Television and Radio

Lowell is serviced by a cable television franchise and receives commercial television stations originating in Boston.

One AM and one FM radio station broadcast from Lowell, including a student station at the UMass Lowell.

Media Information: *The Sun,* 15 Kearney Square, Lowell, MA 01853; telephone (978)458-7100

Lowell Online

City of Lowell. Available www.ci.lowell.ma.us

Greater Lowell Chamber of Commerce. Available www.greaterlowellchamber.org

Greater Merrimack Valley Convention & Visitors Bureau. Available www.merrimackvalley.org

Lowell National Historical Park. Available www.nps.gov/lowe

Lowell Public Schools. Available www.lowell.k12.ma.us

Lowell Small Business Assistance Center. Available www.lowellsbac.org

Pollard Memorial Library. Available www.pollardml.org

The Sun. Available www.lowellsun.com

Selected Bibliography

Selden, Bernice, *The Mill Girls: Lucy Larcom, Harriet Hanson Robinson, Sarah G. Bagle* (New York: Atheneum, 1986)

Springfield

The City in Brief

Founded: 1636 (incorporated, 1852)

Head Official: Mayor Charles Ryan (since 2002)

City Population
1980: 152,319
1990: 156,983
2000: 152,082
2003 estimate: 152,157
Percent change, 1990–2000: −3.1%
U.S. rank in 1980: 103rd
U.S. rank in 1990: 111th (State rank: 3rd)
U.S. rank in 2000: 150th (State rank: 3rd)

Metropolitan Area Population
1990: 587,844
2000: 591,932
Percent change, 1990–2000: 0.7%
U.S. rank in 1990: 68th
U.S. rank in 2000: 71st

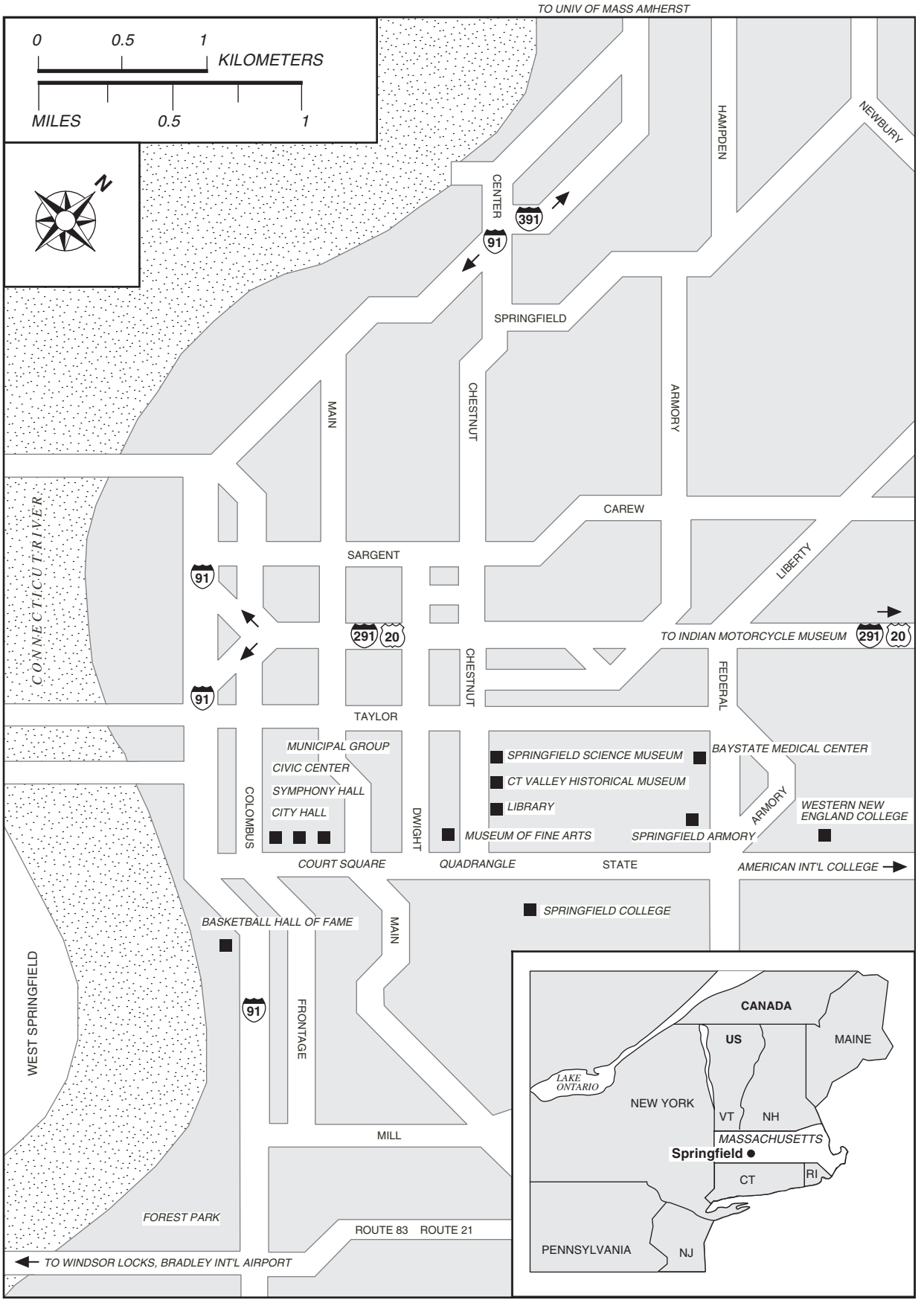
Area: 33.2 square miles (2000)
Elevation: 101 feet above sea level
Average Annual Temperature: 50.45° F
Average Annual Precipitation: 43.9 inches of rain; 50.2 inches of snow

Major Economic Sectors: Manufacturing, trade, services
Unemployment Rate: 5.8% (February 2005)
Per Capita Income: $15,232 (1999)
2004 ACCRA Average House Cost: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 14,299

Major Colleges and Universities: American International College, Springfield College, Springfield Technical Community College, Western New England College

Daily Newspaper: *The Republican*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TO INDIAN MOTORCYCLE MUSEUM
TAYLOR
FEDERAL
MUNICIPAL GROUP
CIVIC CENTER
SYMPHONY HALL
CITY HALL
SPRINGFIELD SCIENCE MUSEUM
CT VALLEY HISTORICAL MUSEUM
LIBRARY
BAYSTATE MEDICAL CENTER
WESTERN NEW ENGLAND COLLEGE
COLUMBUS
DWIGHT
MUSEUM OF FINE ARTS
SPRINGFIELD ARMORY
COURT SQUARE
QUADRANGLE
STATE
AMERICAN INT'L COLLEGE
SPRINGFIELD COLLEGE
BASKETBALL HALL OF FAME
WEST SPRINGFIELD
FRONTAGE
MILL
FOREST PARK
ROUTE 83 ROUTE 21
TO WINDSOR LOCKS, BRADLEY INT'L AIRPORT
CANADA
US
MAINE
LAKE ONTARIO
NEW YORK
VT
NH
MASSACHUSETTS
Springfield
CT
RI
PENNSYLVANIA
NJ

Introduction

The home of the Springfield Armory and a number of private firearms manufacturers, Springfield early attracted scores of talented artisans to its manufacturing concerns. Today Springfield, one of the oldest settlements in America and the third largest city in Massachusetts, is best known for its growing service industry, which is anchored by a major insurance firm. Its location on interstate roadways and rail lines makes the city the wholesale and retail trade center for western Massachusetts.

Geography and Climate

The city of Springfield, in Hampden County in western Massachusetts, is 80 miles west of Boston. Located on the east bank of the Connecticut River, the city lies in the Pioneer Valley, a plateau formed between the Holyoke Range of mountains (a part of the White Mountain chain) to the east and the Green Mountains to the west. Springfield enjoys a New England climate, with cold, snowy winters and warm summers.

Area: 33.2 square miles (2000)

Elevation: 101 feet above sea level

Average Temperatures: January, 26.8° F; July, 74.1° F; annual average, 50.45° F

Average Annual Precipitation: 43.9 inches of rain; 50.2 inches of snow

History

Connecticut River Supports Farming Settlement

In 1636 fur trader William Pynchon led a group of settlers westward from Boston to a site on the west bank of the Connecticut River in western Massachusetts. The fledgling community, named Agawam, soon retreated to the river's east bank to escape raids by the native Sokoki tribe, who resented the damage done to their corn by the settlers' livestock. In 1640 the town was renamed Springfield in honor of Pynchon's English birthplace. The town was burned in 1675 during King Philip's War but was soon rebuilt.

Springfield grew as a farming and mercantile site, depending upon the Connecticut River for water, transportation, and industrial power. In 1776 General George Washington selected Springfield as the site for a national arsenal, which was built in 1777. The town then became an important source of supplies for the American Continental Army during the Revolutionary War. The arsenal's first weapon was a musket. Following the war, Daniel Shays, leader of Shays's Rebellion, led an unsuccessful attempt to seize the arsenal in 1787. In 1794 the federal government established the arsenal as the Springfield Armory.

The Springfield Armory and later the arrival of the railroad did much to boost the city's economic prosperity. Skilled artisans, including metal workers and inventors, flocked to the city, attracted by work in the Armory and its suppliers. By the mid-nineteenth century, Springfield and the Pioneer Valley (named for the early English settlers) had developed a diverse industrial base. The Western Railroad began running between Springfield and Worcester, MA, in 1839. The G. & C. Merriam Company published its first *Merriam-Webster Dictionary* in Springfield in 1847. Smith & Wesson established a manufacturing facility in the city in 1857, successfully producing the first self-primed metallic ammunition. Three years later Milton Bradley, a manufacturer of games, was founded in Springfield. Other products manufactured in the city included clothing, paper, machinery, and swords.

Industry Joins Armory in Local Economy

During the Civil War era, abolitionist John Brown lived in Springfield and made it an important stop on the Underground Railroad that aided slaves fleeing the South. The Springfield Armory supplied Springfield rifles for the Union Army during the Civil War. These rifles were also used in the Franco-Prussian War. Poet Henry Wadsworth Longfellow visited the Armory on his honeymoon and described the stacks of rifles in the poem ''The Arsenal at Springfield.''

James Naismith, the father of basketball, set down the rules of the game in Springfield in 1891. In 1893 Charles and Frank Duryea invented what is often regarded as the first gasoline-powered automobile in the United States. The Duryeas' first car was a two-cycle, one-cylinder model. Two years later the brothers founded the first automobile company in the nation, the Duryea Motor Wagon Company. A Duryea vehicle won the country's first automobile race, held that year in Chicago. George Hendee invented the motorcycle in 1901 in Springfield. It was inventions such as these and the industries they engendered that brought about what historians call ''the second colonization of New England.'' Huge numbers of immigrants arrived on the country's eastern shores and moved westward in search of work. In Springfield, as elsewhere, the Irish came first to build the

railroads and canals. They were followed by the French-Canadians, who sought work in the textile mills. Later arrivals included the Germans, Scots, Italians, Jews, Russians, Poles, Portuguese, Greeks, African Americans, and Hispanics.

During World War I, the Springfield Armory again played an important role in the country's defense, supplying the Springfield rifles which were the infantryman's stock issue. By the Second World War, the Armory was supplying Garand semiautomatic rifles for the U.S. Army and Marine Corps. The Indian Motorcycle Company closed its doors in 1953, but its fame as the builder of the first U.S. motorcycles lives on in the Indian Motorcycle Museum. Though the Springfield Armory was deactivated in 1968, the city is still home to a number of small arms manufacturers who continue the craft, including Smith & Wesson and Dan Wesson Arms. The Armory itself has been designated a national historic site.

Springfield elected its first female mayor, Mary Hurley, in 1990. A decade later, in 2002, Charles Ryan was reelected mayor of Springfield. Having served in this capacity from 1962 to 1967, Ryan promises to improve the city's economy by capitalizing on his past experience, reestablishing friendly and efficient relations between the city government and Springfield's people and businesses, and developing the area's capacity for entrepreneurship and technology.

Historical Information: Connecticut Valley Historical Museum, 194 State St., Springfield, MA 01103; telephone (413)263-6800; toll-free (800)625-7738; email info @springfieldmuseums.org

Population Profile

Metropolitan Area Residents
1990: 587,844
2000: 591,932
Percent change, 1990–2000: 0.7%
U.S. rank in 1990: 68th
U.S. rank in 2000: 71st

City Residents
1980: 152,319
1990: 156,983
2000: 152,082
2003 estimate: 152,157
Percent change, 1990–2000: −3.1%
U.S. rank in 1980: 103rd
U.S. rank in 1990: 111th (State rank: 3rd)
U.S. rank in 2000: 150th (State rank: 3rd)

Density: 4,737.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 85,329
Black or African American: 31,960
American Indian and Alaska Native: 569
Asian: 2,916
Native Hawaiian and Pacific Islander: 143
Hispanic or Latino (may be of any race): 41,343
Other: 25,016

Percent of residents born in state: 59.3% (2000)

Age characteristics (2000)
Population under 5 years old: 11,606
Population 5 to 9 years old: 12,945
Population 10 to 14 years old: 12,504
Population 15 to 19 years old: 12,343
Population 20 to 24 years old: 12,023
Population 25 to 34 years old: 21,246
Population 35 to 44 years old: 21,861
Population 45 to 54 years old: 17,670
Population 55 to 59 years old: 6,237
Population 60 to 64 years old: 4,741
Population 65 to 74 years old: 9,245
Population 75 to 84 years old: 7,315
Population 85 years and older: 2,346
Median age: 31.9 years

Births (2003)
Birth rate per 1,000 residents: 15.9

Deaths (2003)
Total number: 666 (of which, the infant death rate was 4.5)

Money income (1999)
Per capita income: $15,232
Median household income: $30,417
Total households: 57,178

Number of households with income of . . .
less than $10,000: 9,677
$10,000 to $14,999: 5,359
$15,000 to $24,999: 9,224
$25,000 to $34,999: 7,594
$35,000 to $49,999: 8,652
$50,000 to $74,999: 9,727
$75,000 to $99,999: 4,105
$100,000 to $149,999: 2,130
$150,000 to $199,999: 326
$200,000 or more: 384

Percent of families below poverty level: 19.3% (62.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 14,299

Municipal Government

The city of Springfield is governed by a strong-mayor/council form of government. The mayor is elected to two-year terms while the nine-member at-large city council serves two-year concurrent terms with the mayor.

Head Official: Mayor Charles Ryan (since 2002; current term expires 2006)

Total Number of City Employees: 2,278 (2003)

City Information: Mayor's Office, City of Springfield, 36 Court Street, Springfield, MA 01103; telephone (413)787-6100

Economy

Major Industries and Commercial Activity

Historically, the Springfield Armory drew skilled metal workers to the city. This manufacturing expertise has broadened to include a number of diverse concerns. The city's service industry has been growing in importance, although manufacturing remains a mainstay of the Springfield economy. The industrial base of the city is particularly diverse, as Springfield is home to significant insurance, chemical, paper, government, and health care facilities. This diverse foundation is especially beneficial in difficult economic periods. The recession that struck the nation in the late 1990s, borne from a decline in the technology industry, had a lesser impact on Springfield due to its relatively low concentration of technological companies. Still, the local economy did struggle to some extent. In 2004 the Pioneer Valley Planning Commission updated the decade-old Pioneer Valley Plan for Progress to address economic concerns through seven plans of action that include cross-border collaboration with the Hartford, Connecticut, region; improving education and technology; and supporting existing industries like agriculture and manufacturing as well as emerging industries like knowledge creation, healthcare, and plastics. The report recognizes that small businesses are growing in importance; as testament, a study released in 2005 by the U.S. Small Business Administration's Office of Advocacy ranked Springfield third of 394 regions for entrepreneurship and innovation. The Plan for Progress also recognizes that efficiencies in production processes continue to shift the local economy away from manufacturing toward services. While the number of manufacturing jobs had decreased between 1969 and 2001, employment in the service industry jumped from 150,000 to 200,000 over the same time period. The fastest growing service sectors are healthcare and education.

Among the companies headquartered in Springfield are Massachusetts Mutual Life Insurance Co., Merriam-Webster Inc., Smith & Wesson Corp., and the retail food company Big Y Foods Inc.

Items and goods produced: firearms, envelopes and stationery, chemicals, machinery, electrical equipment, rubber goods, printed matter, automobile accessories, forged metals, games and toys, educational equipment.

Incentive Programs—New and Existing Companies

Local programs—The city of Springfield assists in securing financing for new and expanding businesses from a variety of financing programs offered by the State of Massachusetts. The city offers property tax relief, development assistance, potential Enterprise Community benefits, and assistance with job training and workforce development.

State programs—Under the Massachusetts Economic Development Incentive Program, Springfield is designated an Economic Target Area, an area ripe to attract and retain businesses. Approved ''certified projects'' with this area are eligible for state investment tax credit, abandoned building tax deductions, and municipal tax benefits. Massachusetts also offers tax increment financing, emerging technology funds, tax credits for research and development, a predevelopment assistance program, a capital access program, and bond, equipment, and export financing programs.

Job training programs—The Regional Employment Board allocates and oversees worker training programs in Hampden County designed to meet the specific needs of employers. FutureWorks, Inc. is a quasi-public agency serving both as a ''one-stop'' career center and a fully-equipped applicant processing, screening, and training agency. The Division of Economic Development of Springfield Technical Community College promotes the development of a highly-skilled workforce through education and customized training.

Development Projects

One of the largest development projects underway in the mid-2000s was the MassMutual Center. The $71 million expansion and renovation project, scheduled for completion in late 2005, will transform the Springfield Civic Center into a new facility with more than 40,000 square feet of exhibition space, 9,000 square feet of meeting space, and an arena that can seat up to 8,000 people. The historic Court Square Park, adjacent to the center, is undergoing $500,000 in restoration and beautification efforts to accompany the center's grand opening.

Springfield College launched a fund-raising campaign in June 2005 to raise $40 million for the construction or renovation of five buildings. Proposals to build a hotel and an entertainment-oriented retail complex on the site of the former Naismith Memorial Basketball Hall of Fame, which moved to a new location in 2002, were under consideration in mid-2005.

Economic Development Information: Pioneer Valley Planning Commission, 26 Central St., West Springfield, MA 01089-2787; telephone (413)781-6045; fax (413)732-2593; email info@pvpc.org. Western Massachusetts Economic Development Council, 255 Padgette St., Ste. 1, Chicopee, MA 01022; telephone (413)593-6421; toll-free (888)593-6421; fax (413)593-5126; email feedback@westernmassedc.com

Commercial Shipping

Westover Metropolitan Airport, fifteen miles northeast of Springfield in Chicopee, serves as the region's principal air cargo handling facility. Boston & Maine Railroad and a vast fleet of commercial trucks also haul freight into Springfield.

Labor Force and Employment Outlook

Business leaders describe Springfield's labor force as skilled, with a strong work ethic. The region dubs itself the ''Knowledge Corridor'' due to the concentration of institutions of higher learning. The labor pool is not restricted to Springfield residents; rather, more than 26,000 workers commute daily across the state lines of Connecticut and Massachusetts.

The following is a summary of data regarding the Springfield metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 294,200

Number of workers employed in . . .
construction and mining: 10,500
manufacturing: 39,200
trade, transportation and utilities: 60,600
information: 4,700
financial activities: 16,300
professional and business services: 23,900
educational and health services: 53,200
leisure and hospitality: 26,700
other services: 11,300
government: 47,900

Average hourly earnings of production workers employed in manufacturing: $15.43

Unemployment rate: 5.8% (February 2005)

Largest employers	*Number of employees*
Baystate Health System	6,300
Springfield Public Schools	4,600
Sisters of Providence Health System	4,039
MassMutual Financial Group	4,000
City of Springfield	2,278
Center for Human Development	1,069
Peter Pan Bus Lines	850
The Republican	800
U.S. Postal Service	774
Western New England College	650

Cost of Living

Springfield refers to itself as ''the city of homes.'' The Springfield Redevelopment Authority assists prospective homeowners through the Home Ownership Opportunity Program, the Springfield Housing Finance Mortgage Pool, and a HUD Joint Venture for Affordable Housing Award.

The following is a summary of data regarding several key cost of living factors in the Springfield area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Cost: Not reported

State income tax rate: 5.95% on earned and business income

State sales tax rate: 5.0% on most items; does not include food and clothing, heating fuel and drugs

Local income tax rate: None

Local sales tax rate: None

Property tax rate: residential, $19.41 per $1,000 of assessed value; commercial, $34.54 per $1,000 of assessed value (2004)

Economic Information: Greater Springfield Chamber of Commerce, 1441 Main St., Springfield, MA 01103; telephone (413) 787-1555. Pioneer Valley Planning Commission, 26 Central St., West Springfield, MA 01089-2787; telephone (413)781-6045; fax (413)732-2593; email info @pvpc.org

Education and Research

Elementary and Secondary Schools

The Springfield Public School System includes pioneering programs in race relations, vocational and technical education, business education, toddler preschool, schools for gifted and talented children, and magnet schools. The Community Service Learning Program involves every child from kindergarten through high school in volunteer community work.

Specialized schools in the system include the Massachusetts Career Development Institute and SAGE, the Springfield Adolescent Graduation Experience.

The following is a summary of data regarding the Springfield public school system as of the 2003–2004 school year.

Total enrollment: 25,955

Number of facilities
elementary schools: 31
junior high/middle schools: 6
senior high schools: 6
other: 9, including one K-8 school

Student/teacher ratio: 11.6:1 (2004–2005)

Teacher salaries
average: $47,036

Funding per pupil: $6,263

In addition to about 34 parochial schools, Springfield's private schools include two specialized secondary institutes. The MacDuffie School is a college-preparatory school for girls and boys.

Public Schools Information: Springfield Public Schools, 195 State St., Springfield, MA 01103; telephone (413)787-7100

Colleges and Universities

With four colleges within the city limits and several nationally acclaimed schools within driving distance, Springfield is near the hub of western Massachusetts's academic community. Springfield College, a private school specializing in physical education and health and fitness, offers 50 undergraduate and 13 graduate majors. Western New England College focuses on liberal arts, business, law, and engineering; this private school enrolls 4,550 students, 500 of which are pursuing law degrees. American International College, a private liberal arts school, confers more than 30 undergraduate and graduate degrees in arts, business administration, and education. Springfield Technical Community College grants associate's degrees or certificates in business, health, liberal arts, engineering, and technologies to 7,000 students; the college occupies the complex established by George Washington as the nation's first arsenal, the Springfield Armory, now a national historic site. The Springfield campus of Cambridge College enrolls approximately 390 students.

Libraries and Research Centers

The Springfield City Library, the second largest system in New England, features nearly 800,000 volumes held among 10 branches. The main branch is situated in the Quadrangle, a cultural complex it shares with Springfield's four major museums. Among its services are an employment resource center, comprehensive business collections, on-line data base searching, an African American history collection, an art and music collection that includes musical scores, 300 periodicals, 20 newspapers, a children's department, and material for special adult reading needs. The library's other special interests include New England and French genealogy, the Holocaust, local history, WWI and WWII propaganda, and American wood engravings. Additionally, the library serves as a depository for federal government documents and Massachusetts state documents.

In addition to the college and hospital libraries, special libraries in Springfield include the Massachusetts Trial Court Library, Hampden Law Library, the Springfield Armory National Historic Site Library and Archives, the Hickox Library at the Naismith Memorial Basketball Hall of Fame, and the Connecticut Valley Historical Museum Research Library. Massachusetts Mutual Life Insurance Company has a company library.

The American International College Curtis Blake Center studies learning disorders and A.I.C.'s Oral History Center studies western Massachusetts and Connecticut oral history. Springfield College does research in physiology and physical fitness.

Public Library Information: Springfield Library, 220 State St., Springfield, MA 01103; telephone (413)263-6828; fax (413)263-6817; email askalibrarian@springfieldlibrary.org

Health Care

The health care needs of Springfield residents are met by three major medical facilities in the city and more than a dozen acute care facilities in western Massachusetts. The Baystate Medical Center, one of the state's largest hospitals, is a teaching hospital affiliated with Tufts University and UMass Medical School. It features a state-of-the-art neonatal intensive care unit and is the only tertiary care referral medical center serving the western portion of the state. Baystate encompasses a Children's Hospital, the Wesson Women & Infants Unit, and the D'Amour Center for Cancer Care. The Shriners' Hospital for Children, operated by the Melha Temple, specializes in children's orthopedics, extensive outpatient services, and research into orthotics and prosthetics. The 226-bed Mercy Hospital, one of three general community hospitals operated in the Pioneer Valley by the Sisters of Providence, is a full-service healthcare facility.

Health Care Information: Baystate Health System, 280 Chestnut St., Springfield, MA 01199; telephone (413)794-0000

Housing one of the world's most extensive weapons collections, the Springfield Armory, now a national historic site, was established in 1794.

Recreation

Sightseeing

Springfield, the birthplace of basketball, is the home of the Naismith Memorial Basketball Hall of Fame, an international shrine honoring the creator of the game, its players, and its coaches. The Hall of Fame features a cinema that places the visitor in the midst of an exciting game, a chance to shoot hoops from a moving walkway, and a locker-room filled with memorabilia of the stars.

Springfield is also the site of the Springfield Armory National Historic Site, where General George Washington established the Springfield Armory in 1794. While the arsenal itself closed in 1968, a large firearms museum is now housed there, one of the most extensive collections of weapons in the world.

The Indian Motorcycle Museum and Hall of Fame celebrates the birthplace of the motorcycle and its manufacture by the Indian Company. In addition to vintage motorcycles, on display are other Indian products such as airplane engines, outboard boat motors, lawnmowers, street cleaners, and snowmobiles.

Among Springfield's historic areas are the McKnight District, whose 900 Victorian homes rank it as the largest of its type in New England; Mattoon Street, with its brick row houses and gas lamps; Sterns Square, a small park resulting from the collaboration of sculptor Augustus St. Gaudens and architect Stanford White; and Court Square, a part of the Massachusetts Heritage State Park Program. New England village life comes alive at Storrowton Village Museum in West Springfield.

Forest Park, an idyllic refuge within the city, mixes recreational offerings with a zoo, an amphitheater, paddleboats, and a miniature train ride. Riverfront Park was established in 1978 to promote recreational use of the Connecticut River. Peter Pan now runs hour-long narrated river cruises from the park from May through October.

Flanking the Court Street Square in downtown Springfield are the City Hall, boasting Corinthian columns and 27 varieties of marble, and the Campanile, a 300-foot carillon bell tower. The Campanile and City Hall are part of the Municipal Group, which also includes Symphony Hall.

Arts and Culture

Springfield's major performing arts centers are the Springfield Civic Center, Symphony Hall, and the CityStage. The Civic Center is the site of touring concert and musical performances throughout the year; it is undergoing a renovation that will transform it into the MassMutual Center. Symphony Hall, dedicated in 1913 and renowned for its acoustics and ornate architecture, is home to the Springfield Symphony Orchestra. This symphony, the city's resident professional performing and educational group, also performs at area parks in the summer; among its repertoire are classical, chamber, opera, and popular pieces. CityStage is a professional, not-for-profit theater that hosts a variety of musical and dramatic programs.

The Quadrangle is the site of the Springfield City Library and the city's four major museums. European and American graphics, sculptures, and paintings, including the works of Claude Monet and Degas, are on display at the Museum of Fine Arts. The George Walter Vincent Smith Art Museum houses the collection of the museum's namesake, which includes such pieces as Samurai arms and armor, Middle Eastern rugs, the largest collection of Chinese cloisonné outside of Asia, and Japanese glass, jades, bronzes, lacquers, porcelain, and paintings. The social and economic life of the Pioneer Valley is traced at the Connecticut Valley Historical Museum, which also features arts and crafts by local artisans. The Springfield Science Museum houses the country's first American-built planetarium, along with an observatory, a fresh-water aquarium, and dinosaur and African exhibit halls. Also located at the Quadrangle is the Dr. Seuss National Memorial Sculpture Garden, commemorating the beloved characters invented by one of Springfield's most famous residents, Theodor Geisel, better known as Dr. Seuss.

The Hatikvah Holocaust Education & Resource Center is a not-for-profit organization dedicated to educating about the past and combating prejudice in contemporary society. The Zoo in Forest Park teaches children about the animal world on a 4.5-acre site. The Avis Neigher Gallery, at the Tower Square, is a non-profit artists' collaborative and gallery for local artists. Exhibits of contemporary and traditional art are ongoing. The Zone Art Center serves as a gallery for international and local artists, as well as a showcase for music, poetry, films, and theater.

Arts and Culture Information: Springfield Library & Museums Association, 220 State St., Springfield, MA 01103; telephone (413)263-6800; toll-free (800)625-7738; email info@springfieldmuseums.org

Festivals and Holidays

Many of Springfield's holiday festivals center around basketball, beginning with the opening of the professional and college season in November. The Peachbasket Festival and Tip-Off Classic, including opening games, parades, and parties, is held in downtown Springfield. In the National Basketball Association (NBA) Hall of Fame Game, the defending NBA champions play a league opponent in an October exhibition game. The ''greats'' of the game are

enshrined in the Basketball Hall of Fame Enshrinement Ceremony in October, closing out the season.

The city invites residents and visitors to bring their appetites to the World's Largest Pancake Breakfast, an event held on the Saturday closest to May 14th, the anniversary of the city's founding in 1636; about 75,850 servings of pancakes were dished out in 2002. Other Springfield events include the Peter Pan Taste of Springfield food festival in June, and Star-Spangled Springfield, the city's Fourth of July celebration that features fireworks over the Connecticut River and a concert by the Springfield Symphony Orchestra. A summer concert series is presented in the city's parks.

The Puerto Rican Cultural Festival takes place in July, and is followed by the Mattoon Street Arts Festival in September. Springfield area Greeks celebrate their culture at the September Glendi Festival, while local Italians turn out in force at the October Columbus Day Parade. To mark the beginning of the Christmas season, the Annual Parade of the Big Balloons takes place the day after Thanksgiving. It is followed by a month of holiday festivities throughout the city, including First Night, a traditional New Year's Eve extravaganza that launches the new year. Bright Nights at Forest Park starts the week before Thanksgiving and runs through the first week of January; this two-and-one-half-mile drive through lighting displays boasts 350,000 lights in a variety of seasonal displays.

West Springfield is the site of The Big E (Eastern States Exposition), a 17-day fair in September and October with entertainment and cultural competitions that is one of the largest fairs in the nation. That city also hosts the American Craft Council's Craft Fair, one of the largest and most prestigious in the country, and Boating USA, the Camping & Outdoor Show, and the Sportsmen's Show at the Eastern States Exposition facility.

Sports for the Spectator

The Springfield Falcons of the American Hockey League play home games at the Springfield Civic Center. The Civic Center also hosts basketball's annual NBA Hall of Fame Game, and the Collegiate Tip-Off Classic. Founded in 2001, the Springfield Spirit is a National Women's Basketball League team. The Springfield Junior Pics, a member of the USA Hockey Junior B Division, play at the Springfield Olympia Ice Center.

Springfield is home to numerous collegiate sporting events. Springfield College offers men's and women's basketball, cross country, gymnastics, lacrosse, soccer, swimming and diving, tennis, track and field, and volleyball; men's baseball, football, golf, and wrestling; and women's field hockey and softball. American International College offers 16 varsity sports for men and women, while Springfield Technical Community College is home to 8 intercollegiate sports teams. Western New England College offers men's and women's basketball, cross country, lacrosse, soccer, and tennis; men's baseball, football, golf, ice hockey, and wrestling; and women's field hockey, softball, swimming, and volleyball.

Elsewhere in Massachusetts, sports abound. The Western Massachusetts Pioneers, a member of the United Soccer League, play home games in Ludlow at the Lusitano Stadium, the only ''soccer specific'' stadium in New England. Boston is home to baseball's Red Sox, basketball's Celtics, and hockey's Bruins. The New England Patriots, an NFL team, and the New England Revolution, a Major League Soccer team, play home games at Foxborough's Gillette Stadium.

Sports for the Participant

Springfield's 42 city parks offer the full complement of team and individual sports. The 735-acre Forest Park offers skating rinks, tennis courts, and nature trails. The city boasts two golf courses, Franconia Golf Course and Veteran's Golf Course. Access to the Connecticut River is provided at Bassett's Boat Company and at Riverfront Park. Fishermen, bicyclists, downhill and cross-country skiers, campers, and hikers can all find prime facilities within a few miles of the city.

Shopping and Dining

Downtown Springfield shopping includes the specialty boutiques at Tower Square, which is anchored by three department stores and houses more than 30 specialty stores. The Eastfield Mall, located on Boston Road, offers more than 60 retail venues as well as a 16-screen movie theater. The Smith & Wesson Factory Store offers a selection of apparel, gifts, and accessories, all personalized with the legendary Smith & Wesson logo and name. Craft and art stores abound in the city; antique lovers can find items of Americana throughout the Pioneer Valley.

Springfield cuisine ranges from traditional Yankee dishes to Southeast Asian offerings, reflecting the city's ability to keep pace with the culinary offerings of its newest immigrants. Some specialties include dishes made with area produce such as apples and brown sugar, seafood from nearby lakes, ''boiled dinners,'' and Indian pudding. Restaurants range from Gus & Paul's, a New York-style deli, to Lido Ristorante, a family-oriented Italian-American spot, to The Student Prince and Fort Restaurant, which features a wide selection of German-American food.

Visitor Information: Greater Springfield Convention & Visitors Bureau, 1441 Main St., Springfield, MA 01103;

telephone (413)787-1548; toll-free (800)723-1548; fax (413)781-4607; email info@valleyvisitor.com

Convention Facilities

The Springfield Civic Center, currently the city's largest event facility, comprises an arena seating 10,000 people, an exhibition hall with 38,500 square feet, a banquet hall, and meeting rooms. The center is undergoing a $71 million expansion and renovation that will transform it into the MassMutual Center, scheduled to open in late 2005. MassMutual will offer more than 40,000 square feet of exhibition space, 9,000 square feet of meeting space that can be divided into up to five rooms, and an arena that can seat up to 8,000 people. Additional conference space is offered by both the Springfield Symphony Hall and the not-for-profit CityStage, both of which can accommodate meetings, receptions, and presentations.

Major hotels include the Sheraton Springfield Monarch Place, with 27,000 square feet of conference space, 19 meeting rooms, and one of the largest ballrooms in western Massachusetts; and the Springfield Marriott, which features 265 guest rooms and more than 15,000 square feet of meeting and exhibit space; it is connected to Tower Square shopping.

One of New England's major multiuse sites, the 175-acre Eastern States Exposition, with three buildings and 275,000 square feet of space, is located in nearby West Springfield. The University of Massachusetts in Amherst features the University Conference Services, with 116 guest rooms and 36 meeting rooms, and Mullins Center, a state-of-the-art facility with 10,500 set arena and 40,000 square feet of exhibit space and meeting rooms.

Convention Information: Greater Springfield Convention & Visitors Bureau, 1441 Main St., Springfield, MA 01103; telephone (413)787-1548; toll-free (800)723-1548; fax (413)781-4607; email info@valleyvisitor.com

Transportation

Approaching the City

Springfield is 18 miles north of Bradley International Airport in Windsor Locks, Connecticut. Fifteen airlines at Bradley offer 232 daily flights to 75 destinations in the United States, Canada, and the Caribbean. Shuttle buses and limousines run between the airport and Springfield. Westover Metropolitan Airport and several private airports also serve Springfield.

Amtrak schedules trains between Springfield and many cities such as Boston, New York, Philadelphia, Washington, D.C., Chicago, and Montreal. In addition, Peter Pan Bus Lines connect Springfield with numerous cities throughout the Northeast.

Two major New England road arteries intersect in Springfield: the east-west running Massachusetts Turnpike (Interstate-90) and the north-south traveling Interstate-91 with its branch, Interstate-291, running through downtown.

Traveling in the City

Springfield's downtown is located on the east bank of the Connecticut River; the rest of the city spreads out to the east. Local transportation, provided by the Pioneer Valley Transit Authority, extends into 24 communities along 43 bus routes.

Communications

Newspapers and Magazines

Springfield's daily newspaper is the *The Republican.* Special interest publications include *The Catholic Observer* and *BusinessWest,* a biweekly business journal serving western Massachusetts.

Television and Radio

Springfield is served by a number of television stations: two commercial networks, one Public Broadcasting Service station, and one channel franchise. According to the 2003 *Broadcasting & Cable Yearbook,* Springfield ranks fourth among the nation's top market for cable television, as 86 percent of households have access to cable. Two AM and three FM radio stations broadcast a variety of music, news, and college-oriented programs.

Media Information: *BusinessWest,* 1441 Main St., 6th Fl., Springfield, MA 01103; telephone (413)781-8600; fax (413)781-3930. *The Republican,* 1860 Main St., Springfield, MA 01101; telephone (413)788-1000

Springfield Online

Baystate Health System. Available www.baystatehealth.com

BusinessWest. Available www.businesswest.com

City of Springfield. Available www.cityofspringfieldmass.com

Greater Springfield Convention & Visitors Bureau. Available www.valleyvisitor.com

Massachusetts Office of Business Development. Available www.state.ma.us/mobd

Pioneer Valley Planning Commission. Available www.pvpc.org

The Republican. Available www.repub.com

Springfield Armory National Historic Site. Available www.nps.gov/spar

Springfield Library. Available www.springfieldlibrary.org

Springfield Library & Museums Association. Available www.quadrangle.org

Springfield Public Schools. Available www.sps.springfield.ma.us

Western Massachusetts Economic Development Council. Available www.westernmassedc.com

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Cruikshank, Ginger, *Springfield, MA, Volume 1* (Mount Pleasant, SC: Arcadia Publishing, 1999)

Prisch, Michael H., *Town into City: Springfield, Massachusetts, and the Meaning of Community* (Cambridge, Mass: Harvard University Press, 1972)

Worcester

The City in Brief

Founded: 1673 (incorporated, 1722)

Head Official: City Manager Michael V. O'Brien (since 2004)

City Population
1980: 161,799
1990: 169,759
2000: 172,648
2003 estimate: 175,706
Percent change, 1990–2000: 1.7%
U.S. rank in 1980: 91st
U.S. rank in 1990: 101st
U.S. rank in 2000: 139th (State rank: 2nd)

Metropolitan Area Population (PMSA)
1990: 478,384
2000: 511,389
Percent change, 1990–2000: 6.9%
U.S. rank in 1990: 7th (MSA)
U.S. rank in 2000: 7th (MSA)

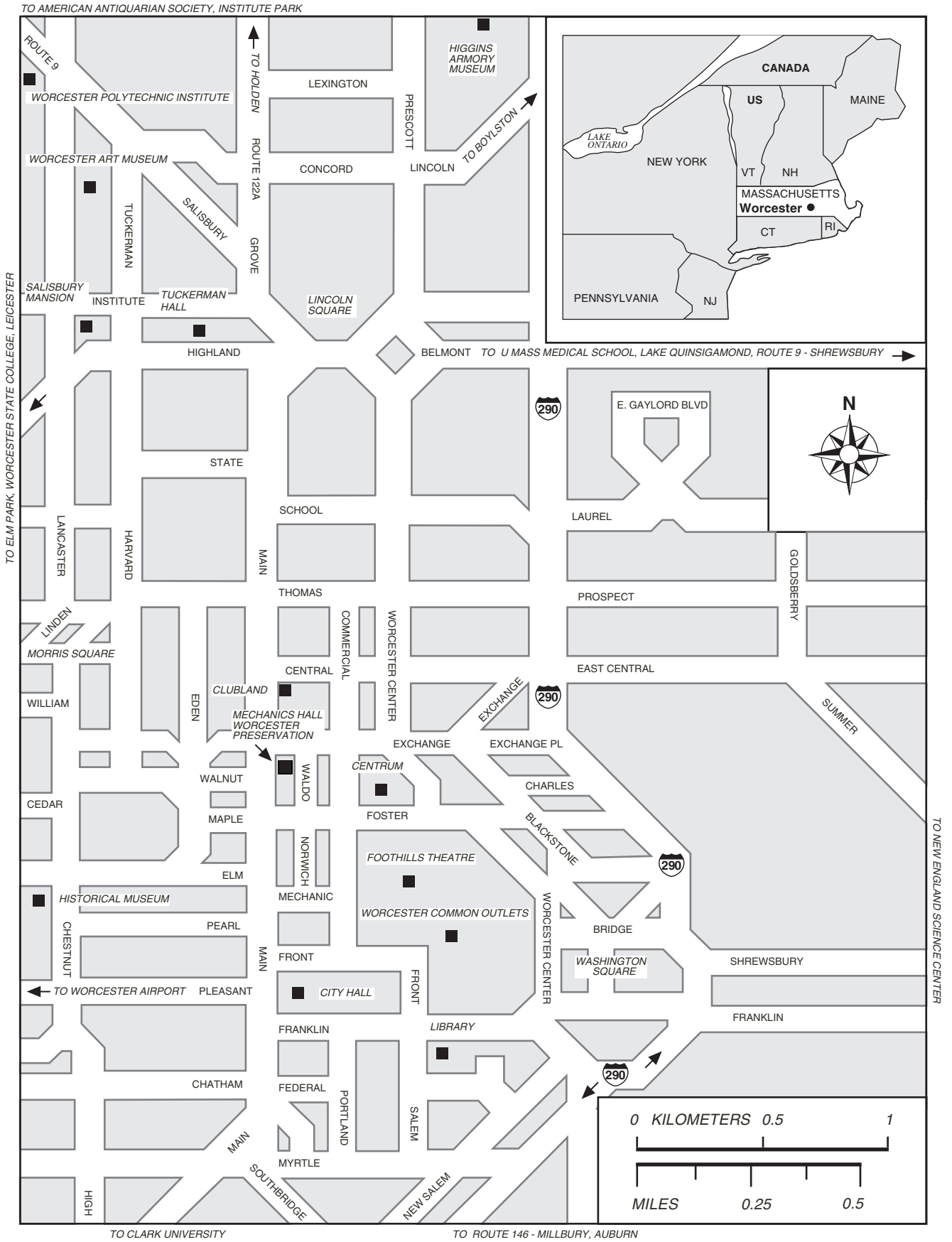
Area: 38 square miles (2000)
Elevation: 473 feet above sea level
Average Annual Temperature: 46.8° F
Average Annual Precipitation: 47.60 inches of rain; 67.4 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 5.5% (March 2005)
Per Capita Income: $18,614 (1999)

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: University of Massachusetts Medical School; Clark University; Worcester Polytechnic Institute; College of the Holy Cross; Worcester State College; Assumption College; Becker College

Daily Newspaper: *Telegram & Gazette*


TO AMERICAN ANTIQUARIAN SOCIETY, INSTITUTE PARK
ROUTE 9
WORCESTER POLYTECHNIC INSTITUTE
WORCESTER ART MUSEUM
TUCKERMAN
SALISBURY
SALISBURY MANSION
INSTITUTE
TUCKERMAN HALL
TO HOLDEN
ROUTE 122A
GROVE
LEXINGTON
CONCORD
PRESCOTT
LINCOLN
HIGGINS ARMORY MUSEUM
TO BOYLSTON
LINCOLN SQUARE
HIGHLAND
BELMONT
TO U MASS MEDICAL SCHOOL, LAKE QUINSIGAMOND, ROUTE 9 - SHREWSBURY
CANADA
US
MAINE
LAKE ONTARIO
NEW YORK
VT
NH
MASSACHUSETTS
Worcester
CT
RI
PENNSYLVANIA
NJ
290
E. GAYLORD BLVD
N
STATE
SCHOOL
LAUREL
TO ELM PARK, WORCESTER STATE COLLEGE, LEICESTER
LANCASTER
HARVARD
MAIN
THOMAS
PROSPECT
GOLDSBERRY
LINDEN
MORRIS SQUARE
COMMERCIAL
WORCESTER CENTER
CENTRAL
EAST CENTRAL
WILLIAM
EDEN
CLUBLAND
MECHANICS HALL
WORCESTER
PRESERVATION
EXCHANGE
EXCHANGE PL
SUMMER
WALNUT
WALDO
CENTRUM
CHARLES
CEDAR
MAPLE
FOSTER
BLACKSTONE
FOOTHILLS THEATRE
ELM
NORWICH
MECHANIC
HISTORICAL MUSEUM
WORCESTER COMMON OUTLETS
BRIDGE
PEARL
CHESTNUT
FRONT
WASHINGTON SQUARE
SHREWSBURY
TO WORCESTER AIRPORT
PLEASANT
CITY HALL
FRANKLIN
LIBRARY
CHATHAM
FEDERAL
PORTLAND
SALEM
MAIN
MYRTLE
SOUTHBRIDGE
NEW SALEM
HIGH
0 KILOMETERS 0.5 1
MILES 0.25 0.5
TO NEW ENGLAND SCIENCE CENTER
TO CLARK UNIVERSITY
TO ROUTE 146 - MILLBURY, AUBURN

Introduction

Historically and culturally rich Worcester is emerging as a center for research and the production of a number of high-technology products. Its central location and network of roads and railways ensure that Worcester will continue to be a major New England retail and distribution center. Known for its historic attractions and natural beauty, the city has been gaining a reputation as a tourist attraction with colonial-era buildings, fine museums, and a well-developed park system. An increasing focus on services has allowed Worcester's workforce to adapt to current economic realities.

Geography and Climate

Located in the geographic center of the Commonwealth of Massachusetts, Worcester is about 40 miles west of Boston. It is the only major industrial city in the United States not located on a lake, river, or sea coast. The city is also the center of an urbanized metropolitan area that includes the towns of Auburn, Boylston, Holden, Leicester, Millbury, and Shrewsbury. Worcester, the hub of Worcester County, is situated on a series of rolling hills overlooking the Blackstone River. Lake Quinsigamond, seven miles long and one of the many lakes and ponds within the city limits, marks the eastern boundary of the city.

Its proximity to the Atlantic Ocean, Long Island Sound, and the Berkshire Mountains creates rapidly changing weather conditions in Worcester. While the mild weather is typical of New England, storms can blow in, depositing rain, snow, sleet, and fog. These storms are known locally as northeasters.

Area: 38 square miles (2000)

Elevation: 473 feet above sea level (mean elevation)

Average Temperatures: January, 23.3° F; July, 69.9° F; annual average, 46.8° F

Average Annual Precipitation: 47.60 inches of rain; 67.4 inches of snow

History

Plantation Becomes Transportation Center

The first Englishmen to visit the area surrounding present-day Worcester arranged in 1673 to purchase eight square miles of land near Lake Quinsigamond. They made the bargain with the resident Nipmucks, giving them twelve pounds sterling. The English called their settlement Quinsigamond Plantation. These first settlers and those who followed them in 1675 were eventually driven out by the Nipmucks when they learned that the newcomers did not intend to share the land. A third, successful attempt at settling the area came in 1713 when Jones Rice built his home atop Union Hill. By 1722, the settlement was large enough to incorporate as a town, renamed Worcester in honor of the English county and town.

Worcester early became a transportation center, initially as a stagecoach stop on the way west from Boston. Just prior to the American Revolution, rebel printer Isaiah Thomas printed his anti-British newspaper, *The Massachusetts Spy,* from Worcester; he later gave the first public reading of the Declaration of Independence in 1776. Following the war, Thomas built his printing business into the country's largest publishing house, printing the first dictionary in the United States in 1788. Shays's Rebellion, in 1786 and 1787, tested the country's new constitution when a company of poor men from the towns north of Worcester entered the city and seized the courthouse. Their protest against poor government ended when a volunteer army expelled them.

Worcester was one of only a few major U.S. industrial centers that was able to thrive without being located on a navigable river or coastline. The local water supply was adequate to provide steam to run its mills, which turned out wire, nails, and paper. The population stood at 58,300 people in 1800 when textile production became the next major industry in Worcester, including the weaving of the country's first corduroy at a Worcester cotton mill. In 1828 the Blackstone Canal opened, connecting Worcester with Providence, Rhode Island. A period of industrialization and expansion followed, fueled by the arrival of the railroad in 1835. Once again, Worcester flourished as a transportation hub, shipping out manufactured goods via rail to Springfield, Norwich, and Boston. In 1837 the first power loom capable of intricate designs was invented by William Chompton, whose loomworks in Worcester revolutionized the industry.

Manufacturing Precedes High-Technology

During its industrialization, Worcester relied increasingly on the labor of women and children. A women's rights movement blossomed, culminating in the First Women's Suffrage National Convention in 1851, followed by a second convention in 1852. The women then agreed to put aside their own cause and focus on the Abolitionist Movement that was then gaining followers in the North. The city subsequently became a stop on the Underground Railroad for slaves escaping North. In 1848 Worcester helped create the

Free-Soil Party, which advocated allowing Kansas to enter the Union as a free state.

After the Civil War, Worcester resumed its quick industrial pace. The first bicycle was built in Worcester, leading to a national bicycling craze. During the last half of the century, Worcester experienced an influx of immigrants eager to work in its mills and plants. Irish, Canadian, and Swedish workers arrived before 1900, followed by Poles, Italians, Lithuanians, Greeks, Armenians, Syrians, and Lebanese. By 1920 Worcester's population had grown to 179,754 people.

Worcester continued its manufacturing course, taking advantage of new technologies as they were invented, including automation, mass production, and the assembly line. During World War II, many of the city's plants were converted to the war effort and 27,000 men and women from Worcester served in the armed forces. The USS *Worcester,* a 17,000-ton light cruiser, was launched in 1948.

Worcester's population peaked in 1950 at 203,000 people. Like many industrial centers in the north, Worcester experienced difficult years in the 1960s and 1970s. Much of the textile industry moved south in search of cheaper labor, and the expressways lured a majority of the city's middle class to the suburbs. Worcester enjoyed an economic revival late in the 1970s, spurred by the building of the Centrum Civic Center and the Galleria Shopping Center downtown.

In recent years, the city has been marketing itself to business as a research and high technology center with a solid manufacturing base. Worcester is rapidly becoming known as a hub for education, research, and business. Reflecting that development, approximately one third of Worcester's population is employed by the service industry, while another third work in a professional or managerial capacity. The education and flexibility of the city's populace have allowed it to move relatively comfortably through a period of economic transition.

Historical Information: Worcester Historical Museum & Library, 30 Elm St., Worcester, MA 01609; telephone (508)753-8278

Population Profile

Metropolitan Area Residents

1990: 478,384
2000: 511,389
Percent change, 1990–2000: 6.9%
U.S. rank in 1990: 7th (MSA)
U.S. rank in 2000: 7th (MSA)

City Residents

1980: 161,799
1990: 169,759
2000: 172,648 (of which, 82,914 were males and 89,734 were females)
2003 estimate: 175,706
Percent change, 1990–2000: 1.7%
U.S. rank in 1980: 91st
U.S. rank in 1990: 101st
U.S. rank in 2000: 139th (State rank: 2nd)

Density: 4,596.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 133,124
Black or African American: 11,892
American Indian and Alaska Native: 769
Asian: 8,402
Native Hawaiian and Pacific Islander: 96
Hispanic or Latino (may be of any race): 26,155
Other: 12,504

Percent of residents born in state: 63.5% (2000)

Age characteristics (2000)
Population under 5 years old: 11,142
Population 5 to 9 years old: 11,854
Population 10 to 14 years old: 11,381
Population 15 to 19 years old: 13,769
Population 20 to 24 years old: 15,622
Population 25 to 34 years old: 26,781
Population 35 to 44 years old: 25,578
Population 45 to 54 years old: 19,711
Population 55 to 59 years old: 6,756
Population 60 to 64 years old: 5,665
Population 65 to 74 years old: 10,956
Population 75 to 84 years old: 9,582
Population 85 years and over: 3,851
Median age: 33.4 years

Births (2003)
Total number: 9,529

Deaths (2002)
Total number: 691

Money income (1999)
Per capita income: $18,614
Median household income: $35,623
Total households: 67,083

Number of households with income of . . .
less than $10,000: 9,744
$10,000 to $14,999: 5,126
$15,000 to $24,999: 9,059
$25,000 to $34,999: 9,058
$35,000 to $49,999: 10,830

$50,000 to $74,999: 11,965
$75,000 to $99,999: 5,771
$100,000 to $149,999: 3,931
$150,000 to $199,999: 800
$200,000 or more: 799

Percent of families below poverty level: 14.1% (57.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: not reported

Municipal Government

Worcester operates with a council-city manager form of government, with eleven council members elected to two-year terms. Six council members are elected at large and five are elected by district. A mayor presides over the council and is elected by a separate ballot at each biennial election. The city manager is appointed by the council and serves at its pleasure. Worcester is also the county seat for Worcester County, although the county has performed no functions of governance since 1998, when all former county activities were assumed by other governmental agencies.

Head Official: City Manager Michael V. O'Brien (since 2004; open contract evaluated yearly)

Total Number of City Employees: 1,805 (not including school department employees) (2004)

City Information: Office of the City Manager, City Hall, 455 Main Street, Worcester, MA 01608; telephone (508)799-1175; fax (508)799-1208

Economy

Major Industries and Commercial Activity

Worcester, the second largest city in the Commonwealth of Massachusetts and located at its geographic center, is a major manufacturing, distribution, service, retail, and trading center for New England. Worcester's economy is diverse, with more than 5,000 firms of all types in the metropolitan area. This diversity has served Worcester well in periods of economic downturn, as the economy is not dependant on the success of a single sector. While the national economy continues to struggle, Worcester has experienced modest growth and can boast of many positive economic indicators. Worcester is home to diverse manufacturing firms, retailers, service companies, and wholesale businesses. Economic incentives and assistance programs help draw businesses to Worcester and retain existing firms.

Worcester's colleges and universities comprise the second largest employer in the city. Developments in biotechnology and high tech industries, the health industry, manufacturing, and downtown development highlight Worcester's areas of greatest recent growth. Many emerging industries such as fiber optics, electronics, and advanced ceramics are flourishing. Further, the presence of so many higher education opportunities in Worcester mean that the community's workforce is highly skilled and well-trained. The educational level of Worcester's workforce has been an additional draw to businesses in the fields of health, technology, pharmaceuticals and professional services.

An important indicator of Worcester's economic health is the number of ongoing development projects and business relocations in the area. Business development in Worcester has been steady and strong since 2000, and more than 100 companies expressed interest in relocating to the Worcester area during the 2004 fiscal year.

Items and goods produced: abrasives; steel and wire goods; ball valves; sprinklers; grinding wheels; woolens and worsteds; textile, grinding, and labeling machinery; machine tools; dies; airplane and electronics parts; shoes; leather and knitted goods; looms; firearms; automotive accessories; boilers; plastics; wrenches; precision tools and gauges; chairs; carpets and rugs

Incentive Programs—New and Existing Companies

Local programs—The District Improvement Financial Program, or DIF, is a locally driven public financing alternative that allows municipalities to fund public works, infrastructure, and development projects. Projects qualifying under DIF receive advantages such as the avoidance of any new tax levies and negotiable finance terms. The Worcester Regional Chamber of Commerce also has a Business Assistance Program, which focuses on retaining existing businesses and attracting new business to the Worcester area. The Chamber of Commerce has the capabilities to assist in site searches and other technical aspects of the relocation or expansion process.

State programs—The state of Massachusetts offers a wide array of business and financial incentives, as well as assistance in coordinating business development and relocation. The Economic Development Incentive Program, or EDIP, was designed to create and retain businesses in target areas. State tax incentives are available to qualifying projects, including a five percent investment tax credit for tangible, depreciable assets as well as municipal tax incentives such as special tax assessments and Tax Increment Financing.

Job training programs—Area educational institutions work closely with local companies to design practical programs of study to prepare students for entry into the job market in such fields as electronics, machine operation, computer technology, health care, culinary arts, and clerical skills. Upgrading and retraining programs are also available.

The city's Office of Employment and Training works closely with the local employment and training network providers to offer a diverse range of programs. The Office aims to prepare residents for entry into the workforce by providing access to important occupational skills matching the needs of regional employers. The Worcester Workforce Central One Stop Career Center provides jobseekers with information regarding both training and employment opportunities, including job banks, notifications of on-site recruitment, resources pertaining to training and continuing information programs, and information on distance learning opportunities. The Massachusetts Division of Employment and Training administers the Workforce Training Fund, which provides resources to businesses to train both new and current employees. The Hiring Incentive Training Grant Program provides additional incentives for businesses hiring employees who have been out of work for over a year.

Development Projects

Development projects have been thriving in Worcester since the turn of the century. The Massachusetts Biomedical Initiatives, an independent, tax-exempt corporation dedicated to the growth of biotechnology has completed two Worcester facilities. Named the MBIdeas Innovation Center, this facility has lead to the formation of over 12 companies and the creation of 65 new jobs, as well as investment into the Worcester community. The Innovation Center also plans a new life sciences business with its own sophisticated facility.

The Union Station development project is a $32 million renovation of one of Worcester's most beautiful buildings. Abandoned in 1975 after the decline of the railroads, the historic 1911 French Renaissance building stood vacant for more than 20 years. In renovating the building, particular attention was paid to the restoration of its original stained glass ceilings, marble columns, and mahogany woodworking. Today, the station is a functional transportation center, serving as a hub for train, taxi, and bus lines. A restaurant, blues lounge, and the FDR American Heritage Center Museum and Special Collections Showcase are also housed within Union Station. Additionally, commercial rental space is available on the first and second floors of the station.

In 2003 work was completed on the initial phase of the South Worcester Industrial Park, a complex project involving the environmental remediation and rehabilitation of eleven acres of blighted and abandoned property. Projects such as the South Worcester Industrial Park are vital to the continued development of the Worcester area, as space for new and expanding business is at a premium. When completed, the Industrial Park will provide space for private businesses interested in developing new industrial facilities.

June 2004 marked the starting point of the redevelopment of a one million square foot outlet mall at the heart of Worcester in the CitySquare project. The project aims to create a mixed-use facility over the next five years, with space dedicated to uses as diverse as medical, office, residential, retail, and entertainment. CitySquare will feature an open-air street grid and will be centered around a green space. Its proximity to important downtown features and to transportation facilities mean that CitySquare will be an important step in transforming the core of downtown Worcester.

Economic Development Information: Office of Planning and Community Development, City of Worcester, 418 Main Street, Worcester, MA 01608; telephone (508)799-1400. Worcester Business Development Corporation, 33 Waldo Street, Worcester, MA 01608; telephone (508)753-2924

Commercial Shipping

Worcester's central location makes it easily accessible by multiple means of transportation. Highways I-90, Route 495, and Route 290 all provide convenient access to multiple locations within the city. Ten daily MBTA commuter rail trains provide service between Worcester and Boston's Back Bay and South stations. Amtrak service is available from Union Station, with daily trains departing for destinations such as Boston, Chicago, and New York. The Worcester Bus Terminal is serviced by both Greyhound and Peter Pan Trailways, while local bus transportation is provided by the Worcester Regional Transit Authority. The Worcester Regional Airport is convenient to downtown and is open to private and business flights. The Port of Worcester is one of the nation's largest inland container yards, and its terminals serve as railheads for export or domestic shipments of containerized freight from New England to the West Coast.

Labor Force and Employment Outlook

With its strong academic and technical education resources, research facilities, and manufacturing base, Worcester continues to prove an attractive site for new and relocating high-technology firms. Development projects announced or in the planning stages are expected to insure construction jobs in the region while also ensuring a continuing source of investment into the community.

The following is a summary of data regarding the Worcester metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 243,500

Number of workers employed in . . .
construction and mining: 10,300
manufacturing: 29,700
trade, transportation, and utilities: 45,300
information: 4,000
financial activities: 14,100
professional and business services: 29,100
educational and health services: 45,900
leisure and hospitality: 21,900
other services: 9,100
government: 34,200

Average hourly earnings of production workers employed in manufacturing: $15.71

Unemployment rate: 5.5% (March 2005)

Largest employers (2004)	*Number of employees*
EMC Corporation	7,200
UMass Memorial Health Care	7,195
UMass Medical School	6,040
Bertucci's Corporation	5,000
Fallon Community Health Plan	4,636
Waters Corp.	3,600
Worcester Public Schools	3,458
Allmerica Financial/The Hanover Insurance Company	2,305

Cost of Living

The cost of groceries, health care, utilities and transportation, and miscellaneous goods and services in Worcester is slightly above the national average.

The following is a summary of data regarding several key cost of living factors in the Worcester area.

2004 (3rd Quarter) ACCRA Average House Price: $372,500

2004 (3rd Quarter) ACCRA Cost of Living Index: 114.6 (U.S. average = 100.0)

State income tax rate: 5% on earned income

State sales tax rate: 5% on most items; does not include food and clothing

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $31.44 per $1,000 (2004)

Economic Information: Worcester Area Chamber of Commerce, 33 Waldo Street, Worcester, MA 01608; telephone (508)753-2924

Education and Research

Elementary and Secondary Schools

The Worcester Public School System is administered by the Worcester School Committee, which consists of seven voting members. Students have the option of attending one of seventeen magnet schools devoted to various disciplines. Children in grades three through six may attend one of many PEAK enrichment programs. Sponsored by area businesses, foundations and individuals, the nonprofit Alliance for Education operates programs providing grants for teachers, Community Reading Day, the Regional Science Fair and an extensive school-business partnership program.

The following is a summary of data regarding the Worcester Public School District as of the 2002–2003 school year.

Total enrollment: 25,689

Number of facilities
elementary schools: 39
junior high/middle schools: 4
senior high schools: 6
other: 1

Student/teacher ratio: 12:1

Teacher salaries
minimum: $39,134
maximum: $56,664

Funding per pupil: $11,964 (2001-2002)

A system of separate, publicly supported vocational schools supplements the public school system. Twenty-three parochial schools educate an additional 1,000 students. Many private schools of note are located in the area, including Worcester Academy, and the Bancroft School.

Public Schools Information: Superintendent of Schools, Worcester Public Schools, 20 Irving Street, Worcester, MA 01609; telephone (508)799-3116

Colleges and Universities

Worcester is home to nine highly rated coeducational colleges and universities, as well as a medical school and veterinary school. Worcester's higher education offerings include UMass Medical Center, which is one of three campuses of the Commonwealth's university. The School of Medicine was one of only 14 medical centers in the country to be awarded a Robert Wood Johnson grant, providing $2.5 million in funding to encourage training in primary care fields. The Medical Center is part of a medical complex that includes a teaching hospital, graduate schools of biomedical

sciences and nursing, and a program of molecular medicine. Another publicly-funded school is Worcester State College, which awards bachelor's and master's degrees in the arts, sciences, and education, and has expanded to offer professional programs in biomedical sciences, business, and healthcare fields. Quinsigamond Community College is state-funded and offers two-year associate's degrees.

Private schools include the highly regarded Worcester Polytechnic Institute; Becker College, with two campuses; Curry College, satellite campus; Tufts University School of Veterinary Medicine in Grafton, Clark University, noted for its graduate research program, Anna Maria College, Nichols College, and Massachusetts College of Pharmacy and Health Sciences. Catholic schools include the College of the Holy Cross, an undergraduate Jesuit institution with many prestigious alumnus, and Assumption College.

Private and public institutions in the Worcester area cooperate with colleges and universities from nearby communities in the Colleges of Worcester Consortium. With 13 member institutions, the consortium provides such benefits as cross-registration for students, inter-campus bus service, and joint bid contracts on products and services.

Libraries and Research Centers

The Worcester Public Library, part of the Central/Western Massachusetts Automated Resource Sharing consortium, operates a main library and two branches. The collection includes more than 900,000 volumes, including government documents. Among the library's special features are the Talking Book Library for the Blind, and the grant resource center.

Among its special resources, Worcester boasts the library of the American Antiquarian Society, which has one of the largest collections of printed matter about the United States' first 250 years. Clark University's Guy H. Burnham Map and Aerial Photography Library is a repository for all maps of the U.S. Geological Survey. Also at Clark University, the Goddard Library carries the papers of Dr. Robert Goddard, father of U.S. rocketry. The Worcester County Horticultural Society holds one of the most complete collections of its kind in New England. The Higgins Armory Museum includes a library, and local libraries covering a number of topics are open to researchers.

Among its research centers Worcester counts the Worcester Foundation for Biomedical Research, an independent research organization that invented the birth control pill. Worcester Polytechnic Institute operates several research laboratories, focusing on such areas as automation, robotics, nuclear energy, materials testing, manufacturing engineering, ceramics, fire safety, heat treatment, metallurgy, artificial intelligence, and bioengineering. Worcester State College administers a Community Education Development Center. Using a holistic approach, the Heinz Warner Institute at Clark University studies the ways that behavior affects psychological development. At the Massachusetts Biotechnology Research Park, more than fifteen companies and institutions have established operations promoting the biotechnology industry in the state and in the nation. Among these are the University of Massachusetts Medical Center; the Massachusetts Biotechnology Research Institute, the scientific and educational arm of the park; and BASF Bioresearch Corporation, whose state-of-the-art research and development center works on cures for cancer and disorders of the immune system.

Public Library Information: Main Library, City of Worcester, 3 Salem Square, Worcester, MA 01608; telephone (508)799-1655, fax (508)799-1652

Health Care

Ten general hospitals in the Worcester area (five within the city) minister to local health care needs, including rehabilitation, long-term and chronic care. The keystone of Worcester's health care system is the University of Massachusetts Memorial Health Care. A merger between the University of Massachusetts Medical Center and the Medical Center of Central Massachusetts, it is the largest health care network in central and western Massachusetts. It includes the university's medical school, graduate programs, and a tertiary care facility with 783 beds on three campuses. UMass Memorial Medical Center is the region's only Level I trauma center. Four community hospitals are members of the UMass Memorial system. The center's purchase of Two Biotech has allowed the campus to expand its research capabilities and provides a base for its new Cancer Center. The 264,000 square foot Lakeside expansion project will provide new facilities for emergency care, radiology, intensive care, as well as operating space. Other projects include a Cardiac Catheterization Center, a renovated Endoscopy Center, and a Pediatric Infusion Suite, all at the University Campus. A major development at the Memorial Campus is a new Women's Health Center, allowing for centralized treatment at a single location.

In 2000, the downtown Worcester Medical Center opened as a partnership between Saint Vincent Healthcare System and Fallon. The Medical Center has 299 beds in its inpatient area and offers several specialty care centers and outpatient services. Saint Vincent Hospital, a 348-bed acute care hospital located within the Medical Center, has historic roots dating back to 1893.

Health Care Information: UMass Medical Center, Medical Center Library, 55 Lake Avenue North, Worcester, MA 01655-2397; telephone (508)856-0011

Recreation

Sightseeing

Worcester's colonial past and high-technology present fuse: historic homesteads coexist with science centers and modern sculpture. The American Antiquarian Society, dating to 1812, is the third oldest historical society in the country. The Society maintains a collection of materials pertaining to American history and culture; tours are held on Wednesdays. Salisbury Mansion is another architectural artifact; this 1772 home, one of the best documented in New England, has been restored under the auspices of the Worcester Historical Museum. The home has been recreated to replicate the life of the Salisbury family during the early to mid-1800s. Old Sturbridge Village, located near Worcester in Sturbridge, is a recreated 1830s village that is open year-round. Talks, walking tours, and performances are highlights of the Sturbridge Village experience and vary throughout the year. The Ecotarium is a multi-million dollar natural science and environmental education center on the old New England Science Center 60-acre campus. Inside is the three-level hands-on exhibit hall, a multimedia planetarium, and a solar-lunar observatory. Outside are a maze of nature trails, a train ride, a 100-foot tower that uses wind to generate power, and an indoor-outdoor zoo. The American Sanitary Plumbing Museum offers a unique look at antique fixtures, tools and accoutrements of the plumbing world.

Worcester's ''Artworks in Our Parks'' program has gained national attention for its innovative combination of park preservation and outdoor sculpture. Memorials, statues, bridges, and fountains by leading artists can be found throughout Worcester's parks. Floral displays can also be enjoyed at the Worcester County Horticultural Society, located in Boylston, which also offers lectures and workshops. The Broad Meadow Brook Conservation Center and Wildlife Sanctuary, the largest urban wildlife sanctuary in New England, offers more than five miles of marked trail on over 400 acres. Broad Meadow Brook also features nature exhibits and programs appealing to visitors of all ages.

Arts and Culture

Music Worcester, Inc. presents Worcester's 140-year-old Music Festival which draws crowds each fall to Mechanics Hall, as do the international Arts Series, and the Mass Jazz Festival. The group also produces chamber ensemble, world music, jazz, and choral performances. The city's choral tradition includes the All Saints Choir of Men and Boys, established in 1868, and the country's oldest continuous choir. Many other choral groups entertain the region's audiences, offering barbershop quartet melodies, sacred music, and Broadway hits. Perhaps the most famous is the Worcester Chorus, which performs with the Worcester Orchestra. Tuckerman Hall, designed by Josephine Wright Chapman, one of America's first female architects, is home to the Central Massachusetts Symphony Orchestra.

Grand opera and children's operas are staged by Opera Worcester and the Salisbury Lyric Opera Company. The Central Massachusetts Symphony performs many of its concerts at Tuckerman Hall and Mechanics Hall, and its summer offerings at Institute Park. College of the Holy Cross music performing ensembles include the Brass Ensemble, College Choir, Chamber Players, Crusader Band, Schola Cantorum, Jazz Ensemble, Jazz Combo, Liturgical Music Ministry, Madrigal Singers, and Opera Scenes workshop, all of which perform regularly in a variety of settings both on and off campus.

Worcester theater claimed national attention with the emergence of the Worcester Foothills Theatre Company in 1974. This residential troupe stages some seven productions annually. Other companies include the Worcester Forum Theatre Ensemble, the Clark University Theatre Program, Worcester Children's Theatre, the Peter Pan Players and Side Show Troupe children's groups, and Phoenix Players. Performances by the Pyramid Gypsy Dance Company have helped gain renown for Worcester's dance community.

The Worcester Art Museum, one of the largest and finest in the country, houses a notable collection of Dutch, English, Italian, and French masters in 36 galleries. Museum holdings span 50 centuries and include a complete room from a medieval French monastery. The Museum's collection consists of 35,000 pieces, including paintings, sculpture, photography, prints, decorative arts, and drawings. The Worcester Historical Museum, founded in 1877, maintains exhibits of American history and a library, and sponsors self-guided walking tours of the city. Changing exhibits and special programs highlight contributions of groups and individuals over the course of Worcester's history. The Higgins Armory Museum displays more than 100 suits of armor, part of the most comprehensive collection in the Western World and also hosts an annual renaissance fair.

Art galleries include Gallery 70 at the Heywood Gallery, which showcases emerging artists from the Boston area; the Fletcher/Priest Gallery, which focuses on contemporary art; and the Prince and Potter Gallery, which offers artwork and contemporary crafts. The Iris & B. Gerald Cantor Art Gallery on the campus of Holy Cross College attempts to link displays to the broad intellectual aims of the college's liberal

arts curriculum. Arts Worcester is a private, non-profit organization that hosts satellite galleries and advocates for the arts in the Worcester region.

Arts and Culture Information: Worcester Cultural Commission, Office of Planning and Community Development, 418 Main St., Worcester, MA 01608; telephone (508)799-1400

Festivals and Holidays

Worcester's festival season begins with the Central Massachusetts Flower Show, sponsored by the local horticultural society in February and the Worcester Wine and Food Festival at Union Station, also in February. The show features 30 gardens and displays from 10 garden clubs. May brings a Craft Fair at the Worcester Craft Center, and the Worcester Spring Home Show. St. Mary's Albanian Orthodox Church and St. Spyridon Greek Orthodox Church jointly celebrate a festival in June. July is the time for fireworks during the Festival at East Park; the Sunday series played by the Central Massachusetts Symphony in Institute Park also takes place in July. The Annual Abbott's Mime Festival and the Worcester County Music Association Concert series both play in Institute Park in August. The Irish Festival at Quinsigamond College and the Boticelli Ball at Mechanics Hall are annual August events.

The Worcester County Music Association's Annual Music Festival in October, begun in 1858, is the oldest music festival in the United States. Entertainment includes symphonic programs, ballet, opera, choral music, and performances by individual artists. The Horticultural Hall hosts the Harvest Fest and Autumn Show while Mechanics Hall hosts the Black Debutantes' Ball. December brings a Christmas Lighting Parade and the First Night Celebration on New Year's Eve.

Sports for the Spectator

Worcester has a long sporting history, as the city was home to one of the eight original National League (baseball) teams and hometown of the author of *Casey at the Bat.* Today, the Worcester Tornadoes of the CanAm Professional Baseball Association play in Worcester at Fitton Field. The region's universities offer mens' and womens' varsity sports. Worcester's Centrum Centre offers events such as motocross races and has played host to preliminary rounds of the NCAA basketball and ice hockey tournaments. Boston, an hour's drive from Worcester, offers professional baseball, basketball, and hockey.

Sports for the Participant

With 47 parks covering more than 1,200 acres, outdoor athletes can always find something to do in Worcester. Elm Park, near the city's center, was the country's first park purchased with tax money. It was renovated thanks to a $1.5 million state grant; its charm owes much to its ornamental bridges, under which skaters glide in winter. Other activities there include jogging, sunbathing, picnicking, tennis, and basketball. Both Elm Park and the Worcester Common, set aside as open space in 1669, are on the National Registry of Historic Places. Quinsigamond State Park is the city's largest and includes two beaches and facilities for picnicking, boating, and fishing. Green Hill Park, Worcester's largest public park, includes an 18-hole golf course, picnic groves, a skating pond, a little league field, handball courts ski run, and the Barnyard Farm and Educational Area petting zoo. A recent addition to Worcester's sporting scene is the ''upscale'' Boston Billiard Club. Worcester is conveniently located near the northern New England mountains, state parks, ski lodges, and bays and beaches. Golfing opportunities abound in the greater Worcester area.

Shopping and Dining

A multitude of discount stores and factory outlets bring shoppers from miles around to Worcester and its neighboring towns. The bargain stores offer locally produced items such as clothing, shoes, and fabric. Greendale Mall, which boasts more than 54 shops and restaurants, features pseudo-Victorian brick and iron decor and is filled with plants and flowers under an atrium ceiling. Tatnuck Bookseller & Sons' expanded operation on Chandler Street displays 10,000 square feet of books in a new location that also features retail outlets and a cultural center. The Perkins Farm Marketplace is a community shopping center just north of the Massachusetts Turnpike. Worcester has many unique shops featuring the crafts and wares of local artisans. Antique shops are also plentiful in the Worcester area.

Worcester restaurants delight palates, whether serving sturdy New England fare in colonial settings or nouveau American cuisine in streamlined luxury. Ethnic food can be had as well, including Greek, Italian, Indian, and Jewish Kosher dishes. Legal Seafood Outlet offers more than 300 varieties of seafood. Shrewsbury Street, traditionally known for its Italian cuisine, has seen the opening of several new upscale restaurants. To the north of Worcester, the Nashoba Valley Winery offers a gourmet restaurant as well as a winemaking and distillation facility and a brewery; tastings are available throughout the week.

Visitor Information: Massachusetts Office of Travel and Tourism, 100 Cambridge Street, Boston, MA 02202; telephone (617)727-3201

Convention Facilities

Worcester's entertainment and convention center, formerly known as the Centrum Centre, was renamed the DCU Center in 2004. Equally capable of hosting sporting events, shows,

and concerts, the venue is well-known as a premier entertainment facility. The DCU's convention center offers over 100,000 square feet of exhibit space and more than 20,000 square feet of meeting space, as well as a ballroom, kitchen facilities, and administrative offices. Plans for future development of the DCU complex include a convention hotel adjacent to the DCU, which will be connected to the Center by a skyway.

The Beechwood Hotel, adjacent to the UMass Medical Center, offers facilities for meetings and groups as well as for special events such as weddings. The Hotel's Grand Ballroom alone provides 4,200 square feet of space which may be subdivided as the size of groups dictates. The Holiday Inn has 11 meeting rooms and more than 20,000 square feet of space available for meetings and conventions.

Historic Mechanics Hall, renovated in the early 1990s and seating up to 1,600 people, offers 14,000 square feet of exhibit space. Most local colleges and museums act as supplemental meeting sites, offering limited exhibit space and seating for groups of 40 to 1,000 people.

Convention Information: Worcester County Convention and Visitors Bureau, 33 Waldo Street, Worcester, MA 01608; telephone (508)753-2920

Transportation

Approaching the City

Interstate-190 links Route 2, the Mohawk Trail, with the city of Worcester. Interstate 290 connects I-495 with the city and eventually links with the Massachusetts Turnpike, where I-290 becomes I-395, the main route south through Connecticut. Worcester acts as a hub for several smaller state highways; Route 9 links the city to Shrewsbury, an eastern suburb. Route 146, the Worcester-Providence Highway, acts as an alternate north-south route to I-290/I-135.

Logan International Airport near Boston is one hour to the east of Worcester. Transportation into Worcester is provided by airport limousine services, buses, and taxis.

Traveling in the City

The Worcester Regional Transit Authority operates more than 60 buses on 28 routes serving Worcester and 13 surrounding communities. Rush-hour traffic can be heavy. I-290 is the heavily traveled east-west route north of downtown, while I-190 takes the bulk of the north-south traffic.

Communications

Newspapers and Magazines

Worcester is served by one daily newspaper, the *Telegram & Gazette.* The Worcester County Newspapers group publishes weekly papers for surrounding towns. Special interest newspapers include the *Worcester Business Journal, Catholic Free Press, The Senior Advocate, Crusader, The Scarlet* (a collegiate newspaper), and the *Jewish Chronicle.* Magazines published include *Worcester Magazine, Economic Geography,* and *International Figure Skating.*

Television and Radio

Local residents can pick up the major networks from Boston and one cable television company operates in Worcester. Eight AM and FM radio stations broadcast programming, and several others are received in Worcester; formats range from jazz, eclectic, classic rock, news, and talk.

Media Information: *Telegram & Gazette,* 20 Franklin Street, Worcester, MA 01613; telephone (508)793-9100. *Worcester Business Journal,* 172 Shrewsbury Street, Worcester, MA 01604; telephone (508)755-8004

Worcester Online

City of Worcester. Available at www.ci.worcester.ma.us

Worcester & Central Massachusetts Tourist Council. Available www.worcester.org

Worcester Chamber of Commerce. Available www.worcesterchamber.org

Worcester Convention & Visitors Bureau. Available www.worcester.org

Worcester History Museum. Available www.worcesterhistory.org

Worcester Public Library. Available www.worc.publib.org

Worcester Public Schools. Available www.wpsweb.com/schools.htm

Worcester *Telegram & Gazette.* Available www.telegram.com

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Goyer, Jane, *So Dear to My Heart: Memories of a Gentler Time* (New York: Harper & Row, 1990)

NEW HAMPSHIRE

Concord 181
Manchester 193
Nashua 203
Portsmouth 213

The State in Brief

Nickname: Granite State
Motto: Live free or die

Flower: Purple lilac
Bird: Purple finch

Area: 9,350 square miles (2000; U.S. rank: 46th)
Elevation: Ranges from sea level to 6,288 feet at Mt. Washington
Climate: Moderate, with comfortable summers and long, snowy winters; weather in general is changeable and influenced by proximity to the Atlantic Ocean and the White Mountains
Admitted to Union: June 21, 1788 **Capital:** Concord
Head Official: Governor John Lynch (D) (until 2007)

Population
- **1980:** 921,000
- **1990:** 1,109,252
- **2000:** 1,235,786
- **2004 estimate:** 1,299,500
- **Percent change, 1990–2000:** 11.4%
- **U.S. rank in 2004:** 41st
- **Percent of residents born in state:** 43.3% (2000)
- **Density:** 137.8 people per square mile (2000)
- **2002 FBI Crime Index Total:** 28,306

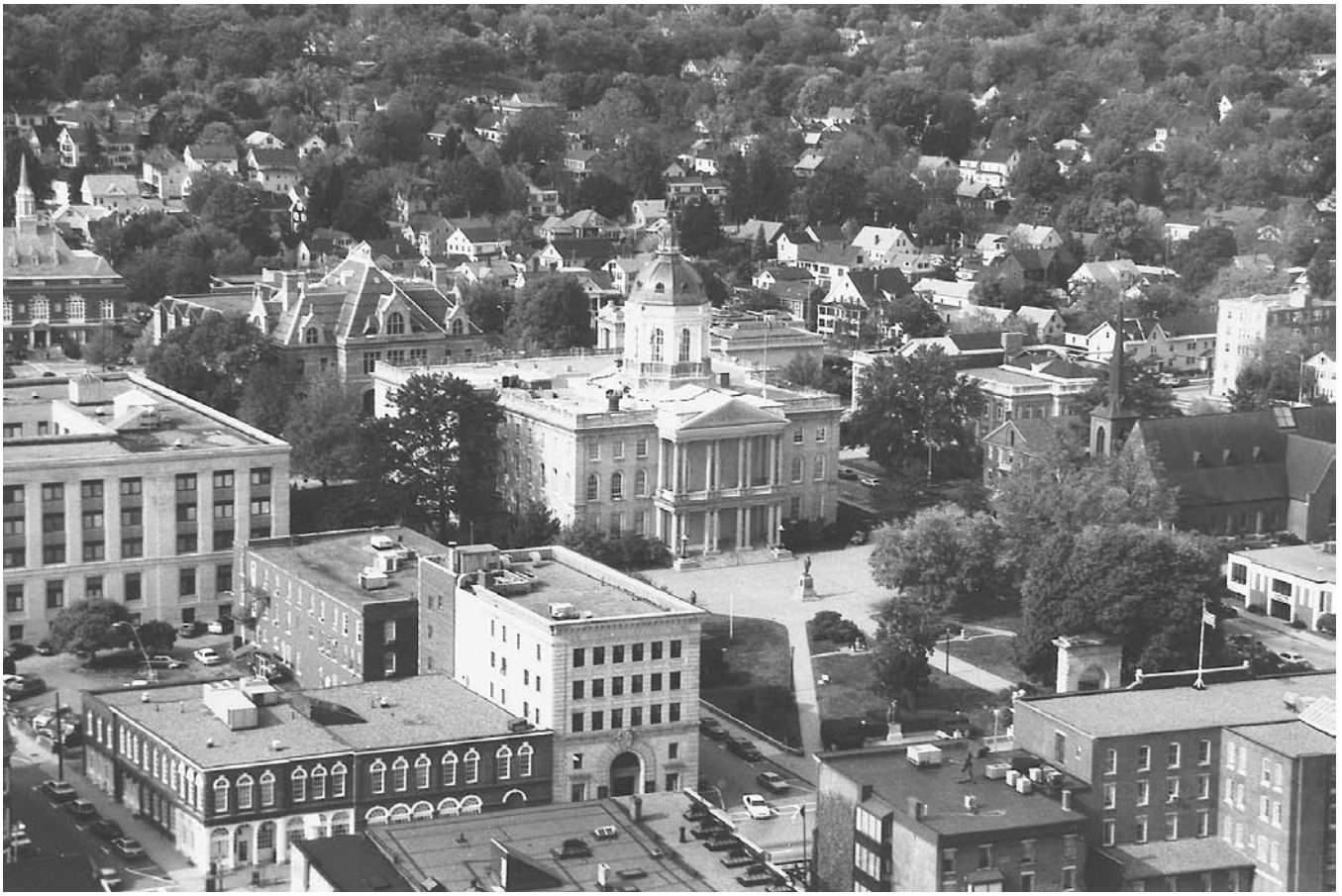
Racial and Ethnic Characteristics (2000)
- **White:** 1,186,851
- **Black or African American:** 9,035
- **American Indian and Alaska Native:** 2,964
- **Asian:** 15,931
- **Native Hawaiian and Pacific Islander:** 371
- **Hispanic or Latino (may be of any race):** 20,489
- **Other:** 7,420

Age Characteristics (2000)
- **Population under 5 years old:** 75,685
- **Population 5 to 19 years old:** 268,480
- **Percent of population 65 years and over:** 12%
- **Median age:** 37.1 years (2000)

Vital Statistics
- **Total number of births (2003):** 14,398
- **Total number of deaths (2003):** 9,756 (infant deaths, 52)
- **AIDS cases reported through 2003:** 530

Economy
- **Major industries:** Manufacturing, tourism, trade, mining, agriculture
- **Unemployment rate:** 3.4% (April 2005)
- **Per capita income:** $34,703 (2003; U.S. rank: 7th)
- **Median household income:** $55,166 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 6% (3-year average, 2001-2003)
- **Income tax rate:** None on earned income; 5% on interest and dividends (with some exceptions); 7% business profits tax
- **Sales tax rate:** None

Concord



The City in Brief

Founded: 1725 (incorporated, 1733)

Head Official: Mayor Michael L. Donovan (since 2003)

City Population
1980: 30,400
1990: 36,006
2000: 40,687
2003 estimate: 41,823
Percent change, 1990–2000: 10.3%
U.S. rank in 1990: 738th (State rank: 3rd)
U.S. rank in 2000: Not reported

Metropolitan Area Population (Merrimack County)
1980: 98,302
1990: 120,005
2000: 136,225
Percent change, 1990–2000: 13.3%
U.S. rank in 1990: 409th
U.S. rank in 2000: 277th

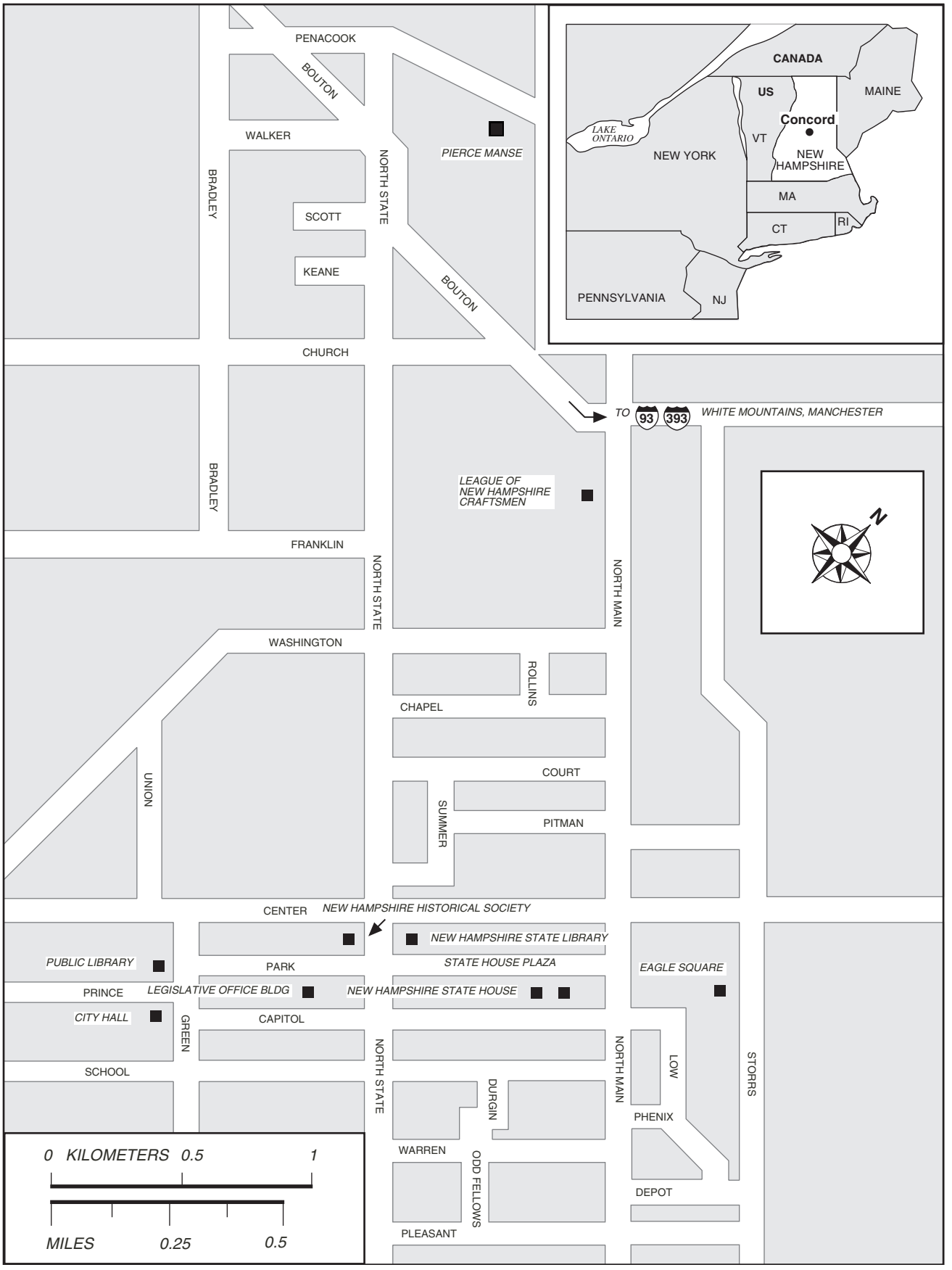
Area: 64 square miles (2000)
Elevation: 288 feet above sea level at the State House
Average Annual Temperature: 45.9° F
Average Annual Precipitation: 50.3 inches of rain; 65 inches of snow

Major Economic Sectors: Manufacturing, government, distribution, transportation
Unemployment Rate: 4% (New Hampshire, March 2005)
Per Capita Income: $21,976 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Franklin Pierce Law Center; New Hampshire Technical Institute

Daily Newspaper: *Concord Monitor*


PENACOOK
BOUTON
WALKER
PIERCE MANSE
BRADLEY
NORTH STATE
SCOTT
KEANE
BOUTON
CHURCH
CANADA
US
MAINE
Concord
LAKE ONTARIO
VT
NEW YORK
NEW HAMPSHIRE
MA
CT
RI
PENNSYLVANIA
NJ
TO 93 393 WHITE MOUNTAINS, MANCHESTER
LEAGUE OF NEW HAMPSHIRE CRAFTSMEN
FRANKLIN
NORTH MAIN
N
WASHINGTON
ROLLINS
CHAPEL
COURT
UNION
SUMMER
PITMAN
CENTER
NEW HAMPSHIRE HISTORICAL SOCIETY
NEW HAMPSHIRE STATE LIBRARY
PUBLIC LIBRARY
PARK
STATE HOUSE PLAZA
EAGLE SQUARE
PRINCE
LEGISLATIVE OFFICE BLDG
NEW HAMPSHIRE STATE HOUSE
CITY HALL
GREEN
CAPITOL
SCHOOL
LOW
STORRS
DURGIN
PHENIX
WARREN
ODD FELLOWS
DEPOT
PLEASANT
0 KILOMETERS 0.5 1
MILES 0.25 0.5

Introduction

The third largest city in New Hampshire, Concord is the state capital and a major manufacturing, distribution, and transportation center in the south-central section of the state. The home of the Concord stagecoach, U.S. President Franklin Pierce, and Christian Science founder Mary Baker Eddy, Concord is a city steeped in history. It is a modern city as well, with strong links to the finance and insurance industries. The spotlight shines on the city every four years when New Hampshire citizens vote in the first national presidential primary.

Geography and Climate

Concord, situated on the west bank of the Merrimack River, is located in south-central New Hampshire. Part of Merrimack County, Concord is 70 miles north of Boston and 18 miles north of Manchester, New Hampshire's largest city. Concord's terrain is hilly, with heavily wooded areas and many ponds and streams. Soil in the area is thin and rocky, suitable mostly for root crops such as potatoes.

Northwesterly winds are prevalent in the Concord area, providing cool dry air all year long. Temperatures are moderate in both summer and winter; average yearly snowfall is 65 inches. The short growing season calls for hardy, frost-resistant crops.

Area: 64 square miles (2000)

Elevation: 288 feet above sea level at the State House

Average Temperatures: January, 21.1° F; July, 70° F; annual average, 45.9° F

Average Annual Precipitation: 50.3 inches of rain; 65 inches of snow

History

Merrimack River Site Becomes State Capital

The site of present-day Concord was occupied as early as 1660 when a trading post operated on the west bank of the Merrimack River. The Pennacook tribe called the area ''penna cook,'' which meant ''crooked place'' or ''bend in the river.'' The Pennacooks and the area's European settlers coexisted for many years, sharing the bounty of the Merrimack River Valley. The real influx of European settlers began in 1727, when the Massachusetts Bay Colony gave permission for a settlement to be built called Pennacook Plantation. The town was incorporated by Massachusetts in 1733 and renamed Rumford. In 1741 New Hampshire challenged Massachusetts's dominion over Rumford and a series of border arguments ensued. The town was reincorporated by New Hampshire in 1765 and called Concord to mark the ending of the strife. The townspeople subsisted by farming, later supplementing their crops with a saw mill and a grist mill powered by the waters of the Merrimack River.

Partly because of its friendly relations with the neighboring Native American tribes, the town grew rapidly. By the time of the Revolutionary War, Concord could muster three companies of troops who saw service in the battles of Lexington, Concord (Massachusetts), and Bunker Hill. The town's war hero, General John Stark, is remembered with a statue in front of the State House. New Hampshire played a key role in U.S. history when it became the ninth state to ratify the Constitution in 1788. Only nine states were required and the signing is commemorated with a plaque at Walker and Boutin streets.

In 1808 Concord became the capital of New Hampshire and the site of the biennial meeting of the General Court, the largest state legislature in the country. At one time, the lower house sat more than four hundred legislators who were elected at the township level. Industry began to flourish after the War of 1812, when the newly dug Middlesex Canal facilitated water transport between Concord and Boston. This transportation-distribution link was strengthened when the rail lines began operating between the two cities in 1842.

Distribution Needs Shape Concord's Future

History of another sort was made in 1813 when wheelwright Lewis Downing opened his Concord wagon building business. After coach builder J. Stephen Abbot arrived to offer engineering improvements in 1827, the business grew rapidly. The Concord stagecoach became the vehicle of choice for the Wells Fargo Company, which hauled both freight and passengers to the American West. From 1826 until 1900, the Abbot and Downing Company built three thousand coaches in shops that occupied six acres and employed 275 people. Orders for the wagon were received from around the world, including Peru, Mexico, Australia, and South Africa. The Civil War created a further demand for Abbot and Downing's wagons, which were used as ambulances and to haul army supplies.

Two other industries that thrived in Concord in the mid-nineteenth century were granite quarrying and publishing. The granite quarries north of town yielded stone used in the facade of the State House and the Library of Congress in Washington, D.C. Printing was the forte of the Rumford

Press, at one time the third largest printer in the country. Among the prestigious magazines printed by Rumford were the *Atlantic Monthly* and *Reader's Digest.* Rumford Press grew to employ six hundred workers, whose products required the establishment of a separate branch of the U.S. Post Office to handle the extra mail.

Franklin Pierce, the only New Hampshireman elected to the Oval Office, served as the nation's fourteenth president. He lived in Concord from 1857 until his death in 1869. Mary Baker Eddy, founder of the Christian Science religion, was born five miles from Concord and later lived in the city. She built the granite First Church of Christ, Scientist in the Gothic Revival style in 1905. Concord's economy diversified as the years passed. By the mid-1900s, the city was established as a distribution point for dairy products and apples. Concord also supported growth in manufacturing, especially electrical products. Insurance and services are expected to remain important economic sectors into the twenty-first century.

Today's Concord, though by all accounts a small and still-charming city, thrives with a strong economic, educational, arts, and cultural climate. Downtown developments in the last years of the twentieth century and early in the new century, particularly in the form of tourist attractions and retail, have made Concord even more attractive to its residents and visitors.

Historical Information: New Hampshire Historical Society, 30 Park Street, Concord, NH 03301; telephone (603)228-6688

Population Profile

Metropolitan Area Residents
1980: 98,302
1990: 120,005
2000: 136,225
Percent change, 1990–2000: 13.3%
U.S. rank in 1990: 409th
U.S. rank in 2000: 277th

City Residents
1980: 30,400
1990: 36,006
2000: 40,687
2003 estimate: 41,823
Percent change, 1990–2000: 10.3%
U.S. rank in 1990: 738th (State rank: 3rd)
U.S. rank in 2000: Not reported

Density: 632.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 38,863
Black or African American: 421
American Indian and Alaska Native: 120
Asian: 598
Hispanic or Latino (may be of any race): 591
Other: 139

Percent of residents born in state: 54.2% (2000)

Age characteristics (2000)
Population under 5 years old: 2,373
Population 5 to 9 years old: 2,666
Population 10 to 14 years old: 2,717
Population 15 to 19 years old: 2,576
Population 20 to 24 years old: 2,420
Population 25 to 34 years old: 6,176
Population 35 to 44 years old: 7,235
Population 45 to 54 years old: 5,817
Population 55 to 59 years old: 1,854
Population 60 to 64 years old: 1,289
Population 65 to 74 years old: 2,355
Population 75 to 84 years old: 2,086
Population 85 years and older: 1,123
Median age: 37 years

Births (2003)
Total number: 445

Deaths (2001)
Total number: 400

Money income (1999)
Per capita income: $21,976
Median household income: $42,447
Total households: 16,325

Number of households with income of . . .
less than $10,000: 1,198
$10,000 to $14,999: 998
$15,000 to $24,999: 2,017
$25,000 to $34,999: 2,191
$35,000 to $49,999: 3,183
$50,000 to $74,999: 3,552
$75,000 to $99,999: 1,788
$100,000 to $149,999: 899
$150,000 to $199,999: 251
$200,000 or more: 248

Percent of families below poverty level: 6.2% (16.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Concord operates with a council-manager form of government. The mayor is elected to a two year term. Four councilors are elected at large while ten are elected by ward. The at-large councilors serve staggered four-year terms while ward councilors serve for two years. The council appoints a professional city manager who serves under a contract and is responsible to the city council. Local government is said to encourage industrial growth.

Head Official: Mayor Michael L. Donovan (since 2003; term expires November 2005)

Total Number of City Employees: 476 (2005)

City Information: City Manager, Administration Department, City Hall, 41 Green Street, Concord, NH 03301; telephone (603)225-8570

Economy

Major Industries and Commercial Activity

Concord, the capital of New Hampshire, is a major distribution, industrial, and transportation hub. As the state capital and county seat for Merrimack County, Concord is headquarters to numerous state, county, local and federal agencies. It is also the site of several major law firms and professional agencies.

While government forms a portion of its economic base, its proximity to highways and railways makes it an excellent site for distributing goods. Many of the products manufactured in Concord are known and used worldwide. The fastest growing segment of the economic base is the service industry, comprising education, finance, and medical services.

More than 5,000 people in are employed in the delivery of healthcare services in Concord, making it one of the largest concentration of healthcare providers in the state. Tourism is important to the city and the region; the New Hampshire International Speedway in nearby Loudon brings approximately $50 million in tourism dollars to Concord annually.

Items and goods produced: printed goods; mobile and modular structures; electric components; electrical instruments; non-ferrous foundry products; heat treatment equipment; architectural and structural granite; communication testing equipment; dictating supplies and equipment; belting, brass, and leather products

Incentive Programs—New and Existing Companies

Local programs—The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Because so much is provided at the state level, few incentives are offered at the city-town level. In fact, by state law, New Hampshire cities are prohibited from offering tax breaks to private industry. However, cities such as Concord do aid businesses indirectly by helping to market industrial sites and by promoting available energy/utility savings programs.

State programs—The state's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research & development tax incentives. In 2004 the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offers tax credits that may be used against business profit taxes and business enterprise taxes. Qualifying CROP projects must create new jobs as well as expand the state economic base.

Job training programs—The Small Business Development Center, which is funded by the Small Business Association, the State of New Hampshire, and the University of New Hampshire, offers management counseling, training, and resource information to the state's small business community through six sub-centers. The New Hampshire Employment Program (NHEP) aids individuals in obtaining financial aid to prepare for and find employment. The NHEP On-The-Job Training Program offers employers incentives to hire and train eligible applicants.

Development Projects

The City, in conjunction with the Capital Regional Development Corporation (CRDC), the Greater Concord Chamber of Commerce, and other state and federal agencies, recently completed construction of the Corporate Center at Horseshoe Pond. Through the creation of a $5 million Tax Increment Finance (TIF) District, the city was able to acquire and develop the land, which was then sold to the CRDC, who cleaned up the land and marketed parcels to developers. With $4.4 million in private donations, the city was able to construct the Grappone Conference Center.

The cities of Concord and Penacook have partnered as part of a Neighborhood Revitalization Project with a plan that focuses on enhancing quality of life within the two communities. The Revitalization Plan utilizes input from residents and builds partnerships between the city, residents, and civic minded organizations.

Economic Development Information: Concord Economic Development Department, City Hall, 41 Green Street, Con-

cord, NH 03301; telephone (603)225-8595; Capital Region Development Council, 91 North State Street, Concord, NH 03301-0664; telephone (603)228-1872

Commercial Shipping

Concord, located at the hub of several major New England interstate highways, is a center for motor freight activity. Ten carriers service the area. The New England Southern Railroad provides freight service. Freight is also handled at the Concord Municipal Airport, about two miles from downtown.

Labor Force and Employment Outlook

Concord's labor force is described as competent, dedicated, plentiful, skilled, available, stable, and with excellent education and training. Unemployment insurance costs remain relatively low. Recently, Concord was ranked fourth in terms of per capita income in ''The New England Rating Guide to Life in America's Small Cities.''

The service industry, the fastest growing segment of Concord's economy, is anchored by education, finance, medical services, and insurance. Concord is the headquarters of six insurance companies and the site of several banks. It also is one of the few communities in the state with both industrial park space and construction sites available.

The following is a summary of data regarding the area labor force, 2004 annual averages (Nashua, NH-MA MSA).

Size of nonagricultural labor force: 129,100

Number of workers employed in . . .
construction and mining: 5,900
manufacturing: 26,000
trade, transportation and utilities: 30,500
information: 2,000
financial activities: 8,000
professional and business services: 12,700
educational and health services: 15,300
leisure and hospitality: 10,300
other services: 4,500
government: 14,000

Average hourly earnings of workers employed in manufacturing (Nashua, NH-MA MSA): $15.97

Unemployment rate (New Hampshire): 4.0% (March 2005)

Largest employers	*Number of employees*
Concord Hospital	2,700
Steeplegate Regional Mall	1,100
Jefferson-Pilot Financial	618
Cigna Healthcare	400
Genesis Eldercare Network	375
St. Paul's School	315
Concord Litho	225
Riverside Millwork (RIVCO)	175
Beede Electrical Instrument Co.	107

Cost of Living

New Hampshire depends more upon real property taxes for revenue than most states as it does not have general income, sales, or use taxes. Substantial revenue is collected from taxes on gasoline, tobacco, alcohol, and parimutuel betting.

The following is a summary of data regarding several key cost of living factors in the Concord area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: none on salaries and wages of residents; limited tax upon interest and dividends received by individuals, trusts, estates and partners in excess of $2,400. There is a $10 ''Resident Tax'' on all persons between 18 and 60 years of age with some exceptions. Concord has passed an ordinance eliminating this tax for residents of the city.

State sales tax rate: None (business profits tax is 8.5%)

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $28.07 (Union) or $31.53 (Merrimack Valley) per $1,000 (2003)

Economic Information: Concord Economic Development Department, City Hall, 41 Green Street, Concord, NH 03301; telephone (603)225-8595. New Hampshire Department of Resources and Economic Development, 172 Pembroke Road, Concord, NH 03302; telephone (603)271-2411

Education and Research

Elementary and Secondary Schools

Notable among the offerings of the Concord School District are the Artist-in-the-Schools Program, which brings professionals into the classroom to teach their crafts, and the Environmental Education Program, which is supplemented by a centrally located Science Center and the thirty-acre White Farms classroom. The Concord Regional Vocational Center is located on the premises of Concord High School. Concord High School/Area 11 Vocational Center offers

training in the requirements of high-technology companies. Every classroom in the district, from Kindergarten through 12th grade, is equipped with Internet access.

The following is a summary of data regarding the Concord public schools as of the 2003–2004 school year.

Total enrollment: 5,358

Number of facilities
elementary schools: 9
junior high/middle schools: 1
senior high schools: 1

Student/teacher ratio: 15.5:1

Teacher salaries (2003-2004)
minimum: $29,757
maximum: $52,373

Funding per pupil: $8,593

Concord's parochial facilities include two Catholic schools (one elementary/junior high school and one high school) and a Christian school. Its Episcopal school, St. Paul's Preparatory, is one of the most famous feeder schools for Harvard, Yale, and Princeton universities.

Public Schools Information: Administrative Offices, Concord School District, 16 Rumford Street, Concord, NH 03301; telephone (603)225-0811

Colleges and Universities

Concord is home to the Franklin Pierce Law Center (Franklin Pierce College's Continuing Education campus) and the New Hampshire Technical Institute. Founded in 1973, the Franklin Pierce Law Center's aim is to help students of diverse backgrounds develop as attorneys in a non-competitive atmosphere. The center promotes a strong sense of community responsibility in its graduates. The New Hampshire Technical Institute, a public two-year college, offers associate's degrees in engineering, business, health, and computer science. Manchester-based Hesser College offers courses at its Concord campus in the Gateway Office Center in South Concord. The college is best known for its criminal justice program, in which graduates go on to work in law enforcement, probation and parole or corrections. Other degree programs offered include business, early childhood education and computer sciences.

Libraries and Research Centers

The Concord Public Library system consists of the main library, the Penacook Branch Library, and a bookmobile. The system holds more than 150,000 volumes, which include an extensive periodical collection, DVDs and video recordings, and audio books. The Concord Room at the main library is a research facility with materials about local history. Framed prints, reproductions, and photographs are displayed throughout the library. The library has an extensive children's collection and a youth program promotes reading by the young. Special services for cardholders include interlibrary loans and Internet training.

Located in Concord and boasting more than 500,000 volumes are the New Hampshire State Library, the oldest in the country, and the State Supreme Court Law Library. The Franklin Pierce Law Center Library adds another 220,000 volumes to the area's overall legal holdings. Collections in the State Library cover transportation, pollution, public utilities, and statistical and historical resources. Other special interest libraries in Concord include the Governor's Office of Energy and Community Service library, the New Hampshire Historical Society Library, which specializes in genealogy and rare documents, and the Patent, Trademark and Copyright Research Foundation Library. The Ohrstrom Library on the campus of St. Paul's School is housed in a graceful building that combines Gothic influences with the style of Frank Lloyd Wright. Research centers in the city include New Hampshire Chapter of Nature Conservancy research library which focuses on rare plants and animals, and the PTC Research Foundation of Franklin Pierce Law Center which studies practical problems dealing with industrial and intellectual property.

Public Library Information: Concord Public Library, 45 Green Street, Concord, NH 03301; telephone (603)225-8670

Health Care

Concord is a leading health center for central New Hampshire, providing extensive medical and mental health facilities. Concord Hospital, a regional general hospital, is licensed for 205 beds and is a Level II Regional Trauma Center. Its staff of 360 active, honorary, and consulting doctors includes physicians, surgeons, and dentists. Services are provided in 50 specialties; special centers affiliated with the hospital are the Breast Care Center, Center for Cardiac Care, Center for Orthopaedic Care, the Payson Center for Cancer Care, The Family Place, and a walk-in urgent care center. New Hampshire Hospital, a state mental health institution, specializes in inpatient care of the mentally ill. The hospital has been a pioneer in the development of special treatment programs for mentally ill children. HealthSouth Rehabilitation Hospital provides inpatient and outpatient therapy and Riverbend Community Mental Health, Inc. serves both individuals and families.

Health Care Information: Concord Hospital, 250 Pleasant Street, Concord, NH 03301; telephone (603)225-2711

The Pierce Manse was the home of former president Franklin Pierce from 1842 to 1848.

Recreation

Sightseeing

Capitol Square contains most of Concord's public buildings, including the State Capitol, a state office building, the state library, the Concord Public Library, the New Hampshire Historical Society, City Hall, the post office, and several churches. The State Capitol, the nation's oldest, features New Hampshire granite and Vermont marble. The legislature still meets in the original chambers of this 1819 neoclassical structure, which also houses 157 portraits of famous native sons. Among the statues and historical markers in the square flanking the Capitol is the Memorial Arch, erected in 1891 to honor the state's soldiers and sailors.

The Pierce Manse, the Concord home of President Franklin Pierce, was built in 1838; it has been restored and is maintained by the ''Pierce Brigade.'' The Conservation Center demonstrates the many uses of passive solar energy and wood-heating energy through a number of exhibits. Among its attractions are an envelope room, a wood-chip gasifier furnace, and fiberglass water tubes.

The Canterbury Shaker Village allows visitors to experience the Shaker way of life at the country's oldest Shaker community. Among its 25 original and reconstructed buildings are an eighteenth-century Meetinghouse and Dwellinghouse, both intact and on their original sites.

The Christa McAuliffe Planetarium, named for America's first teacher in space, offers expeditions through space at a 92-seat theater with a domed screen featuring the wraparound images and sound.

Arts and Culture

The Capitol Center for the Arts presents touring theatrical groups, dance companies, and musical acts. Concord City Auditorium is home to the Concord Community Concerts and the Walker Lecture Series. The New Hampshire Philharmonic Orchestra, a resident professional group, performs classical works at concerts in the Concord and Manchester area. The Community Players of Concord, a non-profit performing theater troupe, stages its offerings at Concord's City Auditorium. Danse Papillon/Petit Papillon presents holiday performances locally and throughout New England. The historic Never's Second Regiment Band, in continuous existence since 1861, plays military marches, overtures, musicals, pop tunes, and symphonic works. This semiprofessional performing band plays at parks and theaters throughout the state. Other area performing arts groups include the Youth Symphony and the Concord Chorale. The Granite State Symphony Orchestra, which plays at the Capitol Center for the Arts, is comprised of the state's finest professional musicians who play classical music at a cost accessible to people of all ages.

The Museum of New Hampshire History has exhibitions about the state's landscape, people, and traditions. From the world-famous Concord Coach—the stagecoach that won the American West—to superb nineteenth-century White Mountain paintings and rare examples of New Hampshire-made furniture, more than four centuries of Granite State history unfold in its award-winning exhibitions.

The prestigious League of New Hampshire Craftsmen makes Concord its headquarters. Founded in 1932 to encourage the preservation of dying home arts, the League now is nationally recognized, and its craft items are eagerly sought by retailers. The League maintains its own stores throughout the state to sell the items made by members, who are local artisans. Craft items range from glassware and ceramics to leather and wood products, textiles, jewelry, prints, furniture, and jams.

Arts and Culture Information: Community Development Department, 41 Green Street, Concord, NH 03301; telephone (603)225-8595

Festivals and Holidays

More than 80 regional artists and craftspeople display, demonstrate, and sell their wares at the annual Merrimack County Artisans Craft Show in April. The Summer Band Festival, which runs from June through August, features the Historic Never's Second Regiment Band in performances of military and symphonic music. The New Hampshire Folk Festival is held on the last Sunday in August in Concord. Begun in 1958, the August Antiques Show in Concord is cosponsored by the New Hampshire Historical Society and features displays and sales by 75 dealers. Other antique shows include the Tri-State Collectors' Exhibition in mid-October and the April Concord Antiques Fair. Race Fever takes over downtown Concord in early July. The annual Arts and Crafts Fair, held at Mt. Sunapee State Park in Newbury the first week in August, showcases the works of more than 300 craftspeople and artists. The annual Concord Christmas Tree Lighting Event happens at the State House Plaza in November, with a concert, petting zoo, hayrides, a visit from Santa, and other family-friendly activities. New Hampshire's New Year's Eve Celebration of the Arts is held in Concord. Performances of all kinds are held at 30 different sites throughout the city, culminating in a fireworks display.

Sports for the Spectator

Concord is the site of two excellent sports facilities, which makes it a natural choice to host statewide sports meets. Everett Arena, with its indoor ice rink, sees much high-

school level hockey competition, while Memorial Field, with its series of playing fields, hosts football, baseball, and track meets. From April through October, area auto racing enthusiasts are attracted to the New Hampshire International Speedway, located in nearby Louden. The 70,000-seat speedway is the largest in New England.

Sports for the Participant

Concord, an hour's drive from the Atlantic coastline to the east and a 90-minute drive from the White Mountains to the north, is a sports enthusiast's paradise. Swimming, fishing, and water sports are popular along New Hampshire's eighteen-mile stretch of ocean coastline, as well as in neighboring Maine and Massachusetts. Premium downhill and cross-country skiing, as well as camping, hiking, and rock climbing can be enjoyed in the White Mountain resort area. More than 1,000 acres of publicly-owned land have been reserved for the future open-space and recreational needs of the community.

Within the city limits are more than 300 acres of well-equipped parks and playgrounds. One municipal and two private golf courses are located in Concord; the city maintains three public swimming pools. Hikers enjoy an extensive trail system. The city's Recreation Department offers tennis, swim, and archery lessons, as well as youth soccer and track and field teams. The Everett Arena hosts an active hockey team and sponsors summer training in the sport.

Shopping and Dining

Concord's main shopping area consists of 10 blocks along Main Street surrounding Eagle Square Park and several adjacent streets downtown. Steeplegate Mall, anchored by The Bon-Ton, Circuit City, JCPenney, and Old Navy, has more than 75 stores and specialty shops. Other shopping plazas in the city feature department, discount, and specialty stores. The most famous of Concord's stores is the Concord League Gallery, operated by the League of New Hampshire Craftsmen, which offers crafts fashioned by local artisans. The shop is housed in the five-story former Eagle Hotel and Tavern on Main Street.

New England fare is the standard offering at most of Concord's restaurants, along with fish and seafood fresh from the nearby Atlantic coast, and apple pie sweetened with New Hampshire's own maple syrup. A variety of ethnic cuisine, including Asian, Italian, and Mexican, can also be found.

Visitor Information: Greater Concord Chamber of Commerce, 40 Commercial Street, Concord, NH 03301; telephone (603)224-2508

Convention Facilities

The new Grappone Conference Center, adjacent to the Marriott Courtyard, has more than 9,400 square feet of meeting space, including seven meeting rooms and the Granite Ballroom. Other convention and meeting facilities are available at various hotels and restaurants throughout the area.

Transportation

Approaching the City

Local air carriers use facilities at the Concord Municipal Airport, located approximately two miles east of downtown. Flight training is offered at the airport, which also serves as a Federal Aviation Administration Weather Service Station. The nearby Manchester Airport offers daily passenger service on nine airlines. Full international and domestic service is available at Logan International Airport, 75 miles to the southeast in Boston, Massachusetts.

Intercity bus lines traveling through Concord include Vermont Transit, Greyhound, and Concord Trailways. Concord is located at the junction of Interstates 93, 89, 393, and New Hampshire Route 4. State highways running through the area include 3A, 9, 13, 36, 103, and 106. I-93 is the major north-south artery, while I-89 branches to the northwest, as do highways 3 and 4. Running east-west are highways 106 and 202.

Traveling in the City

Concord's main business district occupies a seven-block area between Main and State streets. The state government area dominates the business center with several buildings at Capitol and Main streets. Its compact downtown makes Concord an eminently walkable city; however, taxicabs are also available. Concord Area Transit (CAT) provides bus service through downtown Concord and surrounding areas, Monday through Friday.

Communications

Newspapers and Magazines

The *Concord Monitor* is published daily. New content is also posted daily on the paper's website, which also includes a database of archived articles and Internet-only features. Special interest publications originating in Concord include

the *New Hampshire Bar Journal; Forest Notes,* a quarterly forestry magazine; and *WomenWise,* a quarterly women's health publication.

Television and Radio

In addition to tuning in one local commercial and one local educational channel, television viewers in Concord enjoy cable programming. Several commercial television channels from Boston and Manchester are also received in Concord. Six AM and FM radio stations' signals originate in Concord, including a National Public Radio affiliate.

Media Information: The *Concord Monitor,* PO Box 1177, Concord, NH 03302-1177; telephone (603)224-5301

Concord Online

Capital Regional Development Council. Available www.crdc-nh.com

The City of Concord home page. Available www.ci.concord.nh.us

Concord Chamber of Commerce. Available www.Concordnhchamber.com

Concord Hospital. Available www.concordhospital.org

Concord Monitor. Available www.concordmonitor.com

Concord Public Library. Available www.onconcord.com/library

Concord School District. Available www.concord.k12.nh.us

New Hampshire Department of Resources and Economic Development. Available www.dred.state.nh.us

New Hampshire Historical Society. Available www.nhhistory.org

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Cary, Lorene, *Black Ice* (New York: Knopf: Distributed by Random House, 1991)

Concord, N.H. City History Commission, *History of Concord, New Hampshire, From the Original Grant in Seventeen Hundred and Twenty-Five to the Opening of the Twentieth Century* (Concord, N.H., The Rumford Press, 1903)

Wiseman, David, *Thimbles: A Novel* (Boston: Houghton Mifflin, 1982)

Manchester

The City in Brief

Founded: 1722 (incorporated, 1846)

Head Official: Mayor Robert A. Baines (since 2000)

City Population
1980: 90,936
1990: 99,567
2000: 107,006
2003 estimate: 108,871
Percent change, 1990–2000: 7.5%
U.S. rank in 1980: 192nd
U.S. rank in 1990: 199th (State rank: 1st)
U.S. rank in 2000: 239th (State rank: 1st)

Metropolitan Area Population (PMSA)
1990: 173,783
2000: 198,378
Percent change, 1990–2000: 14.2%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

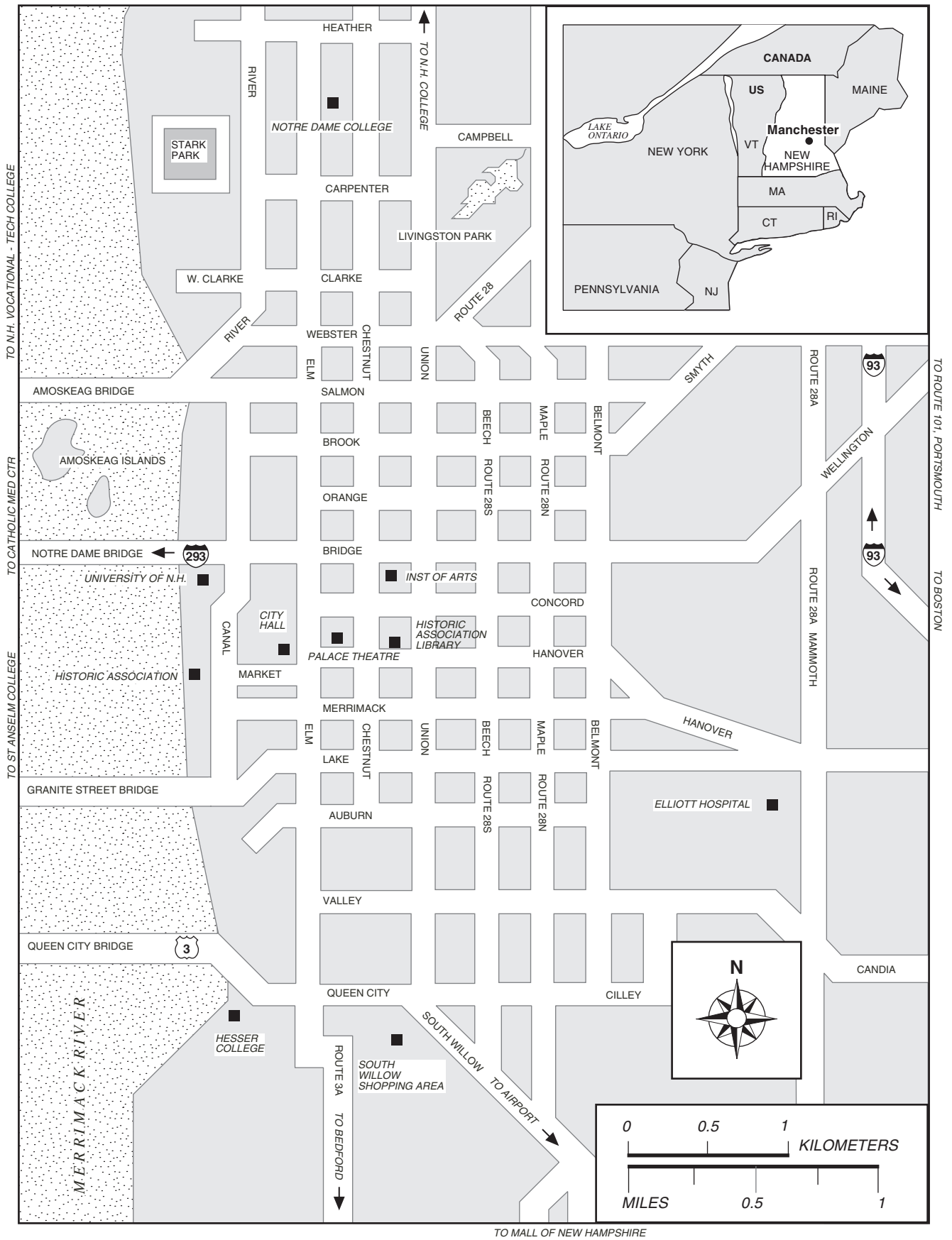
Area: 33 square miles (2000)
Elevation: 346 feet above sea level
Average Annual Temperature: 45.5° F
Average Annual Precipitation: 39.87 inches of rain; 64 inches of snow

Major Economic Sectors: Manufacturing, wholesale and retail trade, services
Unemployment Rate: 4.2% (February 2005)
Per Capita Income: $21,244 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 3,545

Major Colleges and Universities: St. Anselm College; University of New Hampshire at Manchester

Daily Newspaper: *New Hampshire Union Leader*


CANADA
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NEW YORK
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NEW HAMPSHIRE
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HEATHER
TO N.H. COLLEGE
RIVER
NOTRE DAME COLLEGE
CAMPBELL
STARK PARK
CARPENTER
LIVINGSTON PARK
W. CLARKE
CLARKE
ROUTE 28
RIVER
WEBSTER
CHESTNUT
UNION
ELM
SALMON
SMYTH
ROUTE 28A
93
TO ROUTE 101, PORTSMOUTH
AMOSKEAG BRIDGE
BROOK
BEECH
MAPLE
BELMONT
WELLINGTON
AMOSKEAG ISLANDS
ORANGE
ROUTE 28S
ROUTE 28N
NOTRE DAME BRIDGE
293
BRIDGE
93
TO BOSTON
UNIVERSITY OF N.H.
INST OF ARTS
CONCORD
CITY HALL
HISTORIC ASSOCIATION LIBRARY
CANAL
PALACE THEATRE
HANOVER
ROUTE 28A MAMMOTH
HISTORIC ASSOCIATION
MARKET
MERRIMACK
HANOVER
ELM
CHESTNUT
UNION
BEECH
MAPLE
BELMONT
LAKE
GRANITE STREET BRIDGE
AUBURN
ELLIOTT HOSPITAL
VALLEY
QUEEN CITY BRIDGE
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QUEEN CITY
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HESSER COLLEGE
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TO AIRPORT
ROUTE 3A
TO BEDFORD
SOUTH WILLOW SHOPPING AREA
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KILOMETERS
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TO N.H. VOCATIONAL - TECH COLLEGE
TO CATHOLIC MED CTR
TO ST ANSELM COLLEGE
MERRIMACK RIVER
TO MALL OF NEW HAMPSHIRE

Introduction

Manchester, once the quintessential company town, has emerged from the shadow of the gigantic Amoskeag Manufacturing Company to become New England's largest city north of Boston. With a diversified economy and a growing population, Manchester is considered one of the best places to do business in the United States.

Geography and Climate

The largest city in the three northern-most New England states, Manchester straddles the Merrimack River 20 miles north of the New Hampshire-Massachusetts border and 60 miles north of Boston. Manchester is located in a valley surrounded by woods, lakes, the Amoskeag Falls, and the Presidential Chain of the White Mountains. The city, located in Hillsborough County, is the center of a developing urban corridor with Concord to the north and Nashua to the south.

Northeasterly winds contribute to Manchester's long, snowy winters (average snowfall is 64 inches) and its mild summers. Humidity is moderate all year long.

Area: 33 square miles (2000)

Elevation: Ranges from 110 to 570 feet above sea level; mean elevation, 346 feet above sea level

Average Temperatures: January, 19.7° F; July, 70° F; annual average, 45.5° F

Average Annual Precipitation: 39.87 inches of rain; 64 inches of snow

History

Amoskeag Falls Support Industry

The abundant river fish and forest game in the Merrimack River Valley attracted the attention of the Native American Pennacooks long before the European traders and trappers arrived in the valley in the early 1700s. The Pennacooks called the river falls area ''Namoskeag,'' meaning ''place of much fish.'' A permanent white settlement was established in 1722 by Scots-Irish Presbyterians who saw the manufacturing potential of the falls, which came to be called the Amoskeag Falls. Until their factories were built, they subsisted on fishing and logging. They later used the 85-foot drop of the Amoskeag Falls to power their textile mills. First known as Old Harry's Town, the settlement changed names when it changed hands, becoming Tyngstown in 1735 when it was absorbed by the Massachusetts Bay Colony. The town was rechristened Derryfield in 1751.

Benjamin Prichard selected the area for the construction of the new nation's first textile mills on the banks of the Merrimack River in 1805. Derryfield changed its name again in 1810, taking the name of Manchester, after England's industrial giant. The proponent of this final name change was Samuel Blodgett, who visited England and later engineered the building of a canal around the Amoskeag Falls. The canal linked Manchester with Boston, opening the way for great industrial expansion.

In 1831, a group of merchants purchased the failing Amoskeag Cotton and Woolen Factory and reopened as the Amoskeag Manufacturing Company. At its height, the company operated 700,000 spindles and 23,000 looms, shipping nearly five million yards of cloth each week. The millyard occupied more than eight million square feet of floor space and employed 17,000 people. Amoskeag's operating philosophy was one of benevolent paternalism as the company built homes, schools, and hospitals for its employees. The company also radically altered the makeup of Manchester's population when it invited thousands of French-Canadians to work in its mills. While best known for its textiles, the Amoskeag yards did produce other products, including locomotives. In the second half of the nineteenth century, Amoskeag and Manchester's other mills wove enough cloth each year to encircle the world twice.

Mills Decline, Economy Diversifies

Prosperity continued until the Great Depression of the 1930s. National financial woes, labor unrest, aging machinery, and competition from less expensive southern labor combined to bring about Amoskeag Manufacturing Company's demise. In 1935 it declared bankruptcy. However, the operation was saved. This time, a group of businessmen raised $5 million, purchased the yards, renamed the concern Amoskeag Industries, and developed a plan to diversify Manchester's economy.

By the 1980s Manchester had grown into New Hampshire's largest city. New industries led to new building, including the renovation of the millyard into smaller manufacturing units. Following an economic slowdown during the early 1990s, the rest of the decade saw Manchester's economy turn around dramatically. Recent years have seen the continued development of the downtown area, with the building of the Verizon Wireless Arena, Riverfront Stadium, and new shops and restaurants.

Historical Information: Manchester Historic Association, 129 Amherst Street, Manchester, NH 03101-1809; telephone (603) 622-7531

Population Profile

Metropolitan Area Residents (PMSA)
1990: 173,783
2000: 198,378
Percent change, 1990–2000: 14.2%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

City Residents
1980: 90,936
1990: 99,567
2000: 107,006
2003 estimate: 108,871
Percent change, 1990–2000: 7.5%
U.S. rank in 1980: 192nd
U.S. rank in 1990: 199th (State rank: 1st)
U.S. rank in 2000: 239th (State rank: 1st)

Density: 3,270.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 98,178
Black or African American: 2,246
American Indian and Alaska Native: 326
Asian: 2,487
Native Hawaiian and Pacific Islander: 38
Hispanic or Latino (may be of any race): 4,944
Other: 1,880

Percent of residents born in state: 56.5% (2000)

Age characteristics (2000)
Population under 5 years old: 7,162
Population 5 to 9 years old: 7,171
Population 10 to 14 years old: 7,064
Population 15 to 19 years old: 6,693
Population 20 to 24 years old: 7,419
Population 25 to 34 years old: 18,106
Population 35 to 44 years old: 17,636
Population 45 to 54 years old: 13,832
Population 55 to 59 years old: 4,506
Population 60 to 64 years old: 3,588
Population 65 to 74 years old: 6,564
Population 75 to 84 years old: 5,415
Population 85 years and over: 1,850
Median age: 34.9 years

Births (2003)
Total number: 1,559

Deaths (2001)
Total number: 991

Money income (1999)
Per capita income: $21,244
Median household income: $40,774
Total households: 44,254

Number of households with income of . . .
less than $10,000: 3,996
$10,000 to $14,999: 2,649
$15,000 to $24,999: 5,961
$25,000 to $34,999: 5,998
$35,000 to $49,999: 8,288
$50,000 to $74,999: 9,672
$75,000 to $99,999: 4,329
$100,000 to $149,999: 2,225
$150,000 to $199,999: 521
$200,000 or more: 615

Percent of families below poverty level: 7.7% (51.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 3,545

Municipal Government

The City of Manchester is governed by a Board of Mayor and Aldermen. Each alder represents one ward, with two at-large. In non-partisan contests, the mayor is elected to a two-year term; the alders are elected to simultaneous two-year terms.

Head Official: Mayor Robert A. Baines (since 2000; current term expires 2006)

Total Number of City Employees: 1,280 (2000)

City Information: Mayor's Office, City of Manchester, One City Hall Plaza, Manchester, NH 03101; telephone (603)624-6500

Economy

Major Industries and Commercial Activity

Once a single-industry town dependent on the textile industry, Manchester has diversified its economy to include manufacturing (more than 200 manufacturing firms are located there), wholesale and retail trade, information processing, and the service industry. More than 85 percent of the workforce is involved in sales, finance, and service companies. Manchester is considered the major insurance and financial

center north of Boston, housing the area's largest savings and commercial institutions. The city is also the northeastern states' principal distribution center.

The City of Manchester provides assistance to businesses interested in locating or expanding in the area through the Manchester Economic Development Office (MEDO).

Items and goods produced: knitting and textile machinery, leather goods, electrical and electronic components, automobile accessories, and plastic, lumber, metal and wood products

Incentive Programs—New and Existing Companies

Local programs—The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Because so much is provided at the state level, few incentives are offered at the city-town level. In fact, by state law, New Hampshire cities are prohibited from offering tax breaks to private industry. However, cities such as Manchester do aid businesses indirectly by helping to market and develop industrial sites. In addition, Manchester's banks are willing to supply financing to all deserving enterprises. The non-profit Manchester Development Corporation may make loans to promote the economic development of the city. The city has designated the Economic Development Office as administrator of a revolving loan fund to provide ''gap'' or secondary financing for businesses locating within Manchester.

State programs— The state's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research & development tax incentives. In 2004, the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offers tax credits that may be used against business profit taxes and business enterprise taxes. Qualifying CROP projects must create new jobs as well as expand the state economic base.

Job training programs— The Small Business Development Center, which is funded by the Small Business Association, the State of New Hampshire, and the University of New Hampshire, offers management counseling, training, and resource information to the state's small business community through six sub-centers. The New Hampshire Employment Program (NHEP) aids individuals in obtaining financial aid to prepare for and find employment. The NHEP On-The-Job Training Program offers employers incentives to hire and train eligible applicants.

Development Projects

The Granite Street widening project is a $19 million joint effort between the City of Manchester and the New Hampshire Department of Transportation. When complete in 2007, downtown Manchester will see improvements to traffic flow as well as access and safety improvements. In 2005 the city broke ground for the development of the Northwest Business Park. The development of 140 acres on Northwest Drive off of Hackett Hill Road will provide for increased business facilities, increased tax revenues, and new jobs. The estimated $20 million development is scheduled for completion in 2017. Construction is also underway on Manchester Place Apartments—a $40 million high-end residential apartment complex that will include 204 residential units, a 300-car parking facility, and 5,200 square feet of retail space. Recently completed projects include the $24.3 million Riverfront Stadium, home of the New Hampshire Fisher Cats AA baseball team; an upgraded water treatment facility; and $2.725 million worth of upgrades to the McQuade building, an historic downtown landmark.

Economic Development Information: Manchester Economic Development Office, One City Hall Plaza, Room 110, Manchester, NH 03101; telephone (603)624-6505. New Hampshire Small Business Development Center, 33 Commercial Street, Manchester, NH 03101-1796; telephone (603)624-2000

Commercial Shipping

Manchester, located on the main line of the Guilford Rail Systems, maintains excellent freight service south to Boston and north to Montreal and connecting lines. A large fleet of commercial trucks is also available for shipping goods to all parts of the country. Air freight service is offered at Manchester Airport, the state's major airport. Air freight lines and U.S. Customs service are also available; the industrial area surrounding the airport has been designated a Foreign Trade Zone. Daily delivery service includes Federal Express, United Parcel Service, and DHL. Since the Merrimack River is not navigable, Manchester is not a port city; however, the Port of New Hampshire in Portsmouth is located 45 minutes east of Manchester.

Labor Force and Employment Outlook

Manchester's computer and other high-tech industries and its financial and professional services have contributed to the growth of Manchester's economy since the late 1980s. Manchester's labor force is described as industrious and the city boasts one of the best records in the nation in terms of hours lost through strikes. In 2005, *Inc. Magazine* ranked Manchester the 21st best city (out of 274 cities ranked) in which to do business.

The following is a summary of data regarding the Manchester metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 99,300

Number of workers employed in . . .
construction and mining: 5,300
manufacturing: 9,500
trade, transportation and utilities: 20,800
information: 3,300
financial activities: 8,800
professional and business services: 12,000
educational and health services: 16,000
leisure and hospitality: 8,300
other services: 4,100
government: 11,200

Average hourly earnings of production workers employed in manufacturing: $17.38

Unemployment rate: 4.2% (February 2005)

Largest employers (2004)	*Number of employees*
Elliot Hospital	3,875
Verizon Communications	1,750
Catholic Medical Center	1,700
Public Service of New Hampshire	1,250
Citizens Bank	1,225
Banknorth	1,153
Filene's	1,050
Anthem Blue Cross & Blue Shield	940
Southern NH University	700
Associated Grocers of NE, Inc.	608

Cost of Living

The cost of living is reasonable in New Hampshire. The lack of a sales tax stretches residents' purchasing dollars. Having one of the lowest crime rates in the country, as well as one of the lowest auto theft rates, keeps insurance rates affordable.

The following is a summary of data regarding several key cost of living factors in the Manchester area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: None (business profits tax is 8.5%)

State sales tax rate: None on salaries and wages of residents; limited tax upon interest and dividends received by individuals, trusts, estates and partners in excess of $2,400. There is a $10.00 ''Resident Tax'' on all persons between 18 and 60 years of age with some exceptions. Concord has passed an ordinance eliminating this tax for residents of the city.

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $27.92 per $1,000 of assessed valuation (2005)

Economic Information: Greater Manchester Chamber of Commerce, 889 Elm Street, Manchester, NH 03101; telephone (603)666-6600

Education and Research

Elementary and Secondary Schools

The Manchester School District is the state of New Hampshire's oldest and largest public school system. The district's special services include a comprehensive special education program for students from pre-school through high school, as well as programs for the gifted, handicapped, and adults. An English as a Second Language program serves students with limited English proficiency. Music and arts programs, athletics, and community service opportunities are available at the middle and high school levels. Manchester also benefits from a $7 million state-funded vocational center that trains high school students from Manchester and two neighboring towns. The Manchester School of Technology provides vocational training to high school students.

The following is a summary of data regarding the city of Manchester School District as of the 2003–2004 school year.

Total enrollment: 17,655

Number of facilities
elementary schools: 15
junior high/middle schools: 4
senior high schools: 3
other: 1

Student/teacher ratio: 14.9:1

Teacher salaries
average: $44,814

Funding per pupil: $6,943

The city's private schools include the Derryfield School, a private co-educational school that enrolls more than 350 students in grades 6 through 12. Schools with a religious affiliation include the Manchester Jewish Community School, Trinity High School, and schools affiliated with the Diocese of Manchester.

Public Schools Information: City of Manchester School District, 196 Bridge Street, Manchester, NH 03104-4985; telephone (603)624-6300

Colleges and Universities

Manchester's institutions of higher learning offer a mix of liberal arts education and technical training. Four-year liberal arts schools include Saint Anselm College and the University of New Hampshire at Manchester, which opened its downtown campus in a renovated mill building in 1986. Hesser College is a two-year technical college that offers more than 25 certificate, diploma, associate, or bachelor degree options. The New Hampshire Technical College provides associate degree programs as well as diploma and certificate programs. The New Hampshire Institute of Art offers a four-year bachelor of fine arts program.

Libraries and Research Centers

Manchester's public library numbers more than 350,000 volumes among its holdings of books, periodicals, recordings, prints, software, and state and U.S. government publications. The main library on Pine Street is supplemented by a branch on North Main Street. Attractions include a children's room, books for hearing- and sight-impaired patrons, and computers and fax machines for public use. The library's comprehensive website allows patrons access to the library's catalog, online articles and research databases, and a calendar of library events.

The Shapiro Library at New Hampshire College maintains a business and finance collection while St. Anselm's Geisel Library focuses on religious and philosophical holdings. The Manchester Historic Association Library preserves and promotes the history of the city and houses several textile design files. The Max I. Silber Scouting Library presents a wide selection of Boy Scout memorabilia, including original paintings of *Boy's Life* covers and the full collection of ''Scouts on Stamps.'' Other genealogical, college, law, and medical libraries are located throughout the city.

Public Library Information: Manchester City Library, 405 Pine Street, Manchester, NH 03104; telephone (603)624-6550

Health Care

Catholic Medical Center and Elliot Health System are the main health care providers serving the Manchester area. The 330-bed Catholic Medical Center offers a full range of medical and surgical care in 25 subspecialties, a 24-hour emergency department, inpatient and outpatient rehabilitation services, psychiatric services, and diagnostic imaging. It is home to the New England Heart Institute, which, in addition to its full range of cardiac services, is a pioneer in innovative surgical procedures and a national center for advanced clinical trials. Elliot Health System is Southern New Hampshire's largest provider of comprehensive healthcare services. The 296-bed Elliot Hospital, the city's only Level II trauma center, is the designated trauma center for the greater Manchester area. The hospital also houses the Elliot Regional Cancer Center, the Max K. Willscher Urology Center, and one of three Level 3 Neonatal Intensive Care Units in the state. The Elliot Physician Network operates offices throughout the area.

Health Care Information: Elliot Hospital, One Elliot Way, Manchester, NH 03103; telephone (603)669-5300; Catholic Medical Center, 100 McGregor Street, Manchester, NH 03102; telephone (603)668-3545 or (800)437-9666

Recreation

Sightseeing

The remnants of the Amoskeag Millyards along the Merrimack River still attract visitors. Many of the 139 red brick buildings, which once lined the river banks for more than a mile, have been remodeled into office, retail, and manufacturing space, as well as residential townhouses. Manchester's west side still echoes with the French spoken in this predominantly French-Canadian neighborhood. On Elm Street, the home of General John Stark—hero of the Battle of Bunker Hill in the Revolutionary War—has been preserved. The Amoskeag Fishways Learning and Visitors Center, located on the Merrimack River, is an environmental education center.

Arts and Culture

As the cultural hub of the state, Manchester offers an artistic calendar that incorporates everything from performances and exhibits by famous artists to student shows at coffee houses.

The jewel in Manchester's performing arts crown is the New Hampshire Symphony Orchestra, which performs a series of classical concerts yearly and features international guest artists. Opera New Hampshire, based in Manchester, stages grand opera throughout the year. The New Hampshire Symphony Orchestra, Opera New Hampshire, the New Hampshire Philharmonic, and the Granite State Orchestra perform at the Palace Theatre, a refurbished 1915 vaudeville and opera house. The Manchester Community Music School sponsors the Greater Manchester Youth Symphony Orchestra and offers classes and programs for all ages taught by some of New Hampshire's finest music educators. The Dana Center at Saint Anselm College offers classical theatre performances, contemporary dance concerts, and film showings. Stage One Productions stages dinner theater performances at the Cha-

teau Restaurant. The New Thalian Players, produce professional community theatre productions.

Among New England's finest museums is the Currier Museum of Art in Manchester. Its permanent and revolving collections include paintings, glassware, silver, and pewter items dating from the thirteenth through the twentieth centuries. The Currier owns and offers public tours of the Zimmerman House, designed in 1950 by Frank Lloyd Wright. The Franco-American Centre terms itself the leading source of information about French culture, heritage, and history in North America. The Centre boasts a library and a museum, and offers classes, films, and Bastille Day activities. Science Enrichment Encounters (SEE) Science Center, an interactive learning center, provides hands-on exhibits to help children explore all areas of science. The Manchester Historic Association maintains displays of Native American artifacts, furniture from colonial times, and other local memorabilia. Galleries are clustered downtown and in other areas.

Festivals and Holidays

Manchester hosts a variety of ethnic and cultural festivals throughout the year, especially during the summer months. In June, the Talarico Dealerships Jazz and Blues Festival is held at the Palace Theatre, and the Strawberry Shortcake Festival is held in Valley Cemetery. Both the African-Caribbean Celebration and the Latino Festival are held in Veterans Park during the month of August. Also in August is Greekfest, a two-day festival hosted by the Assumption Greek Orthodox Church. The Mill City Festival, held in September, celebrates the local ethnicity of Manchester with live music, local food, kayak demonstrations, and a general store featuring items made in New Hampshire. Glendi, an annual celebration of Greek culture and heritage, is held at St. George Orthodox Cathedral in September. Other annual events include the Greater Manchester Horse Show at the Deerfield Fairgrounds in May, and the New Year's Eve First Night Celebration.

Sports for the Spectator

Three professional sports teams call Manchester home. The New Hampshire Fisher Cats are the AA baseball affiliate of the Toronto Blue Jays. They play their home games at the new Riverfront Stadium, located along the banks of the Merrimack River. The Manchester Wolves, an arena football team, play at the Verizon Wireless Arena. The Manchester Monarchs play professional ice hockey in the Eastern Conference of the American Hockey League. Saint Anselm College fields 10 men's and 10 women's teams in 13 different sports, including basketball, lacrosse, and football.

Sports for the Participant

Manchester's two noteworthy recreational attractions are its in-town ski area and its boat launches. The 53-acre McIntyre Ski Area, located within the city limits and operated by the city, provides snow skiing, snowboarding, and a tubing park. The facility is equipped with snow-making equipment, two double chairlifts, a tow rope, and lighting. Within the city, boats can be launched onto the Piscatoquog River on the west side and onto the Merrimack River from ramps at three eastside sites. The city's 55 parks, encompassing 900 acres, feature swimming pools, baseball diamonds, ice rinks, tracks, tennis courts, and a beach. Skateboarders gather at the Adam D. Curtis Skateboard Park. The Derryfield Country Club is an 18-hole municipal golf course. Within an hour's drive of Manchester are some of the state's best skiing, rock climbing, hiking, camping, boating, swimming, and fishing.

Shopping and Dining

Manchester's tax-free shopping draws shoppers from throughout the region. Downtown Manchester boasts more than 60 locally owned stores that feature clothing, furniture, books, antiques, and locally made products. The Mall of New Hampshire is anchored by Filene's, Best Buy, JCPenney, and Sears. The mall's offerings include more than 120 retail stores and a food court. The Tanger Outlet Center, in nearby Tilton, has more than 50 brand name and designer outlet stores.

Cuisine in Manchester reflects the city's ethnic diversity. Brazilian, French-Canadian, Irish, Spanish, Korean, Mexican, and Vietnamese cuisine are among the ethnic flavors found in Manchester's restaurants. They coexist with local favorites such as New England-style seafood, steak, and home-style cooking.

Visitor Information: Manchester Area Convention & Visitors Bureau, 889 Elm Street, 3rd Floor, Manchester, NH 03101; telephone (603)666-6600

Convention Facilities

Manchester's largest convention facility is suitable for mid-sized meetings: The Center of New Hampshire Radisson features more than 65,000 square feet of function and exhibit space. Its meeting and banquet facilities accommodate up to 2,000 people. The Center's Expo Center has 5 private meeting rooms and room for up to 210 booths. The adjoining ballroom is one of the largest in the state. Other sites that offer meeting facilities are the Comfort Inn and Conference Center, the Sheraton Four Points, and the Tara Wayfarer Inn.

Convention Information: Center of New Hampshire Radisson, 700 Elm Street, Manchester, NH 03101; telephone (603)625-1000

Transportation

Approaching the City

Competitive airfares and expanded flight schedules have positioned Manchester Airport as a viable alternative to Boston's Logan Airport. In 2004 a 74,000 square foot addition to the airport was completed. Nine airlines provide daily flights out of the airport, which is the largest commercial passenger and air cargo airport in northern New England. Non-stop flights are available to several major cities in the U.S. that offer worldwide connections.

Manchester, encircled by major highways, is the focal point of New Hampshire's interstate road system. Major north-south routes include the Frederick E. Everett Turnpike and Interstate-93, which carry traffic from Boston, through Manchester, and on to Concord. East-west arteries include U.S. Route 101, which runs east to Portsmouth on the coast, west to Keene, and southwest to Nashua. A bypass loop of I-93, named I-293, encircles the city to the west and south and handles some of the commuter traffic to the suburbs.

Several bus lines service Manchester, including Vermont Transit Lines and Concord Trailways. Shuttle and limousine service to Logan International Airport, 90 minutes away, is also available.

Traveling in the City

Manchester's main north-south streets run parallel with the Merrimack River while east-west streets run perpendicular to the river. The Manchester Transit Authority (MTA) maintains access within the metropolitan area with 14 bus routes; special services are available for those who are physically unable to use the fixed-route scheduled buses.

Communications

Newspapers and Magazines

The Union Leader Corporation publishes the *New Hampshire Union Leader* each morning, Monday through Saturday, and the *New Hampshire Sunday News.* The newspaper's Internet website publishes new content daily and maintains a searchable archive of past articles. A weekly New Hampshire edition of the *Boston Globe* is published in Manchester. *The Hippo* is a free entertainment and features newspaper published every Thursday. *The Registry Review* is a statewide real estate and financial newspaper. Magazines include the monthly *Business NH* as well as the *New Hampshire Business Review, New Hampshire Magazine,* and *The Red Brick Review,* a literary magazine.

Television and Radio

A national affiliate television station and an independent station are located in Manchester. The city receives Boston television programming as well. Cable television is provided locally. Five AM and FM commercial radio stations broadcast from Manchester.

Media Information: *Union Leader,* Union Leader Corporation, 100 William Loeb Drive, PO Box 9555, Manchester, NH 03108-9555; telephone (603)668-4321; fax (603)668-0382

Manchester Online

City of Manchester. Available www.manchesternh.gov

Greater Manchester Chamber of Commerce. Available www.manchester-chamber.org

Manchester City Library. Available www.manchester.lib.nh.us

Manchester School District. Available www.mansd.org

Manchester *Union Leader.* Available www.theunion leader.com

New Hampshire Division of Travel & Tourism Development. Available www.visitnh.gov

Selected Bibliography

Manchester Historic Association, Manchester, New Hampshire, *Centennial Celebration of Manchester, N.H., June 13, 1810–1910* (Manchester, NH: Published by authority of the city government, 1910)

Nashua

The City in Brief

Founded: 1656 (incorporated 1853)

Head Official: Mayor Bernard A. Streeter (since 2000)

City Population
1980: 67,865
1990: 79,662
2000: 86,605
2003 estimate: 87,285
Percent change, 1990–2000: 8.7%
U.S. rank in 1980: 289th
U.S. rank in 1990: 270th (State rank: 2nd)
U.S. rank in 2000: 324th (State rank: 2nd)

Metropolitan Area Population (PMSA)
1990: 168,233
2000: 190,949
Percent change, 1990–2000: 13.5%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

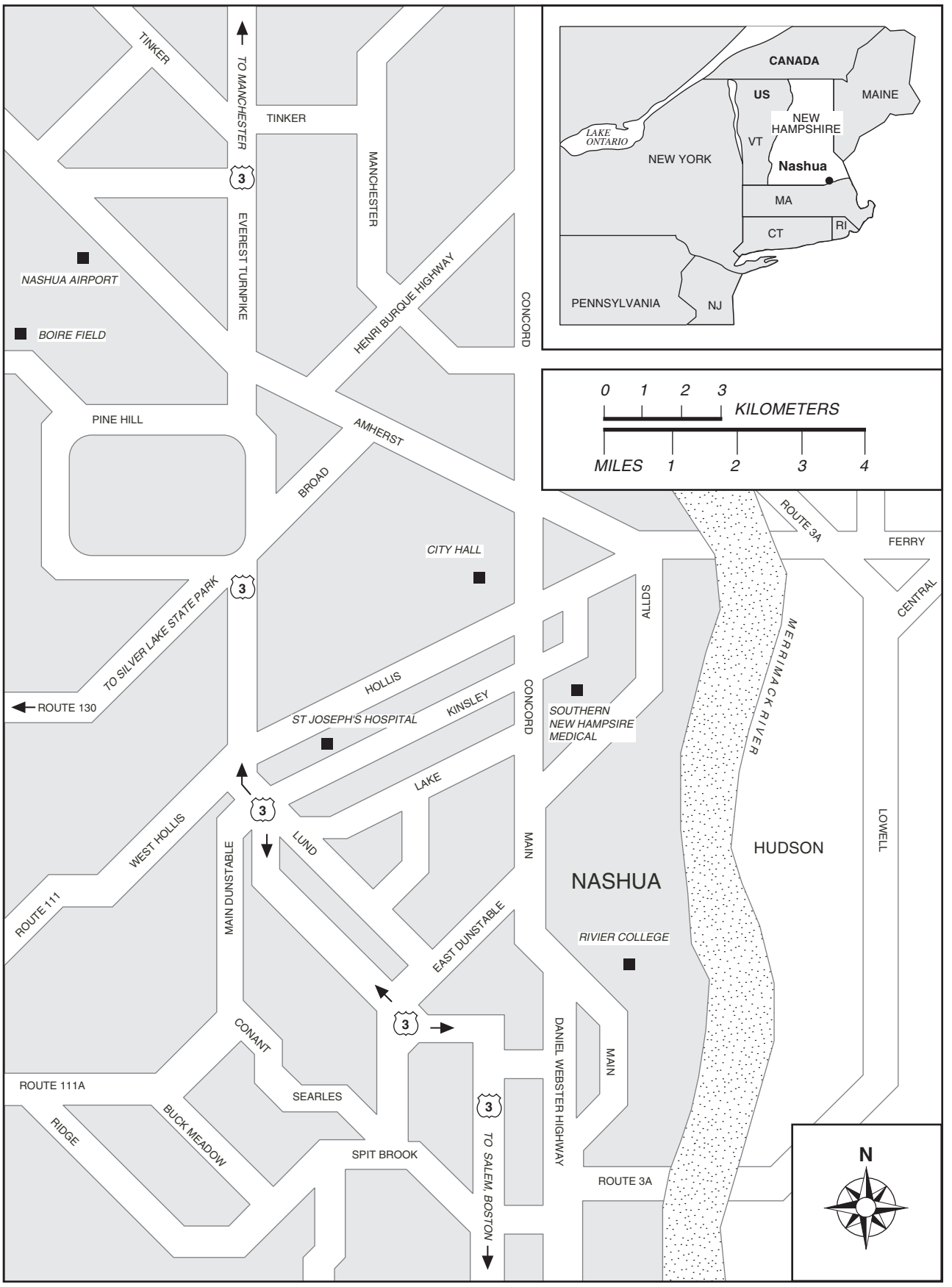
Area: 30.8 square miles (2000)
Elevation: 169 feet above sea level
Average Annual Temperature: 47.6° F
Average Annual Precipitation: 41.46 inches of rain; 55 inches of snow

Major Economic Sectors: Manufacturing, retail, finance, service
Unemployment Rate: 3.7% (state average, March 2005)
Per Capita Income: $25,209 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Daniel Webster College; Rivier College; New Hampshire Technical College

Daily Newspaper: *The Nashua Telegraph*


TINKER
TO MANCHESTER
TINKER
MANCHESTER
EVEREST TURNPIKE
NASHUA AIRPORT
BOIRE FIELD
HENRI BURQUE HIGHWAY
CONCORD
PINE HILL
AMHERST
BROAD
CITY HALL
TO SILVER LAKE STATE PARK
ROUTE 130
HOLLIS
ST JOSEPH'S HOSPITAL
KINSLEY
LAKE
LUND
WEST HOLLIS
ROUTE 111
MAIN DUNSTABLE
CONCORD
MAIN
NASHUA
EAST DUNSTABLE
RIVIER COLLEGE
CONANT
SEARLES
ROUTE 111A
BUCK MEADOW
RIDGE
SPIT BROOK
TO SALEM, BOSTON
DANIEL WEBSTER HIGHWAY
MAIN
ROUTE 3A
ALLDS
SOUTHERN NEW HAMPSIRE MEDICAL
MERRIMACK RIVER
HUDSON
LOWELL
ROUTE 3A
FERRY
CENTRAL
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MAINE
NEW HAMPSHIRE
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Introduction

Nashua, consistently ranked near the top among the nation's best places to live by *Money* magazine, is New Hampshire's second largest city. Having become prominent as a cotton mill town during the Industrial Revolution, Nashua has since diversified its economic base to include service, retail, and financial firms. High-technology products and research are relative newcomers to Nashua, whose location in the ''Gateways Region'' between New Hampshire and Massachusetts makes it a prime business and transportation site.

Geography and Climate

Located in southernmost New Hampshire, just four miles north of the Massachusetts border, Nashua perches on the east bank of the Merrimack River. Manchester lies 15 miles to the north. The Nashua River runs east-west through the city. The thin, rocky soil in the Merrimack Valley plain is better suited for sustaining forests than for producing agricultural crops. Nashua is part of a designation known as the ''Golden Triangle,'' which includes Manchester and Salem, New Hampshire as well. The area surrounding Nashua is called the Gateways Region and takes in 14 communities.

Fall in Nashua is lovely and summers are warm and mostly free of humidity. Autumn brings crisp, clear days, and winters can be very cold with lots of snow. Dramatic and sudden weather changes can produce fog, hail, rain and snow storms and, on occasion, flooding.

Area: 30.8 square miles (2000)

Elevation: 169 feet above sea level

Average Temperatures: January, 22.8° F; July, 72.0° F; annual average, 47.6° F

Average Annual Precipitation: 41.46 inches of rain; 55 inches of snow

History

Canal, Mills Establish Nashua

Long before European settlers ventured into the Merrimack River Valley, the 14 tribes of the Algonquin Federation lived there. They fished in the rivers and streams, hunted in the heavily wooded forests, and harvested pumpkin, squash, and corn from the sandy soil of the plain. The first white men to penetrate the Merrimack's wilderness came in 1652 and were scouts from the Massachusetts Bay Colony sent in search of the colony's northern boundary. An area of 200 square miles around present-day Nashua was then declared for the colony. Trading and land grants followed, and the first permanent settlement, called Dunstable, was founded in 1673. The hostility of the Native Americans toward the encroaching settlers flared into a series of ''Indian wars.'' The fighting was so constant and so fierce that Dunstable could count a citizenry of only 25 persons some 50 years after the town was founded.

In 1741 a boundary settlement placed Dunstable within New Hampshire. Growth was slow, hampered by difficult transportation, poor soil, and the loss of many men to the Continental Army during the Revolutionary War. Then, in 1804, the Middlesex Canal opened, making Dunstable the head of navigation on the Merrimack River and connecting the city with its most important market, Boston. The first to seize advantage of the town's location was Daniel Abbot, a lawyer. In 1823 Abbot and his partners chartered the Nashua Manufacturing Company, a mill run by water power to make textiles. At one time, the Nashua Manufacturing Company was the largest producer of blankets in the world, employing one-fifth of the city's workers. In addition to the Yankee farm girls who worked in the mills, the steady work attracted first Irish and then French-Canadian immigrants. Over time, the Nashua Manufacturing Company laid out the city's streets, built its Olive Street Church, encouraged business enterprises, and erected homes and boarding houses for its workers.

Dunstable changed its name in 1837 to Nashua, the name of one of the tribes in the Algonquin Federation. The city briefly split in 1842 over the location of a new town hall, but the factions were reunited in 1853 when the city became chartered. The Civil War followed and the Nashua mills produced thousands of suits of cotton underwear for the Union Army soldiers.

Economy Diversifies Following Mill Closings

The railroad had put Nashua on the line between Concord to the north and Boston to the southeast. Ethnic groups seeking work in the mills, including Greeks, Poles, and Lithuanians, used the trains to reach Nashua. The mills prospered and so did the mill owners, who erected their stylish mansions along Concord Street. In the twentieth century the advent of synthetics and competition from the southern mills combined to bring the New England mills to their knees, including the Nashua Manufacturing Company. In 1948, just four years after receiving a government award for service to the

military during World War II, the mill shut its doors. The blow was made more severe because the area's largest employer, Textron, also shut down its Merrimack River Valley operation after the war. More than 3,500 Textron workers were left jobless and thousands of feet of mill space stood empty.

Through the efforts of an organization called the Nashua, NH, Foundation, Nashua's impending economic disaster was averted. Sanders Associates, among others, elected to occupy the mill space and helped diversify the city's economy. Heavy industry was attracted to the area in the 1950s and 1960s, followed by the service and high-technology industries in the 1970s and 1980s. While some manufacturing firms have recently left Nashua, new employers have cropped up to take their place.

In the past two decades, Nashua's evolvement into a regional commercial and industrial hub has positively impacted the city, resulting in the expansion of employment, housing, educational facilities, and medical services. In his 2004 State of the City address, Mayor Bernard Streeter called Nashua a ''premiere city,'' one that is considered by other New England cities to be ''progressive'' and ''citizen and business friendly.''

Historical Information: Nashua Historical Society, 5 Abbott Street, Nashua, NH 03064; telephone (603)883-0015

Population Profile

Metropolitan Area Population (PMSA)
1990: 168,233
2000: 190,949
Percent change, 1990–2000: 13.5%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

City Residents
1980: 67,865
1990: 79,662
2000: 86,605
2003 estimate: 87,285
Percent change, 1990–2000: 8.7%
U.S. rank in 1980: 289th
U.S. rank in 1990: 270th (State rank: 2nd)
U.S. rank in 2000: 324th (State rank: 2nd)

Density: 2,843.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 77,291
Black or African American: 1,740
American Indian and Alaska Native: 275
Asian: 3,363
Native Hawaiian and Pacific Islander: 29
Hispanic or Latino (may be of any race): 5,388
Other: 2,642

Percent of residents born in state: 36.5% (2000)

Age characteristics (2000)
Population under 5 years old: 5,644
Population 5 to 9 years old: 6,307
Population 10 to 14 years old: 6,147
Population 15 to 19 years old: 5,281
Population 20 to 24 years old: 5,001
Population 25 to 34 years old: 13,733
Population 35 to 44 years old: 15,242
Population 45 to 54 years old: 11,813
Population 55 to 59 years old: 4,185
Population 60 to 64 years old: 3,210
Population 65 to 74 years old: 5,296
Population 75 to 84 years old: 3,511
Population 85 years and over: 1,235
Median age: 35.8 years

Births (2003)
Total number: 1,103

Deaths (2001)
Total number: 650

Money income (1999)
Per capita income: $25,209 (1999)
Median household income: $51,969
Total households: 34,360

Number of households with income of . . .
less than $10,000: 1,982
$10,000 to $14,999: 1,692
$15,000 to $24,999: 3,698
$25,000 to $34,999: 3,586
$35,000 to $49,999: 5,389
$50,000 to $74,999: 7,889
$75,000 to $99,999: 4,887
$100,000 to $149,999: 3,802
$150,000 to $199,999: 1,060
$200,000 or more: 635

Percent of families below poverty level: 5.0% (41% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Nashua operates with a mayor-aldermanic form of government. While the mayor is the city's chief executive officer, the city's 15 aldermen serve as the its legislative body. The mayor and six at-large alders are elected to four-year terms (with three of the at-large members elected every two years). Nine ward alders are elected to two-year terms.

Head Official: Mayor Bernard A. Streeter (since 2000; current term expires 2007)

Total Number of City Employees: 843 (2005)

City Information: Mayor's Office, City of Nashua, 229 Main Street, Nashua, NH 03060; telephone (603)589-3260

Economy

Major Industries and Commercial Activity

Nashua is home to a number of industries, including computers, health care, and high technology. Since the 1950s, Nashua has become a virtual incubator for high technology, and a wide variety of electronic components and computer products are produced locally. Nashua ranks high for its business environment as a result of having acceptable corporate tax and wage rates, the educational level of the work force, the interstate highway system, and the absence of New Hampshire sales and income taxes. While maintaining a strong manufacturing base, Nashua is the major retail, service, and financial center for southern Hillsborough County and adjacent Massachusetts communities. The absence of a sales tax makes the city a shopping mecca.

Items and goods produced: printing and publishing, electronic equipment (especially software), fabricated metal products, machinery

Incentive Programs—New and Existing Companies

Local programs—The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Because so much is provided at the state level, few incentives are offered at the city-town level. In fact, by state law, New Hampshire cities are prohibited from offering tax breaks to private industry. In Nashua, the Office of Economic Development is a one-stop source for resources needed to start or expand a business. The city's revolving loan fund, in partnership with private financial institutions, provides small businesses and industries with gap financing.

State programs—The state's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research and development tax incentives. In 2004, the State of New Hampshire instituted the Community Reinvestment Opportunity Program (CROP), which offers tax credits that may be used against business profit taxes and business enterprise taxes. Qualifying CROP projects must create new jobs as well as expand the state economic base.

Job training programs—The Small Business Development Center, which is funded by the Small Business Association, the State of New Hampshire, and the University of New Hampshire, offers management counseling, training, and resource information to the state's small business community through six sub-centers. The New Hampshire Employment Program (NHEP) aids individuals in obtaining financial aid to prepare for and find employment. The NHEP On-The-Job Training Program offers employers incentives to hire and train eligible applicants.

Development Projects

In July of 2004, Southern New Hampshire Medical Center broke ground on a $17 million construction project that will expand the hospital's cardiac care and emergency room offerings. In 2005 Nashua's other main hospital, St. Joseph Hospital, broke ground on a $25 million expansion and relocation of its Cardiovascular Center, Oncology Center, Endoscopy Surgicenter, and Phlebotomy department. The 64,000 square foot addition with adjoin the main hospital via a central atrium that will serve as the hospital's new main entrance.

Nashua plans to introduce commuter rail service to the city that will provide access to Boston via Lowell, Massachusetts. The city is developing the project in conjunction with the New Hampshire Department of Transportation and the Nashua Regional Planning Commission. The estimated cost of the project, which includes a station, parking, track improvements, train set, and an operating subsidy, is $70.1 million.

Economic Development Information: Office of Economic Development, City of Nashua, 229 Main St., Nashua, NH 03060; telephone (603)589-3070. New Hampshire Small Business Development Center, Rivier College, Sylvia Trotter Hall, 420 Main Street, Nashua, NH 03060-5086; telephone (603)897-8587

Commercial Shipping

While at one point Nashua hosted four different railroad depots, train travel declined with the advent of the automobile. Today, only the Guilford Industries rail line runs

through Nashua. Several motor freight carriers service the city, which is home to a number of warehouses.

Labor Force and Employment Outlook

Nashua boasts a reliable, abundant, highly skilled and trained workforce. The expansion of high-technology companies in the region during the last decades of the twentieth century created a core of experienced workers in technology development and management. The Nashua region has a labor force of nearly 130,000 workers, with skills ranging from software and electronic engineering, to component assembly and bench work. Although recent years have seen the relocation of long-established businesses and a loss of manufacturing jobs to lower cost foreign labor markets, new businesses such as software firms and major retailers and franchises continue to establish themselves in Nashua. Other established businesses have expanded as well. Since 2003 the unemployment rate in Nashua has continued to drop and is slightly below the national average. The fastest growing economic sector is retail and services, especially services connected to travel, tourism, and recreation.

The following is a summary of data regarding the Nashua metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 129,100

Number of workers employed in . . .
construction and mining: 5,900
manufacturing: 26,000
trade, transportation and utilities: 30,500
information: 2,000
financial activities: 8,000
professional and business services: 12,700
educational and health services: 15,300
leisure and hospitality: 10,300
other services: 4,500
government: 14,000

Average hourly earnings of production workers employed in manufacturing: $15.97

Unemployment rate: 3.7% (state average, March 2005)

Largest employers (2004 estimates)	*Number of employees*
BAE Systems North America	1,000
Southern New Hampshire Medical Center	1,000
St. Joseph Hospital and Trauma Center	1,000
Teradyne Connection Systems Inc.	1,000
City of Nashua	1,000
Hewlett Packard	500
Nashua Corporation	500
GL &V Pulp Group Inc.	250
GN Netcom/Unex Inc.	250

Cost of Living

New Hampshire has been called one of the last great tax havens in the United States. The state depends more upon real property taxes for revenue than most states as it does not have general income, sales, or use taxes. Substantial revenue is collected from taxes on gasoline, tobacco and alcohol, and parimutuel betting.

The following is a summary of data regarding several key cost of living factors in the Nashua area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: None on salaries and wages of residents; limited tax upon interest and dividends received by individuals, trusts, estates and partners in excess of $2,400. There is a $10.00 ''Resident Tax'' on all persons between 18 and 60 years of age with some exceptions.

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $19.85 per $1,000 of assessed value, 2004)

Economic Information: Office of Economic Development, City of Nashua, 229 Main Street, Nashua, NH 03060; telephone (603)589-3070

Education and Research

Elementary and Secondary Schools

Among the Nashua School District's special offerings are nursery school and kindergarten, special education, English as a Second Language, an enrichment program, classes for the learning disabled and handicapped, and adult education. The district's ''Credit Recovery'' program offers learning additional opportunities to high school students at risk of dropping out. A number of Nashua schools have been ''adopted'' by local companies that provide tutoring, career guidance, field trips, minicourses, and faculty training. In the 2002–2003 school year the district opened two new schools: Nashua High School North and the Academy of Learning & Technology.

The following is a summary of data regarding the Nashua School District #42 as of the 2003–2004 school year.

Total enrollment: 13,325

Number of facilities
elementary schools: 12
junior high/middle schools: 4
senior high schools: 2

Student/teacher ratio: 15:1

Teacher salaries
average: $43,969

Funding per pupil: $7,433

Private and parochial schools in Nashua include Small World Country Day School, Bishop Guertin School, Nashua Catholic Regional Junior High School, and St. Christopher School.

Public Schools Information: Nashua School District #42, 141 Ledge St., Nashua, NH 03061-0687; telephone (603)594-4300

Colleges and Universities

Daniel Webster College, founded as a junior college in 1965, now offers bachelor's and associate's degrees in aeronautics, computer science, business, and engineering. The college abuts the Nashua Airport, where aeronautics students intern. The college's MBA program is designed specifically for working adults. New Hampshire Community Technical College, which is supported by the state, offers associate's and applied science degrees, as well as technical and business certificates. The college is one of seven in the state vocational-technical college system. Rivier College, a private Catholic institution, awards associate's, bachelor's, and master's degrees in 20 areas of study, including business, education, liberal arts, sciences, nursing, and paralegal support. Its nursing program is affiliated with St. Joseph Hospital. Satellite campuses of many larger area colleges are located in Nashua.

Libraries and Research Centers

The Nashua Public Library maintains the state's second largest collection and circulates more items than any other library in New Hampshire. Its collection comprises more than 200,000 volumes. Extensive reference, business, and periodical sections are supplemented by computerized research services, a large media collection, and an active program for children. The library also has materials in more than 24 foreign languages. Public computer terminals provide access to the Internet, research databases, and software applications. The Chandler Branch Library and a bookmobile complete the public library system.

The Anne Bridge Baddour Library at Daniel Webster College maintains a collection of print, media, and electronic resources. Specialized resources are available to supplement all of the college's academic fields. Rivier College's Regina Library includes three floors of books, meeting rooms, a reference room, and an ''electronic classroom'' for hands-on instruction sessions. Other special libraries include those of Nashua Corporation and Sanders—A Lockheed Martin Company.

Public Library Information: Nashua Public Library, 2 Court Street, Nashua, NH 03060-3465; telephone (603)589-4600

Health Care

St. Joseph Hospital in Nashua, with 208 beds, includes a Level 2 Trauma Center—the federally designated regional trauma center for the Greater Nashua area. St. Joseph is a full-service hospital whose facilities and services include the New England Rehabilitation Center, oncology and cardiac centers, a physician-referral service, and programs in breast health, maternity care, occupational health, and chemical dependency. Southern New Hampshire Regional Medical Center, with 188 beds, specializes in kidney dialysis, women and child care, same-day and laser surgery, and speech and hearing problems. In April 2004 the hospital opened a state-of-the-art pediatrics unit. The recently opened Nashua Center for Healthy Aging centralizes the hospital's senior services.

Health Care Information: St. Joseph Hospital, 172 Kinsley Street, Nashua, NH 03060; telephone (603)882-3000. Southern New Hampshire Medical Center, 8 Prospect Street, Nashua, NH 03061; telephone (603)577-2200

Recreation

Sightseeing

The Nashua Historical Society's collection of local history details the city's beginning as part of the Massachusetts Bay Colony and its evolution as a mill town in the 1800s. The Society also maintains a collection of Native American artifacts and a library. The Abbot-Spaulding House, which is owned by the Society, is a restored Federal-style home built in 1804 for Daniel Abbot, owner of the first cotton mill in Nashua. Among the home's many fine period pieces are glass, china, and portraits, including one of President Frank-

lin Pierce. Nashua's North End, a residential neighborhood which includes the Nashville Historic District, features many handsome homes from the early nineteenth century to the early twentieth century, many of them in the Victorian style. Downtown Nashua's buildings of historic and architectural interest include the Hunt Memorial Building, built in the Gothic style.

Canobie Lake Park in nearby Salem combines an amusement park with a pool, small bird and animal zoo, train rides, and riverboat cruises. In nearby Merrimack is the Anheuser-Busch Brewery, which offers tours as well as performances by the brewery's 12 Clydesdale horses.

Arts and Culture

The Nashua Symphony Orchestra, a professional symphony comprised of professional musicians from southern New Hampshire and the Boston, Massachusetts area, is New Hampshire's oldest professional orchestra. The orchestra and the Nashua Symphony Choral Society, a volunteer chorus with 125 members, perform year-round (sometimes together) at the Edmund M. O'Keefe Auditorium. The Nashua Chamber Orchestra performs both classical favorites and avant garde works written for small orchestral ensembles. The 16 players of the Nashua Flute Choir use piccolos and a variety of flutes to produce their music. Dance is presented by the Granite State Ballet Company, which performs classical ballet and contemporary works throughout Northern New England. The city's Actorsingers stage two musicals each year and one children's production.

Ten miles away, in Milford, the American Stage Festival offers Broadway dramas, musicals, comedies, and a children's series. The group also offers some Nashua performances. Nashua Theatre Guild produces comedic and dramatic plays throughout the year, with some summer performances at Greeley Park. The Granite Statesmen, an all-male a capella singing chorus, preserve the All-American art of Barbershop harmony.

The Nashua Public Library offers a variety of activities for young and old, including lectures, a free outdoor film series, a weekly noon-time concert series, art shows, and exhibits. The Rivier College Art Gallery presents five exhibits annually, and offers films, lectures, and workshops. An ongoing series on multicultural events, including ethnic cooking classes and dance classes, is presented at the Chandler Memorial Library.

Arts and Culture Information: Nashua Center for the Arts, 14 Court Street, Nashua, NH 03060; telephone (603)883-1506

Festivals and Holidays

Downtown Nashua's Spring Awakening is an annual event; springtime also brings the annual art show at Greeley Park and the Taste of Nashua, in which downtown restaurants offer samples of their favorite dishes to a background of live jazz. The Summerfest Program annually sponsors a Downtown Block Party and Pancake Breakfast, a Sidewalk Art Show, and jazz and ballet concerts. A Fourth of July field day and fireworks are held at Holman Stadium. Twist The Night Away in September provides residents with a trip back in time. Antique cars line the street and people dressed in poodle skirts and leather jackets be-bop to fifties and sixties music on three stages.

Held in Downtown Nashua along the river, October's free River Harvest Festival celebrates Nashua's heritage. Highlights include live ethnic entertainment, boating exhibits and seasonal foods. Downtown is the site of November's Winter Holiday Stroll, a Victorian-style, candlelight stroll followed by a tree-lighting ceremony, musical, theatrical and dance performances, and ice sculptures. Many shops stay open and offer creative displays or goodies.

Sports for the Spectator

Nashua's Holman Stadium is home to the National Pride baseball team, a member of the independent Atlantic League of Professional Baseball. Rivier College, a member of the NCAA Division III, fields teams in basketball, volleyball, soccer, baseball, cross country, and softball.

Sports for the Participant

A federal fish hatchery is located in Nashua, whose two rivers supply some excellent fishing. Among the city's parks are the popular Mine Falls Park, located between the Nashua River and a three-mile long canal. Seven points provide access to hiking, walking, snow shoeing, and fishing. Three public swimming pools are open June through August. The Parks and Recreation Department sponsors several recreational sports leagues, including baseball, softball, lacrosse, and basketball. Golf is played at a dozen public and private courses in the region.

White-water rafting enthusiasts can enjoy weekend trips on the nearby Contoocook River. Silver Lake State Park, seven miles from Nashua, offers camping and hiking. Bicycling in the city and surrounding hillside is a popular pastime. Proximity to the White Mountains and the Atlantic Ocean guarantees fine downhill skiing, swimming, and water sports.

Shopping and Dining

Nashua lives up to its reputation as the retailing center of southern New Hampshire, offering tax-free shopping at a number of ultra-modern malls, as well as traditional down-

town shopping. Pheasant Lane Mall, with one million square feet of space, is the largest shopping center in New England, boasting two stories and 150 stores. It is anchored by Filene's, JCPenney, Macy's, Target, and Sears. Royal Ridge Mall caters to the shopper in search of collectibles. Downtown Nashua features several blocks of small specialty shops, including one of the outlets of the League of New Hampshire Craftsmen. The League, founded in 1932 to encourage practitioners of the dying home industries, features art works by local artisans. Items include blown glass, leather bags, ceramics, jewelry, woven pieces, wood carvings, furniture, prints, and homemade jams. A weekly farmer's market operates downtown in the summer.

Both casual and elegant dining experiences are available in Nashua and at nearby country inns. Menus offer a variety of ethnic dishes and New England traditional cuisine, such as chowders and fish stews, seafood, baked beans, and Indian pudding. Asian, Brazilian, and Italian cuisines are among the city's ethnic offerings.

Visitor Information: New Hampshire Division of Travel and Tourism Department, 172 Pembroke Road, Concord, PO Box 1856, Concord, NH 03302-1856; telephone (603)271-2665

Convention Facilities

More than 2,000 guest rooms and suites are available in the Gateways Region, whose principal convention site is Nashua. The largest facility in Nashua is the Sheraton Nashua Hotel, with 336 guest rooms and more than 25,000 square feet of meeting rooms. The Crowne Plaza Nashua Hotel features 206 handicap-accessible guest rooms and 20 meeting rooms. Other meeting and banquet facilities are available at the Holiday Inn and the Comfort Inn.

Convention Information: Greater Nashua Chamber of Commerce, 151 Main Street, Nashua, NH 03060; telephone (603)881-8333. Crowne Plaza Nashua Hotel, 2 Somerset Parkway, Nashua, NH 03063-1969; telephone (603)886-1200. Sheraton Nashua Hotel, 11 Tara Boulevard, Nashua, NH 03062; telephone (603)888-9970

Transportation

Approaching the city

Boston's Logan International Airport, an hour's drive to the southeast, provides full commercial and freight air service. Regularly scheduled buses travel between Nashua and Logan daily. Just outside Nashua's northwestern city limit is Nashua Airport, which is a noncommercial air field. Manchester Airport, about 25 minutes from Nashua, has daily connections to major cities.

The Nashua area is the starting point for two of the state's major four-lane highways, U.S. Route 3 and Interstate-93. Route 3, the F.E. Everett Turnpike, runs north-south through the western portion of the city. I-93 passes by the city to the east and is connected to Nashua by the east-west traveling New Hampshire Route 111.

Traveling in the City

Nashua's Main Street runs north-south through downtown, while the major east-west surface street is Hollis Street. Traffic is heavy due to unprecedented population growth. In-town bus service is provided by the Nashua Transit System (NTS). Six fixed ''City Bus'' routes cover the city's most populous neighborhoods and most commercial and industrial areas. Residents with special mobility needs may utilize the NTS's Citylift program. Plans call for a commuter rail service to be instituted between Nashua and Lowell, Massachusetts, and thence to Boston. A Nashua station site is planned for the end of E. Spit Brook Road.

Communications

Newspapers and Magazines

The *Nashua Telegraph* is published daily. The newspaper's Internet edition also publishes new content daily. The *1590 Broadcaster,* a local weekly newspaper, is published each Wednesday. *Gateways* is an annual guidebook to the region published by the Chamber of Commerce. *Parenting New Hampshire* is a monthly parenting magazine with an affiliated website.

Television and Radio

While no television signals originate in Nashua, the city does receive the commercial and Public Broadcasting System stations from Boston. A local firm provides cable television in Nashua. One AM and one FM radio station broadcast from Nashua.

Media Information: *Nashua Telegraph,* 60 Main Street, PO Box 1008, Nashua, NH 03060-2720; telephone (603)882-2741

Nashua Online

City of Nashua. Available www.ci.nashua.nh.us

Greater Nashua Chamber of Commerce. Available www.nashuachamber.com

Nashua Public Library. Available www.nashua.lib.nh.us

Nashua School District. Available www.nashua.edu

The *Nashua Telegraph.* Available www.nashuatelegraph.com

Southern New Hampshire Medical Center. Available www.snhmc.org

St. Joseph Hospital. Available www.stjosephhospital.com

Portsmouth

The City in Brief

Founded: 1623 (incorporated 1849)

Head Official: Mayor Evelyn F. Sirrell (since 1998)

City Population
1980: 26,254
1990: 25,925
2000: 20,784
2003 estimate: 21,002
Percent change, 1990–2000: −19.8%
U.S. rank in 1980: 909th
U.S. rank in 1990: 1,044th
U.S. rank in 2000: Not reported (State rank: 13th)

Metropolitan Area Population (PMSA)
1990: 223,271
2000: 240,698
Percent change, 1990–2000: 7.8%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

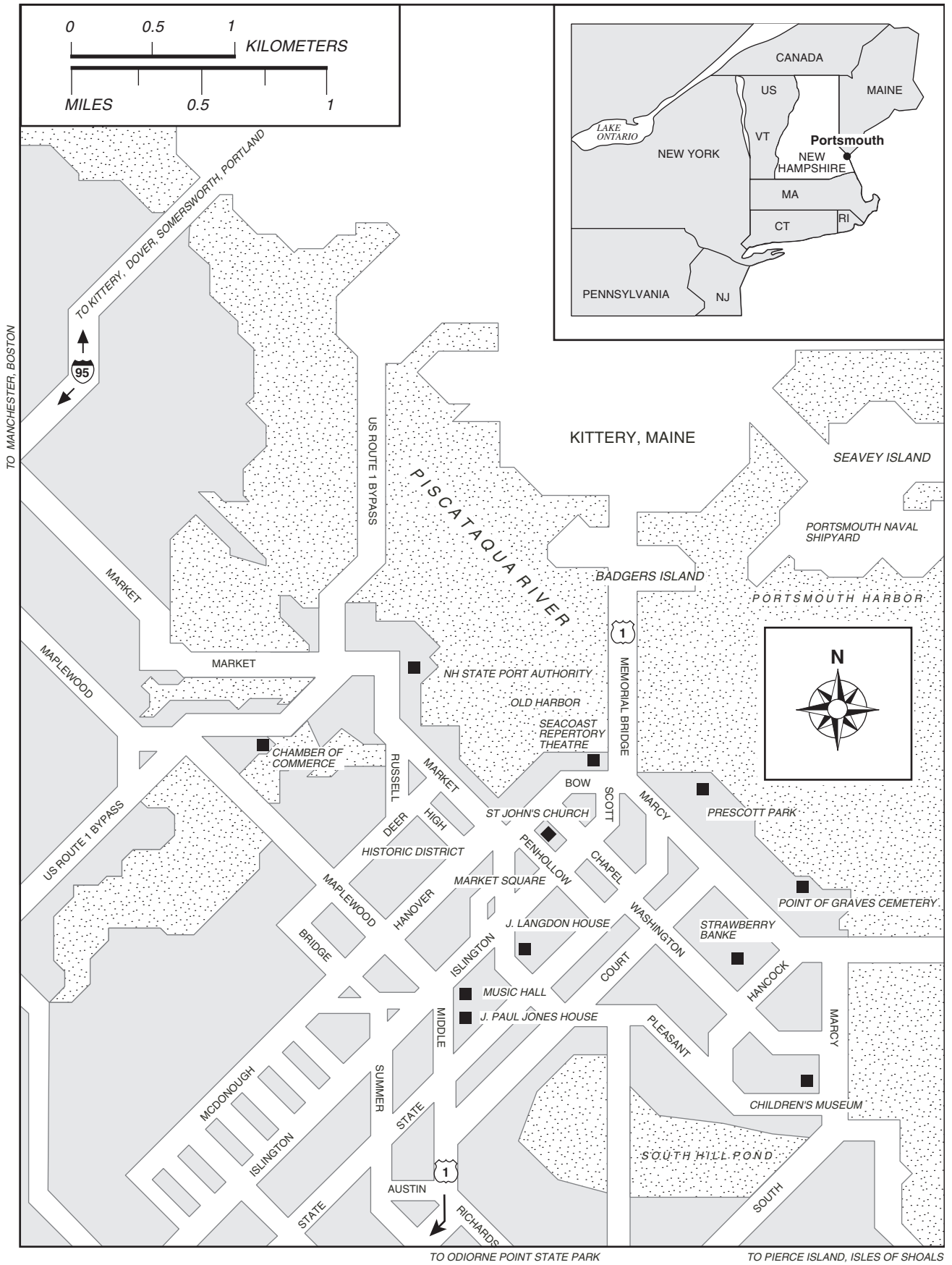
Area: 15.7 square miles (2000)
Elevation: 20 feet above sea level
Average Annual Temperature: 44.7° F
Average Annual Precipitation: 46 inches of rain; 62 inches of snow

Major Economic Sectors: Tourism, government, retail and service industries, fishing and agriculture
Unemployment Rate: 1.4% (April 2005)
Per Capita Income: $27,540 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 860

Major Colleges and Universities: Extension Campus of New Hampshire College

Daily Newspaper: *The Portsmouth Herald*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TO KITTERY, DOVER, SOMERSWORTH, PORTLAND
TO MANCHESTER, BOSTON
95
US ROUTE 1 BYPASS
KITTERY, MAINE
SEAVEY ISLAND
PISCATAQUA RIVER
PORTSMOUTH NAVAL SHIPYARD
BADGERS ISLAND
PORTSMOUTH HARBOR
MARKET
MAPLEWOOD
MARKET
NH STATE PORT AUTHORITY
OLD HARBOR
SEACOAST REPERTORY THEATRE
MEMORIAL BRIDGE
CHAMBER OF COMMERCE
RUSSELL
MARKET
BOW
SCOTT
MARCY
PRESCOTT PARK
ST JOHN'S CHURCH
DEER
HIGH
HISTORIC DISTRICT
PENHOLLOW
CHAPEL
MARKET SQUARE
POINT OF GRAVES CEMETERY
MAPLEWOOD
HANOVER
J. LANGDON HOUSE
WASHINGTON
STRAWBERRY BANKE
BRIDGE
ISLINGTON
COURT
HANCOCK
MUSIC HALL
J. PAUL JONES HOUSE
MIDDLE
PLEASANT
MARCY
MCDONOUGH
SUMMER
STATE
CHILDREN'S MUSEUM
ISLINGTON
SOUTH HILL POND
AUSTIN
STATE
RICHARDS
SOUTH
N
TO ODIORNE POINT STATE PARK
TO PIERCE ISLAND, ISLES OF SHOALS

Introduction

Portsmouth has the distinction of being New Hampshire's first settlement, its second oldest city, its first capital, and its only seaport. For many years, Portsmouth's livelihood depended upon the sea; since the Revolutionary War, city life has centered around the Portsmouth Naval Shipyard. The yard, which once built clipper ships and now builds and repairs submarines, was the site of the signing of the Treaty of Portsmouth ending the Russo-Japanese War in 1905, though in 2005 it faces possible closure. Today Portsmouth enjoys a reputation as one of the finest vacation spots in New England. It also represents economic opportunity for businesses with its tax advantages and global access via its port along with community leaders' efforts to draw high-technology firms to the city.

Geography and Climate

Portsmouth, located in southeastern New Hampshire in Rockingham County, is equidistant from Portland, Maine, to the north and Boston, Massachusetts, to the south. About three miles inland from the Atlantic Ocean, Portsmouth is at the mouth of a broad tidal basin for six inland rivers. Portsmouth itself lies on the banks of the Piscataqua River. On the opposite bank of the Piscataqua is the city of Kittery, Maine site of the Portsmouth Naval Shipyard. The only seaport in the state, Portsmouth has one of the deepest harbors in the world. The land around the harbor is hilly, sloping down to Piscataqua Bay.

Portsmouth's winters are relatively mild and wet because of the mitigating influence of the Atlantic Ocean; average snowfall during the winter is 62 inches. Summer, which can be warm and humid, is sometimes lightened by ocean breezes. The traditional New England storms off the Atlantic, known locally as ''northeasters,'' are mostly spent by the time they reach Portsmouth.

Area: 15.7 square miles (2000)

Elevation: 20 feet above sea level

Average Temperatures: January, 19.9° F; July, 69.5° F; annual average, 44.7° F

Average Annual Precipitation: 46 inches of rain; 62 inches of snow

History

Shipbuilding, Trading Establish Portsmouth

When English settlers migrating north from Massachusetts Bay Colony reached the site of modern Portsmouth, they encountered the Piscataquas, Native Americans who were part of the Algonquin Federation. The settlers adopted the name Piscataqua for their new town but soon changed the name to Strawbery Banke, a comment on the lush fruit carpeting the area. By 1633, the townsfolk had built a grist mill that used the waters of the Piscataqua River, and the Great House, a large community residence.

In 1653 the 60 families living in the town petitioned to change its name to Portsmouth. When New Hampshire was separated from Massachusetts Bay Colony by royal edict in 1679, Portsmouth became the capital of the new colony. Surrounded by forests of oak and white pine and at the edge of one of the world's deepest harbors, Portsmouth developed an economy based on shipbuilding and trading. The town thrived on its agriculture and fishing businesses and the fast growing mast-building industry. Shipbuilding boomed as the colonies moved toward the Revolutionary War. During the conflict, Portsmouth's shipyards produced three ships—the *America,* the *Raleigh,* and the *Ranger*—along with numerous privateers.

Following the war, many new wharves and shipyards were built along Portsmouth Harbor. In 1800 a government yard was added, the Portsmouth Naval Shipyard, to build and repair warships. In the meantime, commercial trade was brisk, as Portsmouth formed one of the points in the New England-West Indies-Great Britain triangle. Rum, molasses, sugar, and cocoa from the West Indies were shipped to Portsmouth and stored in its warehouses. Some of the goods were shipped on to England, along with cargoes of New Hampshire lumber. Portsmouth's merchant fleet also sailed south to the Indies, laden with lumber, oil, and livestock. Coal from England was distributed inland from Portsmouth warehouses, completing the trade triangle.

Shipbuilding Decline Diversifies Economy

The merchant class of Portsmouth lived very profitably from the trade, building large Federalist and Georgian-style manors and supporting the arts. The *New Hampshire Gazette,* originally called the *Portsmouth Gazette,* began publishing weekly in 1756. Portsmouth's fortunes declined in 1808 when Concord was named the state capital. Its fortunes suffered further with the invention of steamships and the growing popularity of the Massachusetts ports.

After the Civil War, Portsmouth became known for its breweries and shoe factories. The city was wired for electric

lights in 1870 and free postal delivery began there in 1887. The construction of the Little Bay-Dover bridge in 1874 undermined the usefulness of the Piscataqua River as an avenue to inland communities. The Portsmouth Naval Shipyard continued to contribute to the country's military needs. In World War II, the yard's 20,000 employees built some 70 submarines. During 1953 the prototype submarine USS *Albacore* (a National Historic Landmark and Historic Mechanical Engineering Landmark) and the first two atomic-powered submarines were built in the yard.

Three bridges span the Piscataqua River in modern Portsmouth, one of which, the Memorial Bridge, was built to commemorate World War I. Ships continue to sail into Portsmouth, now an official port of entry and foreign trade zone. Modern cargoes consist of oil, gas, salt, limestone, and other products, with petroleum products comprising 90 percent of the cargoes. Much of the waterfront is now devoted to parks and gardens, while the once-bustling warehouses have been transformed into condominiums, shops, and offices.

Established in 1956, the Pease Air Force Base in Portsmouth was one of the first military installations in the country to close as a result of the 1989 Base Closure and Realignment Act. In March 1991, all 10,715 military and other related personnel, and their dependents, left and took with them an annual payroll of about $110 million. Their departure took a heavy toll on the region's economy, already suffering as a result of the recession that began in the late 1980s.

Although the loss of the base seemed extremely negative at the time, the closure actually provided a unique opportunity for New Hampshire and its Pease Development Authority (PDA) to initiate the development of Pease International Tradeport, which is both a commercial airport and an economic development project. Simultaneously, the Port of New Hampshire began a major expansion project, which has led to a great increase in the port's trade potential.

City's Perseverance Tested as Twenty-First Century Begins

In 2005 the area faces the possibility of a major economic challenge with the proposed closure of Portsmouth Naval Shipyard recommended by the U.S. Department of Defense. Hearings began in July 2005 to discuss whether to retain the historic yard with a final decision expected in early 2006. The impact on the region would be significant as it employs some 4,500 workers; however, it would take several years before the site could officially be closed as environmental cleanup would be intensive.

The proliferation of Internet-based companies, or ''dot-com'' companies, brought approximately 400 related firms to the area in the late 1990s, though most went out of business during the economic downturn early in the new century. The prosperity that the financial influx brought resulted in great strides in cultural activities and dining establishments that remain.

While the population has declined significantly in recent decades—the most dramatic between 1990–2000 with a nearly 20 percent loss—the metropolitan area has steadily expanded. The business climate is advantageous as many incentive programs exist along with a lack of sales or income tax in the city and state. Rockingham County, in particular, has shown positive growth in business indicators since 2004 with a solid start in the first quarter of 2005 giving residents cause for optimism.

Historical Information: Historic District Commission, c/o Planning Department, City of Portsmouth, 1 Junkins Ave., Portsmouth, NH 03801; telephone (603)610-7216; fax (603)427-1593

Population Profile

Metropolitan Area Residents (PMSA)
1990: 223,271
2000: 240,698
Percent change, 1990–2000: 7.8%
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 7th (CMSA)

City Residents
1980: 26,254
1990: 25,925
2000: 20,784
2003 estimate: 21,022
Percent change, 1990–2000: −19.8%
U.S. rank in 1980: 909th
U.S. rank in 1990: 1,044th
U.S. rank in 2000: Not reported (State rank: 13th)

Density: 1,333.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 19,443
Black or African American: 442
American Indian and Alaska Native: 44
Asian: 508
Native Hawaiian and Pacific Islander: 5
Hispanic or Latino (may be of any race): 280
Other:

Percent of residents born in state: 37.3% (2000)

Age characteristics (2000)
Population under 5 years old: 1,009
Population 5 to 9 years old: 981
Population 10 to 14 years old: 997

Population 15 to 19 years old: 886
Population 20 to 24 years old: 1,187
Population 25 to 34 years old: 4,002
Population 35 to 44 years old: 3,524
Population 45 to 54 years old: 2,952
Population 55 to 59 years old: 1,021
Population 60 to 64 years old: 841
Population 65 to 74 years old: 1,629
Population 75 to 84 years old: 1,215
Population 85 years and over: 540
Median age: 38.5 years

Births (2002)
Total number: 230

Deaths (2001)
Total number: 257

Money income (1999)
Per capita income: $27,540
Median household income: $45,195
Total households: 9,933

Number of households with income of . . .
less than $10,000: 899
$10,000 to $14,999: 574
$15,000 to $24,999: 1,105
$25,000 to $34,999: 1,140
$35,000 to $49,999: 1,629
$50,000 to $74,999: 2,174
$75,000 to $99,999: 1,177
$100,000 to $149,999: 822
$150,000 to $199,999: 256
$200,000 or more: 157

Percent of families below poverty level: 6.4% (39.2% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 860

Municipal Government

Portsmouth operates under a manager-council form of government. Nine council members are elected to two-year terms. The member receiving the largest number of votes becomes the mayor in any municipal election. The council retains the services of a full-time professional city manager.

Head Official: Mayor Evelyn F. Sirrell (since 1998; current term expires 2005)

Total Number of City Employees: 881 (2002)

City Information: Mayor's Office, City of Portsmouth, 1 Junkins Ave., Portsmouth, NH 03802-0628; telephone (603)610-7200

Economy

Major Industries and Commercial Activity

Portsmouth is a part of the northeast market area that serves about a third of the nation's population in addition to eastern Canada. Major economic sectors in Portsmouth include tourism, the retail and service industries, and fishing and agriculture. One of the area's major employers is the Portsmouth Naval Shipyard across the Piscataqua River from Portsmouth in Kittery, Maine. This facility, which repairs nuclear submarines, also supports attendant vendors and manufacturers, and in the early 1990s completed construction of a $34 million enclosed dry dock.

The Pease International Tradeport, an airport and economic development project on the site of the former air base, is the current location of more than 150 businesses employing some 5,000 people on about 3.6 million square feet of new or renovated space. Several regional carriers provide daily departures to a variety of destinations. Landside developments at the Tradeport include the National Passport Center and the National Visa Center. The site has also attracted several high-tech businesses including Lonza Biologics (formerly Celltech Biologics), a London-based firm, which is now one of the area's largest employers.

The Port of Portsmouth is a center for exporters and importers of road salt, scrap metal, fuel oil, building materials, and other goods; many exporters are located in Portsmouth. Overall, more than five million tons of cargo per year makes the short journey to and from the Atlantic Ocean to the port's dock.

Items and goods produced: machinery, electronic components, plastics, liquefied propane, gypsum products, shoes, microwave parts, tools and dies, drinks, buttons, reaming tools, wire and cable, computer connective hardware

Incentive Programs—New and Existing Industries

Local programs—The State of New Hampshire, which levies no state sales or income tax, is considered one of the most favorable climates for doing business in the nation. Portsmouth relies on services provided by the Small Business Development Center, Leadership Seacoast (a group of community leaders), Service Corps of Retired Executives (SCORE), Chamber of Commerce workshops and seminars, and the efforts of the Economic Development Commission

in encouraging businesses and providing forums for business contacts.

The Portsmouth Economic Development Commission provides a one-stop information and referral center for business consulting for startup or expanding firms. Financing support is offered by the Portsmouth Economic Development Loan Program (PEDLP) for prospective or existing small business owners in the area. Incentives for qualified businesses are funded by PEDLP monies along with private and federal loans and can be directed toward acquiring land and buildings, buying machinery and equipment, and other approved projects.

Portsmouth's Community Development Department and Chamber of Commerce have developed the Microenterprise Assistance Program to encourage economic development within the city by providing business counseling services to small businesses that would not normally be able to afford such services. The free counseling may include marketing development, loan proposals, assistance with developing business plans, cash flow analysis and financial planning, productivity studies, contracts and agreements, and skills transfer to the small business owner.

State programs—An International Trade Resource Center at the former Pease Air Force Base in Portsmouth provides information and assistance for exporters or for those investigating an expansion into foreign markets. The state of New Hampshire's incentives include no general sales or use tax, no general personal income tax, no capital gains tax, no inventory tax, no property tax on machinery or equipment, one of the lowest unemployment insurance rates in the country, investment tax incentives, job tax credits, and research & development tax incentives. For manufacturers, business and technical support are available along with financing that is free from taxation.

Job training programs—The Small Business Development Center, which is funded by the U.S. Small Business Association (SBA), the State of New Hampshire, and the University of New Hampshire, offers free management counseling, low cost training, and resource information to the state's small business community through six sub-centers. The federally-funded New Hampshire Workforce Opportunity Council (WOC) provides business and industry with customized classroom training and on-the-job training of eligible workers.

Development Projects

Business at the Pease International Tradeport continues to expand under the Pease Development Authority (PDA) and maintains 3.6 million square feet of new or renovated space. Plans are underway to double the number of employees at the Tradeport from about 5,000 to 10,000. The Port Authority of Portsmouth is implementing a long-existing plan to add new piers that will allow for greater cargo capacity and room for vessel overflow. Another project long in the planning phase (since 1988) is a new library building that finally began construction during the summer of 2005 with occupancy anticipated for July 2006.

Economic Development Information: Greater Portsmouth Chamber of Commerce, 500 Market St., PO Box 239, Portsmouth, NH 03802-0239; telephone (603)436-3988. New Hampshire Office of Business and Economic Development, c/o NH Business Resource Center, PO Box 1856, 172 Pembroke Rd., Concord, NH 03302-1856; telephone (603)271-2341 or (603)271-2591; fax (603)271-6784; email info@nheconomy.com. New Hampshire Small Business Development Center, c/o Rochester Chamber of Commerce, 18 S Main St., Ste. 2A, Rochester, NH 03867; telephone (603)330-1929; fax (603)330-1948; email wdaniel@cisunix.unh.edu

Commercial Shipping

The only seaport in the state and the only deepwater harbor between Portland, Maine, and Boston, Massachusetts, Portsmouth remains a major New England port of entry. The port, a designated Foreign Trade Zone, includes a state-operated marine terminal. Container service to Halifax and European destinations is available weekly. The port continues to play an increasingly important role in Atlantic shipping, and, as of 2005, the Port Authority was in the process of adding new piers to facilitate the handling of more cargo and barge services. Public and private terminals along the Piscataqua River account for in excess of five million tons of cargo per year. In addition to the port facilities, Portsmouth shipping includes the Guilford Transportation Industries railroad and around 20 regular truck route carriers. Air freight service is available at three commercial airports within an hour's drive.

Labor Force and Employment Outlook

Portsmouth workers are described as young, well-educated, with a good work ethic, and attracted to the city in part because of the short commute to work. The labor pool includes workers with diversified skills while the nearby colleges offer strong academic and technical support. Nearly 42 percent of those older than 25 years have a bachelor's degree or higher while 91 percent are high school graduates.

Considered a viable alternative to Boston for both living and working, Portsmouth is ideally situated for business expansion in both national and international markets with the Port of Portsmouth offering area manufacturers direct worldwide access. The redevelopment of the former Pease Air Force Base has created numerous commercial business opportunities for companies that repair, maintain, and retrofit aircraft as well as vendors and suppliers for those types of facilities.

In 1999 the eCoast Technology Roundtable was established to recruit high-tech businesses and professionals to the area.

The following is a summary of data regarding the Portsmouth metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 54,300

Number of workers employed in . . .
construction and mining: 1,800
manufacturing: 4,000
trade, transportation, and utilities: 11,300
information: 1,600
financial activities: 4,800
professional and business services: 8,000
educational and health services: 5,500
leisure and hospitality: 6,300
other services: 1,600
government: 9,400

Average hourly earnings of production workers employed in manufacturing: Not reported

Unemployment rate: 1.4% (April 2005)

Largest employers in the Portsmouth region	*Number of employees*
Liberty Mutual Insurance Co.	1,800
Portsmouth Regional Hospital	1,000
City of Portsmouth	881
Demoulas Market Basket	425
Lonza Biologics	390
Erie Scientific/Sybron Lab Products	310
Pan Am Airlines	300
U.S. Department of State National Passport Center	259
Shaw's Supermarkets, Inc.	226
U.S. Department of State National Visa Center	215

Cost of Living

New Hampshire historically ranks among the lowest in the nation in the percentage of residents' income collected for state taxes and fees. New Hampshire depends more upon real property taxes for revenue than most states as it does not have general income, sales, or use taxes. Substantial revenue is collected from taxes on gasoline, tobacco, alcohol, and parimutuel betting.

The following is a summary of data regarding several key cost of living factors in the Portsmouth area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: None on earned income; 5% on interest and dividends (with some exceptions); 8.5% business profit taxes; 18% inheritance and estate tax

State sales tax rate: None

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $17.17 per $1,000 of valuation (2004)

Economic Information: Community Development Department, City of Portsmouth, 1 Junkins Ave., Portsmouth, NH 03801; telephone (603)610-7218

Education and Research

Elementary and Secondary Schools

Portsmouth public schools' curricula include both college, preparatory, and vocational programs, as well as programs for the physically and mentally impaired. Comprised of instructors, school officials, students, and parents, the 19-member Greater Portsmouth Education Partnership Council (GPEPC) works with the community to improve the school system and annually awards district educators and civic partners.

The following is a summary of data regarding the Portsmouth Public Schools as of the 2003–2004 school year.

Total enrollment: 2,696

Number of facilities
elementary schools: 3
junior high/middle schools: 1
senior high schools: 1

Student/teacher ratio: 11.3:1

Teacher salaries
average: $44,282

Funding per pupil: $11,583

Three private or parochial schools enroll about 525 students.

Public Schools Information: Superintendent's Office, Portsmouth School Department, 50 Clough Dr., Portsmouth, NH 03801; telephone (603)431-5080; fax (603)431-6753

Colleges and Universities

An extension of New Hampshire College operates in Portsmouth, along with the Antioch New England Graduate

School, Franklin Pierce College, and Hesser College. A number of other schools are located within driving distance, notably the University of New Hampshire in Durham, which is about 14 miles away. The University offers its nearly 12,600 undergraduates and graduate students a choice of more than 100 majors. The New Hampshire Community Technical College (NHCTC) is in nearby Stratham. Collaborative efforts by the University of New Hampshire Division of Continuing Education, the College for Lifelong Learning (part of the University System of New Hampshire), and New Hampshire Technical College resulted in the establishment of the Pease Education and Training Center, which offers course work to help those in business and industry in the greater Portsmouth region.

Libraries and Research Centers

Portsmouth Public Library maintains a collection of about 145,000 volumes and 5,000 audio materials, 6,000 video materials, and more than 750 periodicals along with city documents, tapes, and maps. Special collections include information about local history including World War II records. The library staffs a children's room and offers a variety of special children and teen programs.

Special libraries include the Portsmouth Athenaeum, a library-museum specializing in local New Hampshire, Maine, and New England history, as well as genealogy and marine, naval, and shipping interests. At Strawbery Banke, the Thayer Cumings Historical Reference Library specializes in art and architecture, decorative arts, local history, and preservation. Its holdings include photo and manuscript collections. The Portsmouth Naval Shipyard Library covers computers, electronics, engineering, and submarines. Masonic information pertaining to New Hampshire is catalogued in the James E. Whalley Museum and Library.

Portsmouth is the summer home of the Shoals Marine Laboratory (SML), a research program of Cornell University run in conjunction with the University of New Hampshire. This marine biology and coastal oceanography facility is located on 95 acres on Appledore Island, the largest of the Isles of Shoals and six miles from Portsmouth in the Gulf of Maine.

Public Library Information: Portsmouth Public Library, 8 Islington St., Portsmouth, NH 03801; telephone (603)427-1540; fax (603)433-0981; email info@lib.cityofportsmouth.com

Health Care

Portsmouth area residents are served by the Portsmouth Regional Hospital, a full service, 179 bed medical center with staff of about 130 physicians. The hospital provides an inpatient and outpatient behavioral health center along with a 24-hour emergency department, rehabilitation services, women's care services including maternity care, and the latest medical equipment. Staffed by about 50 surgeons, the surgery department has state-of-the-art laser equipment, and extensive diagnostic resources, including CAT and MRI scanning, X-ray, cardiac stress, testing, ultrasound and mammography. The Heart & Lung Center has multidisciplinary capabilities, and the Wound Care Center treats wounds using an innovative, comprehensive approach.

The Behavioral Health Services unit treats adults and adolescents in crisis who are suffering from mental illness, substance abuse or an acute emotional or psychological problem. Services provided include full inpatient care, medically supervised detoxification, and an evening Adult Intensive Outpatient program.

Health Care Information: Portsmouth Regional Hospital, 333 Borthwick Ave., Portsmouth, NH 03801; telephone (603)436-5110

Recreation

Sightseeing

Portsmouth, a charming New England seaport, retains its colonial heritage through careful preservation of its buildings, some of which date from the 1600s. Many of these historic structures can be viewed on a walking tour along the Portsmouth Trail, which is a collection of six buildings, including the Governor John Langdon House. Langdon served five years as governor of the state and was a signer of the U.S. Constitution. The John Paul Jones House, also on the tour, was the temporary dwelling of the naval patriot during the outfitting of the ships USS *Ranger* and USS *America.* The four other homes include Federalist and Georgian mansions of early politicians and merchants. Other Portsmouth buildings of note are the Old State House, built in 1758, and Pitt Tavern, site of Loyalist meetings prior to the Revolutionary War. The Strawbery Banke Museum, a living museum, occupies 10 acres in the city's South End in the heart of the maritime community.

Thirty-five buildings built between 1695 and the 1820s have been preserved and co-exist with restored shops where craftsmen demonstrate vanishing arts such as barrel and candle making. St. John's Church, an Episcopal church built in 1807, contains an antique Bible, baptismal font, and box pews. The nearby Point of Graves Cemetery contains tombstones dating back to 1682.

Harbor cruises and whale watches are popular attractions at Portsmouth Harbor.

Other attractions in Portsmouth center around the port area. Prescott Park, on the banks of the Piscataqua River, contains the Sheafe Warehouse, where John Paul Jones outfitted the USS *Ranger.* The warehouse now houses an art gallery and hosts an annual arts festival. Harbor cruises and whale watches are popular further down the river in Portsmouth Harbor. A trip to the Isles of Shoals, a group of islands just off the coast, reveals the landing site of Captain John Smith around 1614. Across the Piscataqua River in Kittery, Maine, is the Portsmouth Naval Shipyard, a U.S. naval installation since the Revolutionary War. The base, which is actually located on Seavey's Island, has built ships ranging from frigates to submarines. Albacore Park and Memorial Garden house the USS *Albacore,* a prototype for modern submarines.

Odiorne Point State Park, near Portsmouth Harbor, contains a nature center with exhibits of sea life and displays on coastal issues. Narrated, cocktail, live music, and fall foliage cruises of the harbor and the Piscataqua River are available. Water Country water park, spread over 47 acres, offers 15 different water rides, other activities, and snack bars and restaurants.

Arts and Culture

It is remarkable that a city of Portsmouth's size can support several theater groups along with five theaters, a children's museum, a ballet company, a lively music scene, and a former button factory inhabited by artisans. Founded in 1977, the Pontine Movement Theatre is a professional performing and touring group specializing in mime. The group performs at the Market Square studio. A variety of classic and original productions are presented by the intimate, 75-seat Players' Ring Theater, while the award-winning Seacoast Repertory Theatre at the Bow Street Theatre building (circa 1892) offers a wide range of plays, workshops, and children's activities. Ballet New England performs contemporary and traditional dance; classical music is the forte of the Historic North Church Music Series. The Music Hall, built in 1878, presents a celebrity series of dance, music, theater, and other events from September through May.

Among the attractions at the Children's Museum of Portsmouth are a lobstering exhibit, a submarine that can be boarded, and nature and computer centers. Portsmouth's numerous galleries showcase paintings, collectibles, and sculpture exhibits that depict the sea as well as arts and crafts.

Festivals and Holidays

The New Year is hailed in Portsmouth by the non-alcoholic First Night celebration spotlighting live entertainment and fireworks. Warm weather brings art fairs, including the summer-long Prescott Parks Art Festival and the Ceres Street Crafts Fair held in the Old Harbor Area. The Bowstreet Artisans Fair at the Seacoast Repertory Theatre in July is the largest fine arts and crafts fair held in southern New Hampshire. The Children's Museum of Portsmouth celebrates its birthday in July with the entire community. June features the Harbor Arts Jazz Festival, which is held at the Music Hall, and the day-long Market Square Day festival with food, music, and arts and crafts booths. The Strawbery Banke Museum's ''Candlelight Stroll,'' held the first two weekends in December, rounds out the festival year.

Sports for the Participant

Its proximity to the Atlantic Coast provides Portsmouth with an abundance of sports. In summer, the city's parks offer picnicking, fishing, boating, swimming, and hiking. Albacore Park, at the Port of the Portsmouth Maritime Museum, staffs a visitor's center. The park system includes Four Tree Island Park and Pierce Island Park. Prescott Park, the site of a summer festival series, cultivates garden displays while the Urban Forestry Center maintains nature trails, an arboretum, gardens, and a historic house. Saltwater fishing is popular, with several companies offering boating services. The city maintains 16 tennis courts, two indoor and outdoor pools, and a golf course. In the winter, excellent skiing can be found in the White Mountains, a two-hour's drive to the north. Odiorne Point State Park, a 15-minute drive from downtown, offers numerous summer and fall outings, including flotsam and jetsam hikes and leaf hunts.

Shopping and Dining

Portsmouth shopping is especially appealing because there is no sales tax. Its most picturesque shopping section may be the Old Harbor Area at Bow and Ceres streets. The warehouses and customs offices of the once busy colonial seaport have been transformed into boutiques, craft shops, and restaurants. Downtown shopping is available along Congress Street. Two of the better-known outlet malls in the area are Kittery Outlet Mall in Kittery, Maine and the North Hampton Outlet on U.S. Route One. Major retailers can be found in the city of Newington at the Fox Run Mall. The Portsmouth Farmers Market sells homemade foods and arts and crafts from May to early November.

Portsmouth, the self-proclaimed ''restaurant capital of New England,'' offers mostly classic seacoast fare in its nearly 100 restaurants, about half of which are in the downtown area. Many eateries are located in refurbished warehouses, historic homes, and breweries overlooking the water. Ethnic menus include Italian, Tuscan, Chinese, Polynesian, Japanese, Mexican, and Continental cuisine. Choices can range from the trendy Portsmouth Brewery to the Parisian feel of Cafe Mirabelle to the Blue Mermaid World Grill, which features a varied menu of specialties seasoned with flavors from around the world.

Visitor Information: Greater Portsmouth Chamber of Commerce, 500 Market St., PO Box 239, Portsmouth, NH 03802-0239; telephone (603)436-3988

Convention Facilities

Facilities within the city can accommodate small- to medium-sized meetings and include more than 1,300 guest rooms and around 100 restaurants. The largest hotel is the Sheraton Harborside Hotel Portsmouth, featuring 15 meeting rooms highlighted by a ballroom that accommodates 150 to 200 guests. The city is full of picturesque inns and bed-and-breakfasts.

Convention Information: Greater Portsmouth Chamber of Commerce, 500 Market St., PO Box 239, Portsmouth, NH 03802-0239; telephone (603)436-3988

Transportation

Approaching the City

Since 1993 regional airline service has operated at the Pease International Tradeport. Pan American Airways operates to and from Sanford, Florida and Gary, Indiana. Air travelers can also use facilities at Logan International Airport, one hour to Portsmouth's south in Boston, Massachusetts; at Portland International Airport, one hour to the north in Portland, Maine; or Manchester Airport in Manchester, New Hampshire, which connects the southern part of the state to Washington, New York, Chicago, Philadelphia, and Pittsburgh. Frequent daily limousine service is available between Logan and Portsmouth.

Bus transportation to Portsmouth is available on C&J Trailways, which also serves Logan airport. C & J's Portsmouth stop is at the Park and Ride bus terminal at Pease International Tradeport. Ferries are available between Portsmouth and Kittery, Maine. Passenger rail extends from Boston to Newburyport, Massachusetts. Service is also available within the state to Dover and Durham.

Interstate 95 is a direct link connecting Portsmouth with Portland, Maine, and Boston; it extends as far north as the Canadian provinces and south to Key West, Florida. The Spaulding Turnpike (Rte. 16) connects the city to Dover, Rochester, and further north to the White Mountains. U.S. Route 101 stretches west through Manchester and eventually to Keene, New Hampshire. U.S. Route 4 leads into the city from Concord to east. All roads are passable year-round to the experienced traveler.

Traveling in the City

Portsmouth, which grew inland from the banks of the Piscataqua River, developed around a series of narrow, winding, often one-way streets in the downtown area. The main thoroughfares converge at Market Square in the center of downtown Portsmouth. Memorial Bridge connects Portsmouth with Kittery, Maine. Other traffic can use I-95 and the U.S. Route 1 Bypass, both with bridges across the river. Other bridges in the city cross South Mill Pond and provide a link with Pierce Island.

Traffic in the city blossoms during the summer tourist season when the city's population doubles. Bridge traffic is especially heavy during these months. Cooperative Alliance for Seacoast Transportation (COAST), the regional transit line since 1981, provides bus service to the combined metropolitan area of Portsmouth, Rochester, Dover, Somersworth, and Durham. Walking the brick-paved streets and taking the downtown trolley during the summer are the best ways to get to know Portsmouth, and horse-drawn carriages are available.

Communications

Newspapers and Magazines

The Portsmouth Herald, is published each weekday evening and in the mornings on weekends. Magazines published in Portsmouth include *Red Owl,* a literary magazine, and *Coastline,* a publication of the Chamber of Commerce.

Television and Radio

One television channel broadcasts from Portsmouth, and the city receives the major networks via the Boston channels. Portsmouth does have its own cable television franchise. One FM radio station and one AM station broadcast programming such as easy listening and album-oriented rock music from Portsmouth.

Media Information: *The Portsmouth Herald,* 111 Maplewood Ave., Portsmouth, NH 03801; telephone (800)439-0303; fax (603)427-0550; email news@seacoastonline.com

Portsmouth Online

City of Portsmouth. Available www.cityofportsmouth.com

Greater Portland Chamber of Commerce. Available www .portcity.org

Pease Development Authority. Available www.peasedev.org

The Portsmouth Herald. Available www.seacoastonline.com

Portsmouth Public Library. Available www.cityofportsmouth.com/Library

Portsmouth School Department. Available www.cityofportsmouth.com/school/index.htm

Strawbery Banke Museum. Available www.strawberybanke.org

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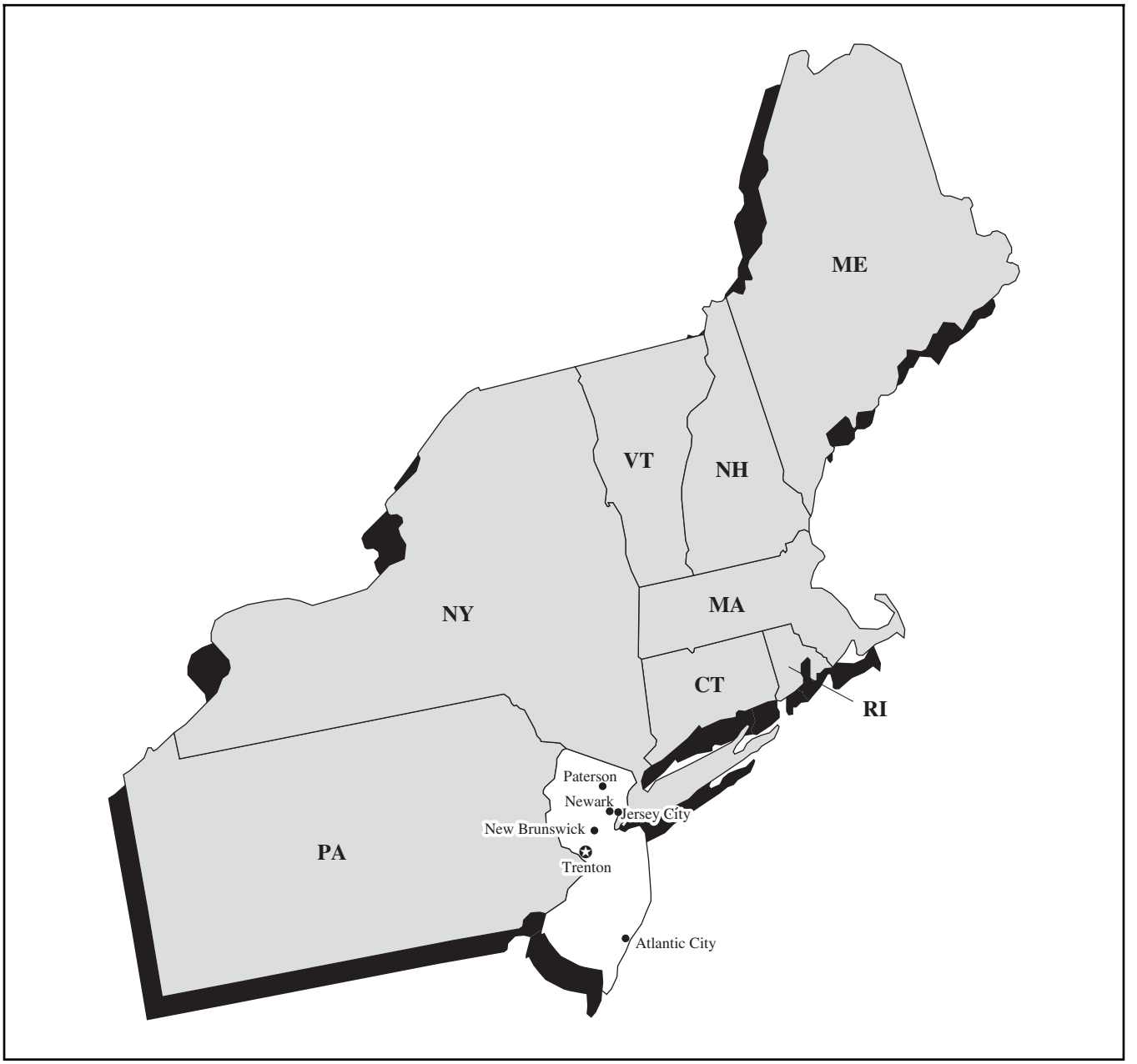
NEW JERSEY

Atlantic City 229
Jersey City 241
Newark 255
New Brunswick 269
Paterson 281
Trenton 295



The State in Brief

Nickname: Garden State
Motto: Liberty and Prosperity

Flower: Purple violet
Bird: Eastern goldfinch

Area: 8,721 square miles (2000; U.S. rank: 47th)
Elevation: Ranges from sea level to 1,803 feet
Climate: Moderate with marked differences between the northwest and southeast extremities

Admitted to Union: December 18, 1787
Capital: Trenton
Head Official: Governor Richard Codey (D) (until 2006)

Population
- **1980:** 7,365,000
- **1990:** 7,730,188
- **2000:** 8,414,350
- **2004 estimate:** 8,698,879
- **Percent change, 1990–2000:** 8.9%
- **U.S. rank in 2004:** 10th
- **Percent of residents born in state:** 53.4% (2000)
- **Density:** 1,134.4 people per square mile (2000)
- **2002 FBI Crime Index Total:** 259,789

Racial and Ethnic Characteristics (2000)
- **White:** 6,104,705
- **Black or African American:** 1,141,821
- **American Indian and Alaska Native:** 19,492
- **Asian:** 480,276
- **Native Hawaiian and Pacific Islander:** 3,329
- **Hispanic or Latino (may be of any race):** 1,117,191
- **Other:** 450,972

Age Characteristics (2000)
- **Population under 5 years old:** 563,785
- **Population 5 to 19 years old:** 1,720,322
- **Percent of population 65 years and over:** 13.2%
- **Median age:** 36.7 years (2000)

Vital Statistics
- **Total number of births (2003):** 117,127
- **Total number of deaths (2003):** 73,589 (infant deaths, 660)
- **AIDS cases reported through 2003:** 17,089

Economy
- **Major industries:** Manufacturing, tourism, agriculture, services, trade, mining, fishing
- **Unemployment rate:** 4.2% (April 2005)
- **Per capita income:** $40,002 (2003; U.S. rank: 3rd)
- **Median household income:** $55,221 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 8.2% (3-year average, 2001-2003)
- **Income tax rate:** 1.4% on first $20,000; 1.75% on next $30,000; 2.45% on next $20,000, 3.5% on next $10,000, 5.525% on $70,000, 6.37% over $150,000
- **Sales tax rate:** 6%

Atlantic City

The City in Brief

Founded: 1783 (incorporated, 1854)

Head Official: Mayor Lorenzo Langford (since 2001)

City Population
1980: 40,199
1990: 37,986
2000: 40,517
2003 estimate: 40,385
Percent change, 1990–2000: 6.7%
U.S. rank in 1980: 547th
U.S. rank in 1990: 700th (State rank: 17th)
U.S. rank in 2000: 741st

Metropolitan Area Population (PMSA)
1990: 319,416
2000: 354,878
Percent change, 1990–2000: 10.0%
U.S. rank in 1990: 7th (CMSA)
U.S. rank in 2000: 6th (CMSA)

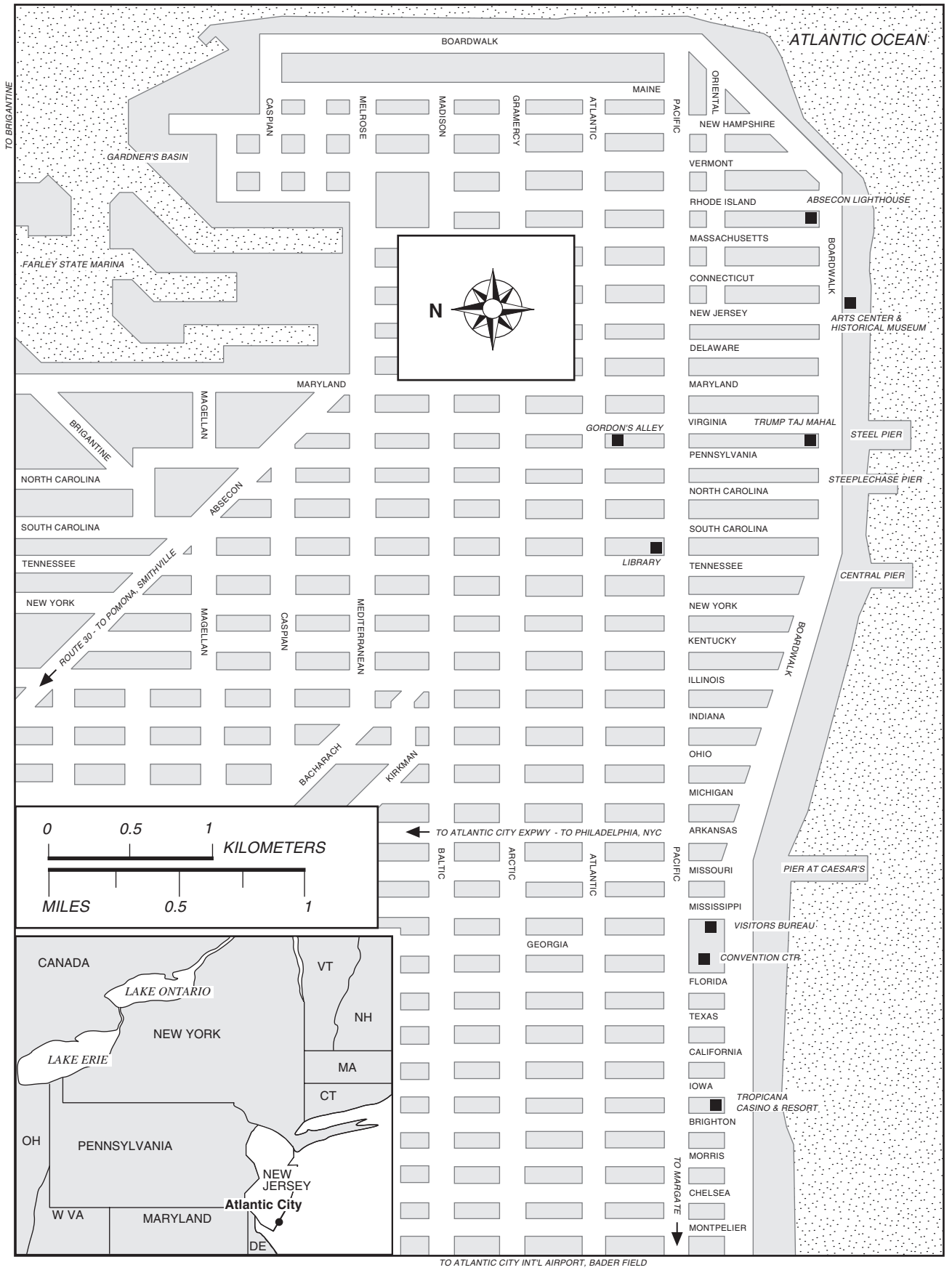
Area: 11.3 square miles (2000)
Elevation: 6 to 8 feet above sea level
Average Annual Temperature: 53° F
Average Annual Precipitation: 40.3 inches of rain; 15.7 inches of snow

Major Economic Sectors: Tourism and conventions, services, trade, real estate development
Unemployment Rate: 6.6% (February 2005)
Per Capita Income: $15,402 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 5,346

Major Colleges and Universities: None

Daily Newspaper: *The Press of Atlantic City*


ATLANTIC OCEAN
BOARDWALK
MAINE
NEW HAMPSHIRE
VERMONT
RHODE ISLAND
MASSACHUSETTS
CONNECTICUT
NEW JERSEY
DELAWARE
MARYLAND
VIRGINIA
PENNSYLVANIA
NORTH CAROLINA
SOUTH CAROLINA
TENNESSEE
NEW YORK
KENTUCKY
ILLINOIS
INDIANA
OHIO
MICHIGAN
ARKANSAS
MISSOURI
MISSISSIPPI
GEORGIA
FLORIDA
TEXAS
CALIFORNIA
IOWA
BRIGHTON
MORRIS
CHELSEA
MONTPELIER
CASPIAN
MELROSE
MADISON
GRAMERCY
ATLANTIC
PACIFIC
ORIENTAL
BALTIC
ARCTIC
MEDITERRANEAN
MAGELLAN
ABSECON
BRIGANTINE
BACHARACH
KIRKMAN
TO BRIGANTINE
GARDNER'S BASIN
FARLEY STATE MARINA
ABSECON LIGHTHOUSE
ARTS CENTER & HISTORICAL MUSEUM
GORDON'S ALLEY
LIBRARY
TRUMP TAJ MAHAL
STEEL PIER
STEEPLECHASE PIER
CENTRAL PIER
PIER AT CAESAR'S
VISITORS BUREAU
CONVENTION CTR.
TROPICANA CASINO & RESORT
ROUTE 30 - TO POMONA, SMITHVILLE
TO ATLANTIC CITY EXPWY - TO PHILADELPHIA, NYC
TO MARGATE
TO ATLANTIC CITY INT'L AIRPORT, BADER FIELD
N
0 0.5 1
KILOMETERS
MILES 0.5 1
CANADA
LAKE ONTARIO
NEW YORK
LAKE ERIE
VT
NH
MA
CT
OH
PENNSYLVANIA
NEW JERSEY
Atlantic City
W VA
MARYLAND
DE

Introduction

A Victorian-era resort and the inspiration for the board game *Monopoly,* Atlantic City is now one of the nation's top tourist destinations. The city's attractions are legendary: a 5-mile-long boardwalk with entertainment piers stretching out over the Atlantic Ocean, 12 gambling casinos, luxury hotels and restaurants, luscious saltwater taffy and fudge, and sandy beaches. Much of Atlantic City's economy supports and thrives on its convention trade, which annually brings nearly 5,000 shows to the city's famous convention complex and casino/hotels.

Geography and Climate

Atlantic City, in southeast New Jersey, lies on narrow, sandy Absecon Island several miles off the mainland. The island, separated from the mainland by a series of low-lying meadows and a narrow strait, is 60 miles southeast of Philadelphia and 100 miles south of New York City.

Atlantic City's climate, while generally continental, is influenced by the proximity of the Atlantic Ocean. Summers start later and last longer than on the mainland and winters are milder. Precipitation is moderate and distributed throughout the year. The exception is the heavy rainfall attendant on the occasional hurricane which blows in off the coast.

Area: 11.3 square miles (2000)

Elevation: 6 to 8 feet above sea level

Average Temperatures: January, 30.9° F; July, 74.7° F; annual average, 53.0° F

Average Annual Precipitation: 40.3 inches of rain; 15.7 inches of snow

History

Railroad Alters Quiet Fishing Settlement

The first to enjoy the beaches and fishing off Absecon Island were members of the Lenni-Lenape tribe. They named their sandy summer home Absecon, meaning ''place of swans.'' These Native Americans were followed in 1783 by New Jersey settlers who established a permanent site for a fishing village at the north end of the island. They called their town Absecon. For a half century, the inhabitants lived uneventful lives on the 10-mile long sandbar. Then, in the early 1850s, Dr. Jonathan Pitney realized the island's tremendous potential as a health spa and resort. In 1852, Pitney and a group of visionary business investors obtained a railroad charter that brought the Camden & Atlantic Railroad to the island. Railroad engineer Richard Osborne planned a city on the site of the village of Absecon and in 1854 Atlantic City was incorporated.

The resort/spa succeeded beyond anyone's imagining. Wealthy businessmen and their families from Philadelphia and up and down the East Coast flocked to the new resort. To capitalize on its beaches, the townspeople laid down the first boardwalk in 1870, laying wooden planks upon the beach so that it could be enjoyed even during the hottest part of the day. With the construction of the boardwalk and its accompanying eateries and amusement stands, Atlantic City became a major tourist attraction. Vacationers and invalids coexisted happily in the Victorian-era town, living in ornate wooden boarding houses and enjoying the boardwalk in the rolling chairs invented in the city in 1884. The first of a half-dozen amusement piers was built in 1882, contributing to the city's carnival-like atmosphere. Saltwater taffy was created in 1883 when an entrepreneur's candy stand on the beach was flooded during high tide. The enterprising merchant immediately dubbed his saturated delicacies ''saltwater'' taffy. By 1887, heavy tourist traffic decreed the building of a second rail line into the city. In 1895 a visitor returning from Europe introduced to local merchants German-style picture postcards which instantly became popular on Atlantic City souvenir stands.

By 1915 traffic again warranted expanded services, this time in the form of the famous jitney line, which provided tourists with transportation in private automobiles. The first Miss America Pageant was held in Atlantic City in 1921; it was discontinued in 1928 and revived in 1935. The Atlantic City Auditorium/Convention Hall on the boardwalk opened in 1929. It was in 1929 that Charles Darrow introduced *Monopoly,* the board game that made Atlantic City's streets well known throughout America. During World War II, the U.S. Army used Atlantic City as a training site. A 1944 hurricane washed away nearly half the boardwalk, but it was quickly rebuilt.

Legalized Gambling Revitalizes City

Following the war, Atlantic City's tourist trade tapered off as economical airfare to the exotic Caribbean and Florida became available. Without the proceeds of the summer trade that sustained the city year-long, Atlantic City sank into disuse and widespread urban decay. In 1974, New Jersey residents voted not to approve a gambling law that was on the ballot. In 1976, the resolution appeared again but was restricted to introducing gambling into Atlantic City in the

hope of reviving the resort's economy. The second resolution was approved and Atlantic City became the first city in the eastern half of the U.S. to offer legal gambling. The first casino/hotel, Resorts International, opened in May 1978, and was quickly followed by 10 others. By 1988, the casino industry employed 40,000 people and was a major draw for the city's 30 million annual visitors. Property in Atlantic City was valued at $6 billion by 1988.

Since the institution of the gambling industry, Atlantic City has been plagued by persistent rumors about organized and street crime. Many experts agree, however, that Atlantic City's casinos are free of organized crime. Street crime is being addressed directly by increased police presence, and indirectly through an energetic redevelopment plan for the city. As a result of the city's efforts, the crime rate dropped nearly 50 percent between 1988 and 2003.

The city's casino revenue reinvestment program, along with city, state, and federal dollars, is being used to revitalize decaying neighborhoods off the boardwalk and to attract additional retail and office business. With the creation of the Special Improvement District, most of the city's downtown commercial district now displays decorative fencing, pavements and lights, new trees, banners, and other aesthetic enhancements. The Casino Reinvestment Development Authority has invested $225 million in new residential construction, building 1,897 new housing units within Atlantic City's boundaries. For fiscal year 2005, the city has $2,736,159 budgeted for redevelopment and improvements.

Atlantic City offers conventioneers, vacationers, casino- and beach-goers a convenient place to network and relax, and is within a day's driving distance of one-third of the nation's population.

Historical Information: Historian, Atlantic City Free Public Library, One North Tennessee Avenue, Atlantic City, NJ 08401; telephone (609)345-2269. Atlantic City Arts Center and Historical Museum, New Jersey Avenue & Boardwalk, Atlantic City, NJ 08401; telephone (609)347-5837

Population Profile

Metropolitan Area Residents

1980: 276,000
1990: 319,416
2000: 354,878
Percent change, 1990–2000: 10.0%
U.S. rank in 1990: 7th (CMSA)
U.S. rank in 2000: 6th (CMSA)

City Residents

1980: 40,199
1990: 37,986
2000: 40,517
2003 estimate: 40,385
Percent change, 1990–2000: 6.7%
U.S. rank in 1980: 547th
U.S. rank in 1990: 700th (State rank: 17th)
U.S. rank in 2000: 741st

Density: 3,574 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 10,809
Black or African American: 17,892
American Indian and Alaska Native: 193
Asian: 4,213
Native Hawaiian and Pacific Islander: 24
Hispanic or Latino (may be of any race): 10,107
Other: 5,575

Percent of residents born in state: 45.8%

Age characteristics (2000)
Population under 5 years old: 3,041
Population 5 to 9 years old: 3,250
Population 10 to 14 years old: 2,690
Population 15 to 19 years old: 2,398
Population 20 to 24 years old: 2,650
Population 25 to 34 years old: 6,415
Population 35 to 44 years old: 6,151
Population 45 to 54 years old: 4,676
Population 55 to 59 years old: 1,836
Population 60 to 64 years old: 1,676
Population 65 to 74 years old: 2,971
Population 75 to 84 years old: 2,019
Population 85 years and over: 744
Median age: years 34.7 (2000)

Births (2002)
Total number: 792

Deaths (2002)
Total number: 570 (of which 13 were infants under 1 year of age)

Money income (1999)
Per capita income: $15,402
Median household income: $26,969
Total households: 15,886

Number of households with income of . . .
less than $10,000: 3,209
$10,000 to $14,999: 1,543
$15,000 to $24,999: 2,639
$25,000 to $34,999: 2,347
$35,000 to $49,999: 2,430

$50,000 to $74,999: 1,878
$75,000 to $99,999: 1,003
$100,000 to $149,999: 488
$150,000 to $199,999: 133
$200,000 or more: 216

Percent of families below poverty level: 19.1% (42.3% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 5,346

Municipal Government

Atlantic City has a mayor-council form of government. The mayor and nine council members are elected to four-year terms; three council members are elected at large and six are elected by ward (district).

Head Official: Mayor Lorenzo Langford (D) (since 2001; current term expires November 2005)

Total Number of City Employees: Not reported

City Information: Atlantic City Hall, 1301 Bacharach Boulevard, Atlantic City, NJ 08401; telephone (609)347-5300

Economy

Major Industries and Commercial Activity

The convention and tourism industry rebuilt Atlantic City's economy in the late 1980s and through the 1990s. Now one of the nation's top tourist attractions, the city boasts 13 gambling casino/hotels, which attracted 33 million visitors in 2004. Coupled with its famous beaches and boardwalk, Atlantic City's superb hotel accommodations annually draw nearly 5,000 conventions, trade shows, and meetings. Since 1975, the casinos have funneled $7 billion back into the city's economy in addition to creating some 55,000 jobs. A tax on casino gross revenue provides $300 million annually for state programs for seniors and the disabled. In addition, the Atlantic City Cape Community College features a Casino Career Institute, which has trained more than 46,000 students for employment in the gaming industry.

Although much of Atlantic City's economic development centers around the casinos, the local government has been pursuing its goal to diversify the economy through the development of themed restaurants, retail shopping, night clubs, museums, theaters, minor league baseball and other recreational attractions. Non-casino industries in Atlantic City include services, retail trade, real estate development, distilling, and deep sea fishing. Many of the goods produced are by-products of the convention/tourism trade.

Items and goods produced: saltwater taffy, clothing, bottles and glassware, plastics, boats, paints, hosiery, baby carriages, reed furniture, chinaware, creamery and poultry products, fish and seafood

Incentive Programs—New and Existing Businesses

Local programs—Among the public and private agencies assisting businesses in Atlantic City are the Atlantic City Department of Planning and Development, the Casino Re-Investment Development Authority, the Atlantic County Improvement Authority, Atlantic City Housing Authority and Urban Redevelopment Agency, the Atlantic City–New Jersey Coordinating Council, and Atlantic County and its agencies. These agencies oversee casino re-investment funds, more than $100 million in city monies, and substantial luxury tax revenues.

State programs—The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures, and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. The New Jersey Urban Development Corporation provides low-interest loans to developers and businesses seeking to construct facilities in urban areas, including small business incubators.

The New Jersey Small Business Development Corporation (NJSBDC) network specializes in business planning, growth strategy, management strategy, and loan packaging, along with providing help in selling goods and services to government agencies, help to entrepreneurs in commercializing new technologies, linking up companies to local manufacturers who serve as mentors, and counseling for companies regarding overseas trade.

Job training programs—The New Jersey Business Employment Incentive Program Loan Program allows companies to receive up to an 80 percent rebate for ten years for the additional state income tax generated by creating new jobs.

The state's business Relocation Assistance Grant Program provides relocation grants to businesses that create a minimum of 25 new full time jobs in the state.

Development Projects

The $268 million Atlantic City Convention Center is the cornerstone of a $5.6 billion renaissance that has transformed Atlantic City into a major visitor and meeting destination. Contributing to the popularity of the area is the Boardwalk Hall, originally built in 1929 and listed on the National Register of Historic Places. This carefully renovated Atlantic City Convention Center has been fully refurbished to blend the ambience of Atlantic City's original heyday with the amenities and accommodations that visitors expect in the twenty-first century. In 2003 *Billboard* magazine named Boardwalk Hall, renovated in 2001, as the top-grossing midsize arena in the United States.

The $4 million Atlantic City Visitor Welcome Center, located on the Expressway, services tourists as they approach town by car. Located next to Sandcastle Stadium in Chelsea Heights is the ice skating and hockey rink, Flyers Skate Zone.

In late 2004, Borgata Hotel Casino and Spa announced a $347 million expansion that would include a 45-story hotel tower, complementing previously revealed plans for a $200 million investment in expanded casino, restaurant, and shopping space. This will expand Borgata's guest rooms from 2,000 to 2,500 and add 100 suites and 200 luxury condominiums to the complex.

Economic Development Information: Casino Re-Investment Development Authority, 1014 Atlantic Ave., Atlantic City, NJ 08401; telephone (609)347-0500. Atlantic City Department of Planning and Development, City Hall, Suite 604, 1301 Bacharach Blvd., Atlantic City, NJ 08401; telephone (609)347-5404. New Jersey Commerce, Economic Growth & Tourism Commission, 20 W. State St., PO Box 839, Trenton, NY 08625; telephone (609)777-0885

Commercial Shipping

Freight shipped via air arrives at Philadelphia International Airport, Atlantic City International Airport in Pomona, and at Bader Field (Atlantic City Municipal Airport) near downtown. The closest major container shipping ports are in New York, New Jersey, and Philadelphia. Atlantic City is adjacent to the Garden State Parkway and is serviced by the Atlantic City Expressway.

Labor Force and Employment Outlook

Between 1975, the dawn of the era of legalized gambling in Atlantic City, and 2001, the combined wages of hotel workers in Atlantic City rose from $15 million to $1.1 billion. The service sector continues to be Atlantic City's largest employer.

Plans are well underway to make the city a world-class resort through airport modernization and expansion and revitalization of the casino industry, and to pursue economic diversity through non-casino hotels, a theme park, beach and boardwalk enhancements, a new convention center, and a revitalized central business district. State-mandated casino reinvestments are earmarked for housing construction and economic development.

The following is a summary of data regarding the Atlantic City labor force, 2004 annual averages.

Size of nonagricultural labor force: 149,500

Number of workers employed in . . .
construction and mining: 6,600
manufacturing: 4,500
trade, transportation, and utilities: 21,900
information: 1,100
financial activities: 4,400
professional and business services: 9,800
educational and health services: 17,200
leisure and hospitality: 57,400
other services: 4,100
government: 22,600

Average hourly earnings of production workers employed in manufacturing: $15.67 (2004 statewide average)

Unemployment rate: 6.6% (February 2005)

Largest employers	*Number of employees*
Atlantic City Hilton Casino Resort	(no employee figures available)
Bally's Atlantic City	
Borgata Casino Hotel & Spa	
Caesars	
Harrah's Atlantic City	
Resorts Atlantic City	
Sands Casino Hotel	
Showboat Casino Hotel	
Tropicana Casino & Resort	
Trump Marina Casino Resort	
Trump Plaza Hotel & Casino	
Trump's Taj Mahal Casino Resort	

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Atlantic City area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 1.4% for total income of $1 to $20,000; 1.75% for total income of $20,001 to $35,000; 3.5% for total income of $35,001 to $40,000; 5.525% for total income of $40,001 to $75,000; 6.37% for total income of $75,001 to $500,000; 8.97% for total income of $500,001 and up (2004).

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: None (3% alcoholic beverage tax and 9% lodging and related services tax)

Property tax rate (effective): $2.96 per $100 of assessed value (2004)

Economic Information: Atlantic City Department of Planning & Development, City Hall, Atlantic City, NJ 08401; telephone (609)347-5404

Education and Research

Elementary and Secondary Schools

Among its many special programs, the Atlantic City public schools offer a gifted and talented program, a preschool program, English as a Second Language, a K & 1 Write to Read program, and a special truancy program. The school system has instituted a computerized managed instruction program that provides most students access to the schools' computer labs. Special software developed to coincide with texts in use and standardized tests complements the hardware. The high school, Atlantic City High, opened in the mid-1990s following an investment of some $80 million. Atlantic City's schools saw an increase in test scores in 2004, most notably in elementary language proficiency. Just over 60 percent of students were deemed at least proficient in language in 2004, up from 22 percent in 2003. High schoolers saw a combined increase of 4.5 percent in writing and mathematics in 2004. Among the challenges that face educators in the Atlantic City school system is the high rate of poverty; in 2005, 81.5 percent of enrolled students were identified as living below poverty level.

The following is a summary of data regarding the Atlantic City Public School system as of the 2004–2005 school year.

Total enrollment: 7,159

Number of facilities
elementary schools: 8
junior high/middle schools: 2
senior high schools: 1

Student/teacher ratio: 25:1

Teacher salaries
average: $53,897 (2004)

Funding per pupil: $11,123 (2004)

Public Schools Information: Atlantic City Public Schools, 1300 Atlantic Avenue, 5th Floor, Atlantic City, NJ 08401; telephone (609)343-7200

Colleges and Universities

The nearest institution of higher learning is Richard Stockton College of New Jersey in Pomona, an easy commute to the west. The school offers bachelor's degrees in business, arts, and sciences. Special programs include interdisciplinary studies in gerontology, Judaism, Africana studies, Latin American/Caribbean studies, teacher education, and women's studies. Together with its academic curricula, Stockton offers students cooperative education, internships, and study abroad. Atlantic Community College, based in Mays Landing, holds ''casino schools'' in Atlantic City, teaching tourists the skills needed to play the games of chance in the city's casinos.

Libraries and Research Centers

The public library system consists of the Atlantic City Free Public Library, the main facility, and the Richmond Branch Library. In addition to its 104,000 volumes, the system makes available magazines, videos, records, and cassettes. The library's History of Atlantic City Collection includes books, periodicals, pamphlets, postcards, maps, Miss America yearbooks, and period souvenirs. Information about New Jersey history and genealogy is also catalogued.

Within Atlantic City are several specialized libraries, including the U.S. Federal Aviation Administration's Technical Information Research Facility at the Atlantic City Airport; and the Health Science Library of the Atlantic City Division of the Atlantic City Medical Center. The William J. Hughes Technical Center Library is a leading aviation research and testing facility designated as an emergency space shuttle landing site. At the Marine Mammal Stranding Center, mammals that have been rescued and deemed beyond saving are studied for what they can reveal about mammalian illness.

Public Library Information: Atlantic City Free Public Library, One North Tennessee Avenue, Atlantic City, NJ 08401; telephone (609)345-2269; fax (609)345-5570

Health Care

Founded in 1898, the AtlantiCare Regional Medical Center on Pacific Avenue is licensed for 540 beds. The center is a

teaching hospital affiliated with Hanneman University in Philadelphia and the University of Medicine and Dentistry of New Jersey. Specialties include cardiology, emergency care, and the Joint and Spine Institute, and the hospital has the region's only Level II trauma care center and neonatal intensive care center. Through the Ruth Newman Shapiro Regional Cancer Center the hospital offers rapid detection of malignant conditions and care including radiation and chemotherapy.

Health Care Information: Atlantic City Medical Center, 1925 Pacific Avenue, Atlantic City, NJ 08401; telephone (609)344-4000

Recreation

Sightseeing

Opened in 1999, the $4 million Atlantic City Visitor Welcome Center, located on the expressway just outside the city, provides guests with up-to-date information on hotels, restaurants, attractions, shopping, festivals, events, and regional cultural and historical sites. The Boardwalk Information Center, in the center of town, provides walk-in visitors with regional guides and information on various attractions and amenities.

Atlantic City's premier attraction is its boardwalk, a nearly five-mile-long steel, concrete, and wooden structure stretching along the Atlantic Ocean beach. The structure was described in 1909 by a travel writer for a national magazine as ''overwhelming in its crudeness—barbaric, hideous and magnificent.'' Roughly paralleling Atlantic and Pacific avenues, the boardwalk is 60 feet wide and home to a variety of shops, amusement stands, and eateries. Its surface is a patterned design of bethaburra, a Brazilian hardwood. Along its length, and well worth a close look, is Donald Trump's $1 billion Taj Mahal, adorned with Hindu elephant gods, multicolored onion domes, minarets, and $14 million of chandeliers.

The boardwalk continues its southward stretch into neighboring communities such as Ventnor. Running perpendicular to the Boardwalk are a series of entertainment piers, many of which have been destroyed and rebuilt several times. Central Pier is known for its observation tower. Steeplechase Pier features children's amusements. Steel Pier, first opened in 1898, was a noted entertainment area. In 1990, the pier reopened as a family entertainment facility under the auspices of the Trump Taj Mahal complex. Garden Pier attracts culture lovers to the Arts Center and Historical Museum. Now a mall called Ocean One, the former Million Dollar Pier features shops and restaurants. The Tivoli Pier, part of the Trop World resort, is a 2-acre amusement park reminiscent of Atlantic City's carnival days. Legalized gambling and the glitter of the luxurious casino/hotels lining the boardwalk are other popular tourist attractions.

Ripley's Believe It Or Not Museum has attracted the curious since 1996. The Absecon Lighthouse, which was built in 1854, was reopened to the public after a $3 million facelift. The 228-step historic structure is the tallest lighthouse in New Jersey and offers a bird's eye view of Atlantic City's dazzling skyline and the back bay area. Lucy the Margate Elephant is a six-story wood and metal structure built in the shape of an elephant. Located in nearby Margate and initially used as a bazaar site in 1881, Lucy is now a national historic site. Wheaton Village portrays life in an 1888 glassmaking village; the Towne of Historic Smithville features colonial buildings and specialty shops. At the Marine Mammal Stranding Center and Museum in Brigantine, visitors can discover the wonders of the sea and learn about the care of ailing sea creatures.

Arts and Culture

Performing arts in Atlantic City take the form of top name entertainment offered at the casino/hotels' lounges and ''big rooms,'' many of which seat more than 1,000 patrons. Innumerable singers, musicians, entertainers, dancers, and comedians, most of them Hollywood and Broadway stars, have taken the stage in Atlantic City. Recent improvements to Brighton Park along the boardwalk include a new amphitheater, which offers summertime concerts. Jazz concerts are scheduled at Historic Gardner's Basin.

Located on the boardwalk's Garden Pier is the Atlantic City Arts Center and Historical Museum. The center hosts art exhibits and shows all year long while the museum focuses on the city's 150-year history. The Circle Gallery on Park Place and the Lenox China Showroom are popular tourist stops. The Noyes Museum in Oceanville features a collection of regional duck decoys. Staff of the Ripley's Believe It Or Not Museum in Atlantic City are noted in the Ripley hierarchy for their ability to find particularly unusual exhibits. The Ocean Life Center at Gardner's Basin has 8 tanks totaling 29,800 gallons of live exhibits, including a 23,000 gallon tank featuring the fish of northern New Jersey and a 750 gallon touch tank. Interestingly, the Ocean Life Center is accessible by car, on foot, and by boat.

Arts and Culture Information: Atlantic County Office of Cultural Affairs, 40 Farragut Avenue, Mays Landing, NJ 08330; telephone (609)625-2776

Festivals and Holidays

Atlantic City's most famous annual event is the Miss America Pageant, held the second week of September. Begun in

Atlantic City's popular boardwalk offers shops, amusement stands, and entertainment piers.

1921, the pageant generates an aura of festivity, including the Miss America Ocean Powerboat Race. Other annual events include the Atlantic City Boat Show in January and the Antique Auto Show in February. The city's Easter Parade has been an eagerly awaited event for generations of Atlantic City residents and visitors alike. In late May comes the symbolic Unlocking of the Ocean. The city sponsors Boardwalk Art Shows in June and September. In early July, the annual New Jersey Fresh Seafood Festival, described as a ''sea appreciation party,'' takes place at Historic Gardner's Basin Maritime Park, a turn-of-the-century fishing village. Anglers are attracted to the Atlantic City Tuna Tournament in late July. The Wedding of the Sea in mid-August is celebrated with music, floats, a parade, sidewalk sales, and ceremonies held at Mississippi Avenue and the beach. Atlantic City's Marlin Tournament is held each August as well.

Sports for the Spectator

The Atlantic City Race Course, 14 miles west of the city, presents thoroughbred racing during the summer and simulcasts of racing events the remainder of the year. The Atlantic City Surf, a professional baseball team affiliated with the Atlantic League, plays near Bader Field in the $14.5 million Sandcastle Stadium, a 75,000-square-foot facility. The 5,900-seat stadium offers grandstand and premium deck seating, 20 luxury skyboxes, oversized concession areas, a souvenir shop, team clubhouses, administrative offices and 2,000 parking spaces. Other professional sports events, especially boxing matches, are sponsored by the city's casino/hotels. Annual events include the National Powerboat Races, State Sailing Championships, Shop Rite LPGA (women's golf) tournament (formerly the Atlantic City Classic), and professional polo matches, bowling competitions, and bicycle races.

Sports for the Participant

It is the pristine beaches along Absecon Island that draw thousands of swimmers and water sports enthusiasts every year. Surfers ride the breakers that wash the beaches, and sailors and powerboaters enjoy the ocean and inlet waters in the area. Ocean fishing is a popular sport, both from the shores of the coastal waters and from the decks of boats miles out to sea. Facilities in and around Atlantic City accommodate those wishing to play squash, tennis, racquetball, and golf. Bicycling, walking, and jogging along the boardwalk are picturesque as well as good exercise. Many of the casino/hotels offer guests complete fitness and athletic facilities.

Shopping and Dining

Atlantic City's most unusual shopping destination is Shops on Ocean One at Arkansas Avenue and the Boardwalk. Built in the shape of a luxury ocean liner, Ocean One features 150 stores, restaurants, and an amusement park, all spread over three levels and extending over the ocean. The city's major downtown shopping area occupies Atlantic Avenue and the avenues intersecting it. The Hamilton Mall in Mays Landing is the area's largest shopping center, boasting more than 150 stores and restaurants. In nearby Pleasantville, the Shore Mall offers 75 shops and eateries, plus a movie theater complex. For the bargain hunter, every Tuesday and Saturday the Cowtown Rodeo in Woodstown has a flea market. Historic Wheaton Village in Millville is a replica of a Victorian glass-making town, complete with gift and craft shops, plus there are several other uniquely themed, quaint shopping plazas throughout neighboring communities.

Delicatessen fare and fresh seafood are noteworthy Atlantic City offerings. Many of the delis along the Boardwalk feature stacked sandwiches, kosher hot dogs, and garlic dill pickles, the likes of which are seldom seen south of New York City. Fresh catches from the Atlantic include oysters, crabs, clams, and a variety of deep-sea fish. Dining is elegantly formal in many of the casino/hotel restaurants, a number of which specialize in assorted international cuisines. Traditional American fare can be had at colonial-era inns in Historic Smithville. Atlantic City is also the birthplace of salt water taffy and visitors may sample dozens of flavors along the boardwalk and in candy shops. The Historic Renault Winery and Vineyard in Egg Harbor City is renowned along the East Coast for its wines and gourmet food.

Visitor Information: The Atlantic City Convention & Visitors Authority, 2314 Pacific Ave., Atlantic City, NJ 08401; telephone (609)348-7100; toll-free (888)222-3683. State of New Jersey, Dept. of Commerce, Energy, and Economic Development, Div. of Travel and Tourism, CN-826, Trenton, NJ 08625-0826; telephone (609)777-0885; toll-free (800)847-4865

Convention Facilities

Atlantic City is home to one of the largest municipal convention complexes in the nation. Located on the boardwalk between Georgia and Mississippi avenues, the Atlantic City Convention Center occupies 7 acres. The center features 500,000 square feet of exhibition space, 45 meeting and function rooms accommodating 50 to 3,000 conventioneers, and a Grand Ballroom accommodating up to 3,600. The East Hall main auditorium offers a 137-foot high column-free ceiling and seats nearly 22,000. When not used for conventions and trade shows, the center hosts numerous sporting events, including boxing, tennis, and football matches. The city's 13 casino hotels also offer meeting facilities; for

example, the Trump Taj Mahal features more than 175,000 square feet of meeting space. In addition to guest rooms, casino/hotels offer fine restaurants and lounges that seat up to 1,000 people and feature top-name entertainment. Space is also available at the new Atlantic City Rail Terminal.

Convention Information: Atlantic City Convention & Visitors Bureau, Attn: Convention Services Director, 2314 Pacific Avenue, Atlantic City, NJ 08401; telephone (609)348-7100; fax (609)345-3685

Transportation

Approaching the City

Atlantic City International Airport in Pomona is nine miles west of Atlantic City. A three-phase multimillion-dollar expansion and modernization project has doubled and modernized terminal space and plans call for further expansion. Atlantic City International Airport is serviced by Spirit Airlines and Delta Connection. Bader Field, the Atlantic City Municipal Airport near downtown Atlantic City, accommodates commuter and charter flights and private planes. The city intends the eventual closing of Bader Field to make it available for private development. Major airports handling Atlantic City traffic are Philadelphia International Airport, 60 miles to the west, and Newark International Airport, 140 miles to the north. Limousine and bus service is available to Atlantic City from both airports.

Numerous commercial and charter buses travel into Atlantic City; the public bus terminal is at Arctic and Arkansas avenues. New Jersey Transit train service is available from cities in New Jersey and from Philadelphia, Washington, D.C., and New York City. Trains arrive at the Rail Terminal, immediately adjacent to the Convention Center Complex.

The major highway into Atlantic City is the Atlantic City Expressway. U.S. 30 reaches the city via Absecon Boulevard while U.S. 40/322 parallels Albany Avenue; both are surface routes and tend to be congested. The Garden State Parkway runs north-south outside the city and is a major access route.

Traveling in the City

Atlantic City follows a rigid grid pattern. Streets running parallel to the Atlantic Ocean are known by ocean or sea names; streets running perpendicular bear states' names. The city has placed Monopoly Board style street signs along the Boardwalk, together with 1920s style light fixtures and art deco facade treatments to pavilions. The boardwalk runs along the ocean, curving westward to follow Absecon Channel.

Atlantic City's famous jitneys still offer travel in small private cars in Atlantic City. Boardwalk trams, taxis, buses, and rental cars are available. Parking spaces are at a premium, both in garages and on the streets. The convention center has 1,400 parking spaces available to visitors. Casino/hotel guests pay to have their vehicles sheltered.

Communications

Newspapers and Magazines

Atlantic City's daily newspaper, *The Press of Atlantic City,* appears each morning. *Atlantic City Magazine,* with its listings of events, is published monthly.

Television and Radio

One television station originates in Atlantic City, NBC-10. Atlantic City also receives Philadelphia stations and is serviced by a cable television franchise. The four AM and FM radio stations in the city broadcast a variety of music, talk, and religious shows.

Media Information: *The Press of Atlantic City,* 1000 W. Washington Ave, Pleasantville, NJ 08232; telephone (609)272-7000

Atlantic City Online

Atlantic City Convention & Visitors Bureau Authority. Available www.atlanticcitynj.com

Atlantic City Free Public Library. Available library.atlantic.city.lib.nj.us/ac

Atlantic City Public Schools. Available alpha1.acboe.org

City of Atlantic City Home Page. Available www.cityofatlanticcity.org

New Jersey Commerce & Economic Growth Commission. Available www.state.nj/commerce/dcedhome.htm

New Jersey Economic Development Authority. Available www.njeda.com

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Levi, Vicki Gold, *Atlantic City, 125 Years of Ocean Madness: Starring Miss America, Mr. Peanut, Lucy the Elephant, the High Diving Horse, and Four Generations of Americans Cutting Loose* (New York: C.N. Potter: Distributed by Crown Publishers, 1979)

Wilson, Harold F., *The Jersey Shore: A Social and Economic History of the Counties of Atlantic, Cape May, Monmouth, and Ocean* (New York: Lewis Historical Publishing, 1953, 3 vols.)

Jersey City

The City in Brief

Founded: 1630, (incorporated, 1820)

Head Official: Mayor Jerramiah Healy (D) (since 2005)

City Population
1980: 223,532
1990: 228,537
2000: 240,055
2003 estimate: 239,097
Percent change, 1990–2000: 4.8%
U.S. rank in 1980: 61st
U.S. rank in 1990: 67th (State rank: 2nd)
U.S. rank in 2000: 73rd (State rank: 2nd)

Metropolitan Area Population
1990: 553,099
2000: 608,975
Percent change, 1990–2000: 9.2%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

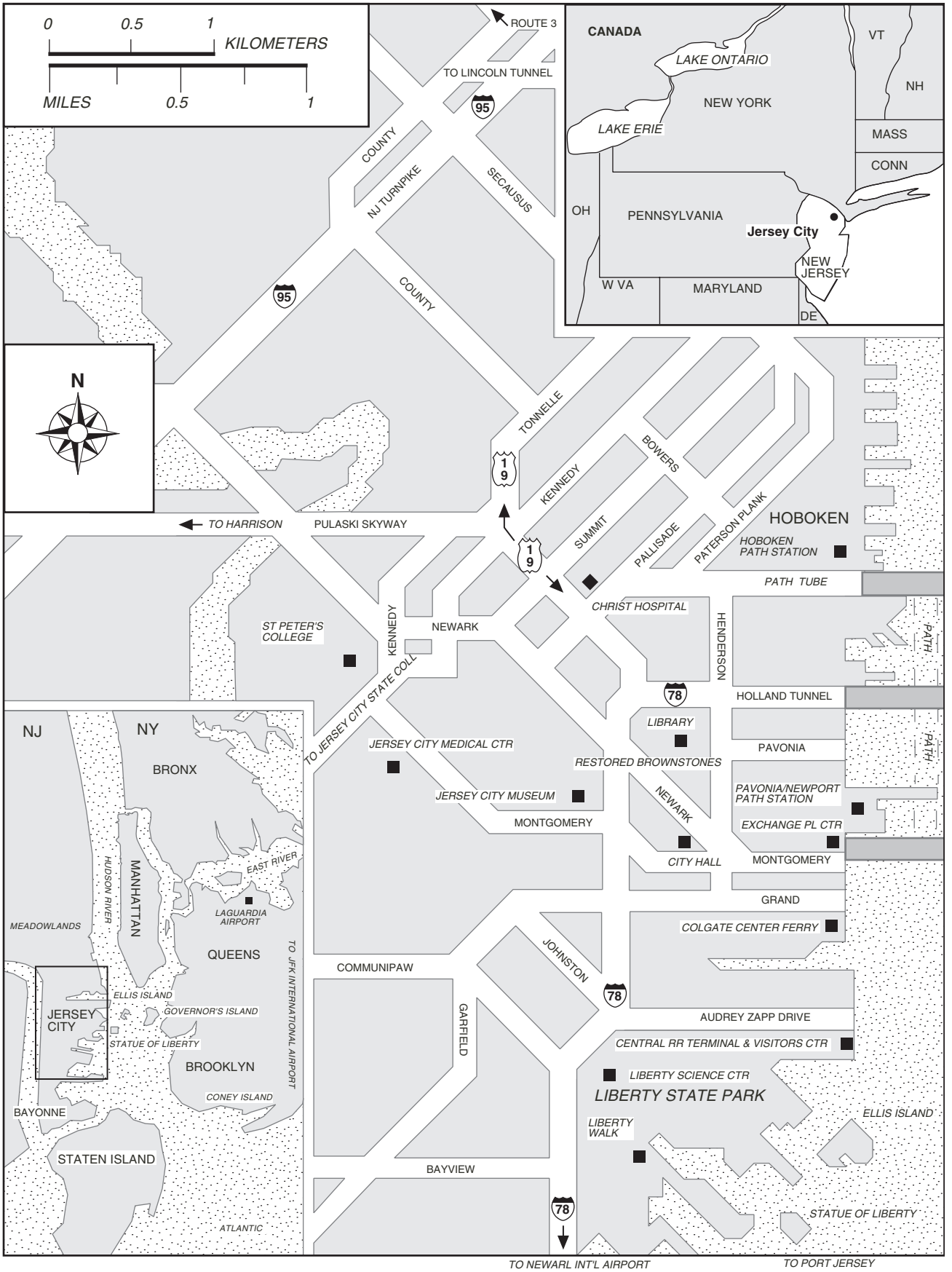
Area: 14.9 square miles (2000)
Elevation: 20 feet above sea level
Average Annual Temperature: 52.6° F
Average Annual Precipitation: 47.4 inches of rain; 27.8 inches of snow

Major Economic Sectors: Trade, services, government, manufacturing
Unemployment rate: 5.4% (February 2005)
Per Capita Income: $19,410 (1999)

2002 FBI Crime Index Total: 12,182

Major Colleges and Universities: Jersey City State College, St. Peter's College, Hudson County Community College

Daily Newspaper: *Jersey Journal*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RESTORED BROWNSTONES
PATH
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AUDREY ZAPP DRIVE
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CENTRAL RR TERMINAL & VISITORS CTR
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LIBERTY STATE PARK
ELLIS ISLAND
LIBERTY WALK
BAYVIEW
78
STATUE OF LIBERTY
TO NEWARL INT'L AIRPORT
TO PORT JERSEY
NJ
NY
BRONX
HUDSON RIVER
MANHATTAN
EAST RIVER
LAGUARDIA AIRPORT
MEADOWLANDS
QUEENS
TO JFK INTERNATIONAL AIRPORT
ELLIS ISLAND
GOVERNOR'S ISLAND
JERSEY CITY
STATUE OF LIBERTY
BROOKLYN
CONEY ISLAND
BAYONNE
STATEN ISLAND
ATLANTIC
CANADA
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Introduction

Jersey City, once touted as ''the city with everything for industry,'' still fulfills that promise. Its waterfront on the Hudson River, dubbed the Gold Coast, has been the focus in recent years of billions of dollars of development projects that are luring financial giants and others from Manhattan and the world. The second largest city in New Jersey, Jersey City attracts business with major air, water, rail, and highway transportation arteries, abundant utilities at reasonable rates, a growing service sector, and an established manufacturing base. Respected health care and educational facilities, along with blocks of reclaimed brownstone houses and impressive new developments, make Jersey City a desirable place to live as well.

Geography and Climate

Jersey City lies on a peninsula between the Hudson and Hackensack rivers in northeastern New Jersey. Seven miles to the west is Newark, and across the Hudson River to the east is New York City's lower Manhattan skyline. The terrain ranges from low-lying flood plains to gently rolling hills. While Jersey City's climate tends to be continental, influenced by winds from the west, it does experience temperature extremes throughout its four seasons. Summers are hot and humid and winters are moderately snowy.

Area: 14.9 square miles (2000)

Elevation: 20 feet above sea level

Average Annual Temperatures: January, 30.6° F; July, 74.6° F; annual average, 52.6° F

Average Annual Precipitation: 47.4 inches of rain; 27.8 inches of snow

History

Dutch Explore Tribal Land

Before the coming of Europeans, the indigenous Algonquian tribe who called themselves Lenape, ''the People,'' lived in the Hudson County region. A peaceful people, they were respected by other tribes and often called to settle disputes between rivals, hence they became known as the ''Grandfather tribe.'' White settlers renamed the Lenape Delawares, for the Delaware River they had designated for Lord de la Warr, then governor of the Jamestown Colony.

In 1609, English navigator Henry Hudson, financed by the Dutch East India Company, explored the area in his third unsuccessful attempt to find a passage to Asia by setting out north and west from Europe. Jersey City abounds with Dutch street names because it was Michael Pauw, an agent of the Dutch West India Company, who purchased and pioneered a permanent European settlement there in 1630. Pauw and his fellow trappers encountered Native Americans of the Delaware tribe and began trading with them. For the next 20 years the peninsula served as a western gateway for trade with other Native American tribes. This land of present day Jersey City and Hoboken, which the Indians had called Communipaw and Harsimus (both are spelled at least 15 different ways in historical documents) was dubbed Pavonia, by Pauw's Latinization of his own name, and Paulus Hook, after the next governor of the area, Michael Paulusen. In 1638, William Kieft was sent to Pavonia as the new director general of the colony. His swindling trade practices and brutality, culminating in 1643 in an unprovoked massacre of the Raritan tribe, (who had come to the Dutch for refuge from their warring enemies to the north, the Mohawks) resulted in an eight month war with the Indians, and sickness and poverty spread over the settlement. In 1647 Petrus Stuyvesant became the new director general of New Amsterdam and enacted a policy of conciliation that led to an uneasy peace with the Indians for a while. This peace was disturbed in 1655, when a Delaware maiden was killed for trespassing in a settler family's peach orchard in what is now lower Manhattan. The natives fled back across the Hudson River to Pavonia, then exacted revenge by driving out all white people from the Jersey Shore. Whoever did not flee was killed; livestock was slaughtered, and every building burnt down. The Dutch fled to New Amsterdam (now New York) to escape, but after five years went by, they wished to return to the fertile farmlands and hunting grounds of Pavonia. Stuyvesant re-bought the land from the Indians in a ceremony which included nine chiefs, and made sure the new settlement was built so as to be more easily defended.

The settlement shifted to English rule in 1664 when Charles II, who had always thought he owned it, gave it to his brother James, Duke of York. After a brief period of struggle with the Dutch, they asserted permanent control there in 1674, renaming the land New Jersey in honor of the largest island in the English Channel, where James' friend George Cartaret was born. Jersey City itself was known during this early English time as the Towne of Bergen. For the next century, agriculture and transportation occupied the region, where ferries traveled across the Hudson to and from New York. Jersey City was also an important stop on first the

road route and then the stagecoach route from New York to Philadelphia.

Bergen, Paulus Hook, Harsimus, Communipaw Cove—all the old communities that became the core of modern Jersey City and Hoboken—played crucial parts throughout the Revolutionary War. After the earlier skirmishes at Lexington and Bunker Hill, it became obvious the British were turning their focus, and their naval strength, to the New York-New Jersey area in late June 1776. George Washington recognized the strategic importance of the region, ordered fortifications to be made quickly, and named the Bergen militia. Skirmishes and all out battles went on between the patriots and the British, along with their many Tory sympathizers in the region, but the British maintained an outpost on Paulus Hook until the night of August 18, 1779, when American Major Henry ''Light Horse Harry'' Lee led a surprise attack on the fort. Lee captured about a third of the English garrison while Americans suffered only two casualties. The humiliating loss of Paulus Hook was followed by a brutal winter of 1779-1780 wherein people could walk back and forth from New York to New Jersey on the ice to buy and sell increasingly rare and expensive firewood. The English forces began to lose their strength and resolve. In October of 1780, General Lafayette joined with the American forces to challenge the English at the place Jersey City Cemetery is now. The British retained a small hold on the area for the next couple of years but were finally driven out of America in 1783.

Modern Jersey City Emerges

In 1812, steam ferry service began with Robert Fulton's *Jersey.* Old Paulus Hook was incorporated as Jersey City in 1820, but only a small part of the size it is now, and was still considered part of the town of Bergen. Jersey City's first police force, the ''watch,'' was formed in 1829. When an 1834 treaty settled the middle of the Hudson River as the boundary between New York and New Jersey, development of Jersey City began in earnest. The Morris Canal extension to Jersey City in 1836, then two railroad lines arriving in the same year, bolstered the city's transportation and distribution capabilities. Coal from Pennsylvania could be shipped in to fuel factories, and the factories' goods readily shipped out anywhere in the United States. Resulting industry included the Colgate-Palmolive Company, makers of soaps, perfumes, and toiletries, which relocated from New York City to Jersey City in 1847. That year the *Hibernia,* was the first Cunard (luxury yacht makers of the Queen Mary II and Queen Elizabeth II) liner to dock at Port Jersey. Jersey City also became home of the Joseph Dixon Crucible Company, famous for lead pencils; the Dummer's Jersey City Glass Company, known for its flint glass; Isaac Edge's fireworks factory; and the American Pottery Company. From 1860 to 1870 Jersey City's population shot from 7,000 to 29,000, a tribute to the economic strength of the city's factories, but also due to several municipalities in the area voting to consolidate themselves under the name Jersey City in 1869. Among the immigrants arriving through Port Jersey to work in the plants were Germans, Polish, Irish, and Italians. Prior to and during the Civil War, Jersey City was an important station on the Underground Railroad for escaping slaves, who entered the city hidden aboard Erie Canal boats. Jersey City was also a major embarkation point for Union soldiers.

Following the Civil War, activity centered around struggles between competing railroads and political infighting in municipal government. In the 1870s the first paid fire department was hired and the first public high school was opened. A railway tube between Jersey City and New York City opened in 1910.

Jersey City suffered from World War I aggressions when, on the night of July 30, 1916, German saboteurs exploded ammunition-laden railroad cars into Black Tom Island (which now comprises a south side portion of Liberty State Park, across from the Statue of Liberty and Ellis Island.) The blast was felt as far as Manhattan and Philadelphia, Connecticut and Maryland. Property losses were estimated at $22 million, $1 million of which went to replace glass in Jersey City windows.

A three decade political era began in 1917, when Frank Hague became mayor; his Democratic machine remained in power for the next 30 years. The Colgate clock, largest in the world, with a face spanning 50 feet in diameter and a 23-foot minute hand weighing over a ton, was erected in 1924, and in 1927 the Holland Tunnel opened. In 1937 Roosevelt Stadium opened and eventually became one of the fields upon which the great Jackie Robinson played when he broke major league baseball's color barrier in 1946.

Jersey City's population peaked at 299,000 in 1950. Residents and businesses, lured to suburbs accessible by new highways, began to leave the city in the 1950s. In response, older brownstone row homes were rehabilitated and massive downtown redevelopment projects were sponsored by private, municipal, state, and federal government dollars. Liberty State Park opened in 1976, and the first New Jersey Waterfront Marathon was run in 1985. By the late 1980s, Jersey City had become a ''back office'' site for businesses fleeing high rent and other exorbitant business costs in New York City. In fact, Jersey City was the only one of the state's six largest cities to gain both in population and employment during the recession of the late 1980s and early 1990s. In 1994, ten major firms relocated to the city, bringing more than 6,000 new jobs. Nearly 30 firms moved to or began operations within the city during the 1990s, and the skyline was transformed from rail yards and warehouses along the Hudson River to modern office towers and trendy

artist's neighborhoods. Massive ongoing development projects into the new millenium promise continuing prosperity for Jersey City.

Historical Information: Historian, Jersey City Library, 472 Jersey Avenue, Jersey City, NJ 07302; telephone (201)547-4503

Population Profile

Metropolitan Area Residents
1980: 556,972
1990: 553,099
2000: 608,975
Percent change, 1990–2000: 9.2%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 223,532
1990: 228,537
2000: 240,055
2003 estimate: 239,097
Percent change, 1990–2000: 4.8%
U.S. rank in 1980: 61st
U.S. rank in 1990: 67th (State rank: 2nd)
U.S. rank in 2000: 73rd (State rank: 2nd)

Density: 16,111 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 81,637
Black or African American: 67,994
American Indian and Alaska Native: 1,071
Asian: 38,881
Native Hawaiian and Pacific Islander: 181
Hispanic or Latino (may be of any race): 67,952
Other: 36,280

Percent of residents born in state: 42.6% (2000)

Age characteristics (2000)
Population under 5 years old: 16,631
Population 5 to 9 years old: 17,321
Population 10 to 14 years old: 16,383
Population 15 to 19 years old: 15,542
Population 20 to 24 years old: 19,094
Population 25 to 34 years old: 46,541
Population 35 to 44 years old: 37,799
Population 45 to 54 years old: 28,268
Population 55 to 59 years old: 10,463
Population 60 to 64 years old: 8,575
Population 65 to 74 years old: 12,534
Population 75 to 84 years old: 8,099
Population 85 years and older: 2,805
Median age: 32.4 years

Births (2002, Jersey City)
Total number: 3,743

Deaths (2002, Hudson County)
Total number: 4,576 (of which, 64 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,410
Median household income: $37,862
Total households: 88,617

Number of households with income of . . .
less than $10,000: 13,002
$10,000 to $14,999: 6,188
$15,000 to $24,999: 10,567
$25,000 to $34,999: 11,437
$35,000 to $49,999: 13,759
$50,000 to $74,999: 15,335
$75,000 to $99,999: 8,174
$100,000 to $149,999: 6,523
$150,000 to $199,999: 1,851
$200,000 or more: 1,781

Percent of families below poverty level: 16.4% (48.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 12,182

Municipal Government

Since a charter revision in 1960, Jersey City has operated with a mayor-council form of government. There are nine council members, six elected by wards and three at large; they and the mayor all serve four-year terms. The mayor does not vote on legislation, but may veto ordinances within ten days of passage by the Municipal Council. The Council needs six votes to override the mayor's veto. Jersey City is also the seat of Hudson County government.

Head Official: Mayor Jerramiah Healy (D) (since 2005, current term expires 2008)

Total Number of City Employees: 2,500 (2000)

City Information: Office of the Mayor, 280 Grove St., Jersey City, NJ 07302; telephone (201)547-5200

Economy

Major Industries and Commercial Activity

Jersey City, which is located in the heart of the New Jersey/ New York City metropolitan area, experienced an economic renaissance in the 1990s, and the growth trend continues into the 21st century. Traditionally dependent on sectors such as transportation and distribution, the city is now focusing on what they've targeted as FIRE (Finance, Insurance, and Real Estate) businesses. There has been an incredible 500 percent growth in these types of businesses in Jersey City since 1993. High rent, taxes, and utility costs in adjacent Manhattan have prompted many New York firms to relocate partial or entire operations across the Hudson River to Jersey City, creating what is known as ''back office space.'' Since the early 1990s, many major firms have relocated or begun new operations in Jersey City. The phenomenon is so marked that Jersey City's new state-of-the-art corporate developments are being called ''the sixth borough'' and ''Wall Street West.'' Jersey City has no city income tax, no corporate or payroll tax, no commercial rent tax, 30 percent lower utilities than New York City's Con Ed, and rent on Class A office space is about a third less than in Manhattan. The Jersey City Economic Development Corporation (JCEDC), a nonprofit corporation formed in 1980 by the city council, is the main business proponent of the city and administers most of the business incentive monies and job training programs. JCEDC is dedicated to revitalization that benefits residents as well as companies through its citywide commercial reconstruction program called HUB, for Holistic Urban Building.

Items and goods produced: electronic products, steel products, soaps and toiletries, cork, cosmetics, chemical products, cans and bottles, paint and varnish, various processed foods, coke, graphite, shoes, slippers, and sandals, elevators, lamps, automobile and aircraft parts, oil refining equipment, clothing, and chocolate

Incentive Programs—New and Existing Companies

Local programs—The Jersey City Economic Development Corporation (JCEDC), administers business loans and Small Business Administration micro-loans through its subsidiary Community Lending and Investment Corporation (CLIC). CLIC has apportioned 195 loans since its beginning and created and retained 3,022 jobs in the community, and helped reinvest $55 million, resulting in more than $4 billion in capital investments. Besides CLIC, the JCEDC oversees several other main programs including the Construction Management Department, which oversees all building projects from large to small, and the Urban Enterprise Zone (UEZ) program, which promotes development in designated sections of the city. Qualifying businesses in the UEZs are eligible for tax incentives, marketing assistance, financial counseling, and reduced unemployment insurance. Certified Zone retailers get a reduced sales tax of three percent, which is reinvested in further business development in the city. Two programs under the Urban Enterprise Zone have improved quality of life in targeted neighborhoods. Special Improvement Districts (SID) is in commercial districts citywide. Neighborhood business and property owners organize under the Business Improvement Districts (BID) program; they are private nonprofit organizations which obtain for their communities things like supplemental security and street sanitation. JCEDC also maintains a Business Information Center which offers very small businesses technical assistance and financial advice.

State programs—Programs funded by the state of New Jersey are for the most part administered at the local level by the Jersey City Economic Development Corporation. The state of New Jersey's Economic Development Authority (EDA) runs two programs for expanding or relocating businesses. The Business Employment Incentive Program offers grants to those companies that create jobs in New Jersey; grants can equal up to 80 percent of what would be the state income taxes for new employees. Companies must create at least 25 new full time permanent jobs, except for new technology businesses like the biotech industry, which need to create only 10 new jobs. Bonus incentives exist for businesses that generate 500 jobs or invest more than $20 million. Businesses must maintain location in New Jersey for at least one and a half times longer than the duration of the grant, which can be up to 10 years. The Business Relocation Assistance Grant program helps businesses that move to New Jersey as well as companies that move within the state to bigger facilities. Applicants must be approved by the state Treasurer, and greater consideration is given to jobs which pay more than one and a half times higher than minimum wage. In 2004, the EDA funded 10 projects in Hudson County, including three in Jersey City proper, with total funding exceeding $46 million. EDA provides a wide range of other services as well, in the forms of tax credits, bonds, grants, and real estate development which focus on brownfield renewal and other such development where there would otherwise be none. There are 24 other financial assistance programs offered by EDA; several of these programs focus on aiding women and minorities in joining the business world.

The New Jersey Urban Development Corporation provides lower-than-market loans to developers and businesses seeking to construct facilities in urban areas, including small business incubators. The New Jersey Division of International Trade helps companies dependent on international commerce with advice and access to trade missions and foreign trade shows. The New Jersey Small Business Development Corporation network specializes in business plan-

ning and growth strategy, loan packaging, and help in selling goods and services to government agencies, help to entrepreneurs in commercializing new technologies, linking up companies to local manufacturers who serve as mentors, and counseling for companies regarding overseas trade.

Job training programs—Several job training programs are available at the state and local level. New Jersey's welfare reform program, called Work First NJ, assists people on welfare in becoming self sufficient through education and job training. Another state funded program offered by New Jersey Economic Development Authority is the Entrepreneurial Training Institute (ETI), an intensive eight-week course that teaches aspiring new business owners about basic business operations and building a financial plan; ETI also helps them get financial aid upon graduation. The New Jersey Department of Labor and Workforce Development provides several programs. Under the Department of Labor, Workforce New Jersey operates several One-Stop Career Centers throughout the state, two of which are in Jersey City. The One-Stop Career Center is a resource for both employers and job seekers which integrates job training, job placement, and unemployment services. The Urban League of Hudson County started with a job training and placement program for seniors, and now offers a wide range of job training and related social services, such as child care assistance.

Development Projects

The most recent major redevelopment projects in Jersey City are divided into the areas of Downtown and the Waterfront, Journal Square, the HUB at Martin Luther King, Jr. Drive, the Warehouse District Artist in Residence program, Saint Peter's College/McGinley Square Area Improvement project, residential development, and various commercial and industrial developments.

The Colgate Center is a waterfront development that contains nine office towers, a residential building, and a marina with ferries to Manhattan. 101 Hudson in Colgate Center is currently the tallest building in New Jersey, and Goldman Sachs has purchased other Hudson Street property with plans to erect the future tallest building in New Jersey. Notable tenants of Colgate Center include Merrill Lynch; Lehman Brothers Holdings; Hartz Mountain; Essex Waterfront, LLC; Lord, Abbett, and Co.; American Express Travel Related Services; National Discount Brokers; and Datek Online. On the drawing board to be added to Colgate Center are two more residential complexes, a helicopter pad on a pier at the marina, a 798-space parking garage, an outdoor pool and a gym.

Harborside Financial Center is another waterfront development with five million square feet of office space and approval for more commercial space as well as residential units, North Pier Apartments with a stunning view of the harbor and lower Manhattan, and the new Hyatt Regency Hotel. Major tenants of Harborside include Deutsche Bank, DLJdirect Holdings, TD Waterhouse, Exodus Communications, Morgan Stanley Dean Witter, Dow Jones, the American Institute for Certified Public Accountants, SunAmerica Asset Management, Garban Intercapital America, Forest Laboratories, and TradeWeb.

Five luxury hotels have opened in the city since 2000: the Hyatt Regency at Harborside; Candlewood Suites, just north of Harborside; the Courtyard Marriott, located by the Newport/Pavonia PATH subway station; a new $60 million Hilton; and a Doubletree Club Suites which is also near Harborside Financial Center.

Grove Street is an area under much development recently, with a 306-unit luxury apartment complex with adjoining office tower and commercial and retail space; the Christopher Columbus Towers, under construction in 2005; and the sale of the International Financial Building for more than $152 million by Mack-Cali Realty to a joint venture of German companies. Major residents of the International Financial Building are PCN Bank, NTT Data Communications, and Donaldson, Lufkin, and Jenrette. The Newport area is another spot of major development in the downtown and waterfront of Jersey City. Between the Newport Mall and the Newport Tower, (presently the second tallest building in New Jersey) there are 4.3 million square feet of office space, 7,000 residential units, 1,200 hotel rooms, and 300,000 square feet of commercial space, attracting such tenants as the FDIC, Sears and JCPenney, Brown Brothers Harriman, Sterns, Filene's, First Chicago Trust, and USA Network.

Recent renovations in Journal Square, in the heart of the city, were done at the historic Loew's Theater, 26 Journal Square, the Trust Company Building, and the PATH subway plaza. General street beautification such as specialty sidewalks, old style street lamps, specially landscaped plaza and traffic islands for pedestrians, and a fountain, have lured new businesses and residents to the neighborhood. ADP, Dreyfus, and the NY/NJ Port authority are important tenants there.

The HUB at Martin Luther King Drive is a redevelopment project that has won awards and recognition both regionally and nationwide. Its community owned shopping center alongside a light rail station has helped to raise the home values and income levels in its vicinity.

The Warehouse Historic District, nicknamed WALDO with the accompanying acronym Work And Live District Overlay, was an area of mostly empty warehouses left after three major railroads withdrew from the area. Visual artists, dancers, musicians, and writers were attracted to the neighborhood, prompting the Planning Board and City Council to pass a re-zoning ordinance which allows and encourages people to live and work in the warehouse district if they are

engaged in the fine arts as a career. Sensing that too much office space would deaden the area, the new WALDO ordinance actually limits use of office space and reserves 51 percent of space for artists' live/work use.

The Saint Peter's College/McGinley Square Improvement project proposes general street repairs and improvements such as trees, better lighting, new sidewalks, upgrading McGinley Square Park, renovating the Armory Building, attractive new facades on retail structures, and a new dorm at Saint Peter's College.

Recent residential developments are many. Of note is the Gotham, a 220 unit luxury highrise with amenities such as a 24 hour concierge, two restaurants, a fitness club, and indoor and outdoor play areas for children; and Port Liberty, known as ''Venice on the Hudson,'' which features quaint old world style townhouses and will boast a $30 million golf course overlooking the Statue of Liberty.

Commercial and industrial development centers around Greenville Yards in Port Jersey Industrial Park, which houses Summit Imports Group's food warehouse, which the company recently moved from Manhattan's TriBeCa section; a BMW vehicle preparation center; Hudson Eagle; Anheuser-Busch and Tropicana beverage distribution centers; and the 135 acre Liberty Industrial Park, home to Snow Bird bottling company, and printing facilities of the New York Daily News and Cunningham Graphics. Claremont Industrial Park and Montgomery Industrial Park also attract businesses with a skilled blue collar labor force, with access to all types of transportation, and proximity to big markets.

Economic Development Information: Jersey City Economic Development Corporation, 30 Montgomery St., Eighth Floor, Jersey City, NJ 07302; telephone (201)333-7797; fax (201)333-9323. New Jersey Economic Development Authority, CN990, Trenton, NJ 08625-0990; telephone (609)292-0369

Commercial Shipping

Jersey City, with 11 miles of waterfront on the Hudson River, is part of the bustling Port Authority of New York and New Jersey. Port Jersey's geographic location provides excellent access to the Atlantic Ocean from the Port of New York's Upper Harbor. Docks on the Hudson River and Upper New York Bay accommodate freighters, ocean liners, and coastal and river vessels. Port Jersey is divided into a 100 acre industrial park and a modern 110 acre port, with bulk capabilities, roll-on, roll-off, breakbulk facilities, and fully computerized operations. Port Jersey provides a large terminal for containerized shipping.

The Greenville Yards of Conrail are adjacent to the port, whose own railroad system services the port's seventeen berths and its industrial complex. Truck terminals and warehousing accommodate the more than 100 motor carriers servicing the city. Jersey City is only 10 minutes away from Teterboro Airport, the nation's busiest corporate hub. Other airports certified for carrier operations nearby are the Port Authority Downtown Manhattan/Wall St. about five miles away, and Newark Liberty International, about eight miles away. Other public use airports less than 10 miles from Jersey City are the West 30th St. in New York, the Newark NR 1, and New York Skyports, Inc.

Labor Force and Employment Outlook

Jersey City has an abundance of skilled laborers of many ethnic origins. The state of New Jersey as a whole experienced record employment levels in 2004 and the state's jobless rate was well below the national average for the eighteenth straight month as of October 2004, a full one percent below the national rate at that time. Non-farm employment in an 11-county Northern New Jersey Region grew in 2004 after three years of losses, and employment in the region is expected to continue to grow moderately in 2005 and beyond. Sectors expected to enjoy the most growth in employment include government, education, health and social services, and retail trade. Construction is expected to continue steadily, while manufacturing, information, and trade, transportation and utilities are expected to continue a downward trend.

The following is a summary of data regarding the Jersey City metropolitan area (including metropolitan New York City) labor force, 2004 annual averages.

Size of nonagricultural labor force: 8,278,500

Number of workers employed in . . .
construction and mining: 329,700
manufacturing: 499,600
trade, transportation, and utilities: 1,582,400
information: 289,300
financial activities: 769,700
professional and business services: 1,223,500
educational and health services: 1,358,000
leisure and hospitality: 606,700
other services: 346,000
government: 1,273,000

Average hourly earnings of production workers employed in manufacturing: $13.24

Unemployment rate: 5.4% (February 2005)

Largest county employers	*Number of employees*
United States Post Office	4,032
The Port Authority of NY and NJ	3,900
County of Hudson	2,700

Largest county employers	*Number of employees*
HealthCare Staffing and Consulting	2,000
Deutsche Bank Trust Co. NJ Ltd.	1,833
Insurance Service Office Inc.	1,217
Fleet, NJ Company Development Corp.	1,000
Equiserve, Inc.	850
Provident Bank	850
Bon Secours New Jersey Health System, Inc.	818
JP Morgan Chase Bank	600
Port Authority Trans-Hudson, Inc.	600
Saint Francis Hospital, Inc.	600
National Discount Broker Group, Inc.	568
Lehman Commercial Paper, Inc.	525
US News World Report LLC	500
Top Job Personnel, Inc.	500

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Jersey City area.

2004 (3rd Quarter) ACCRA Average House Price: $990,800 (Manhattan/metro NY-NJ)

2004 (3rd Quarter) ACCRA Cost of Living Index: 216.0 (Manhattan/metro NY-NJ) (U.S. average = 100.0)

State income tax rate: 1.4% to 8.97% ranging over six income brackets

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $45.48 per each $1,000 of assessed value

Economic Information: Hudson County Chamber of Commerce & Industry, 574 Summit Ave., Suite 404, Jersey City, NJ 07306; telephone (201)653-7400; fax (201)798-3886. Jersey City Economic Development Corporation, 601 Pavonia Ave., Jersey City, NJ 07036; telephone (201)420-7755; fax (201)420-0304

Education and Research

Elementary and Secondary Schools

The Jersey City public school system, the state's second largest, was taken over by the state of New Jersey in 1989, when low test scores and high drop-out rates led officials to believe that poorer students were being disenfranchised. Now such programs as a Gifted and Talented Program in music and art, an Accelerated Enrichment Program for the academically gifted, and the Projects and Career Exploration (PACE) summer program, have turned these figures around. In just three years, the PACE program was seen to have lowered drop-out rates from 14.9 percent to 9.3 percent, and 80 percent who participated in PACE benefited from improved grades, attendance, and behavior. Dr. Ronald E. McNair Academic High School, with its all-honors curriculum, was named best high school in the state six years in a row by *New Jersey Monthly* magazine, and 15th out of 27,668 in the nation by *Newsweek* magazine in a May 2005 article.

The following is a summary of data regarding the Jersey City public schools for the 2003–2004 school year.

Total enrollment: 30,646

Number of facilities
elementary schools: 31
junior high/middle schools: 26
senior high schools: 7
other: 10

Student/teacher ratio: 17:1

Teacher salaries
minimum: $40,000
maximum: $47,220 base, plus $2,800 per year with more than 10 years service

Funding per pupil: $13,750

Public Schools Information: Jersey City Board of Education, 346 Claremont Avenue, Jersey City, NJ 07305-1634; telephone (201)915-6160

Colleges and Universities

New Jersey City University (NJCU) opened in 1929; after several name changes throughout the years, in 1998 the New Jersey Commission on Higher Education gave it university status and it became known by its present name. NJCU offers 32 undergraduate and 19 graduate degrees in three colleges (Arts and Sciences, Education, and Professional Studies) to about 10,000 students. In 2002, the College of Education opened University Academy Charter High School to its first ninth grade class of 125 students. In 2003 a huge new Visual Arts Building opened with a centerpiece of a sculpture by Maya Lin of Washington, D.C.'s Viet Nam Memorial fame. The Bayside Development Project features a six story Arts and Sciences building designed by renowned architect Michael Graves, which the university is building in cooperation with the city, board of education, and New Jersey Transit. It nears completion in 2005.

Saint Peter's College, a four-year Jesuit liberal arts school, offers 38 major programs leading to a bachelor's degree and numerous associate's degree programs. Saint Peter's was founded in 1872, and has a total enrollment of 3,282 and a full time enrollment of 1,926.

Hudson County Community College (HCCC) was established in 1974 and now offers a full gamut of associate degrees and certificates in business, culinary arts, education, social sciences, allied health, computer science, liberal arts, and engineering/technology. HCCC has agreements with partner colleges for students to transfer credits toward a four-year degree. It also interacts with community organizations to allow some students to begin work in their chosen fields right away, and for job placement when they complete their programs.

Jersey City Medical Center hosts the University of Medicine and Dentistry of New Jersey. Saint Francis Hospital and Christ Hospital both oversee schools of nursing in Jersey City. The Chubb Institute offers diplomas in modern technology occupations such as graphic design, computer networking and securities, and several careers in the medical field.

Libraries and Research Centers

The Jersey City Free Public Library System consists of a main library, four regional branches and seven smaller neighborhood libraries and a bookmobile. Its collection includes 400,000 print, audiovisual, and electronic materials. In 2002 the library automated its on-line catalog available from its own growing number of terminals or from the patrons's own homes. In August 2004, the library opened a new branch serving the Martin Luther King HUB area, named Glenn D. Cunningham Library after Jersey City's late Mayor and State Senator. Jersey City Free Public Library System has resources in many languages as well as music and art collections. The Jersey City Room provides information about the history, economy, and government of the area.

Other libraries in Jersey City are the Hudson County Law Library, research libraries maintained by Block Drug Company and Pershing & Company, and the libraries at New Jersey City University and other schools. In 1999 and 2000 NJCU renovated two of its libraries: the Forrest Irwin library, which was equipped with a high tech research facility, and NJCU Library, which was rededicated Congressman Frank J. Guarini Library. The Guarini Library features wide-open and well-lit study spaces, numerous PCs, including those built to accommodate physically handicapped people, laptop docking, a touch screen Library Information Kiosk, and a Bibliographic/Information literacy program centered around the Machuga Technology Center room.

The University of Medicine and Dentistry at Jersey City Medical Center specializes in eye research in its Opthalmic Facilities. It also hosts a BRANY, Biotech Research Association of New York, facility. New Jersey City University has a vast new research center in its newly renovated Forrest Irwin Library. New Jersey City University (NJCU) is also home to the Center for Public Policy and Urban Research. A 48 mile corridor in the state of New Jersey that includes Jersey City, stretching from Newark down through Princeton, is known as the global epicenter of pharmaceutical and medical research and manufacturing. Nineteen of the 25 largest pharmaceutical companies are represented as well as over 120 biotech research companies. Just as finance companies are continuing to be attracted to the northern New Jersey region over Manhattan's high rent and utility costs, so are life science researchers from New York City's prestigious universities and research facilities.

Public Library Information: Jersey City Public Library, 472 Jersey Ave., Jersey City, NJ 07302; telephone (201)547-4500

Health Care

Health care needs are met by five hospitals in Jersey City. Liberty Health System's Jersey City Medical Center is the largest, with a 15-acre campus overlooking New York Harbor and the Statue of Liberty. It is the only designated Level II Trauma Center in the county and has the only designated Perinatal Care facility in Hudson County; there are more than 400 doctors, 100 of whom are teaching physicians. A major teaching affiliate with Mt. Sinai School of Medicine, Jersey City Medical Center includes the Fanny E. Rippel Foundation Heart Institute, the Children's Hospital of Hudson County, the Port Authority Heroes of September 11 Trauma Center, Provident Bank Ambulatory Center, (for outpatient needs such as physical therapy,) and Kazmir Family Regional Perinatal Center.

Also part of Liberty Health System, Greenville Hospital underwent recent modernization and includes a new emergency room, new patient rooms, treatment rooms, diagnostic equipment, and a renovated lobby. Liberty Health also runs two smaller Family Health Centers in Jersey City. Christ Hospital specializes in various forms of community service for seniors, women, children, and the disadvantaged. It also has a sleep disorders lab and extensive behavioral health services, Hartwood Heart Center, obstetric and oncology services, a diabetes clinic, emergency department, in- and out-patient surgery, pediatric services, and a school of nursing. Saint Francis Hospital is a 243-bed acute care hospital occupying five buildings in downtown Jersey City. The Jewish Home and Rehabilitation Center, originally the Hebrew Home for Orphans and also known as simply the Jewish Hospital, specializes in long term care and rehabilitation for senior citizens. It provides an Alzheimer's Day Care Center, Adult Medical Day Care Center, and Podiatric, Dental, and Total Eye Care clinics for the elderly.

Health Care Information: Jersey City Medical Center, 50 Baldwin Ave., Jersey City, NJ 07304; telephone (201)915-2000

Recreation

Sightseeing

Jersey City is a city of neighborhoods, many of which contain national historic landmarks. Among its most famous communities are Paulus Hook, Van Vorst Park, Hamilton Park, Harsimus Cove, Bergen Hill, and Washington Village. The Van Vorst House, the city's oldest building, is a 1740 brownstone. The Grace Van Vorst Church reflects the early English Gothic style of architecture and was built over an 11-year period in the mid-1800s. Old Bergen Reform Church is a Greek Revival structure built in 1841. Other historic buildings include the Ionic House, built between 1835 and 1840, and Old Hudson County Courthouse, opened in 1910. Apple Tree House, now a privately owned funeral home, was the site of a Revolutionary War-era supper between General George Washington and his aide, the Marquis de Lafayette.

Perhaps the most famous of Jersey City's landmarks is the Colgate Clock, located on Hudson Street facing the bay. The gigantic timepiece boasts a dial 50 feet in diameter, with a minute hand weighing 2,200 pounds and moving 23 inches every minute. The clock was erected in 1924 and is still one of the largest clocks in the world.

Jersey City's parks are known for their historical landmarks. Liberty State Park, along New York Bay and overlooking the Statue of Liberty and Ellis Island, features the restored terminal of the Central Railroad of New Jersey and the Liberty Walk along the waterfront offering panoramic views of Manhattan. Three major ferry lines run daily from Liberty State Park to both the Statue of Liberty and Ellis Island. The Liberty Science Center in Liberty State Park presents exhibits and activities exploring health, environment, and invention. Opened in 1993, the Center also houses what is billed as the world's largest OMNIMAX theater.

The Fourth Regiment Armory Arch decorates Pershing Field, while Lincoln Park boasts Earle Faser's statue of President Abraham Lincoln,, a sculpture known as ''the mystic Lincoln.'' A sunken garden, playground, and fountain also adorn Lincoln Park.

Arts and Culture

In recent years, Jersey City has experienced an arts explosion. As of 2000, there are more artists living and working in Jersey City than in New York's traditional artist haven, the SoHo district. This is most likely due to the WALDO (Work And Live District Overlay) ordinance that helped create a thriving community of various artists where there had been only empty warehouses and desolate railyards. The Friends of Music and Art of Hudson County, a nonprofit vocal and instrumental music ensemble, was formed to encourage young, gifted students to continue their work. The Friends perform at the Public Library Auditorium.

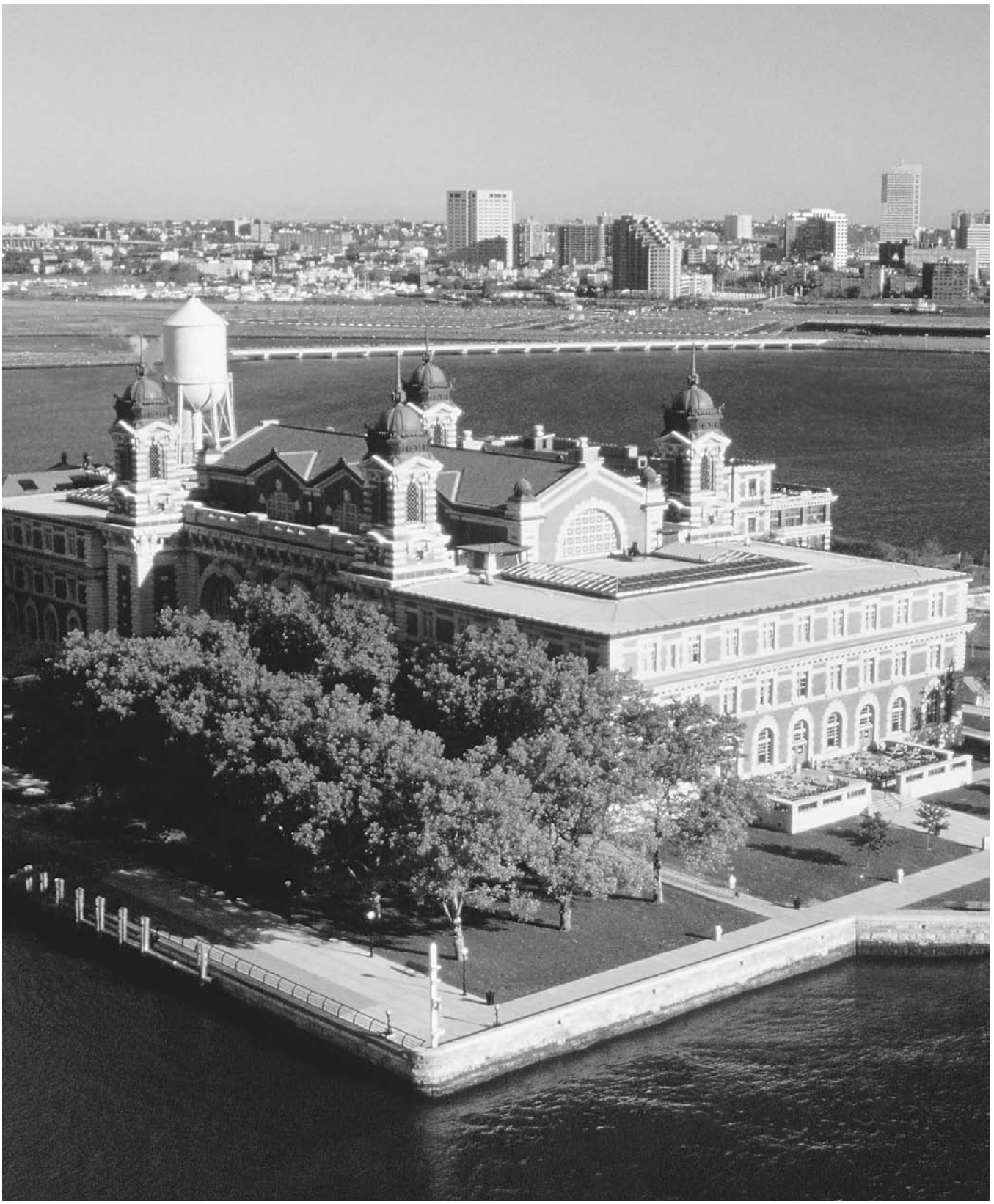
The magnificently ornate, 3,000-seat Loew's Theater in downtown Journal Square, after being closed for many years and facing demolition in the mid-1980s, recently underwent a complete renovation and is now serving as a non-profit arts and entertainment center for the city. Local volunteers, from inexperienced helpers to expert craftsmen, spent countless hours on all aspects of the renovation. New Jersey City University presents dance, musical, and dramatic productions at its Margaret Williams Theatre. Dinneen Theater at Saint Peter's College offers concerts, dance groups, repertory and traveling theater and other cultural events.

The Kennedy Dancers, a contemporary traveling company, is based in Jersey City. Other local dance troupes include the Anahi Galante Dance Company, the Carol Hayes Dance Studio, The Hudson Repertory Dance Company, and the Nai-Ni Chen Dance Company.

The Jersey City Museum is known for its exhibits of local artist's painting and sculpture, with a good representation of the more avant garde works. The museum is also known for its Otto Coctzke gem collection, and displays items of historic relevance, especially local artifacts. Once part of the Jersey City Public Library, both financially connected and physically housed on the library's fourth floor, the museum separated fiscally from the library in 1987 and began moving to its own climate-controlled building in the 1990s. In 1993 the Jersey City Redevelopment Agency donated an ideal building in the Van Vorst Historic District for the new museum, and after an $11 million overhaul, the new museum was completed in 2000 and opened its doors to the public in 2001.

The Afro-American Historical Museum concentrates on the lives of prominent African American residents of New Jersey and contains an exhibit showing a typical African American household of the 1920s. Several organizations exist to help artists in the region, including the American Artists Professional League of New Jersey, the Cultural and Historic Affairs group, Artsgenesis, and the Artist's Association, which sponsors an annual juried art show.

Twelve artists working with eight student interns produced the Columbus Drive Mural, said to be the largest mural in the eastern United States; the mural spans 10 buildings and about 15,000 square feet on the city's Columbus Drive, just



Ellis Island National Monument stands off the shores of Jersey City, New Jersey.

west of the Grove St. PATH station. The panoramic mural, whose design elements were partly decided upon by residents, is about 60 feet at its highest point and 350 feet long.

Festivals and Holidays

Jersey City is alive with festivals throughout the year, reflecting its greatly diverse population. Each April, New Jersey City University hosts a four-day Jazz Week festival with entertainment by nationally known performers. The Fourth of July is celebrated with the Jersey City Cultural Arts Festival in Liberty Park, which also offers free summer concerts. Liberty Park is again the setting for the New Jersey State Ethnic Festival in mid-September. The Annual Carribean Carnival is a new addition to the celebration scene. The July festival highlights the West Indian Community's food and lively music, arts and other entertainments. All Jersey City's ethnic neighborhoods abound with celebrations throughout the year, with Asian Indian, Filipino, Irish, Korean, and Latino parades and festivals.

Sports for the Spectator

New Jersey City University (NJCU) competes in NCAA Division III sports, with men's teams in baseball, basketball, soccer, indoor and outdoor track, cross country, and volleyball, and women's teams in bowling, softball, volleyball, basketball, cross country, and indoor and outdoor track. Saint Peter's College has NCAA Division I teams in men's and women's baseball, softball, basketball, bowling, cheerleading, football, golf, soccer, swimming and diving, tennis, track and cross country, and volleyball.

Although Jersey City does not have any professional sports team of its own, close proximity to New York City offers the full spectrum of all pro sports.

Sports for the Participant

Sports for the active participant in Jersey City center around the 70 parks and playgrounds the city maintains; its summer programs attract more than 2,000 young participants. Liberty Park is the largest recreational area, with miles of biking and running paths and its River Walk Promenade showcasing a stunning view of New York City. Lincoln Park has football fields, basketball courts, a running track, and miles of winding trails. In winter sledding and skiing can take place on the park's long hills. Pershing Field also offers tennis, track, baseball, basketball, many playground areas, and year-round indoor swimming. Two smaller parks of note are Van Vorst Park and Hamilton Park. Festivals, dance recitals, and Shakespeare in the Park programs are held in these parks, and Van Vorst hosts a Farmer's Market from June to November.

Shopping and Dining

Shoppers come to Jersey City because of the city's variety of one-of-a-kind shops and boutiques, as well as the reduced three percent sales tax available from qualified retailers in the Urban Enterprise Zones. Jersey City has 13 major shopping districts. Perhaps the most popular shopping facilities are the Hudson Mall and the Newport Mall, the latter being part of a huge waterfront development with condominiums, office buildings, and recreational facilities.

Dining in Jersey City tends to revolve around small informal eateries found in the city's many ethnic neighborhoods. Cuisines represented include those of Pakistan, India, China, Indonesia, Philippines, Germany, Italy, and Poland. One of the most popular dining spots is not in the city but on the ship *Spirit of New Jersey,* as it cruises New York Harbor, offering music and dancing on its decks. Some of the newer, more upscale additions to the restaurant scene are found in the waterfront developments, where diners can enjoy spectacular views of New York City's skyline with their food and drink.

Visitor Information: Hudson County Visitor Information, 583 Newark Avenue, Jersey City, NJ 07306; toll-free (800)542-7894

Convention Facilities

Jersey City is part of the meeting destination area known as Metro New Jersey Meadowlands, one of the state's busiest destinations; its popularity is due in part to its proximity to the attractions of Manhattan (Newark is also part of the Meadowlands destination area). Convention planners choosing Jersey City as their destination may select the Quality Inn, with 7,000 square feet of meeting space, or facilities at Jersey City State University. Of the area's many hotels, the four largest business class hotels are Doubletree Suites, which features a Business Center along with 1,830 square feet of meeting space; Candlewood Business Suites; the Hyatt Regency South Pier with a panoramic view from its Manhattan Ballroom, which is part of over 20,000 square feet of meeting space offered by the Hyatt; and the Courtyard by Marriott.

Transportation

Approaching the City

Newark International Airport, a 15 minute drive from Jersey City, offers comprehensive international and domestic travel

service. Buses, trains, helicopters, and limousines all carry commuters between the airport and Jersey City. Intra- and inter- state bus lines, rapid transit, ferries, tunnels, and trains form important parts of the Jersey City transportation network. NY Waterway runs a rush hour commuter ferry route to mid-town Manhattan from Jersey City.

PATH (Port Authority Trans Hudson), the local mass transit service, connects Jersey City with Manhattan, Newark, Harrison, and Hoboken. Construction of the 20.5 mile Hudson-Bergen Light Rail Transit System, which runs from Bayonne to Ridgefield, was completed in 2000 and has won national awards and recognition for creating an excellent and innovative transit system through a public-private partnership. Its clean, electric powered 90-foot modern trolleys are intended to help air quality as well as decongest New York-New Jersey traffic.

Major east-west arteries approaching Jersey City include Interstate-280; U.S. Routes 1 and 1A, with the Pulaski Skyway alternate, and the New Jersey Turnpike, I-78, with four exits in the city. NJ Highway 440 runs north-south through the city while I-95 bypasses it to the west.

Traveling in the City

As is typical of the New York City hub, traffic is heavy throughout the day in Jersey City. Commuters to Manhattan use the Holland Tunnel, PATH rapid transit system, buses, ferries, and highway bridges. The Port Authority of New York and New Jersey operates the main passenger facility for buses and other mass transit, the downtown Journal Square Station. More than 200 buses operate on more than 35 lines within the city. Service began in 2000 on a new two mile rail spur between West Side Avenue in Jersey City and Liberty State Park.

Communications

Newspapers and Magazines

The *Jersey Journal,* Jersey City's major newspaper, is published each evening except Sundays. Other local newspapers include the *Hudson Dispatch,* the Spanish weekly *El Nueva Hudson,* and the collegiate newspaper of New Jersey City University, the *Gothic Times. This Week in Jersey City* chronicles weekly community news. New York City and New Jersey metropolitan papers also enjoy a wide readership. Older publications in the city include the *Journal of Accountancy,* a monthly publication for certified public accountants, and the weekly *Mansfield Stock Chart Service.*

Television and Radio

WFMU-FM radio station and WGKR-AM broadcast from Jersey City. While no other radio or television stations originate in Jersey City, area residents enjoy a full range of news and entertainment via New York City channels.

Media Information: *Jersey Journal,* 30 Journal Square, Jersey City, New Jersey 07306; telephone (201)653-1000

Jersey City Online

City of Jersey City. Available www.cityofjerseycity.com

Hudson County Chamber of Commerce. Available www.hudsonchamber.org

Jersey City Economic Development Corporation. Available www.jcedc.org

Jersey City Free Public Library System. Available www.jclibrary.org

New Jersey Economic Development Authority. Available www.njeda.com

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McClean, Alexander. *History of Jersey City, N.J.: A Record of Its Early Settlement and Corporate Progress* (Jersey City: Smiley, 1895)

Witcover, Jules. *Sabotage at Black Tom: Imperial Germany's Secret War in America, 1914–1917* (Chapel Hill, NC: Algonquin Books of Chapel Hill, 1989

Newark

The City in Brief

Founded: 1666 (incorporated, 1836)

Head Official: Mayor Sharpe James (D) (since 1986; current term expires 2006)

City Population
1980: 329,248
1990: 275,221
2000: 273,546
2003 estimate: 277,911
Percent change, 1990–2000: −.6%
U.S. rank in 1980: 46th
U.S. rank in 1990: 56th (State rank: 1st)
U.S. rank in 2000: 68th (State rank: 1st)

Metropolitan Area Population

1990: 1,915,694
2000: 2,032,989
Percent change, 1990–2000: 6.1%
U.S. rank in 1990: 1st (NY–NJ CMSA)
U.S. rank in 2000: 1st (NY–NJ CMSA)

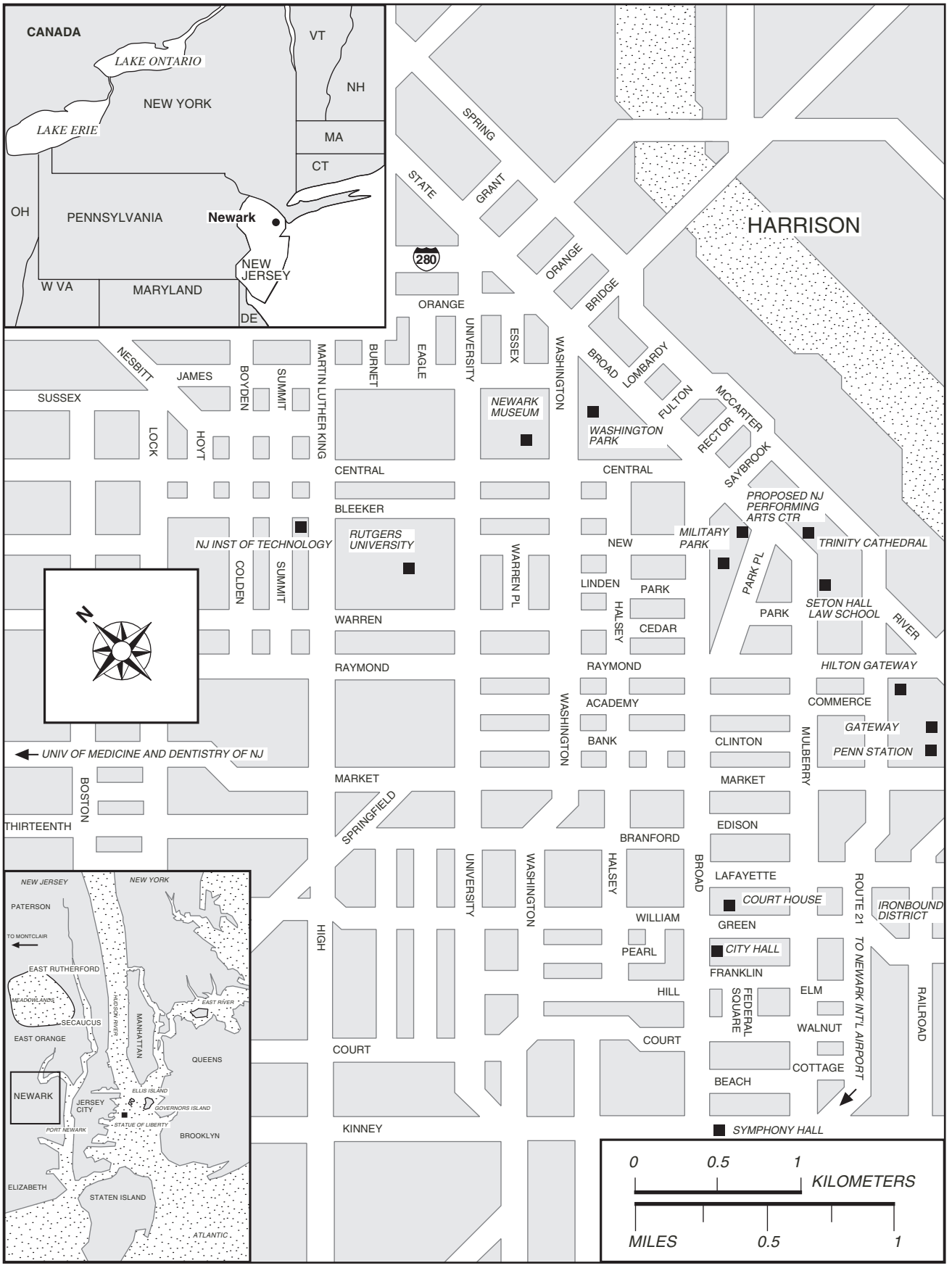
Area: 24.14 square miles (2000)
Elevation: 0 to 273.4 feet above sea level
Average Annual Temperature: 54° F
Average Annual Precipitation: 19.7 inches of rain; 27.6 inches of snow

Major Economic Sectors: Financial services, distribution, wholesale and retail trade, services, publishing
Unemployment Rate: 5.4% (NY–NJ MSA; February 2005)
Per Capita Income: $13,009 (1999)

2002 FBI Crime Index Total: 17,814

Major Colleges and Universities: Rutgers University-Newark Campus; New Jersey Institute of Technology; Seton Hall School of Law; University of Medicine and Dentistry of New Jersey; Essex County College

Daily Newspaper: *The Star-Ledger*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MARTIN LUTHER KING
BURNET
EAGLE
UNIVERSITY
ESSEX
WASHINGTON
NEWARK MUSEUM
BROAD
LOMBARDY
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GATEWAY
MULBERRY
PENN STATION
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BRANFORD
EDISON
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ROUTE 21
IRONBOUND DISTRICT
COURT HOUSE
WILLIAM
GREEN
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PEARL
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FRANKLIN
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FEDERAL SQUARE
RAILROAD
TO NEWARK INT'L AIRPORT
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SYMPHONY HALL
NEW JERSEY
NEW YORK
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TO MONTCLAIR
EAST RUTHERFORD
MEADOWLANDS
SECAUCUS
EAST ORANGE
HUDSON RIVER
MANHATTAN
EAST RIVER
QUEENS
NEWARK
JERSEY CITY
ELLIS ISLAND
GOVERNORS ISLAND
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Introduction

Under the leadership of a long-serving mayor and civil rights movement veteran, Newark has recently been designated as a ''Most Livable City'' and an ''All-America City''; Newark has also won the Environmental Protection Administrator's Award. A major east coast port of entry and the largest city in the most densely populated state in the nation, Newark is a transportation, manufacturing, and education center. Its growing service economy is dominated by medical research, insurance, and high technology research and development activities. The devastating race riots of 1967 that dominated the city's image in the twentieth century have begun to recede into history at the start of the new century. Newark has still not completely rebuilt the stores and neighborhoods destroyed in that conflagration, but efforts to do so are well underway. While the average cost of a home in Newark has remained high, the city has made notable efforts to make housing accessible to all by building handsome, affordable townhouse complexes. Success in the finance and insurance industry has spurred development of more steel towers inhabited by the headquarters of major businesses. A city once known for divisiveness and destruction is now renowned for its renaissance of construction, recycling, and civility.

Geography and Climate

Newark is located in northeastern New Jersey along the west bank of the Passaic River and Newark Bay. The city lies 8 miles west of lower Manhattan Island and is a thirty-minute drive from New York City. The Newark area, which is part of the Piedmont Region, is flat and marshy with some high points to the southwest and northeast. Newark's weather is greatly influenced by the city's proximity to the Atlantic Ocean. Winds, mostly easterly and southeasterly, can moderate temperatures, which range from very high in the summer to very low in the winter. Fall and winter storms, called ''northeasters,'' blow off the ocean and account for much of the city's rain and snow.

Area: 24.14 square miles (2000)

Elevation: 0 to 273.4 feet above sea level

Average Temperatures: January, 30.7° F; July, 76.6° F; annual average 54° F

Average Annual Precipitation: 19.7 inches of rain; 27.6 inches of snow

History

The Real Estate Market's Early Start in Newark

During the last Ice Age about 13,000 years ago, the retreating glaciers pulled back to reveal newly fertile soil along the coast of what would become New Jersey. The nexus of rolling hills, roving rivers and endless ocean attracted the first settlers of the United States, hunter-gatherers who had followed game and fur resources to the area. At the point that the first Europeans arrived in the region surrounding present-day Newark in the 1600s, they found it occupied by Native American bands, Hackensacks and Lenni-Lenapes of the Delaware tribe, from whom the territory was purchased in 1667. Captain Robert Treat and the rest of the settlers, migrants from Connecticut's New Haven Colony in search of religious freedom and inexpensive farmland, bought the whole of Essex County from the natives. Located on the Passaic River and a sheltered Atlantic bay, the settlement was named Newark, possibly in honor of Newark-on-Trent, England; some historians, however, claim the name derives from ''new ark'' or ''new work.'' While religious intolerance was the primary motivation for the move from Connecticut, Newark leaders of the Puritan Congregational Church retained a grip on community affairs for many years.

Newark's strong educational tradition dates back to 1747 when the city was home to what is now Princeton University. The city's first elementary-level school was established in 1676, followed by the laying out of a market along Washington Square and a military training ground in Military Park. The community grew slowly, hampered by its reputation for strong Puritanism. It was not until 1733 that a second church attained a foothold in Newark, when a local version of the Church of England rose up to challenge the Congregationalists' authority.

Early industry in Newark included mining, iron-making, and tanning. Newark became an important commercial site when roads and ferries connected it to New York City. During the Revolutionary War, American General George Washington used Newark as a supply base during his retreat from the British. The retreat took him across the entire state of New Jersey, across the Delaware River and into Pennsylvania. After the war, the shoe industry grew into an economic mainstay in Newark. A process for making patent leather was developed in the early 1800s by Seth Boyden. Newark was also becoming world famous by the 1830s for its jewelry, beer, and hats. The completion of the Morris Canal connected Newark to goods-producing regions to the east in New Jersey, and an expanding network of railroads brought the city into contact with the frontier.

At the outbreak of the Civil War, Newarkians were of divided loyalties. Trade with the secessionist South fueled Newark's booming economy, a circumstance that conflicted with the North's growing intolerance of slavery in the South. When the hat and shoe industries received major commissions from the Grand Army of the Potomac, the issue was settled—Newark was firmly in the Union camp, sending some 10,000 soldiers to fight for its cause.

Industry Brings Growth, New Residents

In the 1860s, Newark entered the technological age. John Wesley Hyatt invented a flexible film called celluloid in 1869, laying the basis not only for the hugely lucrative plastics industry but the motion picture industry as well. In nearby Menlo Park, Thomas Edison developed the electric light bulb; when he lived briefly in Newark, Edison also invented the stock ticker. Among the region's literary figures gaining prominence during this era were Stephen Crane, author of *The Red Badge of Courage,* and Mary Mapes Dodge, who wrote *Hans Brinker or the Silver Skates.* Several prominent newspapers were founded in the Newark area in the years following the Civil War. Also during the latter half of the nineteenth century, ships carrying European immigrants steamed into Newark Harbor. Irish, Germans, Italians, Spanish, and Portuguese came in search of plentiful jobs, many of them in Newark's newly electrified factories. The chemical industry was established in Newark during this time, as the insurance industry gained a foothold through Mutual Benefit (1845) and Prudential Companies (1873).

The Port of Newark opened around 1915, just in time for America's preparations to enter World War I. Newark led the nation's shipbuilders during the country's brief war-time period. These years were significant, too, because they brought the first large group of Southern blacks north in search of defense-related jobs; pesticides had begun to curtail agricultural employment opportunities. By the 1930s, Newark was a major East Coast transportation, retail, and manufacturing base. Newark International Airport, opened in 1930, supplemented the port, rail, and highway facilities. Huge department and specialty stores lined Broad Street. Some of the nation's first and tallest skyscrapers pierced the Newark skyline as its factories turned out machinery and thread. But while Newark enjoyed all the appearances of a boomtown, it began to suffer the first signs of increasing urban decay. A corrupt local government undermined city services, commutable highways lured city residents to homes in the suburbs, and the tax base eroded as some important industries relocated.

Newark's population peaked in 1950 at 438,000 people. Modern Newark began to take shape with the urban renewal programs of the 1950s and with the help of the city's business leaders. Newark's two major life insurance companies renewed their commitment to the city, building new headquarters downtown. Federal structures, recreational facilities, and other office buildings followed. But the burgeoning prosperity of the 1950s masked deep racial divisions and inequalities that simmered, waiting for the tipping point.

In the 1950s, the migration to the suburbs appeared mainly to involve white Newark residents leaving the bustle and increasing crime of the inner city. Middle class African Americans followed, leaving African Americans and other people of color who labored in low-paying factory jobs. By 1966, African Americans were in the majority in the general Newark population, but government offices and the police department were dominated by whites. The economic and political power imbalance was at times wielded like a club—in 1967, in a city where 70 percent of the students were African American, the Newark mayor refused to appoint an African American secretary of education. The mayor went on to raze a predominantly African American neighborhood to make room for the University of Medicine and Dentistry of New Jersey, a pricey higher education institution out of reach of most of the displaced homeowners.

Tensions reached boiling point, and the 1967 riots that commenced spanned six days and resulted in 23 deaths, 725 injured, and $10 million in property damage. However, among the riot rubble the city began to prosper again as Newark's first African American mayor entered office in 1970 as a symbol of a more unified municipality with progress in its sights.

Population Begins to Grow Once More

In 1986 Sharpe James, an ardent civic booster and veteran of the civil rights movement, was elected mayor of Newark. Downtown development in the late 1980s brought glittering office towers, though the population declined to about 275,000 by 1990. In the 1990s the city addressed the long-neglected issue of affordable housing. A number of affordably priced, suburban-style townhouses and luxury condominiums were constructed in the mid-1990s, improving the available housing stock. For example, a handsome 1,200-unit townhouse complex in the University Heights area transformed the entrance to the downtown. As of 2000, Newark's single family housing market was surging, with prices rising in all parts of the city; the population was also beginning to increase. In fact, Newark and nearby Jersey City were almost alone among the United States' historically struggling central city areas to have turned around their decline in population.

Mayor Sharpe James continues his efforts to improve the image and fiscal stability of Newark. In 2004 the city's crime rate dropped by more than 50 percent and a number of high-tech industries have been lured to the area. The insur-

ance business has been a mainstay over the centuries, moving Newark into position as the third largest center of that industry in the U.S. The diverse population has generally shown gains since 2000 and is anticipated to surge again in coming years.

Historical Information: New Jersey Historical Society, 52 Park Place, Newark, NJ 07102; telephone (973)596-8500

Population Profile

Newark–Union PMSA Residents
1990: 1,915,694
2000: 2,032,989
Percent change, 1990–2000: 6.1%
U.S. rank in 1990: 1st (NY–NJ CMSA)
U.S. rank in 2000: 1st (NY–NJ CMSA)

City Residents
1980: 329,248
1990: 275,221
2000: 273,546
2003 estimate: 277,911
Percent change, 1990–2000: −.6%
U.S. rank in 1990: 56th (State rank: 1st)
U.S. rank in 2000: 68th (State rank: 1st)

Density: 11,495 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 72,537
Black or African American: 146,250
American Indian and Alaska Native: 1,005
Asian: 3,263
Native Hawaiian and Pacific Islander: 135
Hispanic or Latino (may be of any race): 80,622
Other: 38,430

Percent of residents born in state: 50.7% (2000)

Age characteristics (2000)
Population under 5 years old: 21,293
Population 5 to 9 years old: 22,243
Population 10 to 14 years old: 20,909
Population 15 to 19 years old: 21,056
Population 20 to 24 years old: 24,014
Population 25 to 34 years old: 46,144
Population 35 to 44 years old: 41,322
Population 45 to 54 years old: 29,949
Population 55 to 59 years old: 11,376
Population 60 to 64 years old: 9,934
Population 65 to 74 years old: 14,485
Population 75 to 84 years old: 8,099
Population 85 years and over: 2,722
Median age: 30.8

Births (2002)
Total number: 4,606

Deaths (2002)
Total number: 2,354 (of which, 47 were infants under the age of 1 year)

Money income (1999)
Per capita income: $13,009
Median household income: $26,913
Total households: 91,366

Number of households with income of . . .
less than $10,000: 11,487
$10,000 to $14,999: 4,852
$15,000 to $24,999: 9,692
$25,000 to $34,999: 8,459
$35,000 to $49,999: 9,263
$50,000 to $74,999: 10,167
$75,000 to $99,999: 4,812
$100,000 to $149,999: 2,684
$150,000 to $199,999: 560
$200,000 or more: 573

Percent of families below poverty level: 25.5% (27.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 17,814

Municipal Government

Newark operates with a mayor-council form of government. The mayor, who is not a voting member, serves a four-year term and executes the legislation enacted by the council. The nine council members also serve four-year terms; five council members are elected at large and four by the individual municipal wards that they represent. The council is responsible for codification and legislation for the municipality as well as budgetary compliance. Newark is the governmental seat for Essex County.

Head Official: Mayor Sharpe James (D) (since 1986; current term expires 2006)

Total Number of City Employees: 3,984 (2005)

City Information: Newark City Hall, 920 Broad Street Suite 214, Newark, NJ 07102; telephone (973)733-8004

Economy

Major Industries and Commercial Activity

Newark lies at the heart of the New York/New Jersey metropolitan area industrial economy. Newark is increasingly coming to rely on its strategic location at the center of air, sea, road, and rail transportation networks for economic growth. Manufacturing was traditionally the city's most important economic activity, but it has recently been surpassed by transportation-related industries and telecommunications firms. Seven major highways, railway routes, a world-class shipping terminal, and a busy international airport make Newark a major mid-Atlantic distribution and retail trade center. The city is one of the nation's leading centers in the wholesale trade of chemicals and machinery, and the third largest writer of life insurance policies; both Mutual Benefit and Prudential Insurance Companies are headquartered in Newark.

Items and goods produced: polymers, beer, electrical products, machinery, leather, precious metals, jewelry, electronic equipment, chemicals, textiles, paint, varnish, perfume and cosmetics, paper boxes, foodstuffs, greenhouse and nursery products

Incentive Programs—New and Existing Companies

A concerted effort between the city of Newark, state and federal governments, and business and civic groups has stimulated impressive growth and expansion within the past decade. The State of New Jersey in particular provides many incentives to entice and retain new industries and entrepreneurs to Newark and the surrounding communities.

Local programs—The Department of Economic Development, Training and Employment of Essex County provides direct financial assistance to businesses located in the county and/or guarantees of loans from banks to such businesses for building acquisition, site renovation, and equipment purchases.

In 2002 Newark was designated a Renewal Community by the U.S. Department of Housing and Urban Development. The program encourages municipal self-sufficiency through a variety of federal tax credits as opposed to grant funds. Some of the programs include a Work Opportunity Credit for businesses that hire people who've received family assistance for a long period of time, a Welfare to Work Credit, tax deductions on qualified revitalization costs, and tax credits for employing residents of the Renewal Community zone.

State programs—Newark's Urban Enterprise Zone (UEZ) program provides eligible businesses with sales tax exemption equal to 50 percent of the regular sales tax rate, employee tax credits, net worth tax exemptions, tax exemptions for most purchases of tangible personal property, sales tax exemptions for building materials, supplies, or services used in property expansions and improvements, and awards for job creation.

The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses, with a growing emphasis on high-tech enterprises. Businesses specializing in technology or biotechnology can transfer tax certificates to other New Jersey businesses, realizing up to 75 percent of their value in cash that can be spent on equipment, facilities, or for other expenses related to the business. The EDA issues bonds to provide financing at favorable interest rates for business ventures, makes low-interest loans, and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Brownfields loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state.

The New Jersey Redevelopment Authority provides low-interest loans to developers and businesses seeking to construct facilities in urban areas, including small business incubators. The New Jersey Division of International Trade helps companies dependent on international commerce with advice, matchmaking, and access to trade missions and foreign trade shows. Businesses in Newark may be eligible for inclusion in Foreign Trade Zone 49, allowing for some exemptions from full U.S. Customs scrutiny for imported goods that are temporarily stored in the area.

The New Jersey Small Business Development Center (NJSBDC) network specializes in business planning, growth strategy, management strategy, and loan packaging, along with providing help in selling goods and services to government agencies, help to entrepreneurs in commercializing new technologies, linking up companies to local manufacturers who serve as mentors, and counseling for companies regarding overseas trade.

Job training programs—Workforce New Jersey is the state agency coordinating local workforce development efforts. The office assists employers in finding and training new workers, while it also helps employees with continuing education, career exploration, and job searching.

Essex County's Division of Training and Employment coordinates employment programs designed to serve families

receiving social assistance. Clients receive assessment and aptitude testing, job readiness preparation, transportation assistance as needed, skill training, adult education, community work experiences, and job placement.

The New Jersey Institute of Technology offers assistance for small manufacturers, new businesses, and defense contractors through specialized programs on topics such as entrepreneurship, environmental compliance issues, and polymer processing.

Development Projects

In February of 2005 the City of Newark finalized an agreement with the New Jersey Devils hockey franchise to build an 18,000 square foot arena in Newark. The proposed facility in the downtown redevelopment district is expected to cost $355 million and should be completed by 2007. To ensure easy access to Devils games and other downtown attractions, Newark's Penn Station is undergoing a $16.1 million update of its escalators, drainage systems, and customer communication devices.

The New Jersey Schools Construction Corporation is in the process of an $8.6 billion renovation of educational buildings throughout the state, with a good portion of the resources being spent in Newark on its public school system. Aging structures are being updated to function as state-of-the-art, twenty-first century learning centers. At the same time, the City of Newark has continued to invest heavily in affordable housing that is also attractive and energy efficient, as the municipality continues to rehab its post-riot image.

Only a mile from the Newark Liberty International Airport, Catellus Development Corp. is planning an industrial warehouse project that will demolish existing structures on the acquired land and replace them with a complex that will include a 600,000 square foot distribution warehouse. Construction is expected to be complete by 2006.

Economic Development Information: City of Newark Economic Development Department, City Hall, 55 Liberty St. Room 405, Newark, NJ; telephone (201)733-6284. New Jersey Economic Development Authority, PO Box 990, Trenton, NJ 08625-0990; telephone (609)292-1800

Commercial Shipping

With 13 miles of waterfront along Newark Bay and the Passaic River, Newark is part of the nation's largest containership port—the Port of New York and New Jersey. The Port opened in 1914-15 and is now leased and operated by the Port Authority of New York and New Jersey; in 2004, more than $110 billion in goods passed through the portal. The Port Authority is equipped to deal with virtually every type of cargo, including vehicles, live animals, large containers, liquid and dry bulk loads, and more. With a main channel 7,000 feet long, the 930-acre Port of Newark can berth 34 ships. Rail freight service is provided by Amtrak and Conrail.

Newark Liberty International Airport (NLIA) is located just south of the city center, providing passenger and cargo service to all points of the globe. Several cargo-specific businesses and structures exist at NLIA, including the FedEx Complex (a regional hub), the United Parcel Service package handling and distribution center, and the 250,000 square foot Air Cargo Center. Cargo processing is state-of-the-art, with capacity to handle sophisticated and delicate materials with a high level of efficiency. In 2003, NLIA processed 890,712 tons of cargo and served nearly 29.5 million passengers. The Port Authority maintains an administration building near the Air Cargo Center; both the Port of New York and New Jersey and the Newark Liberty International Airport reside within Foreign Trade Zone #49.

The highway system in New Jersey is the most dense in the nation, guaranteeing ample routes into, out of, and around Newark and the surrounding major metropolitan areas. Interstates 280, 80, 78, 278 and 95 link Newark to other large cities, along with a network of U.S. and state highways. Businesses have a wide choice of ground transportation vendors for cargo shipping purposes, from well-established family trucking companies to nationally-known experts such as FedEx and UPS.

Labor Force and Employment Outlook

Newark's unemployment rate remains considerably higher than the state average. Schools in Newark and the surrounding region offer an array of training in business, industrial, and vocational areas to assist workers in obtaining employment, advancing their careers, or adapting to new innovations in local industry. The region's workforce is especially well trained in communications and utilities work, finance, insurance and real estate, trade, transportation, and chemical manufacture.

It is anticipated that Newark and greater Essex County will experience continued significant growth through 2012 in the healthcare and education industries, along with management and transportation-related services. Manufacturing jobs will continue to be cut over the next decade, with anticipated losses as high as 20.8 percent of total employment in that sector. Statewide, it's expected that the pace of both commercial and residential construction will slacken, while overall employment should increase about 7.5 percent by 2012 (a slightly more gradual 10 year increase compared to the 1992-2002 statistical period).

The following is a summary of data regarding the Newark–Union, NJ–PA, metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 1,028,300

Number of workers employed in . . .
construction and mining: 41,500
manufacturing: 93,300
trade, transportation and utilities: 217,100
information: 26,500
financial activities: 81,200
professional and business services: 162,300
educational and health services: 137,900
leisure and hospitality: 64,600
other services: 44,700
government: 159,100

Average hourly earnings of production workers employed in manufacturing: $15.67 (New Jersey; 2004 annual average)

Unemployment rate: 5.4% (NY–NJ MSA; February 2005)

Largest employers	*Number of employees (2005)*
Newark Liberty International Airport	24,000
Verizon Communications	17,100
Prudential Financial, Inc.	16,850
Continental Airlines	11,000
University of Medicine/Dentistry	11,000
Public Service Enterprise Group	10,800
Prudential Insurance	4,492
City of Newark	3,984
Horizon Blue Cross & Blue Shield of NJ	3,900

Cost of Living

The New Jersey area remains one of the most expensive places to live in the nation. The cost of housing is a major factor, particularly when combined with high city taxes.

The following is a summary of data regarding several key cost of living factors in the Newark area.

2004 (3rd Quarter) ACCRA Average House Price: $457,430

2004 (3rd Quarter) ACCRA Cost of Living Index: 134.6 (U.S. average = 100.0)

State income tax rate: 1.4%–8.97%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $2.26 per $100 of assessed value (2004)

Economic Information: City of Newark Economic Development Department, City Hall, 55 Liberty St. Room 405, Newark, NJ; telephone (201)733-6284

Education and Research

Elementary and Secondary Schools

The Newark Public School System, which dates back to 1676, is the largest and one of the oldest in New Jersey. In 1995, after years of deficient management and suspected corruption on the part of school administrators, the New Jersey State Department of Education assumed operating control of the district. Working with the state, a 15-member advisory board was set up to help reform the school system and reestablish sound educational policy and practices. Since 1995, the school system has purchased $3.4 million in new textbooks, begun a $4.6 million technology initiative to expand computer capabilities in the schools, and opened a new technical and vocations high school.

At present, Newark Public Schools is undergoing system-wide renovations of its aging facilities, as part of New Jersey School Construction multi-billion dollar effort. Concurrently, the school district has partnered with both Saint Barnabas Healthcare System and the Healthcare Foundation of New Jersey to establish health clinics in five more schools in Newark. The district offers other programs supportive of families as a whole, including the Citywide Parents Conference, Concerned Fathers, and the Grandparents Support Network.

Among its special programs the Newark School System offers adult education, bilingual education, special education, and an attendance/dropout prevention program. Its magnet school program includes an Arts High School, a Science High School, and a University High School. A Business Partnership program allows students to work with professionals in business, industry, medicine, and law.

The following is a summary of data regarding the Newark public schools as of the 2004–2005 school year.

Total enrollment: 42,395

Number of facilities
elementary schools: 76
junior high schools: 7
high schools: 12
other: 3

Student/teacher ratio: 12.3:1

Teacher salaries
minimum: $40,000
maximum: $85,000

Funding per pupil: $14,826 (2003-2004)

A number of private primary and secondary schools also operate in Newark, many of which are affiliated with a religious institution.

Public Schools Information: Newark Public Schools, 2 Cedar Street, Newark, NJ 07201; telephone (201)733-7333

Colleges and Universities

With five colleges inside the city limits and 44,000 students matriculating, Newark is one of New Jersey's premier centers of education. Perhaps the most prestigious of Newark's colleges is the city branch of Rutgers University (the state university), which offers four-year baccalaureate degrees as well as graduate degrees in law, nursing, business, and public administration to its student body of more than 30,000 men and women. The Rutgers-Newark campus is part of an urban university complex spread over 323 acres in midtown Newark, a complex that also includes a number of other schools.

As a public research institution, the New Jersey Institute of Technology (NJIT) is famous for pioneering activities in computer-integrated design and manufacturing, biotechnology, microelectronics, and computerized communications. The NJIT student body of 8,249 can pursue any of 100 undergraduate degree programs or 30 postsecondary degrees while receiving hands-on experience through the university outreach center. Seton Hall's Law School is one of the largest law schools in the country, with ethics grounded in the Catholic principles of the home university. Essex County College offers two-year degrees and certificates in vocational fields, as well as credits that are designed to transfer to four-year universities. The University of Medicine and Dentistry of New Jersey, the state's largest health education center, enrolls more than 4,500 medical, dental, and health care students and operates a 526-bed acute care teaching hospital.

Libraries and Research Centers

Newark's public library system includes a main library and 10 branch libraries. With more than 1.4 million books, periodicals, and pictures, the libraries house the most important collection in New Jersey. In addition to local and state historical collections, the library boasts excellent fine arts, business, and current affairs resources along with collections focused on the diverse cultural make-up of the city. The Peter W. Rodino, Jr., Law Library at the Seton Hall School of Law provides access to more than 45,000 law-related books and periodicals, with an emphasis on health and environmental law. Specialized libraries in Newark maintain collections relating to medicine, insurance, education, history, and utilities. The Rutgers Institute of Jazz Studies has compiled an extensive collection of recordings. All of the local universities and colleges maintain well-stocked libraries with subject matter concentrations suited to the degree programs offered.

The metropolitan Newark area is home to more research workers per capita than any other area in the country. The New Jersey Institute of Technology maintains research centers in global areas such as applied life sciences, architectural and building sciences, computer technology and telecommunications, environmental science, materials science and manufacturing, solar physics, and transportation. Specialized facilities include an Air Pollution Research Laboratory; a Building Engineering and Architectural Research Center; a Center for Biomedical Engineering, which focuses on reconstructive devices; and a Center for Information Age Technology, which assists technology transfers between academia and industry. The Institute is also home to an advanced technology center of the New Jersey Commission on Science and Technology and the computerized Manufacturing Systems Center.

The University of Medicine and Dentistry of New Jersey conducts sponsored research focusing on the health care fields, including clinical trials. Rutgers University conducts research in such varied areas as neuroscience, management, animal behavior, jazz, and finance. Also active in research are the many pharmaceutical companies in the area.

Public Library Information: Newark Public Library, 5 Washington Street, Newark, NJ 07101; telephone (973)733-7800 or (973)733-7784; fax (973)733-5648

Health Care

Newark Beth Israel Medical Center is licensed for 671 beds and functions as a teaching hospital as it provides trauma and specialized care for the northern New Jersey region. The Children's Hospital of New Jersey is an affiliate of Beth Israel, which also staffs the Heart Hospital of New Jersey. Columbus Hospital contributes another 210 beds to the community; some of its specialties include the Children's Eye Care Center of New Jersey and the Newark Eye and Ear Infirmary.

Saint James Hospital, part of the Cathedral Healthcare System, serves the Ironbound community with trilingual staff (English, Spanish, and Portuguese). A Diabetes Center, Hazardous Decontamination unit and mental health unit supplement emergency care services. Saint Michael's Medi-

cal Center is also part of Cathedral Healthcare; the 337-bed tertiary care facility is also a teaching hospital with a cardiac specialty. Hands-on experience for the doctors of tomorrow is also the aim of the hospital affiliated with the University of Medicine and Dentistry of New Jersey.

Recreation

Sightseeing

Newark, the third oldest city in the nation, exudes history, and its architecture serves as a chronological yardstick. Many buildings of interest are clustered along Broad Street, including the Blume House, which was built in 1710 and serves as a rectory for the House of Prayer Episcopal Church. Trinity Cathedral was built in 1743 and used as a hospital during the Revolutionary War. First Presbyterian Church, dedicated in 1791, remains a noted example of Georgian colonial architecture. Soaring above the buildings of the past, the New Jersey Bell Telephone Company building rises 275 feet and is adorned with colossal bas relief sculpture in Egyptian style.

The Catholic Cathedral of the Sacred Heart, begun in 1898, is as large as London's Westminster Abbey and resembles the famed basilica at Rheims. Built in the French Gothic style, the cathedral is enhanced by 200 stained-glass windows, bronze doors, and 14 church bells cast in Italy. The cathedral is near Branch Brook Park, comprising 360 acres of tranquility and cherry trees skillfully landscaped by the same firm that designed Central Park in New York. The Essex County Courthouse, a 1906 Cass Gilbert creation, is a modified Renaissance granite and marble structure. Penn Station, opened in 1935, is of neo-classical design. Newark's city hall is a good example of French Renaissance design, including a dome, balconies, and rococo decorations.

Newark's Military Park, formerly a drill field for the Colonial and Continental armies, now is famous for its monument entitled *Wars of America.* The massive sculpture is the work of Mount Rushmore artist Gutzon Borglum. The park also boasts a bust of President John F. Kennedy by Jacques Lipshitz. The history of Newark can be quietly explored at Mt. Pleasant Cemetery on Broadway; established in 1814, the burial ground is the oldest formal cemetery in Newark and has been the final resting place of many well-known residents over the centuries. Famous neighborhoods in Newark include Ironbound, a Spanish-Portuguese enclave, and historic James Street, known for its Victorian row houses.

Arts and Culture

The $150 million New Jersey Performing Arts Center, located on a 12-acre site downtown, opened its doors in 1997. It houses the 2,750-seat Great Hall and the 500-seat Victoria Theater. Symphony Hall on Broad Street has long been the performing arts heart of Newark. The fully restored 1925 Art Deco auditorium seats 2,800 patrons. Among the Hall's resident groups are the New Jersey Symphony Orchestra, the New Jersey State Opera, the Newark Boys Chorus, the Opera/Music Theatre, and an opera school.

The Cathedral Concert Series schedules classical music performances in Newark's Cathedral of the Sacred Heart. Free concerts are presented in Washington Park and in the Gateway Complex. Dance in Newark is represented by Gallman's Newark Dance Theatre, Garden State Ballet, which concentrates on classical dance, while the African Globe Theatre Works concentrates on works by African American writers. The Newark Community School of the Arts presents faculty performances, student recitals, and presentations by the Community Theatre Ensemble.

Amid a sprawling compound of galleries that include an 1885 brick-and-limestone mansion, the Newark Museum has become known for its Schaeffer Collection of antique glass, Tibetan objects, Indian relics, and African articles. On the museum property are a sculpture garden, a firehouse, and a schoolhouse. The museum adjoins historic Ballantine House, the restored mansion of a Victorian brewer. The New Jersey Historical Society, housed in a Georgian-style building maintains a collection of portraits, drawings, and prints of local personalities.

Among Newark's art galleries, the Paul Robeson Center at Rutgers' Newark campus displays changing art exhibits. Other galleries include Aljira: A Center for Contemporary Art and The Gallery, which both spotlight local artists; the Art Gallery exhibits graphics, paintings, and sculpture; City Without Walls features emerging New Jersey artists; Halsey Street Gallery focuses on African American paintings, posters and ceramics; and Richardson Gallery specializes in oil paintings, lithographs, and engravings.

Arts and Culture Information: Newark Arts Council, 17 Academy Street Suite 1104, Newark, NJ 07102; telephone (973) 643-1625

Festivals and Holidays

A city of numerous ethnic influences, Newark enjoys community parades and festivals all year long. In February, the New Year party keeps going with the Chinese Lunar New Year Celebration coordinated by the Newark Museum. The traditional Lion Dance and holiday delicacies are on hand to mark this important event. During the St. Patrick's Day

Ballentine House, built by brewer Peter Ballentine, is now part of the Newark Museum.

Parade in mid-March, everyone is Irish for a day. Each April, Branch Brook Park hosts the Newark Cherry Blossom Festival and Marathon among more than 3,000 Japanese cherry trees cultivated in the park. The Newark Museum hosts an Asian Heritage Festival in early May, with Japanese drumming, Dancing Bells, and the Indian Fold Dance taking center stage. The African American Heritage Day Parade is held in May.

The month of June is full of celebrations, starting with the Portuguese Day Parade and Festival and the Newark Festival of People. From late June until early August for the past 30-some years, the Newark Black Film Festival exposes residents and visitors to the independent film world through the eyes and talents of African American directors and actors. August stays hot with the Gospel and Africa-Newark Festivals.

Brazilian Independence Day is celebrated in September, and October is the month for the annual Columbus Day Parade and United Nations Day. The annual Sarah Vaughn Jazz Festival in November has also become a favorite event in the city.

Sports for the Spectator

The Meadowlands Sports Complex in nearby East Rutherford hosts professional sports events throughout the year. Among its home teams are the New York Giants and the New York Jets of the National Football League, and the New Jersey Nets of the National Basketball Association. The New Jersey Devils of the National Hockey League play in the Continental Airlines Arena within the grounds of the Meadowlands Sports Complex. Trotting and thoroughbred horse-racing events include the Hambletonian, the most famous event in harness racing.

In 1998, professional baseball returned to Newark when the Bears came home—the Newark Bears had originally been a farm team for the New York Yankees, warming up such hardball legends as Yogi Berra. Construction was completed in 1999 on Riverfront Stadium to welcome the Bears back in the independent Atlantic League; the roster frequently lists some former luminaries of the majors.

Rutgers-Newark University competes in nine sports at the Division III level of the National Collegiate Athletic Association, including men's and women's basketball, soccer, tennis, and volleyball.

Sports for the Participant

Famous Newark parks include Military Park and Branch Brook Park, both of which offer a full complement of recreational facilities. An ice skating rink is located at Branch Brook Park, which is also home to a roller skating center with a state-of-the-art sound system. Weequahic Park offers a golf course. Nearby facilities provide opportunities for skiing, water sports, bicycling, and horseback riding.

A number of state and national parks are within easy reach of Newark, including areas of the Atlantic seashore where visitors can swim, kayak, and play beach volleyball. The mid-Atlantic section of the Appalachian Trail system passes through the western edge of New Jersey and then traces the northern state line to the east before cutting north through New York state.

Shopping and Dining

The downtown redevelopment district encompasses a unique shopping experience, especially along discount store-lined Broad Street. Both Military Park and Market Street host open-air, seasonal farmers' markets where fresh produce, baked goods, cheeses and other items can be found. Nearby Secaucus, referred to as the outlet capital of the eastern seaboard, is home to one of the most massive concentrations of outlet stores in the world. Other communities near Newark, most notably Manhattan and other New York neighborhoods, round out the shopping experience.

A broad variety of ethnic cuisines is the hallmark of New Jersey restaurants, and in Newark the selections range from European to Asian, African, and Caribbean. The city's Ironside District is home to a smorgasbord of dining establishments featuring authentic Spanish and Portuguese cookery and some of the best sangria in the United States. A number of soul food eateries dish up traditional southern fare not often found in a northeastern city. The state of New Jersey is sometimes described as the ''diner capital of the world,'' having more diners than any other place on the planet. However, restaurant ambiance varies widely from marketside cafes on busy downtown streets to fine dining in restored historic structures. Several specialty coffee shops are sprinkled around the city.

Convention Facilities

Newark is part of the area known as Metro New Jersey Meadowlands, one of the state's busiest meeting and convention destinations; its popularity is due in part to its proximity to the attractions of Manhattan.

Downtown Newark offers the renovated 253-room Hilton Gateway Hotel, with 9,700 square feet of exhibition space, seven meeting rooms and a ballroom that can accommodate 350 people. The Gateway renewal program provided enclosed skywalks connecting Gateway projects directly to Penn Station. Other Newark convention activity focuses on Newark International Airport, where a number of nationally-

known hotels offering meeting and sleeping space are located, including the 591-room Newark Airport Marriott with 20 meeting rooms and 13,200 feet of meeting space. In all, there are about 3,200 sleeping rooms at the airport hotels.

Within the Gateway Region of northern New Jersey, there are two dedicated convention centers—the New Jersey Convention and Expo Center at the Raritan Center is located in Edison and offers 150,000 square feet of exhibit space, making it New Jersey's largest venue. The facility is equipped to handle anything from banquets to trade shows and is wired for all audio-visual devices. Food service is available. At the Meadowlands Exposition Center in Secaucus, conferences and trade shows are accommodated in 61,000 square feet of exhibition space, supplemented with additional meeting rooms and a banquet facility that can seat 5,000. The MEC provides two drive-doors for offloading of equipment and is conveniently located near Newark Liberty International Airport.

Transportation

Approaching the City

Newark Liberty International Airport (NLIA), one of the world's busiest airports, annually serves more than 29 million passengers carried on more than 450,000 flights. About 60 scheduled airlines operate out of Newark. The International Arrivals Facility was completed in March 2002 and allows for efficient processing of 1,500 passengers per hour through Immigrations and Customs. Several of NLIA's terminals underwent modernization in recent times, with most of the multi-million dollar projects reaching fruition around 2002.

Approximately 450 trains arrive in and depart from Newark daily. Amtrak, Conrail, and PATH rail lines travel into Newark's recently renovated historic Penn Station. The PATH train connects downtown Newark with New York City. Interstate bus lines serving Newark include Greyhound and Trailways.

The major north-south route with access to Newark is Interstate 95, the New Jersey Turnpike. Routes from the north include Interstates 81 and 287, the Garden State Parkway, and the New York Thruway. From the west, Newark is approached by Interstates 78 and 80. Other major arteries include U.S. Highways 1, 9, and 22, and state highways 21, 24, 25, 27, 78, 82, and 280.

Traveling in the City

As is characteristic of the New York hub, traffic in Newark and on the freeways is heavy for a sizable portion of the workday. Many commuters rely on public transportation, which consists of rapid-rail cars and buses. New Jersey Transit operates 6,000 buses on 50 lines in Newark, serving more than 40,000 commuters. Beginning in 1993 and continuing through the year 2008, New Jersey Transit is spending $67.5 million to make community rail stations accessible to disabled riders. The Newark City Subway is a tourist attraction on its own—built in a former canal bed, the subway's old-fashioned trolley cars speed past walls covered with tile murals.

Newark's business district is adjacent to the Passaic River. The downtown area is divided into four neighborhoods, each with a special identity: Market Square, Four Corners, Military Park/The Greens, and Riverfront. Broad Street and Market Street intersect in the city center and run perpendicular to each other, providing a reference point for out-of-town travelers. The city is laid out on a fairly straightforward grid pattern.

Communications

Newspapers and Magazines

Newark's major daily newspaper is the *Star-Ledger,* published each morning. Newspapers serving the city's ethnic communities include *The Brazilian Voice,* which is published in Portuguese; *The Italian Tribune;* and *Luso Americano,* a weekly. Special interest publications include the *New Jersey Law Journal* and *Healthstate,* a quarterly published for health care professionals by the University of Medicine and Dentistry of New Jersey. The New Jersey Historical Society publishes *Jersey Journeys* for children eight times a year. *The Journal of Commerce* is also published in the city.

Television and Radio

One television station originates in Newark, which also receives New York City broadcasting. Newark's Public Broadcasting System channel is the nation's largest and most productive. A cable television franchise also serves Newark. Four FM station broadcasts from Newark; many more are available to listeners from New York City.

Media Information: Newark Morning Ledger Company, Star-Ledger Plaza, Newark, NJ 07102; telephone (973)877-4141

Newark Online

City of Newark. Available www.ci.newark.nj.us

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Newark Museum. Available www.newarkmuseum.org

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New Brunswick

The City in Brief

Founded: 1730 (formed by royal charter) (incorporated as a town, 1736; reincorporated, 1784, 1801, 1838, 1844, 1845, 1849, 1850, 1863)

Head Official: Mayor James M. Cahill (since 1991)

City Population
1980: 41,442
1990: 41,711
2000: 48,573
Percent change, 1990–2000: 16.6%
U.S. rank in 1980: 525th (State rank: 17th)
U.S. rank in 1990: 624th (State rank: 15th)
U.S. rank in 2000: Not reported

Metropolitan Area Population (Middlesex County)
1980: 595,893
1990: 671,780
2000: 750,162
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

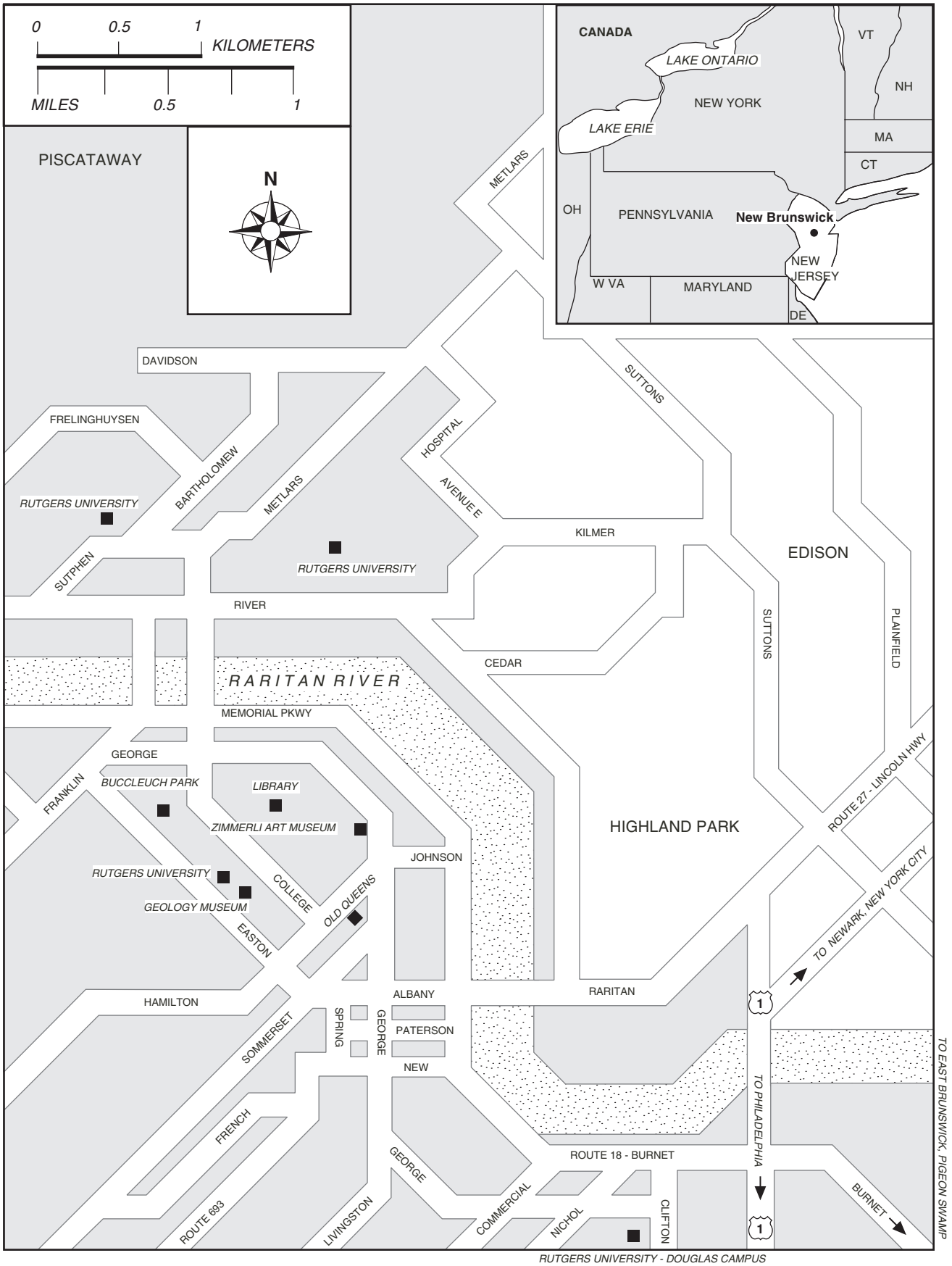
Area: 5.2 square miles (2000)
Elevation: 86 feet above sea level
Average Annual Temperature: 52.2° F
Average Annual Precipitation: 53.3 inches of rain; 27.2 inches of snow

Major Economic Sectors: Research, business, industry
Unemployment Rate: 4.2% (April 2005; New Jersey)
Per Capita Income: $14,308 (1999)
2004 ACCRA Average Home Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Rutgers, The State University of New Jersey

Daily Newspaper: *Home News Tribune*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FRELINGHUYSEN
BARTHOLOMEW
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KILMER
EDISON
RUTGERS UNIVERSITY
RIVER
CEDAR
SUTTONS
PLAINFIELD
RARITAN RIVER
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GEORGE
FRANKLIN
BUCCLEUCH PARK
LIBRARY
ZIMMERLI ART MUSEUM
HIGHLAND PARK
ROUTE 27 - LINCOLN HWY
JOHNSON
RUTGERS UNIVERSITY
GEOLOGY MUSEUM
COLLEGE
OLD QUEENS
EASTON
TO NEWARK, NEW YORK CITY
HAMILTON
ALBANY
RARITAN
SOMMERSET
SPRING
GEORGE
PATERSON
NEW
TO EAST BRUNSWICK, PIGEON SWAMP
FRENCH
TO PHILADELPHIA
ROUTE 18 - BURNET
GEORGE
ROUTE 693
LIVINGSTON
COMMERCIAL
NICHOL
CLIFTON
BURNET
RUTGERS UNIVERSITY - DOUGLAS CAMPUS

Introduction

New Brunswick is a diversified commercial and retail city located on the Raritan River in the mid-eastern portion of New Jersey. Headquarters to Johnson & Johnson, New Brunswick is also notable for being the home of Rutgers University, the eighth oldest institution of higher education in the United States. The poet Alfred Joyce Kilmer, author of the widely quoted ''Trees,'' was born in New Brunswick. It is the county seat of Middlesex County, which has appeared more than once among the top 10 on *Money* magazine's list of the best places to live in America.

Geography and Climate

New Brunswick is situated in mid-New Jersey on the south bank of the Raritan River at the head of navigation, about 40 miles southwest of New York City. It lies in a line of moraines formed by glaciers in a level coastal plain. New Brunswick's is a four-season climate. The proximity of the Atlantic Ocean helps create relatively mild winters and cooling summer breezes.

Area: 5.2 square miles (2000)

Elevation: 86 feet above sea level

Average Temperatures: January, 29.7° F; July, 74.8° F; annual average, 52.2° F

Average Annual Precipitation: 53.3 inches of rain; 27.2 inches of snow

History

Raritan River a Vital Connecting Link Between Settlements

Lenni-Lenapes of the Delaware tribe crossed the Raritan River near modern New Brunswick in summertime expeditions to the Jersey Shore for fish and clamshells, long before Dutch messengers traveling between Holland's American settlements forded at the same spot, possibly as early as 1640. English settlers had been living there for about fifteen years when John Inian, an Englishman from Long Island, arrived in 1681 and established a ferry crossing linking the east and west banks of the Raritan River. At the time the place was known as Pridmore's Swamp. Known variously thereafter as Inian's Ferry, Onion's Ferry, and The River, the town was finally named New Brunswick in 1730 to honor the House of Brunswick, then occupying the throne of England. An early visitor noted in 1730 that ''when I came to this place in 1715, there were but four or five houses in the 30 miles between Inian's Falls and the Falls of the Delaware, but now the whole way it is almost a continued lane of fences and good farmer houses'' where Dutch, English, Scottish, German, and French settlers resided. The population centered near New Brunswick, which had become a storehouse and shipping point for wheat and flour produced inland.

Revolutionary War Engages City

During the American Revolution, the third reading of the Declaration of Independence in the colonies took place in New Brunswick on July 6, 1776. The Continental army took refuge at New Brunswick after their defeat at Fort Lee. George Washington's dispirited army crossed the Raritan River on the retreat south across New Jersey that led to the Battle of Trenton, burning the bridge behind them. British and Hessian troops occupied the town from December 1776 to the following June, building hatred by robbing British and revolutionary sympathizers alike. Panic spread; as many as 300 people streamed into New Brunswick during that December to accept the British Lord Howe's offer of amnesty in return for a renunciation of revolutionary sentiments. In late spring 1777, Washington moved his troops to an area overlooking the Raritan valley; Howe was forced out, burning and pillaging on his way to add to the suffering already endured. Thereafter the town experienced little direct warfare. Washington returned in 1778 on his way to a decisive victory over Cornwallis at Yorktown.

Town Thrives as Crossroad Between New York, Pennsylvania

New Brunswick gradually became the center of Middlesex County, earning the nickname Hub City. By 1830 the population there numbered more than 5,000 people. Still a center for the transport of grain, the city was also an important stop for people traveling between New York and Philadelphia. Rough-and-tumble competition grew up among transportation companies, becoming so heated that steamships would ram into New Brunswick docks, forcing passengers to leap overboard to join the fray over competing stagecoaches. The Delaware & Raritan Canal reached New Brunswick in 1834, joining the two rivers and making way for the transport of coal from Pennsylvania and other goods being transported west. Eventually the Raritan River carried the third largest tonnage of any river in the country. The railroad era was ushered in when the Camden & Amboy Railroad linking New Brunswick to the New Jersey Railroad was completed in 1839. This development, in combination with the water power made available by the canal lock's waterfall, led to the rapid rise of industry. A wallpaper factory and a rubber

plant were founded. By 1860, the population numbered 10,761 people. Elsewhere in Middlesex County, rubber also became a prime industry, supplying boots and rubbers to Union soldiers during the Civil War and afterwards. Other emerging industries were the manufacture of clay, firebrick, and terra cotta products. Industry was spurred by Thomas Edison's invention in 1879 of electric lights.

Twentieth Century Brings Modern Industry

By the early twentieth century, the rubber and wallpaper industries had begun to wane, but New Brunswick had welcomed Robert W. and James W. Johnson, who came in 1885 to establish their pioneer gauze and adhesive tape plant. Where previously Americans had reached in emergencies for old sheets or towels, soon they were reaching for Johnson & Johnson bandages. That company recruited workers from Hungary, giving the city the largest Hungarian population of any city in the country. New Brunswick also welcomed the Wright-Martin Aircraft Corporation, which supplied airplane engines during World War I. Chemical manufacturers began to produce dyes and other chemicals formerly imported from Germany. Munitions manufacturers such as E. I. du Pont moved into Middlesex County, which emerged from the war with an exhilarated feeling of expanding opportunities. County population exceeded 160,000 people by 1920, and about half the population lived in New Brunswick. Roads were built and trains raced through, making the New Brunswick to Elizabeth corridor the busiest railroad stretch in the world. Between 1950 and 1965 Middlesex County's population doubled to 560,000 people. Lately, while formerly rural areas are seeing a continuing expansion of population, New Brunswick's population remains nearly stable, in the tradition of old American cities. Industry has been drawn to the vast network of intersecting superhighways there. Efforts to reverse the decline that began after World War II resulted in the redesign of the central business district, new headquarters for Johnson & Johnson, a new hotel, and new office buildings. Rutgers University, based in New Brunswick, has become an institution vital to the entire state.

A Brief History of Rutgers

Rutgers University was first chartered in 1766 under the name Queens College. It was rechartered in 1770 when the first document had produced no results. New Brunswick was chosen as the site of the college, which, under the auspices of the Dutch Reformed Church, was set up in a former tavern with Frederick Frelinghuysen as the sole faculty member. Its first graduating class produced one graduate in 1774. British troops forced the college out of town in 1777. The college returned in 1781 and closed in 1795 due to lack of interest. Classes resumed in 1807 and closed again in 1821. Application by 30 prospective students led to the college's reopening in 1825, at which time the name Queens was deemed unpatriotic and the college's name was changed to Rutgers, in honor of New York philanthropist Colonel Henry Rutgers. The college once again faced collapse when most of its students enlisted to serve in the Civil War. An infusion of money by the state for the establishment of an agricultural program, combined with the decision to make the school non-sectarian and to initiate an intensive scholarship and endowment campaign, revived the school yet again. It is now the State University of New Jersey and ranks among the country's major universities.

City Looks Forward

In 1999, New Brunswick and surrounding areas of New Jersey experienced damaging flooding from Tropical Storm Floyd. No lives were lost and the community pulled together to help affected residents of the city. James Cahill, New Brunswick's mayor since 1991, remains committed to focusing on New Brunswick's future growth with initiatives, programs, services, and developments.

Historical Information: Middlesex County Cultural and Heritage Commission, 703 Jersey Ave., North Brunswick, NJ 08901; telephone (732)745-4489; fax (732)745-4524; email info@cultureheritage.org

Population Profile

Metropolitan Area Residents (Middlesex County)
1980: 595,893
1990: 671,780
2000: 750,162
Percent change, 1990–2000: 11.7%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 41,442
1990: 41,711
2000: 48,573
Percent change, 1990–2000: 16.6%
U.S. rank in 1980: 525th
U.S. rank in 1990: 624th
U.S. rank in 2000: Not reported

Density: 9,293.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 23,701
Black: 11,185
American Indian or Alaska Native: 224
Asian: 2,584

Native Hawaiian and Pacific Islander: 40
Hispanic or Latino (may be of any race): 18,947
Other: 8,780

Percent of residents born in state: 44.9% (2000)

Age characteristics (2000)
Population under 5 years old: 3,394
Population 5 to 9 years old: 2,768
Population 10 to 14 years old: 2,196
Population 15 to 19 years old: 5,623
Population 20 to 24 years old: 12,304
Population 25 to 34 years old: 8,573
Population 35 to 44 years old: 5,127
Population 45 to 54 years old: 3,455
Population 55 to 59 years old: 1,1081
Population 60 to 64 years old: 915
Population 65 to 74 years old: 1,544
Population 75 to 84 years old: 1,213
Population 85 years and over: 389
Median age: 23.6 years (2000)

Births (2004, Middlesex County)
Total number: 11,112

Deaths (2004, Middlesex County)
Total number: 5,658 (of which, 45 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,308
Median household income: $36,080
Total households: 13,053

Number of households with income of . . .
less than $10,000: 730
$10,000 to $14,999: 380
$15,000 to $24,999: 977
$25,000 to $34,999: 1,315
$35,000 to $49,999: 1,253
$50,000 to $74,999: 1,248
$75,000 to $99,999: 760
$100,000 to $149,999: 503
$150,000 to $199,999: 107
$200,000 or more: 86

Percent of families below poverty level: 16.9% (39.8% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

New Brunswick operates under the mayor-council form of government. The mayor and five council members are elected to four-year terms. New Brunswick is the county seat of Middlesex County.

Head Official: Mayor James M. Cahill (since 1991; current term expires December 31, 2006)

Total Number of City Employees: 626 (2004)

City Information: Office of the Mayor, 78 Bayard St., New Brunswick, NJ 08901; telephone (732)745-5004

Economy

Major Industries and Commercial Activity

Research, business, and industry are the economic pillars of Middlesex County, where well over 20,000 firms are located. At the heart of research activity is Rutgers University, which maintains more than 60 research facilities. Research as well as business and industrial activities are carried out at the more than 100 *Fortune* 500 corporations that maintain plants and other facilities in Middlesex County, including Johnson & Johnson (world headquarters), Ford, General Motors, Pepsico, Cola-Cola, E. I. DuPont, General Electric, and others. Middlesex County boasts one of the largest business parks in the country, the 2,350-acre Raritan Center, which lists the presence of 20 *Fortune* 500 companies.

Rutgers University is at the northern end of the U.S. Route 1 ''high technology corridor'' that extends to Princeton University at the southern end of Middlesex County. Both universities are high technology centers in a variety of disciplines that attract research and engineering firms.

Items and goods produced: chemicals, pharmaceuticals, ceramics products, metal refining, automobiles, air conditioners, plastics, electronics

Incentive Programs—New and Existing Companies

A variety of local, state, and federal programs are available for businesses in the New Brunswick area. The Middlesex County Certified Local Development Company administers the 504 program (long-term fixed asset financing).

Local programs—The New Brunswick Department of Planning, Community and Economic Development provides programs for businesses looking to locate, expand, or upgrade their operations. The New Brunswick Small Business Loan Guarantee provides capital to small businesses located or looking to locate with the city. The New Brunswick Micro-Loan Program provides start-up businesses with modest amounts of capital. Other funds are available for facade improvement, and assistance is offered for business

plan writing and site location. Certain sites within the city deemed in need of redevelopment may be eligible for favorable tax treatment and other benefits.

State programs—The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. There are 20 different programs available for businesses of all sizes, from startups to *Fortune* 500 companies. The EDA issues bonds to provide financing at favorable interest rates for business ventures, and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program which provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state.

The New Jersey Urban Development Corporation provides low-interest loans to developers and businesses seeking to construct facilities in urban areas, including small business incubators. The New Jersey Small Business Development Center also provides business assistance with free consulting, affordable training, funding partners, and corporate sponsors. The Technology Help Desk & Incubator, subsidized by the state, provides inexpensive office and wet/dry lab space to small and startup technologically oriented companies.

Job training programs—Various state and federal incentive programs offer tax credit inducements based on new hires, expansion, and relocation. Employment and training programs through the federal Workforce Investment Act and the State Workforce Development Partnership reimburse employers for providing on-the-job training to certain employees.

Development Projects

As the world moves into the twenty-first century, New Brunswick is undergoing a period of tremendous redevelopment by both the public and private sectors. The Lord Sterling Elementary School, a $25-million facility completed in 2003, was built as a joint project of a private developer and the public school board, the first such venture in New Jersey history. With more than $1.5 billion in investments, the city has also seen the construction of major office and retail complexes, the development of an internationally recognized cultural center, the emergence of world-class health facilities, and the creation of affordable housing. Through 2007, more than 1.75 million square feet of new construction is expected, representing an additional investment of $325 million.

Downtown New Brunswick is a vital part of the city and one of New Jersey's most exciting urban centers. Upcoming projects in the area include the Heldrich Center, which will include a corporate conference center, hotel, apartments, and retail space in the center of downtown. Luxury apartments are to be constructed at the Highlands at Plaza Square and the Metropolitan. Expansion and renovation will be underway in late 2005 at Albany Plaza II and Civic Square IV.

Lower George Street, which connects downtown with the Douglass College area is being rejuvenated by an influx of new housing construction and rehabilitation of existing buildings. New retail areas are planned, as is an elementary school.

In the French Street neighborhood, the Robert Woods Johnson Hospital—which has been steadily expanding over the past decade—has in the planning stages a new home for its Child Health Institute, a nationally recognized research center for children's diseases. Expansion of French Street's vibrant retail area is expected to begin in 2005 with the construction of a 75,000-square-foot shopping center. Existing French Street merchants will be offered assistance as part of the city's facade improvement plan to improve their business.

Economic Development Information: New Brunswick Development Corporation, 120 Albany Street, New Brunswick, NJ 08901; telephone (732)249-2220. City of New Brunswick, 78 Bayard Street, New Brunswick, NJ 08901; telephone (732)745-5004. County of Middlesex, Office of Economic Development, 1 JFK Square, 1st Floor, New Brunswick, NJ 08901; telephone (732)745-3433; fax (732)745-5911. New Jersey Economic Development Authority, Capitol Place One, Trenton, NJ 08625; telephone (609)292-1800

Commercial Shipping

Easy access to markets has facilitated the growth of Middlesex County. Major highways directly link the county to the markets of New York, Philadelphia, and beyond. Freight is handled by more than 200 common carrier truck/van lines and a commuter rail network that includes service on the Northeast Corridor rail route. Deep water shipping is possible through facilities at the mouth of the Raritan River and the Arthur Kill, as well as the Port of New York and Port Elizabeth, a short distance away.

Labor Force and Employment Outlook

Middlesex County is home to a large, growing, and highly skilled labor pool; unskilled labor is also abundant. Businesses benefit from the presence of Rutgers University and

the county-wide vocational and technical high schools there. Nearly half of the county's population has been to college. Ample space has been set aside for future industrial expansion and the outlook is considered good for continued balanced and controlled growth. Since the turn of the century, a major portion of new jobs created in Middlesex County have been in the service sector, especially accounting, personnel specialists, and engineering. The New Brunswick area benefits from its proximity to a wide array of cultural facilities.

The following is a summary of data regarding the New Brunswick labor force, 2004 annual averages (Edison, New Jersey in Middlesex County).

Size of nonagricultural labor force: 1,009,200

Number of workers employed in . . .
construction and mining: 46,600
manufacturing: 82,700
trade, transportation, and utilities: 227,200
information: 31,800
financial activities: 63,000
professional and business services: 163,600
educational and health services: 129,300
leisure and hospitality: 77,600
other services: 40,400
government: 147,000

Average hourly earnings of production workers employed in manufacturing: $15.30 (Statewide average)

Unemployment rate: 4.2% (April 2005; New Jersey)

Largest employers	*Number of employees*
Rutgers University	8,500
Robert Wood Johnson Hospital	3,500
St. Peter's University Hospital	3,500
University of Medicine & Dentistry of New Jersey	2,500
Johnson & Johnson	1,600

Cost of Living

Middlesex County boasts an expanding supply of affordable rental apartments, single-family homes, townhouses, and condominiums.

The following is a summary of data regarding several key cost of living factors for New Brunswick.

2004 ACCRA Average Home Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 1.4% to 8.97%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $3.75 per $100 of assessed value (2003)

Economic Information: Middlesex County Planning Board, 40 Livingston Ave., New Brunswick, NJ 08901; telephone (732)745-3062; Middlesex County Regional Chamber of Commerce, 1 Distribution Way, Suite 101, Monmouth Junction, NJ, 08852; telephone (732)821-7700, fax (732)821-5852; email info@mcrcc.org

Education and Research

Elementary and Secondary Schools

New Brunswick Public Schools, founded in 1851, are governed by a Board of Education, whose seven members are appointed by the mayor to staggered three-year terms. Instruction in computer literacy is given to all students. There are special gifted and talented programs, and non-college-bound students may elect the Educational Investment Contracting program, which trains them on the job in local business and industry. A new high school is currently in the planning stage and is expected to be completed in time for the 2007–2008 school year.

The following is a summary of data regarding the New Brunswick public schools as of the 2004–2005 school year.

Total enrollment: 7,500

Number of facilities
elementary schools (K-8): 11
senior high schools: 1
other: 1

Student/teacher ratio: 21:1

Teacher salaries
median: $54,585

Funding per pupil: $14,533

Middlesex County Vocational and Technical High Schools were established in 1915; one of these is located in New Brunswick and four more are located throughout the county. The county also offers the New Jersey State Teen Arts program, which identifies and promotes the artistic talents of teenagers. New Brunswick is the site of three parochial schools.

Public Schools Information: New Brunswick Public Schools, 24 Bayard St., New Brunswick, NJ 08901; telephone (732)745-5414

Colleges and Universities

Although New Jersey has existed in the shadow of New York City and Philadelphia, it has made important contributions to the nation's cultural life. In colonial times, it was the only colony to have two institutions of higher learning, at Princeton and New Brunswick, where Rutgers, the State University of New Jersey, more commonly known as Rutgers University, is located. The eighth-oldest college in the United States, Rutgers is located on three regional campuses in Camden, Newark, and New Brunswick/Piscataway. Although enrollment is large (more than 50,000 students), the many colleges of small to moderate size maintain separate identities, traditions, and programs. Undergraduate programs lead to degrees in the arts, sciences, music, and fine arts. The university offers majors in more than 100 fields in its 29 degree-granting units. The Zimmerli Art Museum at Rutgers serves the creative needs of the local community, including students enrolled in the college as well as other lifelong learners. Programs focus on the interaction of the visual arts with poetry, music, dance, and science.

The Robert Wood Johnson Medical School is one of eight schools of the University of Medicine and Dentistry of New Jersey. Rated among the top 50 primary care medical schools in the country, the school's faculty numbers more than 2,500. Middlesex County College in Edison has a two-year degree program that emphasizes job skills with more than 80 degree and certificate programs.

Libraries and Research Centers

New Brunswick Free Public Library, which traces its roots back to the 1796 Union Library Company, holds about 80,000 books, more than 200 periodicals, and some 1,000 videos. One of the library's main foci is being able accommodate the multicultural nature of the community it serves. The library's children's room is said to be remembered affectionately by generations of patrons. The system maintains one bookmobile. Special collections are maintained on local history and on the Hungarian language, and the library is a U.S. government document depository.

Among the more than one dozen libraries at Rutgers University are the main university library, whose collection numbers nearly 3 million volumes, and the Center for the American Woman and Politics Library. Rutgers' library system is ranked among the top 25 in the United States. Health, pharmacology, clinical medicine, and related topics are the focus of collections at Saint Peter's Medical Center Library, E.R. Bristol-Myers Squibb Company's Pharmaceutical Institute Library, Medical Research Library, and Robert Wood Johnson Library of Health Sciences. Gardner A. Sage Library, built in 1875, holds the archives of the Reformed Dutch Church. Middlesex County's Archives and Records Management Center in North Brunswick houses hundreds of thousands of government records and other public documents that have accumulated since 1683.

More than 60 research centers at Rutgers University study such topics as food technology, biology, economics, engineering, politics, AIDS research, computer science, shellfish, mosquitoes, and the works of Thomas Alva Edison. The William L. Hutcheson Memorial Forest, in continuous ownership by the same family from 1701 to 1955, is maintained by Rutgers as a living forest laboratory. Rutgers is one of only 11 universities in the country to be part of the establishment of a national mathematics research center, and it has been designated by the State of New Jersey as one of five academic industrial centers for high technology research. Rutgers is part of the ''super computer'' consortium that operates the ETA-10 super computer, the largest computer of its kind in the world.

Public Library Information: New Brunswick Free Public Library, 60 Livingston Avenue, New Brunswick, NJ 08901-2597; telephone (732)745-5108, fax (732)846-0226

Health Care

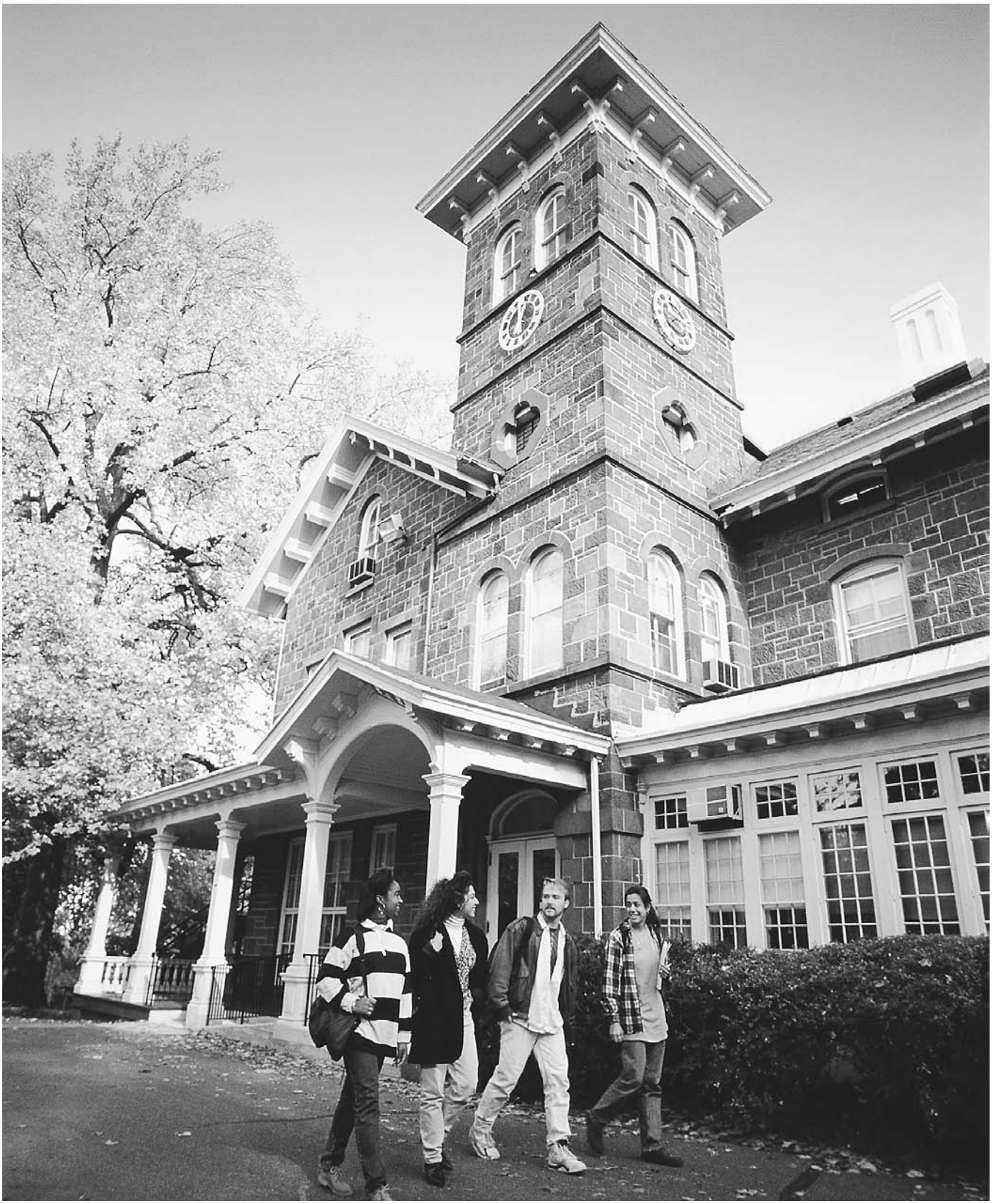
New Brunswick has a long tradition of attention to health care, having established the country's first medical society in 1766. Five hospitals, two of them teaching hospitals affiliated with the University of Medicine and Dentistry of New Jersey (Saint Peter's Medical Center and Robert Wood Johnson University Hospital), are located in New Brunswick. The Cancer Institute of New Jersey delivers advanced comprehensive care, conducts world class cancer research, and offers the latest clinical treatments for cancer patients. St. John's Health and Family Service Center also offers health care to New Brunswick residents.

Health Care Information: Middlesex County Health Department, telephone (732)494-6742

Recreation

Sightseeing

New Brunswick preserves many historic buildings, including nineteenth-century rubber factories, churches with pre-Revolutionary cemeteries, Buccleuch Mansion (now oper-



Historic buildings abound on the campus of Rutgers University, a popular destination for visitors.

ated as a museum), and Henry S. Guest House, a stone structure built about 1760, renovated and exhibiting shawls, old lace, and Japanese items. The birthplace of Alfred Joyce Kilmer, now used as an office, contains period furniture and photos of the Kilmer family; tours are available by appointment. The historic ''Town Clock'' Church, built in 1812, also offers guided tours by appointment.

The multiple campuses of Rutgers University are a popular destination for visitors. Historic buildings there include Old Queens, a brownstone designed by the man responsible for New York's City Hall; it is now the university's administrative center. On campus can also be found art, geology, and history museums. The university's 50-acre Display Gardens are notable for specimens of American holly.

New Brunswick is the eastern terminus of the Delaware & Raritan Canal, built in the 1830s. The canal is now a state park, with headquarters at Somerset, just east of New Brunswick. Along its main and feeder canals may be seen the remains of the canal and the famous Camden & Amboy railroad, as well as restored homes and stations of lock and bridge tenders.

Arts and Culture

New Brunswick Cultural Center Inc., located downtown, provides year-round programming in the visual and performing arts. Its 1,800-seat, acoustically acclaimed State Theater, home to the American Repertory Ballet, hosts symphonies performed by the New Jersey Symphony Orchestra, jazz, dance, chamber music, children's programs, and other fare. Extensive renovations began on the historic building in December 2003 and were completed in late 2004, in an attempt to restore the theater as closely as possible to its original appearance while updating sound and lighting systems to rival that of any brand new facility. For theatergoers, new plays and musicals bound for Broadway are previewed at the 367-seat George Street Playhouse; the Playhouse also features several regional theatrical productions. Crossroads Theatre, an African American professional company, offers plays, musicals, and touring programs during a September-to-May season. The Rutgers Theater Company, based at Rutgers University, offers an academic-year Subscription Series of professional theater. Rutgers is also home to the renowned children's theater group, the Shoestring Players; unfortunately the group has been on hiatus since the 2004–2005 school year because of budget cutbacks, and its future is uncertain. New Brunswick is within easy reach of the vast cultural resources of New York and Philadelphia.

Museums of note in New Brunswick include Buccleuch Mansion, built in 1739 and displaying antiques in period rooms; Hungarian Heritage Center; New Jersey Museum of Agriculture, presenting historic farming tools, household items, toys, and photographs; and Rutgers University Geology Museum. Jane Voorhees Zimmerli Art Museum, also at Rutgers, offers permanent and changing exhibits of paintings from the early sixteenth century through the present, with emphasis on the graphic arts. Considered one of the finest university museums in the country, the Zimmerli houses the university's collection of more than 35,000 art objects.

Nearby Piscataway offers East Jersey Olde Towne, a reconstructed colonial village, and the restored Cornelius Low House/Middlesex County Museum, a fine example of eighteenth-century Georgian architecture. The County Museum presents exhibits on the impact of New Jersey's people, products, and resources on American history and progress; many of these exhibits have won national awards for excellence. The Artists' League of Central New Jersey presents an annual tri-state exhibit of the works of visual artists, sculptors, and craftspeople at Cornelius Low House. At the East Brunswick Museum, fine art and historical exhibits showcase the talents of central New Jersey artists. Historic sites, museums, and theatrical performances are abundant throughout Middlesex County.

Festivals and Holidays

The annual Raritan River Festival joins New Brunswick with its cross-the-river neighbor, Highland Park, for food and fun on both sides of the Raritan. Water taxis, cabs, and buses transport participants to both cities during the festival. Boyd Park on the riverfront is the site of the annual Hispanic Riverfront Festival that celebrates the music, cuisine, and other entertainments of the city's Puerto Rican community. The annual Hungarian Festival, the first Saturday in June, features Hungarian dancing, food, crafts, and games, fencing demonstrations, a museum gift shop, and a twilight concert. The New Jersey International Film Festival, held each year in June and July, features screenings of independent, classic, international, and experimental films. October brings the Autumn in the Park Downtown Harvest Festival, with old-fashioned carriage rides, live music, and other family entertainment throughout Highland Park.

Taking place at the end of each school year, RutgersFest is an annual carnival and concert that has become a tradition for university students. A variety of musical performers, food vendors, and other amusements offer students a welcome break from exam preparation. East Brunswick presents the Middlesex County Fair during the second week in August. The holiday season is kicked off by the annual Holiday Lighting Spectacular, in which crowds fill Monument Square to see the lights come up on the city's 50- foot tree adorned with 3,200 lights. Holiday music fills the air as horse-drawn carriages take visitors for free rides on the brick-paved streets of the city.

Sports for the Spectator

Spectator sports in the region center around collegiate football and basketball competitions at Rutgers and Princeton universities. In 1869 Rutgers defeated Princeton in the world's first intercollegiate football game, held in New Brunswick. The actor Paul Robeson was a Rutgers graduate and an All-American football player there.

Middlesex County and its municipalities offer horse shows and amateur harness racing at various local parks. Year-round horse racing is also offered at nearby Meadowlands Sports Complex, home of the New Jersey Nets and Devils and host to the New York Giants and Jets.

Sports for the Participant

The New Brunswick Park System features 285 acres of parks, playgrounds, passive areas, athletic fields, facilities, lawns, and gardens. Boyd Park, located on New Brunswick's river front, was just reopened after an $11-million redevelopment. Home to numerous festivals and special events, the park now boasts views of the Raritan River and New Brunswick's skyline. The 15-acre Memorial Stadium park hosts sporting events with seating for 5,000 people. The 78-acre Buccleuch has many athletic fields, a cross country fitness trail, and sledding and skating in winter. The Colonial House, located at the park, is in the process of an historical renovation but is still open for tours on Sunday afternoons from June through October. The newly developed Alice Jennings Archibald Park includes 10.5 acres of athletic facilities for baseball, softball, soccer, football, tennis, basketball, and handball, as well as a playground and picnic area.

Also new is a 15-acre youth sports complex that hosts little league baseball and softball, as well as all youth soccer games. Still in the works at the park are a flowing brook, bridges, and picnic pavilions. Nearby is the HUB Teen Recreation Center. Scheduled for completion in 2005, the 17,000-square-foot center will offer young people the following: batting cage, golf learning center, internet cafe, computer lab, TV lounge and movie theater, dance studio, fitness gym with locker rooms, meeting rooms, game room, and a movie theater.

Recreation Information: New Brunswick Recreation Department, 65 Morris St., New Brunswick, NJ 08903; telephone (732)745-5125

Shopping and Dining

New Brunswick's major shopping areas include Albany Street Plaza, the Golden Triangle, Kilmer Square, Livingston Shopping Center, and Sears Plaza. New Jersey Designer Craftsmen, designated a resident company of the New Brunswick Cultural Center complex, displays the works of members in a gallery located there. Middlesex County is home to about 80 major shopping centers.

New Brunswick offers an array of dining establishments from the causal to the elegant. Ethnic cuisine runs the gamut from Italian to Mongolian, and includes Chinese, Japanese, Cajun, Mexican, and American fare. Several continental restaurants offer fine dining and have received both regional and national recognition in many well-known publications, such as *Gourmet* magazine and the *New York Times.*

Visitor Information: New Brunswick City Market, 120 Albany Street, 7th Floor, New Brunswick, NJ 08901; telephone (732)545-4849

Convention Facilities

New Brunswick is part of the meeting destination area known as Metro New Jersey Meadowlands (of which Newark is also a part). Its popularity is due in part to its proximity to the attractions of Manhattan. Small-meeting planners considering New Brunswick as a destination may choose from facilities at Rutgers University or at a number of hotels and motels in the city. The Rutgers Student/Conference Center provides multi-conference seminar facilities to accommodate up to 550 people, as well as an outdoor plaza for special events. The Hyatt-Regency in New Brunswick offers 288 rooms and suites, as well as 21 meeting rooms that total 28,000 square feet; there is also a 9,600-square-foot ballroom.

Convention Information: New Brunswick City Market, 120 Albany Street, 7th Floor, New Brunswick, NJ 08901; telephone (732)545-4849

Transportation

Approaching the City

Major highways crossing Middlesex County include the New Jersey Turnpike, Garden State Parkway, Interstate 287; U.S. Routes 1,9, and 130; and State Routes 18, 27, 28, 34, 35, and 440. Newark International Airport is located a short distance from Middlesex County's northern border. Amtrak and New Jersey Transit service Middlesex County.

Traveling in the City

The Cultural and Heritage Commission issues Historic Walking Tour brochures. New Jersey Transit and Suburban

transit provide rail and bus service. The Hub City Local is a trolley bus that runs free throughout New Brunswick.

Communications

Newspapers and Magazines

New Brunswick's daily newspaper, the *Home News Tribune,* is published every morning. Black Voice/Carta Latina, a newspaper aimed at African American and Hispanic audiences, appears weekly. All of the major New York and Philadelphia newspapers are available locally. Rutgers University began publishing *The Targum,* the country's first college newspaper in 1869. Many scholarly journals are also published by Rutgers on a variety of topics.

Television and Radio

Two radio stations broadcast from New Brunswick. All of the major New York and Philadelphia television stations are accessible to most of the county, and cable service is available.

Media Information: *Home News Tribune,* 35 Kennedy Boulevard, New Brunswick, NJ 08816; telephone (732)246-5500

New Brunswick Online

City of New Brunswick Home Page. Available www.newbrunswick.com

Home News Tribune. Available www.thnt.com

Middlesex County Office of Economic Development. Available www.co.middlesex.nj.us

Middlesex County Regional Chamber of Commerce. Available www.mcrcc.org

New Brunswick Department of Economic Development. Available www.cityofnewbrunswick.com

New Brunswick Public Schools. Available www.nbps.k12.nj.us

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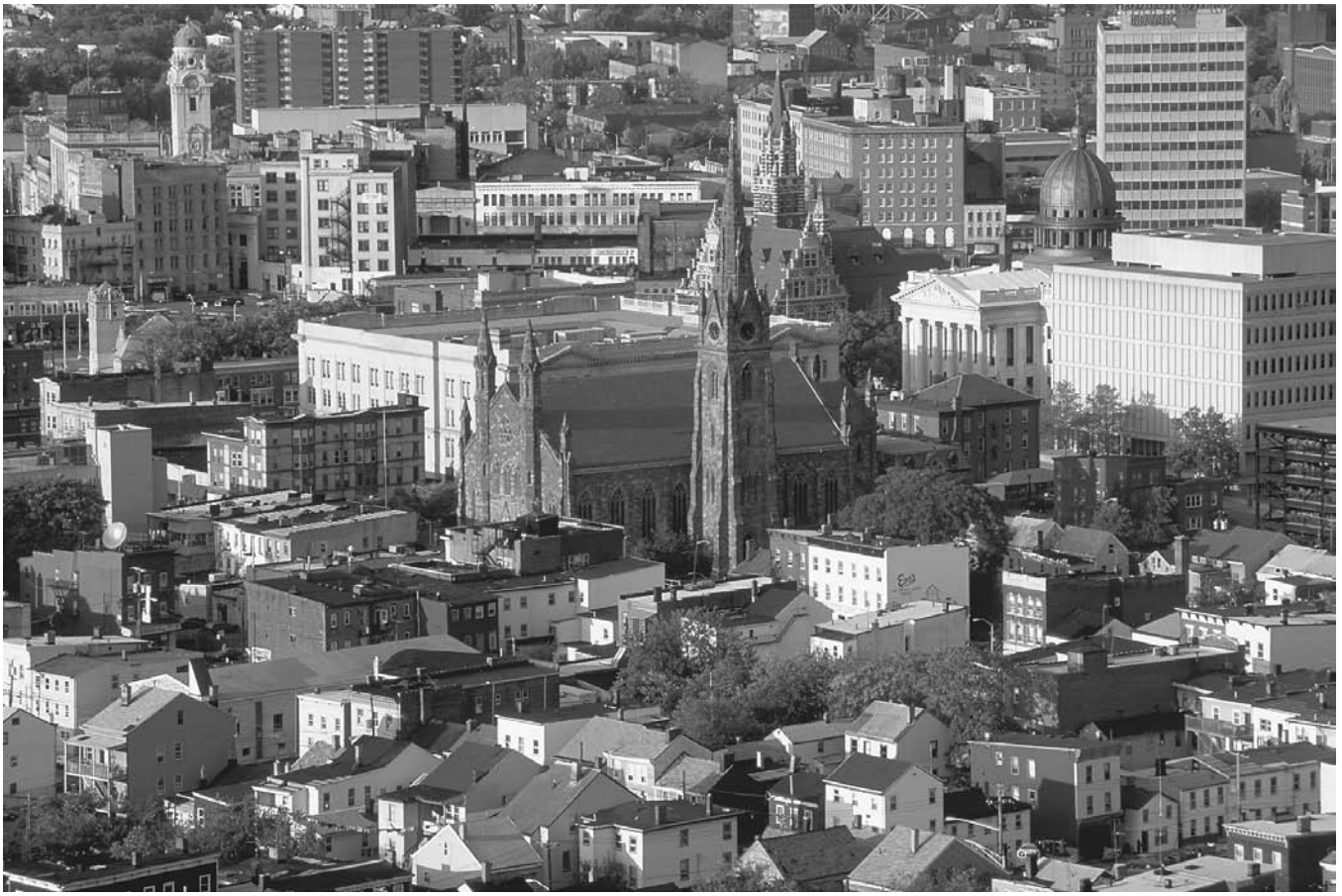
Cawley, James and Margaret, *Along the Delaware and Raritan Canal* (Rutherford, NJ: Fairleigh Dickinson University Press, 1970)

Clayton, W. Woodford, ed., *History of Union and Middlesex Counties, New Jersey, with Biographical Sketches* (Philadelphia: Everts and Peck, 1882)

McCormick, Richard P., *Rutgers: A Bicentennial History* (New Brunswick: Rutgers University Press, 1966)

McKelvey, William J. Jr., *The Delaware and Raritan Canal: A Pictorial History* (York, PA: Canal Press, 1975)

Paterson



The City in Brief

Founded: 1791 (incorporated, 1851)

Head Official: Mayor Jose Torres (since 2002)

City Population
1980: 137,970
1990: 140,891
2000: 149,222
2003 estimate: 150,782
Percent change, 1990–2000: 5.9%
U.S. rank in 1990: 128th (State rank: 3rd)
U.S. rank in 2000: 147th (State rank: 3rd)

Passaic County Population

1980: 447,585
1990: 453,060
2000: 489,049
Percent change, 1990–2000: 7.9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 115th

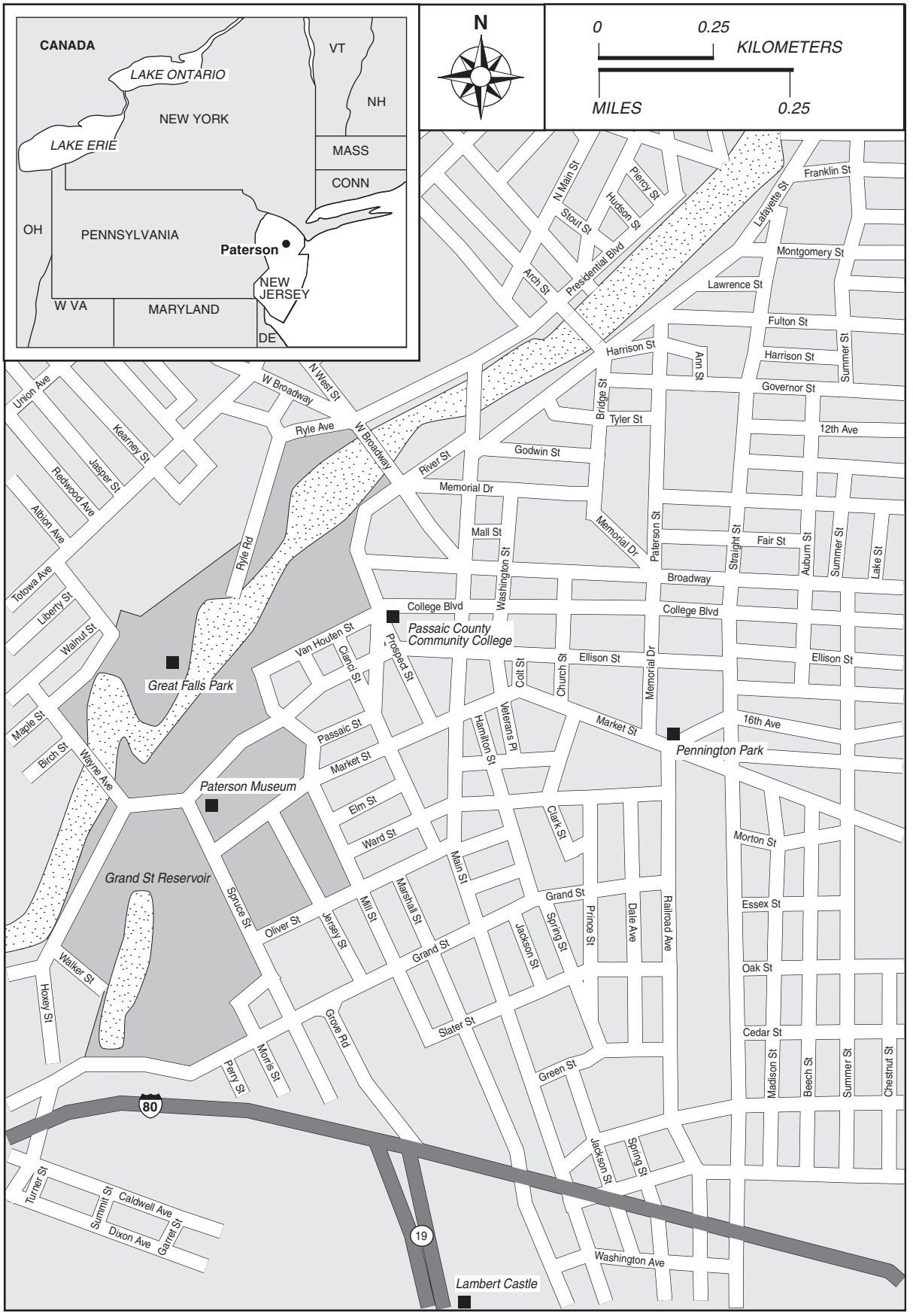
Area: 8.73 square miles (2000)
Elevation: 70 feet above sea level
Average Temperatures: January, 28.3° F; July, 74.6° F; annual average, 52.2° F
Average Annual Precipitation: 51.3 inches of overall precipitation; 27.6 inches of snowfall

Major Economic Sectors: Services, education and healthcare, trade, government, manufacturing
Unemployment Rate: 5.4% (NY–NJ MSA; February 2005)
Per Capita Income: $13,257 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 6,842

Major Colleges and Universities: William Paterson University, Passaic County Community College, Berkeley College of Business-Garret Mountain campus

Daily Newspaper: *The Herald News, The Record*


CANADA
LAKE ONTARIO
LAKE ERIE
NEW YORK
VT
NH
MASS
CONN
OH
PENNSYLVANIA
Paterson
NEW JERSEY
W VA
MARYLAND
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KILOMETERS
MILES
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N Main St
Stout St
Piercy St
Hudson St
Presidential Blvd
Arch St
Lafayette St
Franklin St
Montgomery St
Lawrence St
Fulton St
Harrison St
Ann St
Summer St
Governor St
Bridge St
Tyler St
12th Ave
Godwin St
River St
Memorial Dr
Memorial Dr.
Paterson St
Straight St
Fair St
Auburn St
Summer St
Lake St
Broadway
College Blvd
Passaic County Community College
Washington St
Ellison St
Church St
Colt St
Prospect St
Van Houten St
Ciarci St
Great Falls Park
Union Ave
W Broadway
N West St
Ryle Ave
Kearney St
Jasper St
Redwood Ave
Albion Ave
Totowa Ave
Liberty St
Walnut St
Ryle Rd
Maple St
Birch St
Wayne Ave
Passaic St
Market St
Elm St
Ward St
Hamilton St
Veterans Pl
16th Ave
Pennington Park
Paterson Museum
Grand St Reservoir
Spruce St
Oliver St
Jersey St
Mill St
Marshall St
Main St
Clark St
Morton St
Grand St
Prince St
Date Ave
Railroad Ave
Spring St
Jackson St
Essex St
Oak St
Cedar St
Walker St
Hoxey St
Grove Rd
Slater St
Green St
Perry St
Morris St
Madison St
Beech St
Summer St
Chestnut St
80
Turner St
Summit St
Caldwell Ave
Dixon Ave
Garrett St
19
Washington Ave
Lambert Castle

Introduction

Paterson was defined by the waterfall near which it was located, just as the river and previous glaciers had defined and refined the land of northern New Jersey. As the first planned industrial city in America, Paterson was once known as the ''Silk City'' due to the thriving textile manufacturing businesses powered by the falls. While the silk and cotton mill businesses eventually declined, Paterson has redefined itself as a regional service center and has maintained the historical thread of the industry that made Paterson part of the early fabric of the United States.

Geography and Climate

Paterson is located in what is called the Piedmont region of the United States, lying between the coastal plains and the Appalachian Mountains. The Piedmont area is characterized by rolling, low hills that are the remains of an ancient mountain range worn away by glacial action and river erosion. The city was strategically sited on the dramatic 77-foot Great Falls of the Passaic River in northern New Jersey's Passaic County, in order to capitalize on the energy of the rushing water. Several other major metropolitan areas are within easy reach of Paterson, which is 14 miles north of Newark, 11.5 miles from the George Washington Bridge, and 13 miles from the Lincoln Tunnel to Manhattan.

Paterson is in New Jersey's coastal zone, in which the continental and oceanic influences battle for dominance. In fall and early winter, Paterson's temperature is generally warmer than interior parts of the state; in spring the ocean breezes keep the temperature cooler. The effect of the ocean keeps seasonal temperature changes rather gradual, and the area is less prone to extreme temperatures than other parts of New Jersey. Humidity is high year-round, and rainstorms are most common between October and April.

Area: 8.73 square miles (2000)

Elevation: 70 feet above sea level

Average Temperatures: January, 28.3° F; July, 74.6° F; annual average, 52.2° F

Average Annual Precipitation: 51.3 inches of overall precipitation; 27.6 inches of snowfall

History

Early Industrial Development

It all started with the falls—at the end of the last Ice Age about 13,000 years ago, the retreating glaciers left a moraine in the path of the Passaic River. After initially being dammed into a glacial lake, the river managed to escape and began to carve a new route, deepening its canyon through the basalt and ultimately creating the 77-foot Great Falls. It took about 3,000 years for the area to be settled by a nomadic group of hunter-gatherers.

The Lenni-Lenape Indian people were the original inhabitants of the Paterson area. Drawn by ample opportunities for hunting, the Lenape also began to dabble in small-scale agriculture. In the 1620s, Dutch missionaries and trappers began to settle near the Great Falls on the Passaic River, intrigued by a description given by friendly Indians. Property disputes between the Dutch and the Lenape people followed, while hunting, trapping and trading of animal pelts began to deplete the formerly rich regional supplies. Exposure to previously unknown European illnesses took a toll on the Lenape, curtailing the tribe's ability to stem further encroachment by the new settlers. In 1679, the Dutch obtained the first tract of land and began farming what is now the site of the city of Paterson. The settlement stayed small for more than a century but served as a tourist attraction. During the American Revolution, visitors such as George Washington, Alexander Hamilton, and the Marquis de Lafayette stopped to have lunch at the majestic, 77-foot-high Great Falls.

In 1790, William Paterson, a signer of the Declaration of Independence, was elected governor of New Jersey. The next year, U.S. Secretary of the Treasury Alexander Hamilton, helped form the Society for Establishing Useful Manufactures (S.U.M) with the power of the Great Falls of Paterson in mind. He wanted to lessen the dependence of the United States on imported products and harness the falls in the manufacture of domestic goods. Hamilton proposed to the U.S. Congress that an industrial district be set up at the site of present-day Paterson. When Congress proved uninterested, he arranged private support for what became America's first planned industrial city, named after the state governor.

In New Jersey, the state legislature voted that the S.U.M. would ever after be exempted from county and township taxes and gave it the right to hold property, improve rivers, build canals, and raise $100,000 through the use of a lottery. The S.U.M., which continued to operate until after World War II, located its plant at the Great Falls of the Passaic River.

Early Labor Problems

Major Pierre l'Enfant, who is best known for later designing the layout of Washington, D.C., was hired to build a system of raceways in Paterson that would direct water to run and operate the mills. In 1794, the initial raceway was completed and water was brought to the first mill, which produced calico goods. This laid the foundation for a substantial textile industry that has flourished into the present.

The city grew out of the S.U.M.'s 700 acres above and below the Great Falls on the Passaic, and its first citizens were primarily workers at the local factories. In the first part of the 1800s, the town continued to grow as an industrial center. If one industry failed, it was replaced by another. By 1825 Paterson had become known as the ''Cotton Town of the United States.'' Reportedly, oxen provided power for the first cotton spinning at a Paterson mill.

America's first factory strike took place in 1828 when Paterson cotton workers quit their looms to protest a change in the lunch hour. The mill owners had decided that it would be better for the child workers if the midday meal took place at one o'clock rather than at noon, thus making a more equal division in the workday. Employees surprised management by demanding the reduction of working hours from 13.5 to 12. Other local workers, including carpenters, masons, and mechanics working in the city, also walked out. This was the first recorded instance of a sympathy strike in the United States. The workers finally lost the strike, but it made a strong impression on the community. Afterward, the owners restored the noon lunch hour.

Paterson became more accessible in 1831 with the opening of the Morris Canal, which was dug through the coal fields of Pennsylvania. A year later the railroad steamed into Paterson, further stimulating the town's development. In 1836 gun-maker Samuel Colt opened the Patent Arms Company and began the manufacture of Colt repeating revolvers. In 1837, a machine shop owned by John Clark produced one of the earliest American locomotives, the *Sandusky,* which was modeled after an imported English model. That year, the locomotive made its first trip from Paterson to Jersey City and New Brunswick and back. Over the next 40 years, 5,871 engines were to be made in Paterson and shipped all over North and South America.

Silk Industry Blooms; Submarine Launched

Silk manufacturing first began in Paterson in 1840 when a plant was established in Paterson's Old Gun Mill. By then, cotton manufacturing had mainly been moved to New England. Within ten years, Paterson became known as the ''Silk City.'' Except for the cultivation of silkworms, all other stages of silk production took place there. In 1841 the town of Paterson was incorporated, growing to a population of almost 20,000 twenty years later. By 1870, the city was processing two-thirds of the raw silk imported into the United States and was attracting immigrant workers from Ireland, Italy, Germany, and Russia.

Just 18 years later, Paterson's population was approaching 51,000 people. That year, a local schoolteacher and inventor named John Phillip Holland tested the first successful submarine in the Passaic River. Unlike the silk industry, the submarine model didn't immediately have a smooth ride—even when Holland surprised a U.S. Navy ship on a secret maneuver, the Navy did not take his invention seriously and many years passed before the submarine came into widespread use.

During the next decade, a three-hour strike took place in local textile factories, led by foreign workers who had been forced to flee Europe for championing liberal causes. The strike was held to protest unbearable conditions in the silk mills. However, the strike did little to change the miserable working conditions.

Citizens Face Hardships

Paterson's next major strike took place in 1902, by which time the local population had reached more than 105,000 people and the city had become the fifteenth largest in the United States. That year brought many disasters to the city. A February fire destroyed 500 buildings, including city hall and the entire business district. Local firemen, with the help of those from nearby towns, finally halted the fire a mile from its starting point.

Residents were just beginning to recover from that loss when, in March, the swollen Passaic River engulfed the lower portions of the city, sweeping away bridges, homes, and buildings. Damages reached more than one million dollars. Then a few months later a tornado struck, uprooting trees and houses and crippling vital services in the city.

Labor Difficulties Lead to Strike

Paterson's silk industry reached its peak in 1910 when the city population stood at 125,600. At that time, there were 25,000 workers in 350 large plants who wove nearly 30 percent of the silk manufactured in the United States. Three years later, all millwork came to a standstill when laborers under the leadership of the Industrial Workers of the World labor group struck in support of the continuance of the two-loom system. The owners wanted to increase the number of looms for which each worker would be responsible but the workers balked.

Workers walked out in February 1913, citing a lengthy list of longstanding abuses of labor and poor worker-management relations. The employers then declared a lockout, meaning that workers could not return without the per-

mission of the factory owners. Supporters of the strikers began marching on picket lines in front of the mills. After the violent death of a picketer, nearly 15,000 workers joined in a funeral procession, and even children struck in support of their worker-parents. Famous American radical John Reed, who was jailed during the walk-out, staged an enormous ''Paterson pageant'' in Madison Square Garden in New York City to raise money for the striking workers. But the greatest strike in the history of Paterson ended in the defeat of the workers, who finally went back to their jobs on management's terms.

Death of the Silk Industry

By 1920, Paterson's population had reached nearly 136,000 people. After World War I, the Wright Aeronautical Corporation began manufacturing airplane motors at an old Paterson silk mill, and for a time airplane engine production became the city's primary industry. But after World War II the industry moved elsewhere.

In 1924, 20,000 silk workers began an unsuccessful battle against a proposed four-loom system. Manufacturers decided they were fed up with labor disputes and began seeking new sites in new cities with lower taxes, cheaper power, and less militant workers. By 1925, the mills began to leave Paterson. Although 700 plants still operated in the city, they were much smaller than their former size.

As the years passed, the local textile industry continued to diminish. This was primarily due to antiquated plants that were unable to compete with those in other parts of the country, the introduction of synthetic materials such as nylon and rayon, and the breakdown of large working units into smaller shops. By 1935, only 4,000 workers were weaving silk in Paterson. In time, virtually all silk production there disappeared.

By the 1930s, the fabric dyeing industry was growing and soon Paterson's plants were producing 70 percent of the nation's silk and rayon. But as the years went on, this industry shrank as most of the mills moved elsewhere. During the second half of the twentieth century, Paterson experienced a great population loss and its stature as an important industrial city was diminished, although remnants of the garment industry still remain.

Present Day Paterson: Weaving Together the Past and the Future

In 1976, Paterson's Great Falls were declared a national natural landmark, marking the swath the river and falls have cut in the actual as well as the figurative landscape of the area. The city's fascinating history is preserved in literary works by two great twentieth-century poets, William Carlos Williams and Allen Ginsberg. Williams's work entitled *Paterson* was published in five books in the mid-twentieth century and is considered one the greatest philosophical poems of the century. The Passaic River serves as the thread that binds the poems together.

While labor unrest ostensibly brought down the fabric industry in Paterson, those early protests generated new legislation that addressed a multitude of workplace issues such as child labor, worker safety, a minimum wage, and limitations for the workday. The price for being a system agitator has been a 36 percent decline in manufacturing industry over the past 10 years in the greater Paterson metropolitan area, although the region maintains its role in fabric dyeing. The city also remains a cultural melting pot as a result of its industrial past.

In recent years, Paterson has managed to make use of its former industrial buildings, which are enjoying new life as historical sites. The S.U.M. historic district has become a national historic landmark, with many of the buildings converted to a variety of other uses; the Rogers Locomotive Erecting Shop has become the Paterson Museum, which highlights the city's industrial history and is known for its Native American relics and collection of New Jersey minerals. While appreciating its past, Paterson is in the process of transitioning to being a service provider to the East Coast municipalities within its reach; finance, sales, and healthcare are all areas of new economic growth for the former textile powerhouse.

Historical Information: Passaic County Historical Society, c/o Lambert Castle, Valley Rd., Paterson, NJ 07503; telephone (973)247-0085; fax (973)881-9434; email lambertcastle@msn.com

Population Profile

Passaic County Residents

1980: 447,585
1990: 453,060
2000: 489,049
Percent change, 1990–2000: 7.9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 115th

City Residents

1980: 137,970
1990: 140,891
2000: 149,222
2003 estimate: 150,782
Percent change, 1990–2000: 5.9%
U.S. rank in 1990: 128th (State rank: 3rd)
U.S. rank in 2000: 147th (State rank: 3rd)

Density: 17,675.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 45,913
Black or African American: 49,095
American Indian and Alaska Native: 901
Asian: 2,831
Native Hawaiian and Pacific Islander: 84
Hispanic or Latino (may be of any race): 74,774
Other: 41,184

Percent of residents born in state: 46.4% (2000)

Age characteristics (2000)
Population under 5 years old: 12,578
Population 5 to 9 years old: 12,987
Population 10 to 14 years old: 12,173
Population 15 to 19 years old: 11,446
Population 20 to 24 years old: 11,937
Population 25 to 34 years old: 24,647
Population 35 to 44 years old: 23,082
Population 45 to 54 years old: 16,843
Population 55 to 59 years old: 6,222
Population 60 to 64 years old: 4,908
Population 65 to 74 years old: 6,937
Population 75 to 84 years old: 4,106
Population 85 years and over: 1,356
Median age: 30.5 years

Births (2002)
Total number: 2,843

Deaths (2002)
Total number: 1,031 (of which, 18 were infants under the age of 1 year)

Money income (1999)
Per capita income: $13,257 (1999)
Median household income: $32,778
Total households: 44,760

Number of households with income of . . .
less than $10,000: 6,908
$10,000 to $14,999: 3,379
$15,000 to $24,999: 6,721
$25,000 to $34,999: 6,413
$35,000 to $49,999: 7,451
$50,000 to $74,999: 7,536
$75,000 to $99,999: 3,228
$100,000 to $149,999: 2,257
$150,000 to $199,999: 494
$200,000 or more: 373

Percent of families below poverty level: 19.2% (25.7% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 6,842

Municipal Government

Paterson operates under the mayor-council form of government. The municipal council consists of nine members, six of whom are elected by and represent the six wards of the city. The remaining three at-large members of the council are elected by the general populace, as is the mayor. The mayor serves four-year terms, with primary responsibility for the day-to-day administration of the city. The council is responsible for reviewing and approving legislation that affects the municipality. Paterson serves as the seat of Passaic County, New Jersey.

Head Official: Mayor Jose Torres (since 2002; current term expires in 2006)

Total Number of City Employees: 3,000+ (2005)

City Information: City of Paterson, City Hall, 155 Market St., Paterson, NJ 07505; telephone (973)321-1500

Economy

Paterson has continued its population surge into the 21st century, adapting from its historic focus on fabric production to related industries such as dyeing and polymers. Tourism, too, has become a growth industry in the Great Falls area in specific and in New Jersey in general. The Great Falls/S.U.M. National Historic Landmark District has received $4.147 million in federal funding that will repair and stabilize bridges, preserve the upper raceway on the Falls, and create solutions for deteriorating ruins along the site.

The City of Paterson has created a Department of Community Development that has an aim of revitalizing the city and its neighborhoods through redevelopment, restoration, and attraction and retention of sustainable industries. The city is currently targeting advanced manufacturing businesses, aerospace innovators, and automotive manufacturers.

The Urban Enterprise Zone program has helped the initiation of Main Street facade treatment programs. The Paterson Small Business Development Center has provided the Department of Public Works with funds for sewer repairs, trash receptacles, street paving, and tree maintenance.

Major Industries and Commercial Activity

As the seat of Passaic County, with its Superior Court, the Roe Federal Building, and the Paterson City Hall, government is Paterson's largest single employer. It is followed in importance by health care. Textiles also remain an important

industry, but hundreds of smaller industries also keep the former mills humming.

Because of the city's proximity to New York City and easy access via major highways, Paterson has been selected as the right site for many companies that conduct business in the metropolitan New York area. In addition, the city's close proximity to the Port of New York/New Jersey and Newark International Airport make it a desirable business location.

Items and goods produced: garments, textiles, electronic components, machine tools, ribbons, rubber goods, plastics, cosmetics, packaging

Incentive Programs—New and Existing Companies

Paterson is located at the crossroads of major transportation routes, close to international shipping ports, in the heart of the East Coast population center and a stone's throw from New York City. The city offers manufacturers, light industry, warehouse operations, and high-tech companies many benefits. These include tax incentives, quality real estate available at fair prices, and energy savings plans.

Local programs—Paterson's Department of Community Development functions as a one-stop resource for entrepreneurs and companies considering relocation. Services include information, assistance with permit acquisition and licensing and referrals to technical assistance and financing. The Small Business Development Center serves as a major resource for financial and planning assistance for existing small businesses and new enterprise.

Paterson has a designated Urban Enterprise Zone that covers 30 percent of the landmass of the city. Economic development within the UEZ entitles a qualified business to many tax incentives, such as a $500-$1,500 tax credit for hiring city residents or residents of other zone cities who were formerly unemployed or on public assistance.

State programs—New Jersey's Urban Enterprise Zone program allows participating businesses to receive 100 percent exemption for state sales tax for the purchase of most tangible property, including office supplies, equipment, furnishings, and services, including installation and building materials. Repairs and improvements to existing properties are also exempt, as are energy and utility services. Corporate tax credits are available to employers who hire from designated prospective employee pools.

The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is geared toward small and mid-sized businesses and, in more recent years, the high-tech industry. Businesses specializing in technology or biotechnology can transfer tax certificates to other New Jersey businesses, realizing up to 75 percent of their value in cash that can be spent on equipment, facilities, or for other expenses related to the business. The EDA issues bonds to provide financing at favorable interest rates for business ventures, makes low-interest loans, and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. A Brownfields Redevelopment Loan Program underwrites the efforts of municipalities and private property owners to remediate hazardous sites around the state.

Further tax credit programs apply to businesses that create new jobs, as well as those companies that invest in recycling equipment. The Commerce division of the State of New Jersey supports approximately 12 ''incubator'' businesses concentrated on science and technology activities; these businesses receive assistance in facility and equipment costs, along with essential training.

Job training programs—For more than 30 years, the Greater Paterson Opportunities Industrialization Center, Inc., has coordinated a network of employment and training programs that seek to improve the living conditions of economically challenged, unemployed, and underemployed workers through job skill training and education. Specialized programs offer assistance with childcare, transportation, driver education, and mental health services; additionally, the OIC has created a partnership with Passaic County Community College that allows the agency to offer an Opportunities Career Advancement Program with a technological spin.

The Passaic County Workforce Development Center staffs a One Stop Career Center in Paterson, where workers can improve interviewing skills, assess career aptitudes, and practice computer skills. The Workforce Investment Board of Passaic County provides easy access to a number of employment services, including labor statistics, job training, funding resources, and career counseling programs. Continuing education is also available through William Paterson University's specialized center.

All local Workforce Development offices are coordinated by the state Workforce Development Partnership program, which in turn is part of the New Jersey Department of Labor. The state agency provides training programs for new and existing businesses via its Business Resource Center.

Development Projects

In 1998, Passaic County Community College received a grant of $184,425 through the Urban Revitalization Implementation program. The college has partnered with the City

of Paterson, the Hispanic Multipurpose Center, Paterson Small Development Center and others in efforts to create a Paterson Community Technology Center that will assist displaced manufacturing workers in learning new technology skills as they cross the digital divide.

In 2000, the Paterson YMCA completed a large-scale renovation of its fitness facilities, the Marcal Company moved to a local 204,000-square-foot facility, and Kirker Enterprises, Inc. purchased and renovated 165,000 square feet of office and warehouse space in the city. Also in 2000, city officials approved the construction of 34 condominiums in a former textile mill in the Great Falls Historic District, and Fairfield Textiles had plans for a 120,000-square-foot expansion of its facilities in the Bunker Hill district of the city. The Great Falls/S.U.M. National Historic Landmark District recently received $4.147 million in federal funding that will repair and stabilize bridges, preserve the upper raceway on the Falls, and create solutions for deteriorating ruins along the site. Ideally, the restoration project will stimulate increased tourism to the Great Falls area.

In late June of 2004, Barnert Hospital opened a downtown women's clinic designed to better address the health issues of a growing urban population. The new facility contributes 7,000 square feet of examination and treatment space to the community medical services available.

Economic Development Information: City of Paterson Department of Community Development, 125 Ellison St., 2nd floor, Paterson, NJ 07505; telephone (973) 321-1212

Commercial Shipping

Newark Liberty International Airport (NLIA) is located less than 15 miles southeast of Paterson, with passenger and cargo service to all points of the globe. Several cargo-specific businesses and structures exist at NLIA, including the FedEx Complex (a regional hub), the United Parcel Service package handling and distribution center, and the 250,000 square foot Air Cargo Center. Cargo processing is state-of-the-art, with capacity to handle sophisticated and delicate materials with a high level of efficiency. The Port Authority maintains an administration building near the Air Cargo Center.

The Port of New York and New Jersey provides further access, via water, to other parts of the United States and the world. The Port Authority is equipped to deal with virtually every type of cargo, including vehicles, live animals, large containers, liquid and dry bulk loads, and more. In 2004, the Port saw more than $110 billion in goods pass through its gates.

The highway system in New Jersey is the most dense in the nation, guaranteeing ample routes into, out of, and around Paterson and the surrounding major metropolitan areas of Newark and New York. Interstates 280, 80, 295 and 95 link Paterson to other large cities, along with a network of U.S. and state highways. Businesses have a wide choice of ground transportation vendors for cargo shipping purposes, from well-established family trucking companies to nationally-known experts such as FedEx and UPS.

Labor Force and Employment Outlook

Paterson has always exhibited economic strength that rests in having a diverse population of hard-working immigrant peoples. As of the 2000 census, the city's population included Latinos from more than a score of Latin American countries, people from the Middle East, Asians of Chinese and Korean descent, and African Americans, in addition to citizens of European ancestry.

It's expected that total non-farm employment in Passaic County will continue to increase through 2012 but at a more gradual rate than it has during the 10 year span from 1992 to 2002. Three particular industry sectors should account for approximately three quarters of the projected growth: education and health services, professional and business services, and retail trade. While job loss in the manufacturing sector is anticipated to decrease, about 18.4 percent of positions in that industry are expected to be sacrificed. In 2012, employment requiring a ''high'' level of education and experience will account for only 26.4 percent of all jobs, while positions solely requiring on-the-job training should comprise 56.4 percent of total employment.

The following is a summary of data regarding the New York–White Plains metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 5,007,500

Number of workers employed in . . .
construction and mining: 176,100
manufacturing: 235,500
trade, transportation and utilities: 866,200
information: 202,100
financial activities: 542,100
professional and business services: 743,400
educational and health services: 894,100
leisure and hospitality: 368,400
other services: 209,800
government: 769,300

Average hourly earnings of production workers employed in manufacturing: $15.67 (New Jersey; 2004 annual average)

Unemployment rate: 5.4% (NY–NJ MSA; February 2005)

Largest employers	*Number of Employees*
St. Joseph's Reg. Medical Center	4,700
City of Paterson	3,000

Largest employers	*Number of Employees*
William Paterson University	1,117
Marcal Paper Products	1,000
Accurate Box	180
Frost King–Thermwell Products	No figure reported
Barnert Hospital	No figure reported

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Paterson area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: 1.4%–8.97%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: 3%

Property tax rate: $22.97 per $1,000 assessed valuation (2005)

Economic Information: Greater Paterson Chamber of Commerce, 100 Hamilton Plaza, Suite 1201, Paterson, NJ 07505; telephone (973)881-7300

Education and Research

Elementary and Secondary Schools

In 1998, a New Jersey Supreme Court decision required that the Paterson Public School District offer students an education at the level guaranteed by the constitution, spurring whole school reform efforts throughout the district. The emphasis in all Paterson schools was on individualized learning in a civil environment; in response, a number of specialized academies and charter schools have been created. At the Martin Luther King, Jr., Educational Complex, the Coalition of Essential Schools model drives educational and student conduct services. An underpinning of democracy encourages student participation, civility, and commitment to educational resources. The Dr. Frank Napier, Jr., School of Technology is unique in its high tech offerings to elementary school-age students, preparing them both for their academic and career futures. The Roberto Clemente School, located in a predominantly African American and Latino area of Paterson, celebrates the multicultural aspects of the city and the microcosm of the classroom. The EARTH Academy (Environmental Academy for Research, House Technology and Health) is based at Eastside High School and combines experiential learning during fieldtrips with classroom instruction. Rosa Parks High School houses the Rosa L. Parks School of Fine and Performing Arts, offering a college preparatory curriculum designed to lead students directly into degree programs in music, drama and creative writing.

Paterson Public School District is also the umbrella for several early childhood education programs, adult continuing education, and alternative schools for students whose learning styles or discipline issues make them candidates for discovery, expeditionary, and experiential education.

The following is a summary of data regarding the Paterson public school system as of the 2004–2005 school year.

Total enrollment: 27,000

Number of facilities
elementary and middle schools: 29
high schools: 5
other: 3 middle school academies; 23 high school academies

Student/teacher ratio (2004): 11:1

Teacher salaries
minimum: $40,000
maximum: $85,000

Funding per pupil: $12,351

An assortment of religiously-based private schools also operate in the area.

Public Schools Information: Paterson Public School District, 33 Church Street., Paterson, NJ 07505; telephone (973)321-0909

Colleges and Universities

One of nine New Jersey public institutions of higher education, William Paterson University sits on 370 wooded acres in the northern part of the state. The student body of 11,409 men and women can concentrate in any of 31 undergraduate programs or 19 graduate programs within its five colleges, including Education, Business, Arts and Communication, Humanities and Social Sciences, and Science and Health. Specialized learning centers for high-tech finance and professional sales have been added to the campus, reflecting Paterson's continuing move to service industries.

Passaic County Community College (PCCC) is a two-year public college with its main campus in Paterson and branches in the New Jersey communities of Wanaque and Wayne. PCCC offers its enrollment of 6,300 the opportunity to pursue more than 40 associate degrees and certifications in such fields as allied health, business, liberal arts, criminal

justice, nurse education, radiography, and technology. The school also offers extensive programs in basic skill English, reading, math, and English as a second language. Some courses are also instructed in Spanish.

The Garret Mountain campus of Berkeley College of Business confers the degree of associate in applied science in such fields as business, accounting, management, travel and tourism, paralegal studies, and various fashion fields. The school enrolls more than 700 full- and part-time students.

Libraries and Research Centers

The Paterson Free Public Library was established in 1885, making it the oldest public library in New Jersey. The system consists of a main library facility and three branches, housing more than 308,000 volumes and more than 350 periodical subscriptions. Special collections include African American history materials, collectible banknotes, genealogy materials, local history, and career resources. Local art collectors have over the years bestowed a wealth of paintings to the library, with an emphasis on late 19th and early 20th century works. In 2002 the library was the recipient of a Bill and Melinda Gates Foundation Grant, allowing for installation of 34 new computers throughout the Free Public Library system. Internet and word processing functions are available to library visitors. The library system additionally has opened a Community Learning Center that advertises GED preparation, reading and basic math tutoring, English as a Second Language instruction, and family literacy classes to the public.

The Passaic County Historical Society Library maintains special collections on Passaic County and northern New Jersey history. St. Joseph's Regional Medical Center supports its graduate medical education program with a full medical sciences library consisting of 3,000 books, 300 current periodicals and journals, and 600 audio-visual resources. Students can also tap into the National Library of Medical Databases onsite. The hospital has become more involved with clinical and basic research over the years, including clinical trials of various drug interventions. Recent research studies included exploration of a specific protein that contributes to severe bleeding disorders in patients with leukemia.

The David and Lorraine Cheng Library at William Paterson University provides access to a wealth of printed materials, including maps, atlases, newspapers, dictionaries, government publications, and almanacs. Library users can surf online databases for research and reference materials. The university also houses research facilities equipped to study biochemistry, molecular biology, neurobiology, and DNA.

Other local libraries include those of Passaic County Community College and the Passaic County Law Library.

Public Library Information: Paterson Public Library, 250 Broadway, Paterson, NJ 07501; telephone (973)321-1223

Health Care

Over the past 97 years, Barnert Hospital has grown to include 256 licensed beds serving the Bergen and Passaic county communities. Specialties run the gamut from adolescent sexual behavior issues to oncology and geriatrics. The Barnert Occupational Health Center provides diagnosis and treatment of work-related issues related to asbestos and hazardous waste, hearing loss, employment physicals, and injury prevention. Centers for pain management, sleep disorders, and breast health supplement the trauma facilities of the hospital. Outreach services include the Family and Child Education project operated in conjunction with the Paterson Public School District, with an eye toward prevention of health problems particularly among economically disadvantaged populations.

St. Joseph's Regional Medical Center, founded in 1867, is sponsored by the Sisters of Charity of St. Elizabeth in Convent Station, New Jersey, and serves the entire northern New Jersey area. The hospital is licensed for 792 beds; more than 30,000 inpatients are admitted yearly and another 350,000 outpatients are cared for. The Regional Medical Center specializes in craniofacial reconstruction and surgery, oncology, trauma care and radiology. The medical complex includes a Children's Hospital featuring a feeding and swallowing center, a child development center, and medical personnel specializing in everything from asthma to urology. A nursing home for patients requiring living assistance on a regular basis is located in Cedar Grove, New Jersey; dental and ophthalmology services are offered in addition to hospice care and physical therapy.

A number of public and private walk-in clinics operate in the northern New Jersey area as well, along with an assortment of alternative healthcare practitioners such as massage therapists, acupuncturists, aromatherapists, and hypnotherapists.

Recreation

Sightseeing

Perhaps the most spectacular sights in Paterson are Lambert Castle, perched on a mountain top, and the dramatic Great Falls. Lambert Castle, located on the Garrett Mountain Reservation, is a turn-of-the-century stone castle that once

A statue of Alexander Hamilton honors him for his pioneering vision of an industrialized America, a vision which Paterson was among the first to apply.

belonged to Catholina Lambert, a wealthy silk manufacturer. The Lambert family lived in the building from 1893 until 1923, naming it Belle Vista for its stunning vantage point. Today the castle houses a museum on park-like grounds that provide a picnic area and cross-country track. The house features hand-carved oak interior touches and a lovely terrace. In 1995 the County Freeholders began a $5 million renovation of the castle, finishing in September of 2000.

The Great Falls on the Passaic River can best be viewed from at site at McBride Avenue and Spruce Street. A brochure outlining a walking and/or driving tour and information about guided walking tours in the S.U.M. Historic District is available at the Great Falls Visitor Center, which also arranges guided walks around the Falls and the restored mill buildings that were once powered by the rushing waters.

The Paterson Museum is housed in the Thomas Rogers Locomotive Erecting shop in the Great Falls Historic District of Paterson. The museum's exhibits reflect the evolution of the city as a major U.S. industrial center. Machinery used for dyeing, winding, warping, and weaving silk are featured. The museum showcases the Paul R. Applegate, Jr., Collection of rare Colt firearms, as well as other Paterson-made firearms. Also on display are hulls of the first submersibles made by John Philip Holland, known as the ''father of the submarine.'' The museum's simulated mine yields a fine mineral collection, including a fluorescent mineral display.

Botto House in Haledon, New Jersey, a historic landmark built in 1908, is home to the American Labor Museum. The house, which once belonged to mill worker Pietro Botto, was a meeting place for mill workers who planned the famous 1913 Paterson Silk Strike. The museum has restored period rooms, a labor library, old-fashioned gardens, and changing exhibits that highlight the lives of circa-1900 immigrant families. The museum also offers tours of sites important to the local history of the labor movement.

Ellis Island and the Statue of Liberty are only a daytrip away from Paterson, completing the history of the mills with the story of the immigrants who carried the industry on their backs while working for the labor rights enjoyed by U.S. citizens of the present day.

Arts and Culture

The Paterson Museum hosts permanent and rotating displays of the works of local artists in addition to a store of historical information about the city and region. Manuscripts, materials, looms, warping equipment, and photographic collections trace the artistry of the fabric and submarine industries in northern New Jersey. More contemporary works of art can be found year-round at the Ben Shahn Galleries located at William Paterson University.

William Paterson University (WPU) is also the scene of performances by the High Mountain Symphony, which presents three performances per season as it draws upon the combined talents of faculty and students at the university. For more than 25 years, WPU has been hosting nationally-recognized jazz performers in an ongoing musical series. Quite an ensemble of other musical offerings lie outside the bounds of the Paterson area—opera performances in Newark, off- and on-Broadway musicals in New York City, and small community theaters are plentiful.

Paterson has been portrayed by poets as diverse as Allen Ginsberg and William Carlos Williams The Paterson Poetry Center at Passaic County Community College (PCCC) is widely hailed as a leader in helping poets craft their art. The Center organizes more than 100 activities each year, including readings and presentations by internationally famous poets. The Center's Paterson Poetry Marathon each spring involves week-long workshops in the local public schools that culminate in a public program. Part of the city's historic district has become a de facto artists' colony for painters, writers, sculptors, and photographers.

PCCC's Cultural Affairs Department offers the community programs in art, music, theater, dance, and literature. The Learning Resource Gallery offers monthly art exhibits, lectures, and workshops. The Quidnunc Society also provides local residents with an opportunity to engage in cultural activities.

Arts and Culture Information: Discover Jersey Arts, PO Box 306, Trenton, NJ 08625; telephone (800)THE-ARTS

Festivals and Holidays

In September, the American Labor Museum's Annual Labor Day Celebration highlights the history and importance of the worker in northern New Jersey. Later in the month, the city's Recreation Department holds a fundraising street fair with rides, games, food, music, and arts and crafts booths. In February, Newark keeps the New Year party going with the Chinese Lunar New Year Celebration coordinated by the Newark Museum. The traditional Lion Dance and holiday delicacies are on hand to mark this important event.

In early spring Paterson sponsors a three-day Great Falls Festival that features music and entertainment from local and outside performers, skywalks over the falls and other high wire acts, crafts, rides, and games. An international food court serves dishes from the 53 ethnic groups representative of the city's various citizens. A parade from the American Labor Museum to the Great Falls is the high point of the event.

The Newark Museum hosts an Asian Heritage Festival in early May, with Japanese drumming, Dancing Bells, and the

Indian Folk Dance taking center stage. Fair weather in the month of June welcomes the Annual Sol Stein Golf Open, which is held at the High Mountain Golf Club. Throughout the summer, the Downtown Paterson Special Improvement District offers events such as music festivals, Easter promotions, and Mother's Day celebrations. In mid-July, the Passaic County Fair brings a homespun flavor back to the Silk City metropolitan area.

Sports for the Spectator

Passaic County Community College presents women's and men's basketball games, and men's soccer. William Paterson University competes in Division III of the National Collegiate Athletic Association; team sports include baseball, basketball, football, track and field, volleyball, and swimming. Nearby Newark and New York City offer major league play in all major sports. The Newark Bears professional baseball club plays in the independent Atlantic League, and the MetroStars contend in Major League Soccer play at Giants Stadium in Secaucus.

Sports for the Participant

Rifle Camp Park in Paterson contains fitness and jogging trails maintained by Passaic County government. A toboggan chute and sleigh riding hills make the park fun all year long; nature trails and a bird watching blind add education to the experience. The park offers a Nature Center and an observatory that provide special programs for local students and the general public.

The Garret Mountain Reservation abuts the Rifle Camp Park; the reservation is a 568-acre recreational area that reaches a 500 foot elevation at its topmost point. Any number of activities are available to visitors, depending on the time of year—in seasonable weather, the equestrian center can arrange for trail rides, or hikers can set off on the network of marked paths. Barbour's Pond can be fished in warmer weather or skated upon after hard freezes; in the winter, the hiking trails become cross-country ski routes.

Passaic County Recreation also oversees Tranquility Ridge Park and Friendship Park, two areas that have been left largely untouched and natural after being rescued from imminent development. Activities are more limited in these areas in order to leave little or no trace. Similarly, the 512-acre Apshawa Preserve has been carefully protected; it lies adjacent to a 68-acre parcel owned by the New Jersey Conservation Foundation.

Canoeing and rafting can be had on sections of the Passaic River, offering the opportunity to bird watch while lazily floating along.

Passaic County also operates a golf course located in Wayne, New Jersey. Two 18-hole courses are available, along with practice greens and a shag field. The facility is open year-round, only closing on major holidays. The communities surrounding Paterson maintain additional golf courses and recreation programs that offer a selection of athletic outlets.

Shopping and Dining

Paterson's thriving downtown connects an ever-expanding array of eclectic, unique stores where shoppers can find furniture, clothing, art and collectibles, antiques, gourmet and natural foods, and linens. The city also offers two farmers' markets open all year and vending fresh produce, poultry, bakery products, grapes and wine presses, seafood, and meats. Discount stores, factory outlets, and malls are all available in or near the Paterson area.

Most any taste bud can be tantalized in Paterson and northern New Jersey, with a discernible preference for Asian cuisines such as Chinese fare and Japanese sushi. Italian and Mexican cooking are well-represented among northern New Jersey restaurants, along with basic American tastes like steaks and chops. True to its diverse immigrant history, the eatery options in the Paterson region are limitless and cover areas of the world such as India, Greece, the Middle East, Cuba, France, Ireland, New England, and Korea. An after-dinner espresso can be found at one of several locally owned coffeehouses in the city.

Convention Facilities

Within the Gateway Region of northern New Jersey there are two dedicated convention centers—the New Jersey Convention and Expo Center at the Raritan Center is located in Edison and offers 150,000 square feet of exhibit space, making it New Jersey's largest venue. The facility is equipped to handle anything from banquets to trade shows and is wired for all audio-visual devices. Food service is available. At the Meadowlands Exposition Center (the MEC) in Secaucus, conferences and trade shows are accommodated in 61,000 square feet of exhibition space, supplemented with additional meeting rooms and a banquet facility that can seat 5,000. The MEC provides two drive-doors for offloading of equipment and is conveniently located near Newark Liberty International Airport.

The theater and other meeting rooms at Passaic County Community College can also be used by the public. The theater seats 300, and a banquet facility has a 100 person capacity. Other hotels and businesses within and around Paterson can be utilized for conferences, meetings, receptions and banquets.

Transportation

Approaching the City

Paterson is located northeast of Newark on Highway 80; Newark Liberty International Airport (NLIA), located just a few more miles to the south, is one of the busiest airfields in the country. International flight service is offered by at least 20 of NLIA's resident airlines, while domestic service is handled by about 15 more providers and several air charters. Ground travelers can jump on Amtrak at Penn Station in Newark or the Greyhound/Trailways Bus Service which also serves the city.

Traveling in the City

Interstate 80 runs east and west through Paterson, which is approached from the south by State Highway 19. Market and Main Streets intersect in the city center, providing a reasonable directional reference in a municipality where the street grid bends slightly to follow the river that runs through it. Other major routes are McLean Boulevard, River Drive, and Randolph Avenue, which are laid out from north to south, and the east-west Broadway. The city is served by the Main Line of the New Jersey Transit railway and bus systems, in addition to the specialized transport programs offered through Passaic County Para Transit.

Communications

Newspapers and Magazines

The northern New Jersey area receives news from *The Herald News* or *The Record,* two daily papers that cover local, state, national, and international happenings. Both papers are part of the North Jersey Media Group, but each maintains its own personality and newsroom. An electronic newspaper, PatersonOnline.Net, focuses on local news, sports, and weather. The *Paterson Literary Review* of Passaic County Community College is published in the city, as is the *Anthonian,* a magazine of the Franciscan Order of the Roman Catholic Church.

Television and Radio

Paterson has its own Latino religious AM radio station, and Newark broadcasts National Public Radio on an FM frequency. Most radio and television programming is relayed from Newark and New York City, providing the city with full access to all national networks. Paterson has cable television service with two community access channels.

Paterson Online

City of Paterson. Available www.patcity.com

Greater Paterson Chamber of Commerce. Available www.greaterpatersoncc.org

North Jersey Regional Chamber of Commerce. Available njrcc.org

Passaic County Government. Available www.passaiccountynj.org

Passaic County Historical Society. Available www.lambertcastle.org

Paterson Free Public Library. Available www.palsplus.org/patersonpl

Paterson Public Schools. Available www.paterson.k12.nj.us/~pps

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Hirsch, James, *Hurricane: The Miraculous Journey of Rubin Carter* (Boston: Houghton Mifflin, 2000)

Williams, William Carlos, *Paterson* (New York: New Directions, 1963)

Trenton

The City in Brief

Founded: 1679 (incorporated, 1792)

Head Official: Mayor Douglas Palmer (NP) (since 1990)

City Population
1980: 92,124
1990: 88,675
2000: 85,403
2003 estimate: 85,314
Percent change, 1990–2000: −3.7%
U.S. rank in 1980: 158th
U.S. rank in 1990: 230th
U.S. rank in 2000: 335th (State rank: 9th)

Metropolitan Area Population (PMSA)
1980: 308,000
1990: 325,824
2000: 350,761
Percent change, 1990–2000: 7.1%
U.S. rank in 1980: 4th (CMSA)
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 1st (CMSA)

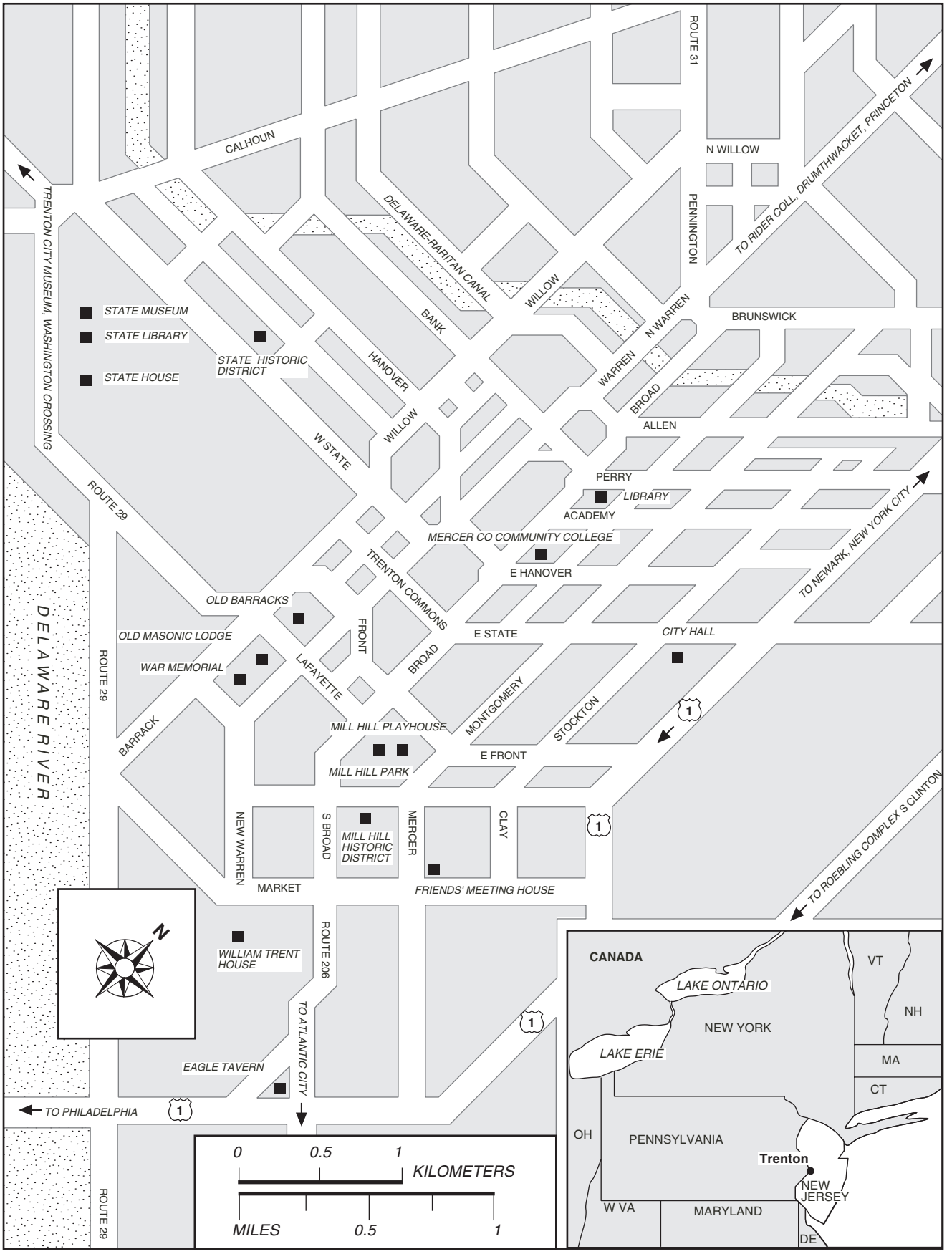
Area: 7.66 square miles (2000)
Elevation: 35 to 42 feet above sea level
Average Annual Temperature: 54.7° F
Average Annual Precipitation: 42.2 inches of rain; 23 inches of snow

Major Economic Sectors: Service, government, trade, manufacturing, construction
Unemployment Rate: 3.3% (April 2005)
Per Capita Income: $14,621 (1999)
2004 ACCRA Average Home Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 6,199

Major Colleges and Universities: Rider University; Thomas A. Edison State College

Daily Newspapers: *The Times; The Trentonian*


ROUTE 31
CALHOUN
N WILLOW
TO RIDER COLL, DRUMTHWACKET, PRINCETON
TRENTON CITY MUSEUM, WASHINGTON CROSSING
DELAWARE-RARITAN CANAL
PENNINGTON
WILLOW
BANK
STATE MUSEUM
STATE LIBRARY
STATE HOUSE
STATE HISTORIC DISTRICT
HANOVER
N WARREN
BRUNSWICK
WARREN
BROAD
ALLEN
W STATE
WILLOW
PERRY
LIBRARY
ACADEMY
ROUTE 29
MERCER CO COMMUNITY COLLEGE
E HANOVER
TO NEWARK, NEW YORK CITY
TRENTON COMMONS
OLD BARRACKS
OLD MASONIC LODGE
FRONT
E STATE
CITY HALL
WAR MEMORIAL
LAFAYETTE
BROAD
MONTGOMERY
STOCKTON
DELAWARE RIVER
ROUTE 29
BARRACK
MILL HILL PLAYHOUSE
E FRONT
MILL HILL PARK
NEW WARREN
S BROAD
MILL HILL HISTORIC DISTRICT
MERCER
CLAY
MARKET
FRIENDS' MEETING HOUSE
TO ROEBLING COMPLEX S CLINTON
N
WILLIAM TRENT HOUSE
ROUTE 206
TO ATLANTIC CITY
EAGLE TAVERN
TO PHILADELPHIA
ROUTE 29
0 0.5 1
KILOMETERS
MILES 0.5 1
CANADA
LAKE ONTARIO
VT
NH
NEW YORK
LAKE ERIE
MA
CT
OH
PENNSYLVANIA
Trenton
NEW JERSEY
W VA
MARYLAND
DE

Introduction

Rich in colonial and industrial history, Trenton, the second oldest capital in the United States, lies on the east bank of the Delaware River north of Philadelphia. The business of Trenton is government; it is New Jersey's state capital and the Mercer County seat. The site of the first decisive American victory in the Revolutionary War, Trenton also played a supportive role in the Civil War. Trenton is famous as the home of Lenox china, vulcanized rubber, and steel made through the open-hearth process. In the 1980s, Trenton launched a vast redevelopment program that covered all sections of the city and brought about Trenton's economic rebirth. The Trenton of the twenty-first century is known for being an historic city that is proud of its past and that looks ahead to a bright future.

Geography and Climate

Trenton, located in west-central New Jersey, lies on the east bank of the Delaware River, about 30 miles northeast of Philadelphia and 60 miles southwest of New York City. Trenton is situated on a plateau at the Delaware's navigable head. The city itself is bisected by Assunpink Creek. Trenton's climate is largely continental and subject to winds from the interior of the country. To the west are the Appalachian Mountains, which temper storm activity. Annual snowfall is about 23 inches.

Area: 7.66 square miles (2000)

Elevation: 35 to 42 feet above sea level

Average Temperatures: January, 32.2° F; July, 76.2° F; annual average, 54.4° F

Average Annual Precipitation: 42.2 inches of rain; 23 inches of snow

History

Delaware River Draws Settlers

The site of modern-day Trenton was once occupied by the Sanhican, a branch of the Delaware tribe who called the area Assunpink. The name meant ''stone in the water'' and referred to the rocky falls in the nearby portion of the Delaware River. The first permanent European settlers arrived in 1679, when the English Quaker Mahlon Stacy arrived at what he called the ''falls of the Delaware.'' Stacy's son sold the land in 1714 to William Trent, a Philadelphia merchant who recognized the industrial potential of the river. Trent built a stone grist mill near the falls and called the resulting community ''Trent's Town,'' which was quickly shortened to Trenton. The town grew up at the junction of the Delaware River and Assunpink Creek.

The head of navigation on the Delaware River, Trenton became a port for shipping grain and products traveling between Philadelphia and New York City. Trenton was also a primary stopping point on the stagecoach line connecting the two larger cities. A ferry, chartered in 1727, connected Trenton with Philadelphia, completing the transportation circle. In 1750 the city's first chief burgess, Dr. Thomas Cadwalader, inoculated the population against smallpox. He later donated 50 pounds toward the founding of the state's first public library.

By the time of the Revolutionary War, Trenton was a town of about a hundred homes and mixed sentiments about the impending war. The city was captured by the British in November, 1776, and large portions of it were burned. Then, in a surprise move that was called the tactical coup of the war, American General George Washington crossed the ice-choked Delaware River on Christmas night, 1776. He marched his Continental soldiers through the night to launch a dawn attack on the Hessian troops occupying Trenton. After inflicting severe casualties on the British garrison, Washington moved his troops to a high hill near Assunpink Creek and engaged the British in the Second Battle of Trenton. Washington's successful maneuvering instilled courage in his cold and battle-weary army and resulted in the first decisive American victory in the war.

State Capital Becomes Industrial Power

Trenton was selected as New Jersey's state capital in 1790. For a time, the city had hopes of becoming the nation's capital and did in fact serve temporarily in that capacity when a yellow fever epidemic raged in swampy Washington City. Transportation continued to play an important role in Trenton's development. In 1806 a covered bridge was built across the Delaware; the structure later supported the trains of the Camden & Amboy Railroad. The Delaware Falls Company constructed the Delaware & Raritan Canal at about the same time to provide water power to Trenton's burgeoning industry. Among the entrepreneurs setting up in the city was wire manufacturer John A. Roebling, whose cables help suspend the Brooklyn Bridge. Pottery-making blossomed as an industry after 1850 and included names such as Walter Lenox and his American Belleek china. Potters were the first to unionize in Trenton, successfully striking in 1835 to win a 10-hour workday. During the Civil War, Trenton housed the U.S. Congress after the South

threatened Washington, D.C. Trenton also contributed iron and rubber to the Union Army effort.

Between 1880 and 1920 Trenton's population swelled with an influx of foreign laborers seeking factory jobs. During this period the adjacent communities of Chambersburg, Wilbur, Millham Township, and parts of Ewing Township were annexed. Handcrafted Mercer motor cars were produced between 1910 and 1925, along with steel made from the open-hearth process and vulcanized rubber goods, including Goodyear tires.

In 1932 the Delaware River channel was dredged to 20 feet, making Trenton a port for sea-going vessels; the city's importance as a port has since been eclipsed by the New England and Philadelphia ports. Following World War II, Trenton's middle class population moved to suburban communities made possible through a new federal highway system and new home construction. Trenton retained its image as a smokestack town, even as some of the city's key industries moved southward. Since the 1970s Trenton has regained its reputation as an industrial leader, thanks in large part to the spate of downtown development spurred by the building of several new state structures. Trenton is also developing a reputation as a tourist attraction, a reputation built on its colonial history and its number of highly regarded restaurants. In 2005, *Forbes* magazine listed Mercer County as one of the ''Best Locations for Business.''

Historical Information: Trenton Historical Society, PO Box 1112, Trenton, NJ 08606; telephone (609)394-1965; New Jersey Historical Society Library, 52 Park Place, NJ 07102; telephone (973)596-8500

Population Profile

Metropolitan Area Residents (PMSA)
1980: 308,000
1990: 325,824
2000: 350,761
Percent change 1990–2000: 7.1%
U.S. rank in 1980: 4th (CMSA)
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 1st (CMSA)

City Residents
1980: 92,124
1990: 88,675
2000: 85,403
2003 estimate: 85,314
Percent change, 1990–2000: −3.7%
U.S. rank in 1980: 158th
U.S. rank in 1990: 230th
U.S. rank in 2000: 335th (State rank: 9th)

Density: 11,153.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 27,802
Black or African American: 44,465
American Indian and Alaskan Native: 300
Asian: 716
Native Hawaiian and Pacific Islander: 199
Hispanic or Latino (may be of any race): 18,391
Other: 9,190

Percent of residents born in state: 61.1%

Age characteristics (2000)
Population under 5 years old: 6,469
Population 5 to 9 years old: 7,256
Population 10 to 14 years old: 6,521
Population 15 to 19 years old: 5,677
Population 20 to 24 years old: 6,358
Population 25 to 34 years old: 14,278
Population 35 to 44 years old: 12,978
Population 45 to 54 years old: 9,822
Population 55 to 59 years old: 3,468
Population 60 to 64 years old: 2,861
Population 65 to 74 years old: 4,939
Population 75 to 84 years old: 3,576
Population 85 years and over: 1,201
Median age: 32.2 years

Births (2002)
Total number: 1,519

Deaths (2002)
Total number: 2,819 (of which, 17 were infants under the age of 1 year; Mercer County data)

Money income (1999)
Per capita income: $14,621
Median household income: $31,074
Total households: 29,370

Number of households with income of . . .
less than $10,000: 2,266
$10,000 to $14,999: 1,078
$15,000 to $24,999: 2,745
$25,000 to $34,999: 2,992
$35,000 to $49,999: 3,065
$50,000 to $74,999: 3,700
$75,000 to $99,999: 1,639
$100,000 to $149,999: 993
$150,000 to $199,999: 269
$200,000 or more: 234

Percent of families below poverty level: 17.6% (41% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 6,199

Municipal Government

Trenton operates under a mayor-council form of government. The seven council members serve four-year terms; three are elected at large, four elected by ward. The mayor serves a four-year term. Trenton also serves as the state capital of New Jersey and the county seat for Mercer County.

Head Official: Mayor Douglas H. Palmer (NP) (since 1990; current term expires July 1, 2006)

Total Number of City Employees: 1,750 (2005)

City Information: Mayor's Office, Trenton City Hall, 319 East State Street, Trenton, NJ 08608-1866; telephone (609)989-3030

Economy

Major Industries and Commercial Activity

Government (state, county, and municipal) forms the single largest sector in Trenton. Other significant economic areas include manufacturing, trade, and services. Trenton's set of unique circumstances contributes to its continued growth: the city benefits from the spill-over of high-technology industries and research centers locating along the Route 1 corridor; land costs, rents, and taxes in Trenton are a fraction of those in New York City, yet Trenton remains an acceptable commute for much of the Northeast Corridor; and commitment by state and local government is high.

Items and goods produced: refrigerated showcases, light bulbs, rubber goods, purses, automobile body hardware, pottery and porcelain products, chemicals, fabricated metal products, lumber and wood products, textiles, food products, electronic goods

Incentive Programs—New and Existing Companies

Local programs—The Capital City Redevelopment Corporation has all of the information a new or expanding business needs to locate or expand into the Capital District and to take advantage of all the public programs that are available. The Mercer County Community College Small Business Development Center provides entrepreneurs and small businesses in Mercer and other counties with high quality, one-to-one management consulting, training, and the information businesses need to maximize growth in a global economy. The Mercer County One-Stop Small Business Center provides technical and finance procurement assistance and the Science & Technology Incubator helps high-tech firms get established. Trenton has a partnership with the Trenton Business Assistance Corporation, which offers merchant and micro business loan programs. In addition, Trenton is the recipient of a $2,300,000 Economic Development Administration grant made available to help in the development of the Hill Complex in the Trenton enterprise zone.

State programs—The New Jersey Economic Development Authority (EDA) offers a wide range of financial, real estate development, and technical services to encourage business development and growth in the state. The majority of its assistance is to small and mid-sized businesses. The EDA issues bonds to provide financing at favorable interest rates for business ventures, and makes low-interest loans and guarantees loans made by private investors and lenders. It also offers a full range of real estate development services to stimulate both private and public development projects. In addition, the EDA administers a business incentive program that provides grants to expanding or relocating businesses that will create new jobs in New Jersey. Loans and grants also are available to municipalities and private property owners to encourage the clean-up and redevelopment of hazardous sites around the state. The New Jersey Urban Development Corporation provides low-interest loans to developers and businesses seeking to construct facilities in urban areas, including small business incubators.

Job training programs—Mercer County Community College offers programs and services for businesses that include a business incubator, a center for training and development, international trade programs, the Network for Occupational Training & Education (NOTE), a small business development center, and New Jersey-sponsored employee training.

Development Projects

One of the primary focuses of the city's economic development strategy currently lies in the area of affordable housing, as well as plans for Trenton's first development of luxury, single-family homes in decades. The $46 million Trenton Train Station renovation is expected to attract downtown and regional development, including new office buildings and commercial projects. Plans are underway to build a new criminal courthouse and parking garage in downtown Trenton; the facility should be completed by 2008. A parking garage and office on Front Street by the Economic Development Corporation of Trenton was in the works in mid-2005.

Trenton's school district is in the midst of a several-year, $300 million project that involves construction of several new school buildings, as well as renovation of many already in existence. The recently completed Waterfront Park and the Sovereign Bank Arena have increased entertainment and trade show options in Trenton. Opened in April 2002, the $54 million Lafayette Yard Marriott Conference Hall includes a 197 room upscale hotel, a conference center with more than 16,000 square feet of meeting space, a grand ballroom, a 120-seat restaurant and lounge, and a 650-stall parking garage. The hotel is connected to the War Memorial, a historic 1,900 seat amphitheater that recently underwent a $38 million renovation, and serves as a local cultural center for the Greater Trenton Symphony, special events, and large group meetings.

Economic Development Information: New Jersey Economic Development Authority (NJEDA), PO Box 990, Trenton, NJ 08625-0990; telephone (609)292-1800; email njeda@njeda.com. Mercer County One-Stop Career Center, 650 South Broad Street, Trenton, NJ 08650; telephone (609)989-6523

Commercial Shipping

Mercer County Airport, just minutes from Trenton in Ewing Township, offers passenger, charter, cargo, and helicopter service. The Philadelphia and New York City airports, as well as Newark International Airport, are located an hour's drive away from Trenton and offer comprehensive domestic and international flight service. Rail freight service is by Conrail. Several dozen motor freight carriers service the city, taking advantage of Trenton's location along U.S. Route 1 and of the short-haul trucking to and from two of the nation's largest cities: New York and Philadelphia.

Labor Force and Employment Outlook

Mercer County's county executive, Brian M. Hughes, called 2004 ''a year of extraordinary growth for our local economy,'' citing 7,700 new jobs added within Mercer County during that year as well as decreasing unemployment numbers. Hughes also cited partnerships with local colleges and universities as vital to the area's economic growth and future prosperity.

The following is a summary of data regarding the Trenton metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 231,100

Number of workers employed in . . .
construction and mining: 5,800
manufacturing: 8,800
trade, transportation, and utilities: 32,600
information: 6,200
financial activities: 15,900
professional business services: 34,600
educational and health services: 42,800
leisure and hospitality: 14,400
other services: 7,700
government: 62,400

Average hourly earnings of production workers employed in manufacturing: $15.67 (New Jersey; 2004 annual average)

Unemployment rate: 3.3% (April 2005)

Largest Employers	*Number of Employees*
State of New Jersey	20,000+

Cost of Living

The median home price in Trenton was reported as $230,080 in 2004. Several affordable housing projects are currently underway in the area, as well as the development of luxury, single-family homes, the city's first such project in decades.

The following is a summary of data regarding several key cost of living factors in the Trenton area.

2004 ACCRA Average Home Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: ranges from 1.4% to 8.97%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: None; qualified retailers in Trenton's Urban Enterprise Zone charge 3%

Property tax rate: $3.98 per $100. Equalization rate: 96.4% (2004)

Economic Information: Mercer County Chamber of Commerce, 214 West State Street, PO Box 2708, Trenton, NJ 18607-2708; telephone (609)393-4143. City of Trenton, 318 East State Street, Trenton, NJ 08608; telephone (609)989-3030

Education and Research

Elementary and Secondary Schools

Trenton's school district is the largest in Mercer County. A nine-member Board of Education is appointed for three-year terms by the mayor. The district is in the midst of a several-year project involving the construction of several new schools as well as renovation of many existing buildings.

The following is a summary of data regarding the Trenton public schools as of the 2003–2004 school year.

Total enrollment: 13,231

Number of facilities
elementary schools: 17
junior high/middle schools: 4
senior high schools: 1
other: 1

Student/teacher ratio: 19:4 (state average)

Teacher salaries
minimum: $34,010
maximum: $67,090

Funding per pupil: $13,803

Several parochial and private elementary and secondary schools supplement the public system in Trenton. A number of prestigious day and boarding schools are found in the nearby Princeton area.

Public Schools Information: Trenton Public Schools, 108 North Clinton Avenue, Trenton, NJ 08609; telephone (609)989-2400

Colleges and Universities

Rider University, a four-year liberal arts college founded in 1865, enrolls more than 5,000 students in four schools: business administration, continuing education, arts and sciences, and education. Thomas A. Edison State College offers adult students associate's and bachelor's degrees partially based upon life experience and equivalency examinations. Mercer County Community College, with two campuses, awards associate's degrees in 70 programs, many of them based on community needs. For instance, a portion of the college's more than 13,000 students study in training programs for business and industry.

Nearby Princeton University, one of the nation's most renowned academic institutions and a member of the Ivy League, is within commuting distance. Princeton is known for its liberal arts, medicine, education, architecture, and theology programs and is a respected research institution. The College of New Jersey, in nearby Ewing Township, serves nearly 6,000 students, offering more than 40 liberal arts and professional programs in five schools: Arts and Sciences, Business, Education, Engineering, and Nursing.

Libraries and Research Centers

Trenton's Public Library and its four branches maintain more than 600,000 volumes and special collections ranging from state and local history (the Trentonian Collection) to a large recording and print collection. The library, which houses the Arthur Holland papers on ethics in government, is also a depository for federal and state documents.

The New Jersey State Archives is the official repository for all New Jersey colonial and state government records of enduring historical value. The New Jersey State Library holds more than 750,000 volumes, maintains a Library for the Blind and Handicapped, and has special collections on law, New Jerseyana, New Jersey state government publications, U.S. government documents, and genealogy. Other special libraries in Trenton cover medical, geological, environmental, labor, legal, municipal, and technical topics.

Among Princeton University's areas of research and study are the effect of public policy on urban areas, foreign relations, population trends, and industrial relations. Princeton's Harvey S. Firestone Memorial Library is New Jersey's largest research library. Princeton also maintains the Forrestal Center, a research park employing more than 2,000 people. Drug research being conducted at Princeton Biomedical Research offers hope to sufferers of Alzheimer's disease, anxiety disorder, obsessive-compulsive behavior, and panic disorder.

Public Library Information: Trenton Public Library, 120 Academy Street, Trenton, NJ 08608; telephone (609)392-7188

Health Care

The city of Trenton benefits from health care services provided by several facilities. The St. Francis Medical Center is an acute care teaching hospital and home to Mercer County's only cardiac surgery program. The 158-bed Capital Health System Fuld Campus and the 230-bed Capital Health System Mercer Campus are part of Mercer County's largest healthcare system. Henry J. Austin Health Center offers counseling to pregnant women with substance-abuse problems. The Ann Klein Forensic Center provides both inpatient and outpatient psychiatric care.

Health Care Information: New Jersey Hospital Association, 760 Alexander Road, Princeton, NJ 08534-0001; telephone (609)275-4000

Recreation

Sightseeing

Much of Trenton's sightseeing centers around colonial and Revolutionary War sites. The State Historic District features homes built from the eighteenth to the twentieth centuries; the Mill Hill neighborhood includes the city's first grist mill.

The Old Barracks Museum commemorates its former British, Colonial, Continental, and Tory occupants.

Trenton's oldest landmark is the 1719 home of founder William Trent. During the winter of 1776 to 1777, the city played an important role in the Revolutionary War when General George Washington retook Trenton from the British. The site of Washington's crossing of the Delaware River is marked by the Washington Crossing State Park, which is also the site of the Open Air Theatre and an arboretum. The Battle of Trenton is marked with a 122-foot shaft topped by a statue of Washington. The monument, dedicated in 1893, rises from the spot where Washington's troops first fired on the British. After retaking the city, Washington held a council of war in the Douglass House, now on public view. The churchyard at the Friends' Meeting House contains the graves of many Revolutionary War heroes. The Old Masonic Lodge, built in 1793 in the Georgian colonial style, is one of the nation's oldest lodges and displays a gavel once used by George Washington. Drumthwacket, once the executive dwelling of New Jersey governors, is open to the public, as is the Soldiers and Sailors Memorial Building where the state's gubernatorial inaugurations are held. Trenton's gold-domed statehouse, erected in 1792, houses a collection of battle flags. The State House, in continuous use since 1792, is open for tours. Cadwalader Park contains a small zoo, a herd of deer, a lake and a stream, and a branch of the historic Delaware & Raritan Canal.

Arts and Culture

Trenton performance groups utilize a number of facilities. The Greater Trenton Symphonic Orchestra presents classical concerts at the War Memorial Building and at Trenton's Trinity Cathedral. Other musical groups include the Boheme Opera Company, which performs opera and musicals from September through May, and the Greater Trenton Choral Society. Dramatic productions are scheduled at Mill Hill Playhouse. Artworks Art Center of Trenton provides gallery space and art classes. Area institutions of higher education also present musical and other performances.

The New Jersey State Cultural Center in downtown Trenton consists of the State Archives, the State Museum, a planetarium, and an auditorium. The museum houses collections of New Jersey flora and fauna, fossils, and Indian relics. The Old Barracks, built in 1758, has been restored and is now a museum commemorating its various occupants: British troops fighting in the French and Indian Wars, Colonial and Continental soldiers, and Tory refugees. The Trenton City Museum at the Olmsted- designed Cadwalader Park is housed in the restored Ellarslie Mansion and exhibits the work of local artists and craftspeople. Restored Victoriana is the focus of the Contemporary Club Victorian Museum. Other collections of note include the Meredith Havens Fire Museum and the Flag Museum and Swan Collection of Revolutionary memorabilia; both of the latter are located at Washington Crossing State Park.

Among Trenton's galleries are the Library Gallery at Mercer County Community College, which yearly features shows of county artists, and the Art Porcelain Studio, which displays porcelain pieces by Boehm and Cybis.

Arts and Culture Information: New Jersey State Council on the Arts, 109 W. State St., CN 306, Trenton, NJ 08625; toll-free (800)THE ARTS

Festivals and Holidays

The festival season runs year-round in Trenton, starting in January with the Martin Luther King, Jr., Celebration, an homage to the music and oration of Dr. King. February is the month-long celebration of Black History month. The St. Patrick's Day Parade is March's highlight, with April bringing the Big Egg Hunt and an Arbor Day celebration. May Day celebrates the opening of the city's parks as well as the coming of spring with pony rides, games, and music at Cadwalader Park. The Mayor's Health Run and Walk is also held in May. Summer brings a wide variety of festivities, including the Wachovia Classic bike race and Trenton Heritage Days in June, the Independence Day Celebration in July, and the Puerto Rican Parade, Jazz Festival, and Annual Fishing Derby in August. Autumn is ushered in by the Gospel Festival and the Mayor's Cup Golf Tournament in September. The Trenton Feasts of Lights, which is a street fair held on Chambersburg, also takes place in September. October brings the Haunted Halloween Party, where children can enjoy haunted entertainment, a haunted trail, and other activities at the West Ward Recreation Center. The Thanksgiving parade launches the holiday season, which culminates in December with the Annual Tree Lighting Ceremony and the Mayor's Children Holidays Party. The Battle of Trenton Reenactment also takes place in December.

Sports for the Spectator

The AA Trenton Thunder baseball team, which is affiliated with the New York Yankees, plays its April through August home games at Trenton's Waterfront Park. The Trenton Titans of the East Coast Hockey League, a developmental league, are affiliated with the National Hockey League's Philadelphia Flyers. They play at the state-of-the-art Sovereign Bank Arena at Mercer County.

Other professional sports franchises play throughout the year in nearby Philadelphia and New York City, both of which support professional teams competing in baseball, football, hockey, and basketball. Fans of high school football look forward to the annual contest between Trenton and Notre Dame. Other high school sporting events are also enthusiastically followed by locals. Horse racing can be enjoyed at Monmouth Park Jockey Club and The Atlantic City Race Course.

Sports for the Participant

Trenton's parks offer a full complement of activities including hiking, jogging, bicycling, horseback riding, and camping. Pleasure boats can be launched from a number of public boat ramps. The city maintains a number of indoor and outdoor tennis facilities. Golf is available at Mercer County's Mountain View Golf Course, Mercer Oaks Golf Course, and other nearby clubs. Skiing, skating, tennis, swimming, and water sports can be found within a short driving distance of Trenton.

Shopping and Dining

Trenton is noted for its pottery, china, and fine porcelain from makers such as Lenox, Boehm, Cybis, and Ispanky, which may be found at outlets and showrooms throughout the area. Trenton's principal downtown shopping district encompasses four blocks on State Street and five blocks on Broad Street.

Trenton's culinary fare reflects the city's eclectic heritage; it is famous for its pizza and hoagies. Other ethnic cuisine includes the dishes of Mexico and Scandinavia. Several Italian eateries in the Chambersburg neighborhood are highly acclaimed five-star gourmet restaurants.

Visitor Information: Trenton Convention and Visitors Bureau, Lafayette and Barrack Street, Trenton NJ 08608; telephone (609)777-1770; fax (609)292-3771; email trentcvb @voicenet.com

Convention Facilities

Mercer County typically pools its resources when appealing to conference-givers. Facilities in adjacent communities include the East Windsor Hilton Inn and National Conference Center, the Hyatt Regency-Princeton, and the Henry Chauncy Conference Center in Princeton. Local corporations often rely on their own facilities for business meetings and employee training. Merrill-Lynch, for instance, maintains a 360-room resident training center outside of Trenton, and the National Training Center is located in Highstown. The $54 million Lafayette Yard Marriott Conference Hall includes a 197-room upscale hotel, a conference center with more than 16,000 square feet of meeting space, a grand ballroom, a 120-seat restaurant and lounge, and a 650-stall parking garage. The hotel, which opened in April 2002, displays a variety of fine art that reflects many of the city's historic sites.

Convention Information: Trenton Convention & Visitors Bureau, Lafayette and Barrack Street, Trenton NJ 08608; telephone (609)777-1770; fax (609)292-3771; email trentcvb@voicenet.com

Transportation

Approaching the City

Visitors traveling by air can use facilities at the Philadelphia International Airport or Newark International Airport, each about an hour's drive from Trenton. Both airports offer complete domestic and international service. Commuter plane and helicopter traffic is routed to Mercer County Airport in nearby Ewing Township, where Pan Am Airlines offers its services. New Jersey Transit, a transportation system unique in the nation, allows passengers to purchase tickets anywhere in the state, and board a train or bus to travel to any destination in the state. Amtrak schedules many daily trips to and from Boston and Washington, D.C., while Southeastern Pennsylvania Transportation Authority (SEPTA) provides daily service to Philadelphia.

Trenton lies at the heart of an extensive and heavily used network of roads. Interstate-95 passes around the city to the north while I-295 circles the eastern portion of the city and I-195 splits off toward the East Coast. Trenton is located along U.S. Route 1, which diagonally bisects the city, running northeast-southwest. Route 1 is one of the busiest in the state. U.S. Route 206 runs through the center city. U.S. Route 129 links to Route 1, I-195 and 295. The Trenton Highway complex links Route 1 and Route 29 to I-195 and I-295.

Traveling in the City

Trenton experiences moderate traffic during rush hours downtown. Major east-west thoroughfares include the John Fitch Parkway and Olden Avenue Extension while north-south arteries include Calhoun Street and Princeton Avenue. An extensive bus system services Trenton and Mercer County. Each year, the public bus system in New Jersey transports millions of passengers, many of them commuters from the Trenton area.

Communications

Newspapers and Magazines

Trenton is served by two daily morning newspapers: *The Times* and *The Trentonian.* Several local biweekly and weekly papers are issued as well. Major magazines pub-

lished in Trenton include the *NJEA Review,* the state teacher's education journal, and *Area Auto Racing News.*

Television and Radio

Trenton receives the major commercial affiliates from Philadelphia and New York City television stations. Trenton itself has a local cable television franchise and receives public television and radio stations out of Philadelphia. Radio broadcasting in the area includes student-operated stations from the College of New Jersey and Mercer County Community College, as well as a variety of AM and FM stations offering music, talk shows, and religious programming.

Media Information: *The Times,* 500 Perry Street, PO Box 847, Trenton, NJ 08605; telephone (609)989-5454. *The Trentonian,* Capitol City Publishing Company, 600 Perry St., Trenton, NJ 08602; telephone (609)989-7800

Trenton Online

City of Trenton Home Page. Available www.prodworks.com/trenton or www.ci.trenton.nj.us

Greater Mercer County Chamber of Commerce. Available www.mercerchamber.org

Mercer County Home Page. Available www.mercercounty.org

New Jersey Economic Development Authority. Available www.njeda.com

New Jersey State Archives. Available www.state.nj.us/state/darm/links/reference.html

The Times. Available www.nj.com/times

Trenton Convention and Visitors Bureau. Available www.trentonnj.com

Trenton Public Library. Available www.trenton.lib.nj.us

Trenton Public Schools. Available www.trenton.k12.nj.us

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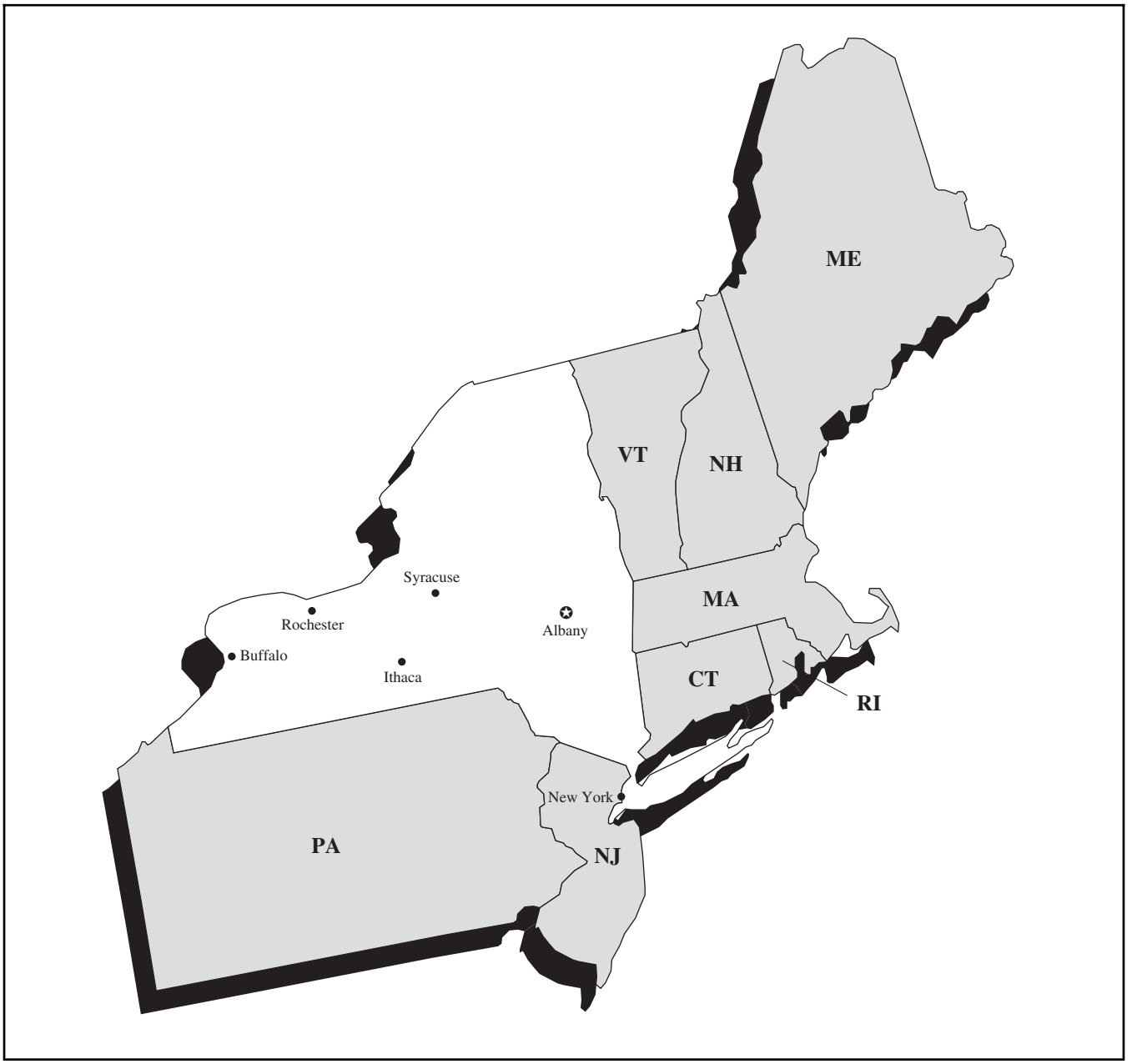
NEW YORK

Albany 309
Buffalo 321
Ithaca 337
New York 347
Rochester 367
Syracuse 379



The State in Brief

Nickname: Empire State
Motto: *Excelsior* (Ever upward)

Flower: Rose
Bird: Bluebird

Area: 54,556 square miles (2000; U.S. rank: 27th)
Elevation: Ranges from sea level to 5,344 feet
Climate: Cold winters, warm summers with lower temperatures in the mountains; abundant precipitation

Admitted to Union: July 26, 1788
Capital: Albany
Head Official: Governor George Pataki (R) (until 2007)

Population
- **1980:** 17,558,165
- **1990:** 17,990,455
- **2000:** 18,976,457
- **2004 estimate:** 19,227,088
- **Percent change, 1990–2000:** 5.5%
- **U.S. rank in 2004:** 3rd
- **Percent of residents born in state:** 65.3% (2000)
- **Density:** 401.9 people per square mile (2000)
- **2002 FBI Crime Index Total:** 537,121

Racial and Ethnic Characteristics (2000)
- **White:** 12,893,689
- **Black or African American:** 3,014,385
- **American Indian and Alaska Native:** 82,461
- **Asian:** 1,044,976
- **Native Hawaiian and Pacific Islander:** 8,818
- **Hispanic or Latino (may be of any race):** 2,867,583
- **Other:** 1,341,946

Age Characteristics (2000)
- **Population under 5 years old:** 1,239,417
- **Population 5 to 19 years old:** 3,971,834
- **Percent of population 65 years and over:** 12.9%
- **Median age:** 35.9 years (2000)

Vital Statistics
- **Total number of births (2003):** 260,844
- **Total number of deaths (2003):** 157,251 (infant deaths, 1,642)
- **AIDS cases reported through 2003:** 66,660

Economy
- **Major industries:** Wholesale and retail trade, transportation, finance, manufacturing, foreign trade, publishing
- **Unemployment rate:** 4.9% (April 2005)
- **Per capita income:** $36,296 (2003; U.S. rank: 6th)
- **Median household income:** $43,160 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 14.2% (3-year average, 2001-2003)
- **Income tax rate:** 4.0%–7.70%
- **Sales tax rate:** 4.25%

Albany

The City in Brief

Founded: 1624 (chartered, 1686)

Head Official: Mayor Gerald D. Jennings (D) (since 1994)

City Population
1980: 101,727
1990: 101,082
2000: 95,658
2003 estimate: 93,919
Percent change, 1990-2000: −5.3%
U.S. rank in 1980: 164th
U.S. rank in 1990: 192nd (State rank: 6th)
U.S. rank in 2000: 277th (State rank: 21st)

Metropolitan Area Population
1990: 861,623
2000: 875,583
Percent change, 1990-2000: 1.6%
U.S. rank in 1980: 46th
U.S. rank in 1990: 49th
U.S. rank in 2000: 56th

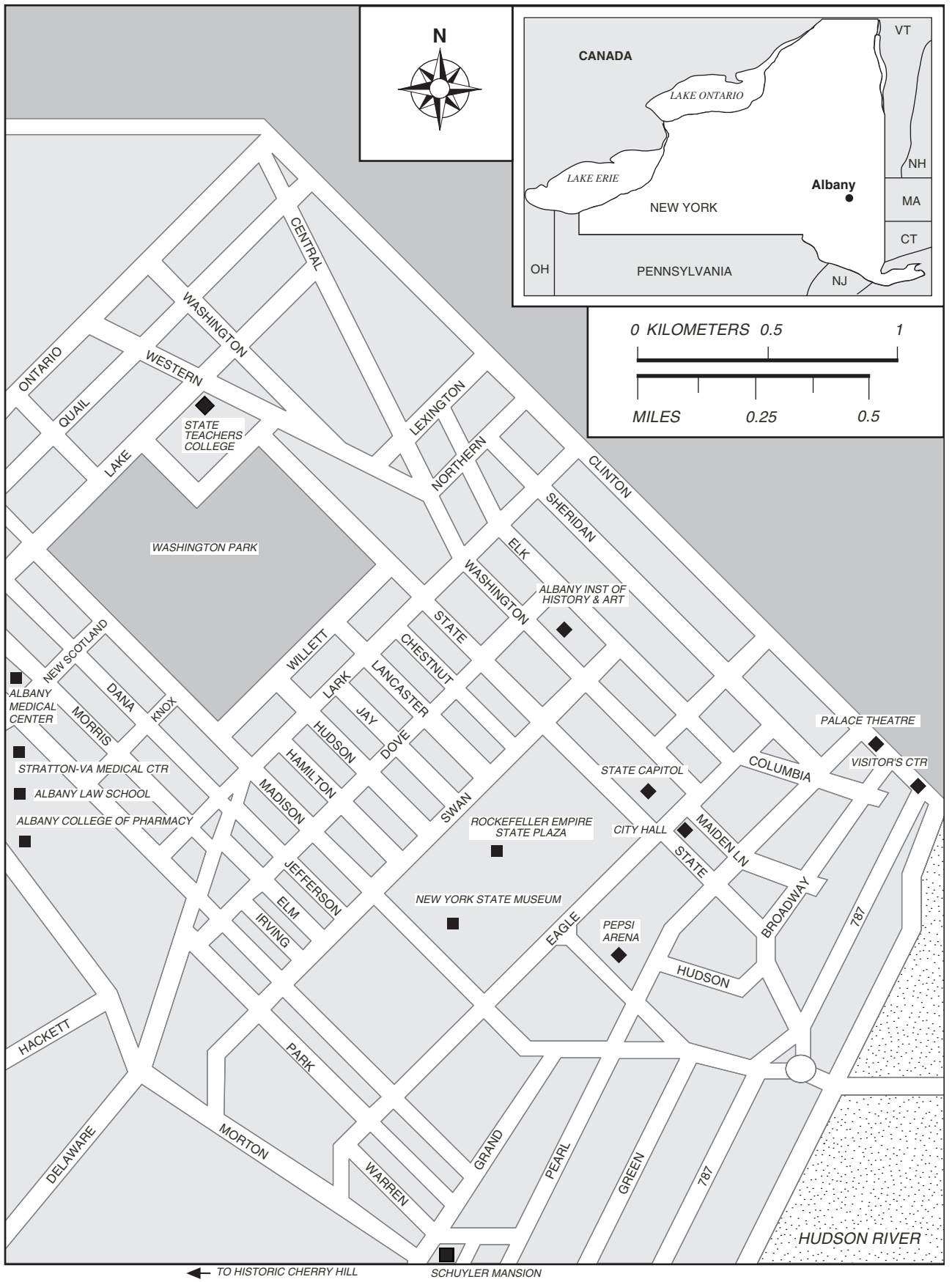
Area: 21.84 square miles (2000)
Elevation: 29 feet above sea level
Average Annual Temperature: 47.5° F
Average Annual Precipitation: 38.6 inches of rain; 64.1 inches of snow

Major Economic Sectors: Government, services, trade, manufacturing
Unemployment Rate: 3.6% (April 2005)
Per Capita Income: $18,281 (1999)
2004 ACCRA Average Home Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: State University of New York (SUNY) at Albany; Albany Law School; Albany Medical College; Albany College of Pharmacy

Daily Newspaper: *The Times Union*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WILLETT
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LANCASTER
JAY
DOVE
HUDSON
HAMILTON
MADISON
SWAN
NEW SCOTLAND
DANA
KNOX
MORRIS
ALBANY MEDICAL CENTER
STRATTON-VA MEDICAL CTR
ALBANY LAW SCHOOL
ALBANY COLLEGE OF PHARMACY
ROCKEFELLER EMPIRE STATE PLAZA
STATE CAPITOL
CITY HALL
PALACE THEATRE
VISITOR'S CTR
COLUMBIA
MAIDEN LN
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BROADWAY
787
EAGLE
PEPSI ARENA
HUDSON
NEW YORK STATE MUSEUM
JEFFERSON
ELM
IRVING
HACKETT
PARK
DELAWARE
MORTON
WARREN
GRAND
PEARL
GREEN
787
HUDSON RIVER
TO HISTORIC CHERRY HILL
SCHUYLER MANSION

Introduction

Albany is the capital and a major port and trading center for New York State. State government buildings dominate the city's skyline and governmental activities dominate the economy. One of the oldest cities in the country, Albany displays its Dutch heritage in the architecture of some of its buildings and in the narrow streets that date from colonial times. Today Albany is a thriving cultural center supporting a variety of museums, theaters, and historic buildings. In 2005 *Forbes* magazine named Albany number 34 among the nation's ''Best Places for Business.''

Geography and Climate

Albany is located on a steep hill at the confluence of the Mohawk and Hudson rivers in the east-central region of New York State. At the riverfront, the city is only a few feet above sea level. The terrain rises gradually, reaching a height of 1,800 feet 11 miles to the west and 2,000 feet 12 miles to the east.

Winters in Albany are usually cold and sometimes severe. In the warmer months temperatures rise rapidly during the daytime then fall rapidly after sunset, making the evenings relatively cool. The area enjoys one of the highest percentages of sunshine in the state.

Area: 21.84 square miles (2000)

Elevation: 29 feet above sea level

Average Temperatures: January, 22.2° F; July, 71.1° F; average annual temperature, 47.5° F

Average Annual Precipitation: 38.6 inches of rain; 64.1 inches of snow

History

In 1609, when explorer Henry Hudson reached the end of the river that bears his name, he found a thriving community of Mohican Indians on the site of present-day Albany. In 1624 Dutch settlers established a permanent trading community there to replace one that had burned ten years earlier, and they named it Fort Orange. The British captured the fort in 1664, renaming it Albany in honor of England's James, Duke of York and Albany. The resident Dutch were permitted to retain their own language and customs. Albany became a fur-trading center and a residence for owners of the ships that carried produce down the Hudson River to the Atlantic and on to the West Indies.

In 1754 Benjamin Franklin presented his Plan of Union, a forerunner of the U.S. Constitution, at Albany, earning the city its nickname of ''Cradle of the Union.'' Following the American Revolution, the city served as a supply center for settlers heading west. Albany was declared the capital of New York State in 1797. Banking, iron manufacturing, and lumber trading enriched the city's economy during the nineteenth century and, with the completion of the Erie Canal in 1825 and the creation of the New York Central Railroad in 1853, Albany became an important commercial center as well.

By the early 1900s supplies of iron ore and lumber from the Adirondacks were dwindling, and Albany's industries declined. At the same time, the state of New York became increasingly important in national politics, with Albany nurturing such prominent figures as Theodore and Franklin Delano Roosevelt, Thomas E. Dewey, and Nelson A. Rockefeller. By the 1980s government had become the city's chief activity.

Albany, despite its reliance on government as its primary economic sector, was affected by the economic downturn of the late 1980s and early 1990s that resulted from a decline in the high technology sector. Gradually resurfacing through increased efforts at economic development and downtown restoration and beautification, the city recovered by the turn of the century. Republican George E. Pataki was first elected governor of New York in 1995 and was reelected to a third term in November 2002. Pataki, referred to as a catalyst for increasing New York's presence in the high technology industry, committed state funds totaling more than a billion dollars for research centers in support of this industry. Albany became the site for one of just six of these centers throughout the state, and the resulting Albany NanoTech, a university-based research facility that opened in 2003, promptly drew such high technology leaders as chip equipment manufacturer International Sematech. The first of many such partnerships, including those with Tokyo Electron Ltd. and International Business Machines Corp. (IBM), the Sematech deal was such a boon for the region that Governor Pataki stated that it '' . . . could be the most important thing to happen to the upstate economy since the Erie Canal.''

Historical Information: New York State Museum, Cultural Education Center, Room 3023, Albany, NY 12230; telephone (518)474-5877

Population Profile

Metropolitan Area Residents
1990: 861,623
2000: 875,583
Percent change, 1990-2000: 1.6%
U.S. rank in 1980: 46th
U.S. rank in 1990: 49th
U.S. rank in 2000: 56th

City Residents
1980: 101,727
1990: 101,082
2000: 95,658
2003 estimate: 93,919
Percent change, 1990-2000: −5.3%
U.S. rank in 1980: 164th
U.S. rank in 1990: 192nd (State rank: 6th)
U.S. rank in 2000: 277th (State rank: 21st)

Density: 4,474.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 60,383
Black or African American: 26,915
American Indian and Alaska Native: 301
Asian: 3,116
Native Hawaiian and Pacific Islander: 34
Hispanic or Latino (may be of any race): 5,349
Other: 2,060

Percent of residents born in state: 74.8%

Age characteristics (2000)
Population under 5 years old: 5,384
Population 5 to 9 years old: 5,584
Population 10 to 14 years old: 5,142
Population 15 to 19 years old: 8,772
Population 20 to 24 years old: 12,678
Population 25 to 34 years old: 15,166
Population 35 to 44 years old: 12,805
Population 45 to 54 years old: 10,768
Population 55 to 59 years old: 3,664
Population 60 to 64 years old: 2,914
Population 65 to 74 years old: 5,674
Population 75 to 84 years old: 4,781
Population 85 years and older: 2,326
Median age: 31.4 years

Births (2002, Albany County)
Total number: 3,226

Deaths (2002, Albany County)
Total number: 2,817 (of which, 34 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,281
Median household income: $30,041
Total households: 40,772

Number of households with income of . . .
less than $10,000: 7,009
$10,000 to $14,999: 3,712
$15,000 to $24,999: 6,513
$25,000 to $34,999: 5,707
$35,000 to $49,999: 6,064
$50,000 to $74,999: 6,005
$75,000 to $99,999: 2,977
$100,000 to $149,999: 1,874
$150,000 to $199,999: 573
$200,000 or more: 338

Percent of families below poverty level: 16.0% (54.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Albany is governed by a mayor and a sixteen-member council elected for four-year terms. The city is divided into 15 wards, with each ward represented on the council by an alderman. Albany is the focal point of Albany County, whose board of supervisors is elected by the wards and towns they represent.

Head Official: Mayor Gerald D. Jennings (D) (since 1994; current term expires 2006)

Total Number of City Employees: 1,493 (2003)

City Information: City of Albany, Office of the Mayor, City Hall, Albany, NY 12207; telephone (518)434-5100; fax (518)434-5013

Economy

Major Industries and Commercial Activity

State and local governments employ nearly a quarter of the Albany area workforce, a phenomenon that has brought long-term stability to the economy. A network of service industries, especially restaurants and food stores, law firms, and related businesses, has grown up in Albany to serve the needs of government. Area colleges and universities and an

extensive healthcare network also play a dominant role in the city's economy. The presence of scientific research facilities has stimulated the growth of the high technology industries that are replacing traditional manufacturing industries.

Technology has, in fact, been targeted as a prime growth industry for Albany. The *Austin (TX) American-Statesman* declared in 2003 that the city is '' . . . laying plans to storm past Austin as a high-tech hot spot.'' Albany NanoTech, a university-based research facility for nanotechnology that opened in 2003, received a large portion of the $1.4 billion that the state committed toward the establishment of research centers throughout New York. In a deal that was named one of the top economic development projects of 2002 by *Site Selection* magazine, Albany successfully attracted a new branch research center of Austin-based International Sematech. Later, Tokyo Electron Ltd., one of the world's leading makers of computer chip manufacturing equipment, decided to send researchers to Albany instead of its North American headquarters in Austin, Texas. New York City-based International Business Machines Corp. (IBM) followed suit, moving researchers to Albany.

Albany is home to a number of manufacturers, producing such items as felt products, sporting goods, and beer, but major manufacturing is represented by national companies with divisions located throughout Albany County, including General Electric Company's plastics operation in Selkirk and its silicon plant in Waterford. The sectors of finance, insurance, and real estate enjoy a strong presence in Albany, which is one of the nation's largest banking cities. As the focal point of a six-county greater metropolitan area that encompasses prime East Coast recreational areas, Albany is also affected economically by the tourists who flock to the region each year.

Items and goods produced: machine tools, paper products, felt, athletic equipment, aspirin, brake linings, cement, steel products, electrical equipment, dental products, chemicals

Incentive Programs—New and Existing Businesses

Local programs—The City of Albany's Department of Economic Development and Industrial Development Agency help coordinate incentive packages. Some of these incentives are low interest rate loans, property tax abatements, job training assistance, and tax credits. The Albany County Partnership, a venture between the Albany-Colonie Regional Chamber of Commerce and the Albany County Department of Economic Development, Conservation, and Planning, offers finance programs, loan funds, and assistance funds to qualified businesses seeking to expand, relocate, or retain operations in the region.

State programs—The Empire State Development Corporation, the state agency responsible for promoting economic development in New York State, has programs available to assist businesses that are expanding and creating jobs. Its programs range from direct financing through the Job Development Authority to low-interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York state's progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses. State financial incentives available include those offered through the Regional Development Corporation, New York Job Development Authority, Urban Development Corporation, and locations in Economic Development Zones. As the state capital, Albany offers accessibility to information and assistance from legislators and agencies eager to assist companies locating in New York state.

Job training programs—Through the On-The-Job Training program and the Capital Region ReEmployment Center, the Albany-Colonie Regional Chamber of Commerce offers incentives to employers of qualified individuals, including reimbursement for up to 50 percent of a trainee's salary for an approved training period. In addition, prescreening of candidates can be handled by center staff so that a business is presented with only qualified applicants.

Development Projects

Between 1995 and 2005, more than $2 billion was realized in economic development projects in Albany. During 2004 alone, 30 companies committed to investing $49 million and creating 320 new jobs in the city's Empire Zone. The state government also fueled local development, particularly with Albany NanoTech, a university-based research facility for nanotechnology that opened in 2003 and has since attracted such corporate partners as International Sematech, Tokyo Electron Ltd., and International Business Machines Corp. (IBM). Other recently completed projects include the newly constructed Hudson River Way, featuring a pedestrian bridge linking downtown with the new Corning Park. The Palace Theatre received $5.5 million in renovations and improvements by 2004.

One of the largest projects underway is construction of the Albany Convention Center/Hotel complex. This $185 million project, comprised of a 300,000-square-foot convention center attached to a 400-room hotel, is scheduled for completion in the fall of 2006; it is expected to generate $3.2 billion in the local economy and create 1,740 jobs. In December 2004 an advisory committee tapped three existing library facilities, including the main library, be renovated; four new library branches be constructed in local neighborhoods; and a wireless, mobile library branch—a ''Cybermobile''—be implemented.

Economic Development Information: City of Albany Department of Economic Development, City Hall, 4th Fl., Albany, NY 12207; telephone (518)434-5192

Commercial Shipping

Albany was named one of the nation's ''100 Best Metro Areas for Logistics'' by *Expansion Management* magazine in September 2004. Inland 124 miles from New York City, the Port of Albany's 32-foot channel on the Hudson River admits international oceangoing vessels and serves as an important stop on the barge canal system of the state, ultimately connecting the city with the Atlantic Ocean and the Great Lakes. CIBRO Petroleum maintains a specialized installation, and the port has facilities for molasses storage and a grain elevator. The port is served by three railroads and more than 100 motor freight carriers. The cargo terminal of Albany International Airport serves FedEx, UPS, and DHL carriers. Albany is within overnight trucking distance of 35 of the country's 100 largest retail markets. The city is also the site of Foreign Trade Zone #121, an area where foreign goods bound for international destinations can be temporarily stored without incurring an import duty. The area's global presence is also facilitated by the Capital Region World Trade Center, located in nearby Schenectady, New York.

Labor Force and Employment Outlook

Albany's workforce is highly educated—the public school system is strong, the state university well-regarded. According to the 2000 U.S. Census, 17.2 percent of all residents have obtained a bachelor's degree, and 15.4 percent have achieved a graduate or professional degree. In recent years, the city has rapidly worked to redefine itself as a hub for research and high technology, further fueling the educational profile of its citizens.

The following is a summary of data regarding the Albany metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 444,100

Number of workers employed in . . .
construction and mining: 17,900
manufacturing: 22,700
trade, transportation and utilities: 79,200
information: 10,900
financial activities: 26,100
professional and business services: 50,600
educational and health services: 78,200
leisure and hospitality: 31,600
other services: 18,400
government: 108,200

Average hourly earnings of production workers in manufacturing: $17.29 (2004; statewide figure)

Unemployment rate: 3.6% (April 2005)

Largest employers (2003, Albany County)	*Number of employees*
State of New York	30,762
General Electric Co.	9,000
United States Government	8,092
Albany Medical Center	5,269
St. Peter's Health Care Service	3,388
Northeast Health	3,059
Verizon Communications Inc.	3,000
County of Albany	2,995
Stewart's Ice Cream Co.	2,840
Knolls Atomic Power Laboratory Inc.	2,650

Cost of Living

Because a large portion of property in Albany is tax-exempt, the tax burden on individuals can be onerous. While property taxes have been lowered in recent years, school taxes tend to rise each year. The cost of housing is competitive with other metropolitan areas in the Northeast and is substantially below major areas such as Boston and New York.

The following is a summary of data regarding several key cost of living factors for the Albany area.

2004 ACCRA Average Home Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 4%-7.7%

State sales tax rate: 4%

Local income tax rate: None

Local sales tax rate: 4%

Property tax rate: $22.01 per $1,000 of assessed valuation times the tax rate (2004)

Economic Information: Albany-Colonie Region Chamber of Commerce, 107 Washington Ave., Albany, NY 12210; telephone (518)431-1400; fax (518)434-1339

Education and Research

Elementary and Secondary Schools

The administration of policy for the Albany public schools is vested in an elected Board of Education, which is independent of city government and appoints officers and employees of the school district. The seven, non-paid board members each serve a four-year term.

The district's newest school, a third middle school, opened in September 2005. Earlier that year, the 99-year-old School #16 shut its operations down with plans to reopen as an elementary facility in 2007.

The following is a summary of data regarding the Albany public schools as of the 2004-2005 school year.

Total enrollment: 9,101

Number of facilities
elementary schools: 12
middle schools: 3
senior high schools: 3
other: 1 adult learning center

Student/teacher ratio: 12.5:1

Teacher salaries
average: $55,161

Funding per pupil: $12,690

Public Schools Information: Albany City School District, Academy Park, Albany, NY 12207; telephone (518)462-7100

Colleges and Universities

Albany is home to seven colleges and universities. The State University of New York (SUNY) at Albany, one of four university centers of the SUNY system, is the largest college in the region, enrolling 11,500 undergraduate and 5,000 graduate students pursuing degrees ranging from bachelor's to doctorate. Advanced study is also available at Albany Medical College, Albany Law School, and Albany College of Pharmacy. The College of St. Rose offers bachelor's and master's degrees in liberal arts, business, education, science, and fine arts. The Junior College of Albany and Maria College both offer two-year associates degrees in a variety of disciplines.

A number of colleges and universities are located in the region outside of Albany. Schenectady is home to Union College, which offers degrees in law and pharmacy; this college houses the Dudley Observatory and is also the birthplace of the Phi Beta Kappa society. Two institutes of higher learning are located in Troy: Hudson Valley Community College and Rensselaer Polytechnic Institute, which specializes in engineering, architecture, and technology, and supports a high-technology business center. Sienna College, a Catholic and Franciscan college, is an undergraduate, liberal arts institution located in Loudonville.

Libraries and Research Centers

Founded in 1833, the Albany Public Library and its four branches hold more than 300,000 volumes, with special city and county history and oral history collections, along with a reading machine for the visually impaired. Recommendations were made in December 2004 for the construction of four new branches, renovation of three others, and the launch of cybermobile services. Thirteen New York state departments maintain libraries in Albany, as do area colleges, universities, and health centers. Of cultural and educational interest is the New York State Library, founded in 1818 and holding more than 20 million volumes; special collections focus on Dutch Colonial and Shaker history as well as the political and social history of the state. The New York State Archives contain records dating back 350 years.

Albany has dozens of research facilities. One of the newest and grandest is Albany NanoTech, a research facility for nanotechnology that has partnerships with such industry heavy-hitters as International Business Machines Corp. (IBM), International Sematech, Tokyo Electron Ltd., Advanced Micro Devices Inc., Motorola Inc., and Lockheed Martin Federal Systems. The nationally renowned Rensselaer Polytechnic Institute in Troy conducts extensive research in the fields of engineering and technology and maintains a technology park. Scientists at General Electric Research and Development in Niskayuna developed high field magnetic resonance imaging, a noninvasive diagnostic test. General Electric Company, Sterling-Winthrop Research Institute, which specializes in drug research, and other private companies in the area also conduct ongoing research. The three research universities and Albany Medical College conduct research in such areas as cancer, blood diseases, and pediatric medicine. The State University of New York (SUNY) at Albany has research institutes in law, government, management, economics, education, media, and technology.

Public Library Information: Albany Public Library, 161 Washington Ave., Albany, NY 12210; telephone (518)449-3300; fax (518)427-4321

Health Care

Albany's health care needs are served by two medical centers and 12 hospitals. The largest facility, the 651-bed Albany Medical Center, specializes in open-heart and coronary bypass surgery as well as vascular microsurgeries; it maintains trauma and burn units in addition to a children's hospital, and is affiliated with Albany Medical College. Capital District Psychiatric Center is one of the area's facilities that serve special needs. Other local hospitals include Children's Hospital, Memorial Hospital, St. Peter's Hospital, and the Veterans Affairs Medical Center. The presence of research centers in the region has made Albany a leader in

the development of advanced diagnostic tools such as high field magnetic resonance imaging.

Health Care Information: Albany County Department of Health, 175 Green St., Albany, NY 12202; telephone (518)447-4580

Recreation

Sightseeing

Walking tours of renovated downtown historic sites are a popular way to see Albany. The Albany Heritage Area Visitors Center provides information about these and other programs; it also houses a hands-on exhibit detailing the city's past and present. Among the interesting sights in downtown Albany is the New York State Capitol, completed in 1898 under the supervision of five architects over a thirty-year period. Its combination of classic architectural styles contrasts with the modern complex of buildings that comprises the Nelson A. Rockefeller Empire State Plaza, encompassing cultural and recreational features as well as the state's tallest tower outside of New York City. The Empire State Plaza contains several memorials, including the Korean War Veterans Memorial, Martin Luther King Memorial, NYS Fallen Firefighters Memorial, NYS Vietnam Memorial, NYS Women Veterans Memorial, State of New York Police Officers Memorial, and World War II Memorial. Albany's other memorials located outside of the Empire State Plaza are the Henry Johnson Memorial, Moses Smiting the Rock/King Memorial Fountain, Soldiers & Sailors Monument, and Spanish-American War Monument.

Visitors can experience Albany's history by touring eighteenth-century mansions, including the Schuyler Mansion, where Betsy Schuyler married Alexander Hamilton in 1780, and Historic Cherry Hill, built in 1787 for the Van Rensselaer family and occupied until 1963 by their descendants. Several other mansions, historic churches, and government buildings are also open to the public. The Ten Broeck Mansion now contains the Albany County Historic Association. As the seat of the state's government, Albany is also home to the New York State Court of Appeals and the New York State Education Building. Another interesting sight is the *USS Slater,* a destroyer escort built in 1943; the *Slater* is one of only three remaining Destroyer Escort ships built during World War II.

Arts and Culture

As part of its effort to revitalize the downtown area, Albany has designated the area around the Palace Performing Arts Center as the ''Theatre Arts District.'' The Palace, located in the heart of downtown, hosts a variety of events throughout the year, including Broadway shows and classical and rock concerts. It is one of two homes of the Albany Symphony Orchestra, which also performs at the Troy Savings Bank Music Hall. This music hall, located in Troy, was built in 1875 and is one of the nation's only three continuously operating nineteenth century concert halls. ''The Egg'' (named for its unique architectural shape) is located in the Empire State Plaza and houses two theaters: the Swyer Theatre seats 450 for chamber music concerts, cabaret, and lectures, and the Hart Theatre can accommodate up to 982 people interested in music theater and concerts. The Capital Repertory Theatre, a 250-seat facility, presents new and classic plays throughout the year. Other Albany performing groups include the Albany Ensemble and eba Dance Theater.

Albany and its environs are home to many historical, art, and specialized museums. The newly renovated and expanded Albany Institute of History and Art, founded in 1791, features an extensive permanent collection covering four centuries of regional history, art, and culture, and changing exhibits portraying life in the upper Hudson Valley through paintings, furniture, silver, and other artifacts. The New York State Museum presents multimedia exhibits dealing with everyday life through the ages in New York City, the Adirondacks, and the Upstate region, as well as the nation's first permanent exhibition of the 9-11 terrorist attacks. The Albany Heritage Area Visitors Center brings the past to the present with a museum gallery showcasing Albany's history, along with explorations of space at the Henry Hudson Planetarium.

Other notable museums in the city include the University Art Museum, which displays contemporary art dealing with diverse and challenging issues, and the Albany Center Galleries. The Plaza Art Collection, housed at the Empire State Plaza, is the world's largest collection of modern art in any single public site that is not a museum.

Festivals and Holidays

Albany's best-known celebration is the colorful Tulip Festival, held in May to commemorate the city's Dutch heritage; festivities include reenactments of the Old World tradition of scrubbing the streets, a flower show, a children's fair, and the crowning of the Tulip Queen. Also in May is the Annual Albany History Fair. June brings the Lobster Festival and the Father's Day Pops Concert. Fireworks light the sky at the Independence Day Celebration at the Empire State Plaza, which is also the setting for the Blues Fest, a weekend of blues performances held later in July. The Albany Riverfront Jazz Festival takes place in September at the Riverfront Amphitheater, while Larkfest—one of upstate New York's largest street festivals—extends along Lark Street with more than 100 vendors of arts, crafts, and cuisine. Harvest Fest is

Abstract art displays can be viewed at Empire State Plaza.

a November celebration of the state's food and wine bounty. More than 10,000 lights are set ablaze on State and Pearl streets in the Symphony of Lights, which runs from mid-November to early January. The Christmas season is further celebrated with the Capital Holiday Lights in the Park, a drive-through light display, and the Annual Holiday House Tour, featuring historic homes decorated for the holidays. The new year is ushered in by First Night Albany, a family celebration throughout downtown featuring music, art, and fireworks.

Albany hosts a number of parades throughout the year, including those that commemorate St. Patrick's Day, Memorial Day, Veterans Day, and Columbus Day. The Columbus Day Parade is followed by an Italian Festival, one of the city's many ethnic festivals. Others include May's annual Grecian Festival, July's annual Celtic Heritage Festival, and the African American Arts & Cultural Festival and LatinFest, both held in August.

Sports for the Spectator

The Albany Conquest play football at the Pepsi Arena from November through March. The Arena also hosts the Albany River Rats, a member of the American Hockey League and an affiliate of the New Jersey Devils. The Pepsi Arena is the home of the Eastern College Athletic Conference Hockey League Championship and a frequent host of the Metro Atlantic Athletic Conference tournament. The Albany Patroons play home games in the Continental Basketball Association at the Washington Avenue Armory. Fans of the New York Giants can witness practices and pre-season games at their football training camp, held during the summer at the State University of New York (SUNY) at Albany. Three area speedways present auto races from spring to fall, and the horses run at Saratoga Raceway from February through November. Saratoga Race Track is the scene of thoroughbred horseraces during August.

Sports for the Participant

Surrounded by more than 25,000 acres of state forests and many lakes, the Albany area offers recreational opportunities for all seasons. The Hudson River is now clean enough for recreational use and is connected to the city of Albany by the Hudson River Way, a pedestrian bridge that was completed in 2002. In recent years, the Erie Canal has been experiencing a renaissance of recreational use by boaters; guided tours of the canal are conducted out of Fultonville, about 35 miles west of Albany. Summer activities include golf, tennis, sailing, boating, hunting, fishing, and swimming. The area is a short distance from some of the Northeast's most popular ski centers and is within 35 minutes of Adirondack Park, at six million acres the largest wilderness area east of the Mississippi River and home of the Lake Placid Olympic facilities. State and private operators maintain campgrounds in the park, and other campgrounds are located at historic sites throughout the area and on islands in Lake George. One of the region's most popular recreational attractions is the Mohawk-Hudson Bikeway (35 miles), which travels along those rivers and connects the areas of Albany, Schenectady, and Troy.

Albany provides several outlets for the competitor, whether serious or recreational. Freihofer's Run for Women is a women-only 5K race held in June. The Pinebrush Triathlon invites participants age 10 and up to compete in a swimming, biking, and running event in July. FirstNight Albany, held on New Year's Eve, features both the 5K ''Last Run'' and the children's ''Jingle Jog.''

Shopping and Dining

Crossgates Mall in nearby Guilderland, is the Capital Region's premiere family shopping and entertainment complex with more than 250 shops, including Lord & Taylor, Macy's, and Filene's. There are also 30 cinemas, 22 eateries, and eight restaurants. Colonie Center Mall in downtown Albany boasts more than 120 stores, including Macy's, Sears, Boscov's and Christmas Tree Shops. It is just five minutes away from major hotels along Wolf Road. Adjacent to historic downtown, Lark Street is known as ''Albany's Greenwich Village,'' with its unique boutiques and specialty shops.

Albany's restaurant selections span the globe. Visitors can sample the spices of Indonesia, the delicacies of France, the surprises of the Orient, the aromas of Italy, or the charm of the southwest. They can dine by candlelight, al fresco at an outdoor café, by a crackling fireplace, aboard a river cruise, or in an old-world setting.

Visitor Information: Albany County Convention & Visitors Bureau, 25 Quackenbush Square, Albany, NY 12207; telephone (518)434-1217; toll-free (800)258-3582; fax (518)434-0887

Convention Facilities

Albany is a popular site for conventions, as it combines urban attractions with proximity to recreational opportunities and scenic splendor. The 17,500-seat Pepsi Arena offers more than 55,000 square feet of exhibit space. A covered walkway connects the Pepsi Arena to the Empire State Plaza Convention Center, which houses 80,000 square feet of exhibit space, six meeting rooms, and a 982-seat theater. Construction began in the fall of 2004 on a new convention center and hotel complex. The Albany Convention Center will have 85,000 square feet of exhibition space and the attached hotel will

house 400 rooms. At a cost of $185 million, the complex is scheduled for completion in late 2006.

Convention Information: Albany County Convention & Visitors Bureau, 25 Quackenbush Square, Albany, NY 12207; telephone (518)434-1217; toll-free (800)258-3582; fax (518)434-0887

Transportation

Approaching the City

Albany was one of the first cities in the nation to have its own airport. In 1928 Charles Lindbergh landed his craft at Albany International Airport in Colonie, located about seven miles west of downtown Albany. This airport accommodated more than 1.4 million enplanements in 2003.

A modern superhighway network that grew up along the shores of Albany's waterways connects the city with New York City to the south via the New York State Thruway (Interstates 90 and 87), and to the Adirondack region and Lake Champlain via the Adirondack Northway (Interstate 87). Interstate 787, the Riverfront Arterial, assists intercity travel and access to New England through connections with Interstate 90 east and U.S. Route 7. Other major highways include U.S. Routes 5, 7A, 9, 9R, and a host of county highways.

Amtrak provides intercity rail passenger service to the Northeast, Midwest, and Canadian cities. The station is located in Rensselaer, about ten minutes from downtown Albany. An increasing number of motor coaches carry tourists to the region from New England and Canada.

Traveling in the City

Two downtown bus terminals operated by Capital District Transportation Authority (CDTA) handle passenger service in the city and its environs. In addition, CDTA trolleys run a continuous loop through the downtown area, the Theatre Arts District, the waterfront, and Lark Street during the summer.

Communications

Newspapers and Magazines

Albany readers are served by *The Times Union,* which is published every morning. Albany's *Business Review* is a weekly business publication serving the Capital Region of New York. Several special interest newspapers and magazines are also published in the city, including *The Evangelist* and *Metroland.* Locally published periodicals cover such topics as library science, law, business, employment, film literature, the food industry, organizational management, criminal justice, institutional research, dentistry, and pharmacy.

Television and Radio

Five television stations, including four network affiliates and one independent, broadcast from Albany area. The Albany area is served by more than 40 AM and FM radio stations—7 of which originate within the city—that feature a wide range of programming, including broadcasts from several area colleges.

Media Information: *Times Union,* Box 15000, News Plaza, Albany, NY 12211; telephone (518)454-5694

Albany Online

Albany City School District. Available www.albanyschools.org

Albany-Colonie Regional Chamber of Commerce. Available www.ac-chamber.org

Albany County Convention & Visitors Bureau. Available www.albany.org

Albany County Department of Economic Development. Available www.albanycounty.com

Albany County Department of Health. Available www.albanycounty.com/departments/health

Capital District Regional Planning Commission. Available www.cdrpc.org

City of Albany home page. Available www.albanyny.org

The Times Union. Available www.timesunion.com

Selected Bibliography

Kennedy, William, *O Albany! Improbable City of Political Wizards, Fearless Ethnics . . .* (New York: Viking Press; Albany, N.Y.: Washington Park Press, 1983)

Killips, Tom, *New York's Capital District 1978-2003* (Mount Pleasant, SC: Arcadia, 2004)

McEneny, John J., Robert W. Arnold, and Dennis Holzman, *Albany: Capital City on the Hudson* (Sun Valley, CA: American Historical Press, 1998)

Buffalo

The City in Brief

Founded: 1803 (incorporated 1832)

Head Official: Mayor Anthony M. Masiello (D) (since 1994)

City Population
1980: 357,870
1990: 328,175
2000: 292,648
2004 estimate: 282,864
Percent change, 1990-2000: −10.8 %
U.S. rank in 1980: 39th
U.S. rank in 1990: 50th (State rank: 2nd)
U.S. rank in 2000: 69th (State rank: 2nd)

Metropolitan Area Population

1980: 1,243,000
1990: 1,189,340
2000: 1,170,111
Percent change, 1990-2000: −1.6 %
U.S. rank in 1990: 33rd
U.S. rank in 2000: 42nd

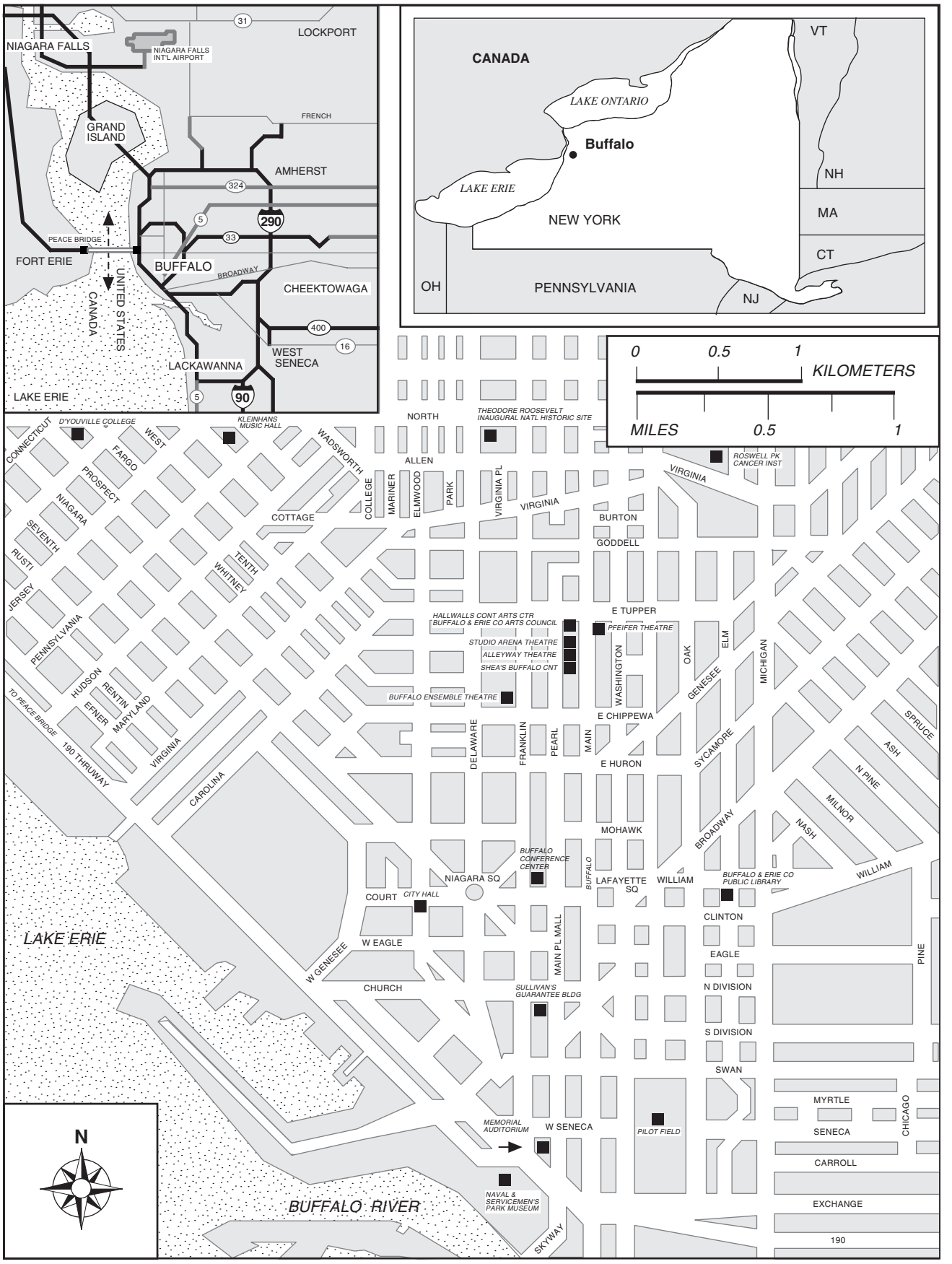
Area: 52.51 square miles total (2000)
Elevation: 599 feet above sea level
Average Annual Temperature: 47.7° F
Average Annual Precipitation: 38.5 inches of rain; 93.3 inches of snow

Major Economic Sectors: Healthcare services, transportation, manufacturing, wholesale and retail trade, tourism, research
Unemployment Rate: 5.1% (April 2005)
Per Capita Income: $14,991 (1999)

2002 FBI Crime Index Total: 19,017

Major Colleges and Universities: University of Buffalo; Buffalo State College; Erie Community College

Daily Newspaper: *The Buffalo News*


NIAGARA FALLS
NIAGARA FALLS INT'L AIRPORT
LOCKPORT
GRAND ISLAND
FRENCH
AMHERST
324
290
5
33
PEACE BRIDGE
FORT ERIE
BUFFALO
BROADWAY
CHEEKTOWAGA
CANADA
UNITED STATES
400
16
WEST SENECA
LACKAWANNA
LAKE ERIE
90
CANADA
LAKE ONTARIO
Buffalo
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NEW YORK
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KLEINHANS MUSIC HALL
NORTH
THEODORE ROOSEVELT INAUGURAL NATL HISTORIC SITE
ROSWELL PK CANCER INST
CONNECTICUT
WEST
FARGO
PROSPECT
NIAGARA
SEVENTH
RUSTI
JERSEY
PENNSYLVANIA
HUDSON
RENTIN
EERNER
MARYLAND
TO PEACE BRIDGE
190 THRUWAY
VIRGINIA
CAROLINA
WADSWORTH
ALLEN
COLLEGE
MARINER
ELMWOOD
PARK
VIRGINIA PL
VIRGINIA
COTTAGE
BURTON
GODDELL
TENTH
WHITNEY
E TUPPER
HALLWALLS CONT ARTS CTR
BUFFALO & ERIE CO ARTS COUNCIL
PFEIFER THEATRE
STUDIO ARENA THEATRE
ALLEYWAY THEATRE
SHEA'S BUFFALO CNT
BUFFALO ENSEMBLE THEATRE
WASHINGTON
OAK
ELM
GENESEE
MICHIGAN
E CHIPPEWA
DELAWARE
FRANKLIN
PEARL
MAIN
E HURON
SYCAMORE
SPRUCE
ASH
N PINE
MILNOR
NASH
BROADWAY
MOHAWK
BUFFALO CONFERENCE CENTER
BUFFALO
NIAGARA SQ
COURT
CITY HALL
LAFAYETTE SQ
WILLIAM
BUFFALO & ERIE CO PUBLIC LIBRARY
CLINTON
EAGLE
N DIVISION
S DIVISION
SWAN
W EAGLE
W GENESEE
CHURCH
MAIN PL MALL
SULLIVAN'S GUARANTEE BLDG
PINE
MYRTLE
CHICAGO
SENECA
CARROLL
EXCHANGE
190
MEMORIAL AUDITORIUM
W SENECA
PILOT FIELD
NAVAL & SERVICEMEN'S PARK MUSEUM
BUFFALO RIVER
SKYWAY
LAKE ERIE
N

Introduction

Buffalo is the second largest city in New York State and its largest inland port. Nicknamed by Millard Fillmore as ''The Queen City of the Lakes,'' the city derives vitality from its waterways. Buffalo is located at the eastern end of Lake Erie and at the head of the Niagara River; the lake has made the city one of the nation's leading inland ports, while the hydroelectric power supplied by Niagara Falls has attracted a diverse array of industries. Buffalo characterizes itself as the City of Good Neighbors and is a cosmopolitan municipality with strong ethnic loyalties and a record of good inter-group relationships. Its stalwart citizens, who twice rebuilt the city when it was destroyed by fire, have succeeded in creating an international lakefront city rich in culture and notable for its architecture and many beautiful parks. In 2002, the National Civic League again named Buffalo an ''All-America City,'' designating it as one of the ten best communities in the country in which to live. In recent years, Buffalo has struggled against a declining population and a poor public perception—but the city that rebuilt after two major fires continues to look forward to its future.

Geography and Climate

Buffalo is situated on level or gently rolling terrain at the eastern end of Lake Erie at the head of the Niagara River and at the terminus of the Erie Canal.

Buffalo has a reputation for severe winters, which is slightly exaggerated. The effect of below-freezing winds gusting across the warmer lake water produces lake effect snow in amounts higher than most northern states. The lake effect also produces a somewhat longer winter season, but additionally contributes to frequent thaws. The same winds over Lake Erie create cool breezes in summer, which arrives suddenly in mid-June.

Area: 52.51 square miles (2000)

Elevation: 599 feet above sea level

Average Temperatures: January, 24.2° F; July, 70.7° F; annual average, 47.7° F

Average Annual Precipitation: 38.5 inches of rain; 93.3 inches of snow

History

Erie's Earliest Beginnings

Lake Erie was the first Great Lake to form during the retreat of the Wisconsin glacier at the close of the last ice age approximately 15,000 years ago. As the ice gradually melted, it formed lakes within its boundaries and eventually left rock moraines that acted as natural dams in the creation of the Great Lakes system. The glacier scoured and smoothed the land as it left what would become the U.S. and created channels here and there where water would flow out of the lake to carve rivers such as the Niagara. It wasn't a completely barren landscape—mammoth bones have been unearthed in western New York state, dating to the last period of glaciation. About 3,000 years after the glaciers vacated the area, early man moved in to the neighborhood. Called Folsom Man due to the arrowheads used in hunting, they were a nomadic Stone Age people and were eventually replaced by a series of primitive native peoples, the forebears of the Iroquois.

The Iroquois settled in western New York and began to develop sophisticated systems of community and architecture. These early inhabitants of Buffalo were peace-loving, matriarchal hunters and farmers who would settle in an area temporarily, farm the soil until it needed a rest, then move on to a new location. Other native tribes in the region included the Hurons, the Eries, and the Neutral-Wenro; from time to time, there were conflicts among the groups. Ultimately, though, the Iroquois were as almost as well-known for building coalitions as they were for their most famous member, Hiawatha.

The first European settler in the region of present-day Buffalo was a French trader who established a short-lived settlement in 1758 in a territory inhabited by the Iroquois tribe. At the conclusion of the French and Indian War, Great Britain took control of the entire area. In 1790 the Holland Land Company purchased four tracts of land in western New York and sent surveyor Joseph Ellicott there in 1803 to draw up a plan for a city on Lake Erie and the Niagara River, which he called New Amsterdam. Residents of the area did not approve of this choice of name, preferring the name Buffalo. One legend has it that Buffalo was a mispronunciation of the French *beau fleuve* (beautiful river), possibly referring to the nearby Niagara River.

The Price of Freedom

In the late 1700s and early 1800s, settlers in the New England area and beyond were becoming uncomfortable with British rule for a number of reasons. The U.K. wasn't allowing U.S. ships to trade with France; they were pressing

American seamen to serve in their war; the settlers in the U.S. were desirous of more territory; and, possibly of most concern to residents of early Buffalo, it was feared that the British in Canada would incite Native American violence against people living in what was then the frontier. On the east coast, there were additional concerns regarding increasingly oppressive taxation, and the United States decided it had had enough—war was declared against Britain. During the War of 1812, the British burned every building in Buffalo with the exception of a jail, a blacksmith shop, and one residence, but the town was quickly rebuilt by an undaunted citizenry. In the 1820s Buffalo was chosen as the western terminus of the Erie Canal, connecting the Great Lakes to the Hudson River and ultimately to the Atlantic Ocean, thereby opening the West to trade. By 1825 Buffalo was a major port. The city's commercial importance was increased during the Civil War of the 1860s when alternate transportation routes to the West were needed. New York State and Buffalo were part of the union, contributing materials, money, and men to the war effort. Buffalo itself became a terminus on the Underground Railroad system, hiding escaped slaves and aiding their relocation to Canada before, during, and after the war between the states.

In the mid- and late-1800s, Buffalo was becoming a heavy manufacturing center as Joseph Hibbard began building steam engines there and Joseph Dart invented the steam-powered grain elevator. The city developed into one of the largest grain storage and processing centers in the world, a distinction it still holds, attracting immigrants from throughout Europe and growing from a population of 10,000 people in 1831 to 352,000 people in 1900. The harnessing of hydroelectric power from the Niagara Falls in the early 1900s brought electricity-consuming industries to the area, including the iron and steel industries, which until the 1980s made up the city's major industrial sectors, together with the transportation-equipment manufacturers who still fill that role.

Buffalo in the Twentieth Century

The Pan-American Exposition of 1901, held in Buffalo to celebrate a century of progress in the Western Hemisphere, contributed to the city's growth as well as to its notoriety. After delivering the opening speech at the exposition on September 6, 1901, U.S. President William McKinley was shot, dying eight days later. Immediately Vice President Theodore Roosevelt took the oath of office in Buffalo, assuming the presidency.

In 1927, the Peace Bridge opened, creating an international link between Buffalo and Fort Erie, Ontario. The associated celebration hosted luminaries such as British royalty (including a couple of future kings), a prime minister or two, the U.S. Vice President, and the Governor of the State of New York. Unfortunately, things soon took a downhill turn—after World War II, when automation began to replace heavy industrial employment and companies began to move out of the area, Buffalo suffered a severe population loss. The next big economic blow was the opening of the St. Lawrence Seaway in 1957, allowing for goods to be transported by a series of locks and canals to the St. Lawrence River and completely bypassing Buffalo. Industries began to shut down and only about 50 percent of the population at its peak was left as many fled the Rust Belt for better economic and atmospheric climes.

Buffalo Today

Efforts have been underway since the 1970s to stem the population loss and to attract new industries that will in turn attract workers who will come to Buffalo and stay. Stabilizing the tax base has been a primary mission of Buffalo city and New York state government for nearly 60 years. Progress on urban renewal began slowly, with the Buffalo Economic Renaissance Corporation leading the way. In the 1990s, Buffalo initiated a massive rebuilding of the downtown business district that enhanced historical structures, increased office space, and improved amenities. Unfortunately the terrorist attacks felt nationwide in the new century took a toll.

The repercussions of the tragedies of September 11, 2001, still are felt today in Buffalo. Aside from the city's compassion for the pain of New York City dwellers, the effects of the Patriot Act and other legislation linked to homeland security have both tightened up the U.S.-Canada border for trade purposes and have discouraged Canadian students from attending college in the nearby Buffalo region, regardless of the reputation of the local research programs.

The city is striving to level the Sun Belt and suburban flight out by creating a new niche in life science research, which utilizes much of the wisdom of the city's industrial past while keeping an eye to the future. A low cost of living, innovative employment opportunities, and the beauties of Lake Erie and Niagara Fallswill continue to keep Buffalo buoyant.

Historical Information: Buffalo and Erie County Historical Society, 25 Nottingham Court, Buffalo, NY 14216; telephone (716)873-9644

Population Profile

Metropolitan Area Residents (MSA)
1980: 1,243,000
1990: 1,189,340
2000: 1,170,111

Percent change, 1990-2000: −1.6%
U.S. rank in 1990: 33rd
U.S. rank in 2000: 42nd

City Residents
1980: 357,870
1990: 328,175
2000: 292,648
2004 estimate: 282,864
Percent change, 1990-2000: −10.8%
U.S. rank in 1980: 39th
U.S. rank in 1990: 50th (State rank: 2nd)
U.S. rank in 2000: 69th (State rank: 2nd)

Density: 7,205.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 159,300
Black or African American: 108,951
American Indian and Alaskan Native: 2,250
Asian: 4,093
Native Hawaiian and Pacific Islander: 120
Hispanic or Latino (may be of any race): 22,076
Other: 10,755

Percent of residents born in state: 77.4% (2000)

Age characteristics (2000)
Population under 5 years old: 20,768
Population 5 to 9 years old: 22,773
Population 10 to 14 years old: 21,466
Population 15 to 19 years old: 20,948
Population 20 to 24 years old: 24,031
Population 25 to 34 years old: 42,150
Population 35 to 44 years old: 43,741
Population 45 to 54 years old: 35,097
Population 55 to 59 years old: 11,976
Population 60 to 64 years old: 10,371
Population 65 to 74 years old: 19,803
Population 75 to 84 years old: 14,516
Population 85 years and over: 5,008
Median age: 33.6

Births (2002, Erie County)
Total number: 10,667

Deaths (2002, Erie County)
Total number: 10,010 (of which, 87 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,991
Median household income: $24,536
Total households: 122,720

Number of households with income of . . .
less than $10,000: 26,041
$10,000 to $14,999: 13,848
$15,000 to $24,999: 22,274
$25,000 to $34,999: 17,005
$35,000 to $49,999: 17,022
$50,000 to $74,999: 15,090
$75,000 to $99,999: 6,319
$100,000 to $149,999: 3,314
$150,000 to $199,999: 729
$200,000 or more: 1,030

Percent of families below poverty level: 23% (35% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 19,017

Municipal Government

Buffalo, the seat of Erie County, operates under the mayor-council form of government. All nine members of the common council are elected by the individual Buffalo districts that they represent, and the mayor is elected by the general citizenry to serve a four-year term in office. The council president serves a two-year term, as do the other council members. Elections occur in odd-numbered years, with office being assumed the following January. The mayor is the head of the executive branch of the government, while the council tends to participate primarily on the legislative end of the spectrum.

The city has embarked on an aggressive campaign to cut Buffalo's deficit, including cutting the number of city employees by almost 40 percent.

Head Official: Mayor Anthony M. Masiello (D) (since 1994; current term expires 2006)

Total Number of City Employees: 2,587 (2005)

City Information: Buffalo City Hall, 201 City Hall, 65 Niagara Square, Buffalo, NY 14202; telephone (716)851-4200

Economy

Major Industries and Commercial Activity

Buffalo has suffered from a decline in population that started after the second World War, and in 2003 a state oversight authority was established to nurse Buffalo back to fiscal health. Buffalo has worked hard to capitalize on its

strengths—location and natural resources—to build a diversified economy based on financial services (three major banks are headquartered there), life science research and services, and high-technology and computer equipment manufacturing. Concurrently, Buffalo has held on to some of its largest traditional employers (automotive parts manufacturers and the flour industry). The emphasis, however, has been on development of the ''Byte Belt'' of 700 high-tech companies in the region, with the Mayor's Information Technology Council encouraging the growth and sustenance of companies in the area. Buffalo is considered one of the most wired municipalities in the U.S., with extensive fiber optic networks that are attractive to the high-tech entrepreneur.

Situated as it is on the U.S.-Canada border, Buffalo has capitalized on the opportunity for foreign trade since 1988, when a free trade agreement was forged between the two countries. Prior to the tragedies of September 11, 2001, more than 400 foreign-owned manufacturers had established an economic presence there, with Canada a major player and increasing interest being shown by Far Eastern countries such as Japan. At present, homeland security legislation has made it more difficult for companies headquartered outside the U.S. to locate branches in this country.

Western New York is one of the state's centers of high technology and research, and retail sales is a healthy and growing segment of the region's economy. Buffalo is located about 25 miles south of Niagara Falls, one of the world's premier tourist attractions drawing more than 10 million visitors annually. Toronto, Ontario, is less than two hours away from Buffalo. Tourists, shoppers, and theatergoers visiting these popular spots add significantly to Buffalo's economy.

Of increasing importance to the area's economy are the University of Buffalo's two campuses in Buffalo and Amherst, which support more than 50 research centers, some of global importance. The university's technological resources are made available to private industry through its alliance with Insyte Consulting, Inc., part of the Western New York Technology Development Centers network. Generally speaking, Buffalo has been the source of major leaps in research and development, particularly in the life sciences; success stories include creation of the first internal cardiac pacemaker, development of the prostate cancer screening procedure, and Beta-interferon therapy for multiple sclerosis. Between Toronto in Ontario, Canada, and Syracuse, New York, there are approximately 850 companies studying life science issues, researching interventions, and developing products.

Items and goods produced: pharmaceuticals, chemicals, plastics and polymers, automotive components, fabricated metals, industrial machinery, computers, medical instruments, commercial printing, food and food products, aerospace and defense technology

Incentive Programs—New and Existing Companies

The Buffalo Economic Renaissance Corporation (BERC), a nonprofit entity, was created in 1978 by the City of Buffalo in an effort to create more jobs, recruit and retain growth-industry businesses, and provide a centralized access point for business resources. The BERC staffs three small business support centers in the city of Buffalo, with individual counseling, internet services, fax machines, and other equipment vital to a start-up operation; the BERC also provides excellent information on local incentives.

The U.S.-Canada Free Trade Agreement, which took effect on January 2, 1989, eliminated tariffs and most other trade barriers, laying the groundwork for enhanced competitiveness of both countries in the world marketplace. Buffalo has been ideally situated to benefit from the agreement.

Local programs—The Erie County Industrial Development Agency (ECIDA) offers local real property tax exemptions in certain industry sectors for new construction or purchase/renovation of an existing facility, a sales tax exemption on construction materials and non-production equipment, and a mortgage recording tax exemption. Qualified industries may be eligible for the county's Payment in Lieu of Tax (PILOT) program. ECIDA also provides assistance for businesses residing within Neighborhood Revitalization/Redevelopment boundaries. The city of Buffalo administers the Commercial Area Revitalization Effort (CARE) as a method of rehabilitating retail and commercial properties in six identified distressed communities in Buffalo. The legs of the program include Operation Facelift (providing an immediate and visible upgrade to the community), the Storefront Facade Program (offering rebates of up to 50 percent of the cost of renovations), and the Security Grant Program (up to 50 percent rebated costs for security system upgrades and installations). Finally, the University at Buffalo has established the Canada/US Trade Center, designed to facilitate the flow of trade between western New York state and southern Ontario, Canada. The center provides marketing analysis and consultation and statistical data for businesses engaging in trade with Canada.

State programs—Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally save money on utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of an Empire

Zone, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility tax and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the ''Power for Jobs'' program in which companies that fulfill the requirement of retaining or generating a specified number of jobs then receive a break on their utility costs that can be as much as a 25 percent savings.

Low interest loans can be accessed through the ESD by small manufacturing enterprises, small service operations that are independently owned and operated, businesses located within an Empire zone, businesses located in ''highly distressed'' areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State's progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Federal funding underwrites the Renewal Communities designation of the Buffalo-Lackawanna region, providing tax incentives designed to encourage creation or relocation of businesses in eligible neighborhoods. Benefits include deductions on business expenses that contribute to commercial revitalization, increased deductions on equipment and machinery, federal tax credits for existing and new employees, and a zero percent capital gains rate for qualified businesses. The United States Small Business Association offers benefits to businesses that located within historically underutilized business zones, known as HUBZones.

Job training programs—The Buffalo and Erie County Workforce Development Consortium, Inc., is the umbrella agency for a number of local programs that train and retrain employees. The Buffalo Employment & Training Center (BETC) offers access to national job listings, computer literacy classes, tutorials, counseling, and resume assistance for job seekers. Employers can benefit from BETC's job matching and recruitment programs. The Business Services Division of the Buffalo and Erie County Workforce Development Consortium can customize training programs for businesses, coordinate on-the-job trainings, help transition displaced workers, conduct remedial workshops for basic skills, and assist in tax credit assistance for participating businesses. The Consortium also operates several youth employment centers in the Buffalo area that can offer school-to-work training, aptitude testing, GED preparatory courses, resume development, and counseling. Several area academic institutions offer programs to train and retrain prospective workers and are generally responsive to requests to develop specific programs both on and off campus. Locally, the Center for the Development of Human Services provides skill-building workshops for professionals in the state social services system, and Erie Community College's downtown campus provides retraining and workforce development programs that feature partnerships with local industries. The Buffalo Economic Renaissance Corporation offers targeted training sessions for the entrepreneur.

Development Projects

Health-related industries have become the fuel in Buffalo's economic engine. The Roswell Park Cancer Institute, which works in partnership with the University at Buffalo, is in the process of building a $60 million research facility that will add 170,000 square feet of space in which scientists will study genetics and pharmacology. In the summer of 2005, Contract Pharmaceuticals Limited decided to locate in Buffalo and will be taking over the Bristol-Myers Squibb Company facility. The packager of prescription and over-the-counter medicines will continue to contract with Bristol-Myers. As part of the Queen City Hub plan proposed by the city of Buffalo, $100 million will be poured into the new headquarters of HealthNow New York, a healthcare insurance and referral company.

The Queen City Hub strategic plan being proposed by the city of Buffalo and its economic partners has laid out development projects in five different districts of the downtown area: the Erie Canal Harbor and Waterfront, the new Downtown Education and Public Safety Campus, the Theatre District, the Financial District and Government Center, and the Buffalo Niagara Medical Campus. A primary project on the Erie Canal Harbor waterfront is renovation of the historic Memorial Auditorium, locally known as the ''Aud'' and reputed to be an eyesore, in an effort to create a massive mixed-use space. Tenants are expected to include specialty stores, a hotel, an Erie Canal heritage museum and interpretive center, and a theme restaurant. The city is proudest of its major committed new tenant and anchor of the space: Bass Pro Shops is a wildly popular outdoor gear retailer that attracts shoppers from miles away with its combination of vast amounts of fishing, hunting, boating, and other equipment along with outdoor education, conservation information, and entertainment.

The proposed Downtown Education and Public Safety Campus is envisioned as a consolidation of the Erie Community

College and the Buffalo and Erie County Public Library, plus a newly-constructed Public Safety Campus that will address homeland security and law enforcement in Buffalo and New York State. It is anticipated that the project will cost about $80 million and will produce hundreds of new jobs in the downtown area. On the campus of Buffalo Niagara Medical, the strategic plan calls for another $250 million in research and development facilities, matching the amount expended over the past decade in design and construction of the new Center of Excellence in Bioinformatics and the Hauptman-Woodward Research Center.

Rounding out the Queen City Hub plan will be residential construction projects creating more concentrated and affordable housing, along with supportive retail. Ultimately, the plan will play off the strengths of the radial lay-out of the city as designed by Joseph Ellicot in 1804 and the park system created by Frederick Law Olmsted, linking attractions and drawing people downtown to a safe, pedestrian-friendly zone.

In 2005 the Niagara Falls International Airport is in the process of constructing a $7.4 million Flight Research facility on the grounds of the airport. The eventual tenant will be Veridian Corporation, doing business on behalf of General Dynamics. When completed, the building will be 30,000 square feet containing office and research space in addition to an aircraft modification center and a flight operation center.

Economic Development Information: Buffalo Niagara Partnership, 665 Main Street Suite #200, Buffalo, NY 14203; telephone (716)852-7100; toll-free (800)241-0474

Commercial Shipping

In one day of travel, more than 55 percent of the U.S. population can be reached from Buffalo; approximately 65 percent of Canadians and 70 percent of Canadian manufacturing firms can be accessed within the same span of time. Buffalo is uniquely situated to transport goods by all means, including air, water, rail, and road.

Buffalo's port system maintains specialized grain storage, milling, and processing facilities and is said to rank first in the world in grain handling. The deep-water Port of Buffalo is an important shipping center for manufactured goods from the East Coast. The Welland Canal links the region to the St. Lawrence Seaway. In terms of rail service, Buffalo is one of the nation's largest railroad centers with access to major U.S. and Canadian lines such as CSX, CN, CP, and Norfolk Southern linking the area to points north, south, east, and west.

The Buffalo Niagara International Airport can handle international and domestic air cargo through any of five cargo airlines, including Airborne Express, United Parcel Service, Menlo Forwarding, FedEx, and Superior Cargo Services. Niagara Falls International Airport, located just outside of Buffalo to the north, offers a Foreign Trade Zone next to the airport, allowing for short-term storage of imported goods without full U.S. Customs scrutiny. Within 90 miles from Buffalo is the Hamilton International Airport-Canadian, which offers customs clearance that is much faster than that available in Toronto, along with an on-site U.S. Customs service. From a sixth to a quarter of U.S.-Canadian trade clears customs at Buffalo.

Labor Force and Employment Outlook

According to the 2000 U.S. Census, approximately 74.6 percent of Buffalo citizens have achieved a high school degree or its equivalent; an additional 18.3 percent have gone on to earn a bachelor's degree or higher. For the region of western New York State, which includes Buffalo, it's anticipated that manufacturing and production jobs will continue to decline through the year 2012, with a loss of almost 5,000 jobs projected. Transportation and farming employment will remain essentially the same in number, while construction, wholesale and retail trade, food services, education, and healthcare technology, practitioner and support occupations will see growth.

The following is a summary of data regarding the Buffalo-Niagara Falls metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 547,500

Number of workers employed in . . .
construction and mining: 20,300
manufacturing: 66,400
trade, transportation, and utilities: 102,000
information: 9,800
financial activities: 34,900
professional and business services: 64,100
educational and health services: 84,000
leisure and hospitality: 47,300
other services: 22,900
government: 95,300

Average hourly earnings of production workers employed in manufacturing: $17.78 (April 2005)

Unemployment rate: 5.1% (April 2005)

Largest employers	*Number of employees (2004)*
HSBC Bank USA	2,848
Roswell Park Cancer Institute	2,800
American Axle & Manufacturing Inc.	2,500
Buffalo General Hospital	2,400
M & T Bank	2,368
Ingram Micro	2,000
Verizon	2,000

Largest employers	*Number of employees (2004)*
Ford Motor Co.	1,840
National Fuel Gas Co.	1,425
ClientLogic	1,400
Univera Health Care	1,380
Niagara Mohawk Power Corp.	1,300

Cost of Living

Buffalo is one of the most affordable areas in the country, leading Forbes.com to rank the city #7 in the nation in regard to cost of living in 2005. Housing costs in the city remain comparatively low for the northeast region, and the real estate value per acre is high. Some experts believe that a real estate market boom will take place within the next 20 years.

The following is a summary of data regarding several key cost of living factors in the Buffalo area.

2004 (3rd Quarter) ACCRA Average Home Price: $230,914

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.3 (U.S. Average = 100.0)

State income tax rate: Ranges from 4.0% to 7.70%

State sales tax rate: 4.0%

Local income tax rate: None

Local sales tax rate: 4.25% (Erie County)

Property tax rate: $37.41 per $1,000 of full valuation; county rate is $4.59 per $1,000 of assessment

Economic Information: Buffalo Niagara Partnership, 665 Main Street Suite #200, Buffalo, NY 14203; telephone (716)852-7100; toll-free (800)241-0474

Education and Research

Elementary and Secondary Schools

Buffalo operates one of the premier public school systems in New York State; it is noted for its successful model magnet school system developed in 1976 to attract students with special interests, which include science, bilingual studies, and Native American studies. Specialized facilities include the Buffalo Elementary School of Technology; the Dr. Martin Luther King, Jr., Multicultural Institute; the International School; the Dr. Charles R. Drew Science Magnet School; Build Academy; the Buffalo Academy for the Visual and Performing Arts; the City Honors School; the Riverside Institute of Technology; and the Emerson School of Hospitality. Students of the public school system consistently produce high SAT scores, and the overall drop-out rate is significantly lower than that of the New York State public school average.

Buffalo Public Schools has begun to tap into its valuable university, college, and community college resources with partnership programs through which college students mentor K-12 students, provide tutoring in subjects such as math, support female K-12 students in getting and staying involved in the sciences, and much more.

In the 2002-2003 school year, five schools were closed as a cost-saving measure, addressing the declining population and enrollment in the district.

The following is a summary of data regarding the Buffalo public schools as of the 2003-2004 school year.

Total enrollment: 38,000

Number of facilities
elementary/middle schools: 50
senior high schools: 18

Student/teacher ratio: 13:1

Teacher salaries
minimum: $32,000
maximum: $60,000

Funding per pupil: $10,572 (2003)

In addition, about 70 private elementary and high schools are located in the city, including the Buffalo Seminary, a college preparatory school for girls and western New York's oldest private high school. The Nichols School is noted for its outstanding coeducational, non-denominational college preparatory program. The Academy of Theatre Arts prepares young actors between the ages of 8 through 18 for the rigors of stage, television and film performance, and production.

Public Schools Information: Buffalo Public Schools, 713 City Hall, Buffalo, NY 14202; telephone (716)851-3500.

Colleges and Universities

More than 20 public and private colleges and universities in Buffalo and its environs offer programs in technical and vocational training, graduate, and professional studies. The University at Buffalo is part of the State University of New York (SUNY) system of public institutions of higher education and is the largest public research university in the state. Millard Fillmore, who later became president of the U.S., was the first chancellor at the school, which has graduated its share of Pulitzer Prize-winning authors, journalists, and filmmakers. The university started as a medical college and

it has retained its health-oriented academic focus—degrees in dental medicine, medicine and biomedical sciences, public health, nursing, and bioinformatics are available, as are concentrations in education and the arts. Buffalo State College, also in the SUNY network of schools, enrolls more than 11,000 students per year and is renowned for its programs linking the liberal arts with professional training. It also is one of only five schools in the country offering graduate programs in the preservation of neglected or aging works of art. Its ''Buffalo State Works at Night'' program places special emphasis on non-traditional students returning to school.

The city branch of the Erie Community College is located in downtown Buffalo and is also part of the SUNY system. The school offers associate's degrees in 58 programs and certifications in 7 areas of study; credits can also be transferred to 4-year institutions.

Other academic institutions in the Buffalo area include Canisius College (independent with a Jesuit heritage), Villa Maria College (Catholic two-year), D'Youville College (independent four-year institution), Trocaire College (two-year community college), and Medaille College (private four-year institution).

Libraries and Research Centers

Libraries have been important to Buffalonians since the city's early days, when the first library was established in 1836. In the middle of the twentieth century, the Erie County Library system merged with the City of Buffalo Public Library, becoming the Buffalo and Erie County Public Library, an impressive library network that ranks as the country's seventh largest. The library system contains 2,335,013 books, 79,316 audio items, 30,835 video materials, and about 15,970 serial subscriptions. Erie County residents are served by a central library in downtown Buffalo and another 52 facilities scattered throughout the county municipalities; a bookmobile program fills in the gaps. The Rare Book Room, established in the 1940s following a theft of valuable books, is open by appointment only; it contains more than 8,000 volumes on Americana, the manuscript of Mark Twain's *Huckleberry Finn,* and more than 2,000 volumes of American literary works, including first editions of Henry James, Ernest Hemingway, William Faulkner, and others. The library also specializes in resources for the business and academic communities, offering more than 65,000 books on business and related subjects.

The Buffalo and Erie County Historical Society maintains a 20,000-volume collection of works on Erie County and U.S. history, including the manuscript collection of Millard Fillmore. The Albright-Knox Art Gallery's Art Reference Library contains 31,000 books on modern art. Buffalo is one of seven U.S. cities to house a Karpeles Manuscript Library Museum. The museum's comprehensive collection is the largest of its kind in the world. College, medical, law, and corporate libraries proliferate throughout the city.

A major research center in Buffalo is the University at Buffalo, which maintains more than 75 research facilities, including the Microarray and Genomics Core Facility, the Salivary Research Center, and the National Center for Geographic Information and Analysis. University of Buffalo's Center for Computational Research is considered one of the leading high-performance computing sites in the world. Perhaps the university's most ambitious research effort to date is the New York State Center of Excellence in Bioinformatics & Life Sciences. The $200 million center was completed in 2002; located on the Buffalo Niagara Medical Campus, the initiative was designed to centralize life sciences expertise in a concerted effort to study and intervene in human disease while also stimulating the economy by forging partnerships between the university and industry. Roswell Park Cancer Institute, one of the world's oldest cancer research facilities, operates in close cooperation with the University of Buffalo School of Medicine and is considered one of the top oncology research and treatment facilities in the country. The Roswell center's work focuses on the areas of immunology, cancer prevention, cancer genetics, cellular stress biology, and pharmacology and therapeutics.

Buffalo State University operates a fleet of research ships and an on-shore laboratory as part of its Great Lakes Center for Environmental Research and Education. Among the major defense- or industry-related research facilities in the area is the Cornell Aeronautical Laboratory. Major companies such as duPont and Paper Allied Industrial Chemical also conduct research in Buffalo.

Public Library Information: Buffalo and Erie County Public Library, One Lafayette Square, Buffalo, NY 14203; telephone (716)858-8900

Health Care

Nationally known as a center for medical care, research, and preventive medicine programs, metro Buffalo is home to nearly a dozen hospitals. Buffalo General Hospital, one of eight teaching hospitals affiliated with the University of Buffalo, is licensed for 511 beds and, in addition to its acute care function, has been established as a major multi-organ transplant center. Buffalo General's specialties include gastroenterology, urology, cardiac rehabilitation, and dialysis. Roswell Park Cancer Institute has been designated a comprehensive center by the National Cancer Institute; its patients may participate in clinical research on new therapies.

The institute recently completed work on its new Center for Genetics and Pharmacology, continuing Roswell Park's position on the cutting edge of cancer research, diagnosis, and treatment.

The Women & Children's Hospital of Buffalo offers services that include obstetrics and gynecology, the country's first intensive care nursery, and care of children with disabilities. The hospital is licensed for 160 juvenile patients and 60 adult maternity patients. Millard Fillmore Gates Circle Hospital's branches in Buffalo and Williamsville support a western New York State Hand Center and a Sleep Disorder Center; its Dent Neurology Center conducts ongoing research on beta interferon treatment for multiple sclerosis. The Erie County Medical Center (ECMC), which is licensed for 550 inpatient beds, has an outstanding trauma center and staffs a 156-bed skilled nursing home in the facility. ECMC is the primary teaching hospital for the University at Buffalo medical school. Mercy Hospital of Buffalo is renowned for its intensive care unit; medical services such as diagnostic imaging, cardiac rehabilitation, obstetrics, and general surgery are supported by an ethic of spiritual care along with physical care. Its sister hospital, Sisters of Charity, has a cancer care specialty and is also home to the Wildermuth Reproductive Treatment Center.

Military veterans can access the services of the VA Western New York Healthcare System at Buffalo, providing a 167-bed inpatient medical center. Surgery, cardiology, long-term care services, and comprehensive cancer care are all accessible. Inpatient substance abuse treatment is available at Brylin Hospital, and the Buffalo Psychiatric Center offers inpatient, residential, and outpatient treatment of adults diagnosed with serious mental illnesses.

A number of walk-in acute care and general medical clinics operate in Buffalo, along with a healthy supply of generalist and specialized private practitioners. Those seeking alternative health care have access to acupuncturists, massage therapists, and hypnotherapists.

Recreation

Sightseeing

Buffalo is a city noted for its architecture, and the works of such notable figures as Frank Lloyd Wright and Louis Sullivan are well represented. A great place to get the overview of Buffalo is from the Buffalo City Hall's Observation Tower, which affords an aerial view of the city and surrounding waterways. Popular sights in the downtown area include Sullivan's Guaranty Building, a 13-story skyscraper opened in 1896, and Darwin Martin House, a fine example of Wright's philosophy of ''organic architecture'' done in the Prairie style.

Architectural walking tours are offered by the Theodore Roosevelt Inaugural National Historical Site from April to October by reservation. The site, a Greek Revival structure that originally served as an Army officers' headquarters, contains late Victorian furniture and artifacts; in its library Roosevelt took the oath of office after the assassination of President William McKinley. The building is located on Delaware Street, Buffalo's famous promenade of mansions, most of which now house religious and charitable institutions.

The Buffalo Main Lighthouse, located on Black Rock Canal at the mouth of the Buffalo River, was built in 1818 and deactivated in 1914. The structure is open to the public and is located near Veterans Park Museum. The Peace Bridge to Fort Erie, Ontario, offers visitors a chance to celebrate this nation's unity with Canada.

The Buffalo and Erie County Botanical Gardens, open year-round, display a large collection of exotic plants in 12 greenhouses. Displays include a shrub garden, Gardens Under Glass, and the Arboretum. The Buffalo Zoo is the third oldest in the nation, and it started humbly as a deer park. The facility is committed to educational and conservation efforts; emphasis is placed on natural habitats for the animals housed at the zoo. The zoo is a participant in captive breeding programs with certain endangered species, such as clouded leopards and Puerto Rican crested toads. Special programming is coordinated throughout the year, and the zoo houses a dining experience called ''The Beastro.''

Visitors to Buffalo might consider the half-hour scenic car trip north to Niagara Falls, about which missionary Father Louis Hennepin wrote in 1678: ''The Universe does not afford its Parallel.'' The falls are commonly thought to be one waterfall, but there are three distinct sections: American Falls, Bridal Veil Falls, and Canadian or Horseshoe Falls. Water plummets at the rate of 150,000 gallons per second off the 176-foot drop. Just 20 minutes east of Niagara Falls is the Lockport Cave and Underground Boat Ride, which operates a 70-minute guided tour of the hidden history of the Erie Canal. A return side trip might also include a visit to Fantasy Island, located between Buffalo and Niagara Falls and featuring rides, shows, and a water park.

Arts and Culture

Buffalo's rejuvenated Theatre District houses some of the finest facilities in the country, offering performances to suit a wide variety of tastes. The ornate Shea's Performing Arts Center, home of the Greater Buffalo Opera Company, presents Broadway shows, concerts, ballet, and opera from October to May. The renowned Buffalo Philharmonic Orchestra performs at the acoustically acclaimed Kleinhans

Several battleships, aircraft, and artifacts are on display at the Naval and Serviceman's Park Museum.

Music Hall, designed by Eliel Saarinen, and at various other sites throughout the year. Studio Arena Theatre presents seven plays during its September to May season. Pfeifer Theatre, home of the University at Buffalo theater and dance department, stages classical, modern, and experimental plays. Buffalo State College houses the Promise Theatre Company, where the cast performs in musicals that have a Christian underpinning. The nonprofit Shakespeare in Delaware Park program stages free productions of the bard's works in Delaware Park from June to mid-August. Theatre of Youth (TOY) presents a full season of child-oriented performances at the Pfeifer and other area theaters.

The Theatre District is also home to the Alleyway Theatre, an intimate facility that focuses on new and original plays and is located in the rear of a police precinct station. Other theaters in the city include Upstage New York, the Buffalo Ensemble Theatre, the Irish Classical Theatre Company, the Jewish Repertory Theatre of Western New York, the Kavinoky Theatre at D'Youville College, Pandora's Box Theatre (primarily female cast), Kaleidoscope Theatre Productions, and the Ujima Theatre Company which focuses on works by African American and Third World playwrights. The Paul Robeson Theatre company performs at the African American Cultural Center on Masten Avenue. Buffalo's only professional musical theatre troupe, the MusicalFare Theatre Company, stages its performances on the Daemon College Campus in nearby Amherst.

The Albright-Knox Art Gallery, housed in a 1905 Greek Revival building separated from a modern addition by a sculpture garden, maintains a notable collection of nineteenth and twentieth century American paintings. The works of watercolorist Charles E. Burchfield and other western New York State artists are displayed at the Burchfield-Penney Art Center at Buffalo State College; the gallery presents an annual juried display of crafts by artists from across the country. The Anderson Gallery at the University at Buffalo features a large collection of contemporary paintings, sculpture, and graphics. The Buffalo and Erie County Historical Society, located in the only building remaining from the Pan-American Exposition of 1901, contains an extensive display of western New York artifacts. The Buffalo Museum of Science features a children's discovery room and the Tifft Nature Preserve environmental education center. Other museums of note include the Buffalo and Erie County Naval and Servicemen's Park museum, the Cofeld Judaic Museum of Temple Beth Zion, the Mark Twain Musuem, and the Buffalo Fire Historical Museum. The Buffalo region is also home to unique institutions such as the Original American Kazoo Museum (in Eden, New York), the Daredevil Museum (in Niagara Falls), the Herschell Carrousel Factory Museum (in Tonawanda, New York), and Q-R-S Music Rolls, Inc., said to be the world's largest and oldest manufacturer of paper rolls for player pianos.

Festivals and Holidays

A variety of festivals and special events are celebrated throughout the year in the Buffalo area. St. Patrick's day in March is celebrated by a parade said to be the largest of its kind west of New York City. May is time for the Annual Buffalo Hellenic Festival, honoring the traditions, music, and cuisine of the Greeks. In June the Allentown Village is the scene of an outdoor art show displaying works by artists and craftspeople from across the country; and Martin Luther King, Jr., Park celebrates the freeing of the slaves in 1865 at its Juneteenth Festival, which features a basketball shoot-out, a parade, storytelling, and an Underground Railroad tour. Also in June, the city of Buffalo rocks with the annual Guitar Festival, with local, regional, and national musicians on display at different stages in the festival area.

In Buffalo, the July 4th holiday is observed with the Friendship Festival, planned with Fort Erie, Ontario. The date is significant for both Canada and the U.S.—Canada was formed on July 1st, and the U.S. achieved its independence on July 4th, and together the two North American countries have enjoyed 200 years of peaceful relations. The Taste of Buffalo in mid-July is a celebration of local eateries and food specialties that lasts two days and regularly sees 400,000 people savoring the eats, entertainment, and music. The Italian Heritage and Food Festival follows in mid-July; the four-day event is one of the largest Italian street fairs in the nation and spotlights the arts, crafts, music, and culinary delights of the area's Italian community. Various other ethnic festivals are scheduled throughout the year in the Buffalo area, including Dingus Day (Polish) and the Buffalo Karibana International Parade and Festival (Caribbean). August brings the Erie County Fair and Exposition, one of the oldest and largest county fairs in the country. Each August, a Teddy Bear Picnic is held at the Theodore Roosevelt Inaugural National Historic Site. Opening night for the Theatre District is marked by Curtain Up!, a black-tie event encompassing outdoor theater performances, dining, and dancing.

Fall in Buffalo signifies the National Buffalo Wing Festival in early September. The home of the buffalo wing celebrates with recipe contests, a 5K ''Running of the Chickens'' race, cooking demonstrations, and a ''Bobbing for Wings'' contest. The festival also sponsors the U.S. Chicken Wing Eating Championship semifinals. From late November to early January, Niagara Falls is the scene of the Festival of Lights, showcasing holiday decorations, animated displays, and other entertainment. First Night Buffalo, a family-friendly celebration of the arts, rings in the new year.

Sports for the Spectator

Buffalonians are sports enthusiasts, with six professional teams and one on the way. The Buffalo Bisons play in the Triple-A International League and are an affiliate of the

Major League Cleveland Indians. Minor league ball is a great place to preview the major league's future stars, as well as a chance to see some of the majors taking a break. The Bisons play baseball from April to October at Dunn Tire Park. Since 1969, the Buffalo Sabres have been scoring goals and fighting opponents in National Hockey League action. The team has employed such hockey greats as Gilbert Perreault, Dave Andreychuk, and goalie Dominik Hasek. The Sabres play their home games at the HSBC Arena during an October to April season. The 73,967-seat Ralph Wilson Stadium is home to the National Football League's Buffalo Bills, whose season extends from August to December. The Buffalo Bandits Lacrosse team plays in the National Lacrosse League from January through April, with home games at the HSBC Arena. The arena is also the home field for the Buffalo Destroyers arena football team, playing in the Arena Football League. In 2005, Buffalo started recruiting for its American Basketball Association expansion team, the Buffalo Rapids, with play expected to start in the 2005-2006 season.

Canisius College competes in Division I of the National Collegiate Athletic Association, with varsity teams in men's and women's basketball, cross-country, track, lacrosse, soccer, swimming, and diving; many other colleges and universities in the area support athletes in a variety of intercollegiate sports. The University at Buffalo boasts top-rated new athletic facilities for amateur competitions including track and field venues, and a natatorium. Buffalo State University competes in NCAA Division III play in 8 men's and 11 women's sports; Medaille College and D'Youville College also play in Division III of the NCAA.

Racing of various types is popular in the Buffalo area. Harness racing fans are entertained at Fairgrounds Gaming and Raceway in Hamburg, while auto racing is presented at Lancaster Motorsports Park (drag racing) and Holland Speedway (NASCAR).

Sports for the Participant

The New York State Canalway Trail System extends for 240 miles of multi-use recreation access, with the primary sections following the path of historic and present-day canals. The 100-mile Erie Canal Heritage Trail runs from Tonawanda to Newark in western New York, and is excellent for biking or hiking in warmer weather. All sections of the trail are open for cross-country skiing in the winter, while snowmobiling and horseback riding are allowed on some designated sections of the trail. A longer bike trip along the entire trail system is possible thanks to campsites along the route.

Held annually in late May, Buffalo Marathon participants can choose from a full marathon, half-marathon, marathon relay, or the children's mini-marathon. The course is advertised as flat, fast, and scenic. The Corporate Challenge road race draws thousands of corporate teams and individuals to run the 5K event and then party with their corporate colleagues.

Buffalo's park system, covering about 1,500 acres, affords ample space for sporting enthusiasts, offering opportunities to engage in tennis, horseback riding, camping, and sledding. Delaware Park is the largest and is home to the Buffalo Zoo; overall the city park system operates 3 ice rinks, 10 outdoor pools, 2 indoor pools, 10 recreation centers, and numerous ball fields of all varieties. Three city golf courses are available for play: Delaware Park, a par 65 course with 18 holes; Cazenovia Park, a par 35 course with 9 holes; and South Park, another par 35, 9-hole course. Other notable golf courses in the region include Glen Oak in East Amherst and the Legends of the Niagara course in Chippawa, Ontario.

A number of ski areas are located within a 90-mile radius of the city. Groomed trails are available at most resorts, and several offer cross-country and snowshoeing trails. Tubing and sledding are also great fun in the winter, and all that's needed is a simple sled and a slope. In warmer weather conditions, boaters, swimmers, and fishing fans enjoy the many lakes and rivers in the area. Lake cruises are available aboard the Miss Buffalo and Niagara Clipper Cruise ships.

Shopping and Dining

Buffalo provides a wide variety of downtown, neighborhood, and suburban factory outlet shopping experiences. In downtown Buffalo, the Main Place Mall boasts a pedestrian mall lined with department stores, specialty, and clothing shops, while Elmwood Avenue in the university district features funky small shops, bookstores, and cafes. Broadway Market is a traditional European-style market that has served the Buffalo community for more than 111 years; it offers ethnic delicacies such as kielbasa, fresh ground horseradish, bratwurst, and pierogi. The Walden Galleria in Cheektowaga contains more than 200 stores, including national chains and regional favorites, and deep discount shopping can be experienced at the 150 name-brand stores of the Prime Outlet center in Niagara Falls. East Aurora has preserved its historical flavor even when it comes to shopping on its Main Street, with art galleries, antique dealers, an ice cream shop, and an old-fashioned five-and-dime store. Buffalo's Allentown neighborhood is also good hunting ground for the antique seeker.

Buffalo boasts hundreds of restaurants with cuisines ranging from continental to ethnic, served in casual or high style according to the eater's preference. Chinese food eateries lead the way, with more than 20 restaurants listed for the area. Establishments featuring Italian, Mexican, and steaks and chops are also popular and remind the diner of the eclectic groups that together built Buffalo. Local specialties include Buffalo chicken wings served with celery sticks and blue-cheese dip, and ''beef on weck,'' a roast beef sandwich

served on a Kummelweck roll with horseradish. Pizza in Buffalo is described as a cross between the thin, foldable New York-style pizza and the deep-dish variety favored in Chicago. Buffalo's proximity to lakes and rivers makes seafood a popular item on restaurant menus; Friday fish fries are enjoyed at locales ranging from restaurants to neighborhood pubs. About 14 coffeehouses are located in Buffalo, serving up sophisticated European brews and plain old java.

Visitor Information: Buffalo Niagara Convention and Visitors Bureau, 617 Main Street, Suite 200, Buffalo, NY 14203-1496; toll-free (888)228-3369

Convention Facilities

Buffalo's principal meeting facility is the Buffalo Convention Center, located downtown within easy reach of the Theatre District, shopping, restaurants, and lodging. The center features an Exhibit Hall with 64,410 square feet of space that can accommodate up to 366 booths, or which can be set up to seat 7,000 people. The Ballroom on the Marquee Level can seat 1,000 people. The center offers catering on-site and fully equipped to handle any audio-visual need. Approximately 1,250 rooms downtown and a total of more than 6,500 rooms in the greater Buffalo metropolitan area are available for conventioneers in need of rest. Just 15 minutes west of the city is the International Agri-Center in Hamburg, a 75,000 square foot facility that can accommodate conventions, exhibitions, trade shows, and other events. The exhibit space is approximately 50,000 square feet with a ceiling height of 35 feet, with space for about 250 booths. Loading docks, audio-visual capabilities, catering, and staging round out the offerings. About 20 miles east of Buffalo, in Clarence, is the Western New York Event Centre; billing itself as being closer to the western New York State population base than any other convention facility, the center provides 45,000 square feet of exhibition space that can accommodate more than 250 booths. The facility adds four smaller meeting rooms to the mix. More than a dozen major hotels in the metropolitan area maintain facilities for large and small groups.

Convention Information: Buffalo Niagara Convention and Visitors Bureau, 617 Main Street, Suite 200, Buffalo, NY 14203-1496; toll-free (888)228-3369

Transportation

Approaching the City

The Buffalo Niagara International Airport, 10 minutes northeast of the downtown area, runs more than 100 flights daily. The airport has service from major airlines such as Continental, Delta, United, Jet Blue, and Southwest. A total of 14 airlines operate out of its expanded $56 million terminal, serving more than 3 million passengers annually.

Northeast Buffalo is connected to points east by Interstate 90, which connects with Interstate 290 going south along Buffalo's eastern boundary. Northwest Buffalo is accessible via Interstate 190, which passes through the city's west side, cuts across town and connects with Interstate 90. The city can be approached from the south via a network of highways connecting with Interstate 90. The city is connected to Canada by the Peace Bridge and the Queen Elizabeth Highway (QEW).

Passenger rail service is provided by Amtrak; the city is also served by the Niagara Frontier Transit Authority bus and light rail system throughout Erie and Niagara counties. National bus service includes Greyhound, and regional bus travel can be arranged via New York Trailways.

Traveling in the City

The city's street design, based on the plan for Washington D.C., consists of broad streets branching off from the downtown area in a radial pattern. Some of the primary spokes that intersect in downtown include Cherry Street, Elmwood Avenue, the New York State Throughway, Fourth Street, and William Street. A pedestrian mall, from which many of the city's attractions are easily accessible, runs from the northern part of the city to the Naval Park in the south. A modern rail line, with 14 stations that are embellished with a million dollars' worth of art work, traverses this area and offers free rides to all attractions in the downtown area. Bus service throughout Erie County is provided by Niagara Frontier Transport Authority; buses also travel to and from Niagara Falls. Light rail service is free for passage above ground, and there is a charge for subway travel. A specialized ParaTransit program offers curb-to-curb service for riders who are unable to board the NFTA vehicles. Traffic jams are said to be rare in Buffalo, and one can reach suburban destinations from downtown in 20 minutes or less. More bike paths are being developed all the time, particularly in the vicinity of the colleges and universities in the downtown area.

Communications

Newspapers and Magazines

The Buffalo News is the city's major daily newspaper, published ''all day'' Monday through Friday and on weekends in the morning. The *Buffalo Criterion,* an African American

community newspaper, along with several papers featuring business, lifestyle, community, religious, or ethnically-oriented topics, are published weekly. The State University of New York at Buffalo publishes a student-run paper, *The Reporter,* in print on a biweekly basis and online weekly. *The Alt Press* operates as an independent source for local, national, and international news, with a bit of a left bent; the paper is published in paper and online formats.

A number of magazines and special interest journals are published in Buffalo, including *Gun Week, The Buffalo Law Journal,* and *Free Inquiry,* a philosophical journal.

Television and Radio

Buffalo is home to television broadcasting stations affiliated with all the major networks as well as PBS, UPN, FOX, and the WB. A local independent broadcaster operates out of Buffalo, and the city has a cable company, satellite service providers, and pay-per-view companies. The city is home to a number of local radio stations, including four AM stations that focus on sports and talk radio and eight FM broadcasters with formats including jazz, urban and adult contemporary, National Public Radio, R & B, alternative, and classic rock. Radio stations reflecting a variety of cultures and religions also broadcast in or near the area. Buffalo receives radio transmissions from Canadian radio and television stations as well; the city's proximity to Toronto has encouraged greater access to international programming such as the BBC.

Media Information: *The Buffalo News,* One News Plaza, Box 100, Buffalo, NY 14240; telephone (716)849-3434; toll-free (800)777-8640

Buffalo Online

Buffalo and Erie County Historical Society. Available www.bechs.org

Buffalo and Erie County Public Library. Available www.buffalolib.org

The Buffalo News. Available www.buffalonews.com

Buffalo Niagara Convention and Visitors Bureau. Available www.buffalocvb.org

Buffalo Public Schools. Available www.buffaloschools.org

City of Buffalo Home Page. Available www.ci.buffalo.ny.us

Erie County Government. Available www.erie.gov

''Everything Buffalo.'' Available www.buffalo.com

Health care information. Available www.infobuffalo.com

Karpeles Manuscript Library Museum. Available www.karpeles.com

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Ithaca

The City in Brief

Founded: 1789 (chartered 1888)

Head Official: Mayor Carolyn K. Peterson (D) (since 2003)

City Population
1980: 28,732
1990: 29,541
2000: 29,287
2003 estimate: 30,343
Percent change, 1990–2000: −0.9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Tompkins County Population
1980: 87,085
1990: 94,097
2000: 96,501
Percent change, 1990–2000: 2.6%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 535th

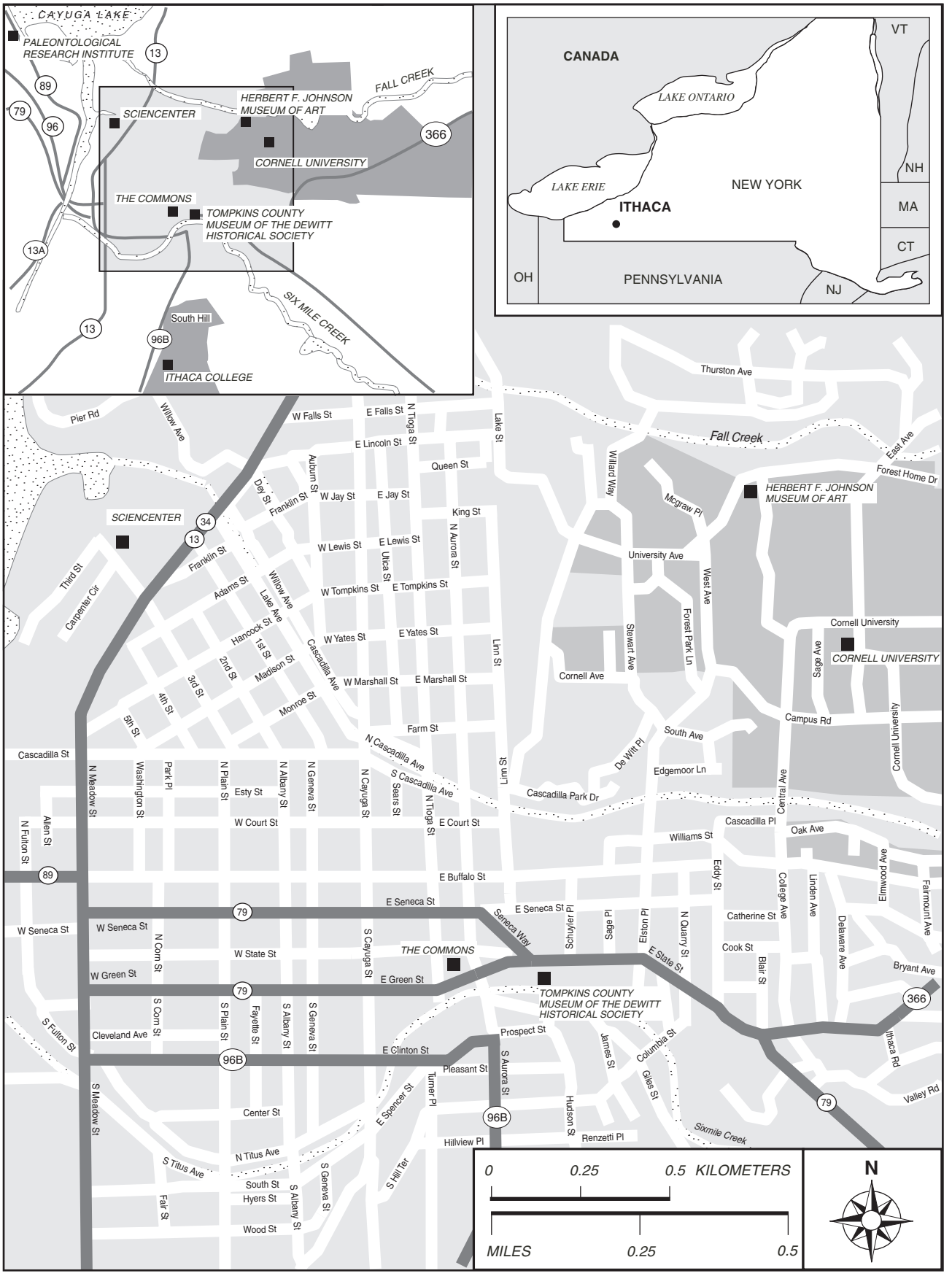
Area: 5 square miles (2000)
Elevation: 814 feet above sea level
Average Annual Temperature: 46° F
Average Annual Precipitation: 35.3 inches of rain; 66 inches of snow

Major Economic Sectors: Shipping, manufacturing, technology
Unemployment Rate: 3.0% (May 2005)
Per Capita Income: $13,408 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Cornell University, Ithaca College, Tompkins Cortland Community College

Daily Newspaper: *Ithaca Journal*


CAYUGA LAKE
PALEONTOLOGICAL RESEARCH INSTITUTE
SCIENCENTER
HERBERT F. JOHNSON MUSEUM OF ART
FALL CREEK
CORNELL UNIVERSITY
THE COMMONS
TOMPKINS COUNTY MUSEUM OF THE DEWITT HISTORICAL SOCIETY
SIX MILE CREEK
South Hill
ITHACA COLLEGE
CANADA
LAKE ONTARIO
LAKE ERIE
NEW YORK
ITHACA
PENNSYLVANIA
VT
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Thurston Ave
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East Ave
Forest Home Dr
Auburn St
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Franklin St
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University Ave
West Ave
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Adams St
Willow Ave
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Linn St
Stewart Ave
Forest Park Ln
Cornell University
Sage Ave
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Cornell Ave
Campus Rd
South Ave
Farm St
N Cascadilla Ave
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De Witt Pl
Edgemoor Ln
Cascadilla St
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Park Pl
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Esty St
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Cascadilla Park Dr
Central Ave
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Williams St
Allen St
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Eddy St
College Ave
Linden Ave
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Seneca Way
Schuyler Pl
Sage Pl
Elston Pl
N Quarry St
Catherine St
Cook St
Blair St
Delaware Ave
Bryant Ave
N Corn St
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E Clinton St
Prospect St
James St
Columbia St
Ithaca Rd
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Turner Pl
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Introduction

Ithaca is a small and ethnically diverse town blessed with a beautiful glacier-carved natural setting. A progressive educational center that is home to three colleges, it enjoys a rich heritage and a thriving and sophisticated cultural life. Ithaca is a popular tourist destination in the summer and boasts New York State's premier pedestrian mall.

Geography and Climate

Ithaca is located at the southern end of Cayuga Lake, halfway between Toronto, Canada and New York City, in south-central New York's Finger Lakes region. It is 55 miles southwest of Syracuse and 28 miles northeast of Elmira. The city and surrounding area have rolling hills, forests, deep gorges, and splendid waterfalls. Reflecting these scenic treasures, a popular local bumper sticker announces, ''Ithaca is Gorges.''

Ithaca's lake location helps to temper summer's heat, but in winter, which extends from October through early May, the moisture produces an abundance of snow that totals about 66 inches annually. The month with the highest average snowfall, January, averages 16.9 inches.

Area: 5 square miles (2000)

Elevation: 814 feet above sea level

Average Temperatures: January, 21.5° F; July, 68.5° F; annual average 46° F

Average Annual Precipitation: 35.3 inches of rain; 66 inches of snow

History

Ithaca Before the Civil War

For centuries, Ithaca was a Cayuga Indian settlement. In 1779 General John Sullivan's Revolutionary War troops drove the local Indians away and burned down their orchards and cornfields. The first white settlers arrived in 1788 and set up farms in fields that had earlier been cleared by the Indians. When the title to the site was given to Revolutionary War veterans, those first pioneers were forced to move on as well. In the 1790s the first grist mill was built. Two years later, a road was cleared from Oxford in Chenango County to Ithaca.

In 1798 Simeon DeWitt, a surveyor-general of New York State, arrived in the area, and soon acquired more than 2,000 acres of land at the southern end of Caygua Lake. At that time, the land that now makes up Ithaca was part of the town of Ulysses. In 1804, DeWitt named the new town Ithaca, after the island home of Ulysses, a popular figure from Greek mythology. In 1817, Tompkins County was formed with Ithaca as its heart. In 1819, the Ithaca Paper Company Mill was built and remained in operation until 1954. In 1821 Ithaca, with a population of about 1,000 residents, was incorporated as a village.

In 1834, the Ithaca-Oswego Railroad's first horse-drawn train began service and in 1834 Ithaca's Village Hall was built. A major flood in 1857 left the city under water for several weeks. Four years later, as the Civil War began, local troops were sent off to fight for the Union cause.

Cornell University Opens, City Prospers

In 1868, Ezra Cornell founded what is now Cornell University, along with his friend Andrew D. White, who later became its first president. In 1874 Ithaca's first local public high school opened. By 1880, when the Ithaca Gun Company was founded, the city population had reached 9,105 people.

In 1888, Ithaca was incorporated and became the twenty-ninth city in the state of New York. Civic development continued with arrangements for streets, water, lighting, streetcars, traffic regulation, and social service programs.

In 1892, W. Grant Egbert founded the Ithaca Conservatory of Music, which later became Ithaca College. The year 1898 marked the incorporation of the Moore Chain Company, later to become part of the Borg-Warner Corporation, an important local employer. In 1899–1900, the first horseless carriage appeared in Ithaca and a trolley car connected downtown Ithaca to the Cornell campus. When the steamer *Frontenac* burned about that time, boat transportation came to an end in the area.

Pre-World War II Period

By 1900 Ithaca's population stood at 13,136 people. Twelve years later Ithaca's municipal airport was built at the south end of Cayuga Lake. In 1914, the Wharton brothers, who were film makers, set up a motion picture studio in the city, but the venture only lasted until the early 1920s. During that time, the films *Dear Old Girl of Mine* and *Exploits of Elaine* were filmed with Ithaca and Cornell University serving as backgrounds.

The city's population reached 20,708 people in 1930. The next year, Ithaca Conservatory of Music was reorganized and renamed Ithaca College, which in time expanded to specialize in drama and physical education as well as music. The next year, the Tompkins County Courthouse was built in Ithaca. In 1935, disaster struck the Ithaca area, which received more than eight inches of rain in less than twelve hours. As Cayuga Lake rose four and one-half feet above its normal level, a terrible flood ravaged Tompkins County, leaving eleven people dead. Ithaca's airport, golf course, and major parks and fairgrounds were submerged.

Post-War Development

In 1941, as the United States entered World War II, Ithaca's population stood at about 20,000 people. With the coming of war, Ithaca made civil defense plans. Air raid drills were held in the local schools and highway speeds were reduced to 40 miles per hour to conserve gasoline. By the time the war ended in 1945, 174 military men from Tompkins County had met their deaths.

The end of World War II ushered in a new era of development. In 1947 air passenger service started up, linking Ithaca to New York City. By 1950, the city's population stood at 29,257 people. In 1956 42 suburban school districts merged with the Ithaca City School District. In 1960, Ithaca High School opened a new nine-building campus, and from 1960 through 1965, Ithaca College constructed an entirely new campus in the city's South Hill area.

In 1961 Ithaca saw its last passenger train service as the Lehigh Valley Railroad discontinued service to the city. The next year, Mohawk Airlines, later to become part of USAir, brought jet service to the Ithaca area. In 1966, the preservationist society, Historic Ithaca, was formed and two years later a new county public library was constructed.

Ithaca began the 1970s with a population of 26,226 people. The year 1974 saw the opening of the Ithaca Commons pedestrian mall. During that decade, Pyramid Mall Ithaca was constructed and Tompkins County Hospital, later to become known as Cayuga Medical Center, opened a new building.

Events at Century's End

In 1988, Cornell opened its new Center for Theatre Arts and the Ithaca/Tompkins County Convention & Visitors Bureau became operational. By 1990 the city population stood at 29,541 people. The next decade saw the construction of the state-of-the-art Ithaca College Science Building, a new U.S. Post Office, the Sciencenter, a hands-on museum, and a new $11 million terminal at Tompkins County Airport.

USA Today ranked Ithaca number one in its list of ''Emerging Cities'' in March 2004. Education and tourism continue to be focal points of the Ithaca area; viniculture and technology have also emerged as local industries. It should be noted that ''Ithaca'' refers to two separate entities: Ithaca city is completely surrounded by, but separate from, Ithaca township. The possibility of a merger between the two entities is being discussed.

Historical Information: The DeWitt Historical Society of Tompkins County Library & Archive, 401 E. State St., Ithaca, NY 14850; telephone (607)273-8284; fax (607)273-6107

Population Profile

Tompkins County Residents
1980: 87,085
1990: 94,097
2000: 96,501
Percent change, 1990–2000: 2.6%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 535th

City Residents
1980: 28,732
1990: 29,541
2000: 29,287
2003 estimate: 30,343
Percent change, 1990–2000: −0.9%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Density: 5,857.4 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 21,663
Black or African American: 1,965
American Indian and Alaska Native: 114
Asian: 3,998
Native Hawaiian and Pacific Islander: 16
Hispanic or Latino (may be of any race): 1,555
Other: 546

Percent of residents born in state: 44% (2000)

Age characteristics (2000)
Population under 5 years old: 727
Population 5 to 9 years old: 721
Population 10 to 14 years old: 729
Population 15 to 19 years old: 5,739
Population 20 to 24 years old: 10,551
Population 25 to 34 years old: 3,703
Population 35 to 44 years old: 2,179
Population 45 to 54 years old: 2,080
Population 55 to 59 years old: 593
Population 60 to 64 years old: 429
Population 65 to 74 years old: 822
Population 75 to 84 years old: 705

Population 85 years and over: 309
Median age: 22.0 years

Births (2002, Tompkins County)
Total number: 831

Deaths (2002, Tompkins County)
Total number: 565 (of which, 3 were infants under the age of 1 year)

Money income (1999)
Per capita income: $13,408
Median household income: $21,441
Total households: 10,236

Number of households with income of . . .
less than $10,000: 2,819
$10,000 to $14,999: 1,127
$15,000 to $24,999: 1,572
$25,000 to $34,999: 1,295
$35,000 to $49,999: 1,227
$50,000 to $74,999: 1,128
$75,000 to $99,999: 470
$100,000 to $149,999: 391
$150,000 or more: 207

Percent of families below poverty level: 13.5% (48.6% of which were female householders with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Ithaca is governed by a mayor and common council, made up of twelve members who serve two-year terms. The mayor serves a four-year term. Ithaca is the seat of south central New York State's Tompkins County.

Head Official: Carolyn K. Peterson (D) (since 2003; current term expires December 31, 2007)

Total Number of City Employees: 430 (2000)

City Information: Mayor's Office, City of Ithaca, 108 E. Green St., Ithaca, NY 14850; telephone (607)274-6501

Economy

Major Industries and Commercial Activity

Ithaca, with its ready access to the New York State Barge Canal, is an important inland shipping port. Other industries include agriculture, dairy farming, and business machine manufacturing.

High-technology firms, biotechnology, and electronics represent a rapidly growing sector of the Ithaca economic picture. The research activity at Cornell University is largely responsible for this expansion of ''clean'' industries. The University's Center for Advanced Technology-Biotechnology offers a wide range of services. In addition, Ithaca has a highly skilled work force. These factors have combined to provide many advantages on which new businesses are able to capitalize.

Traditional manufacturing remains a major industry in Ithaca. Borg Warner Automotive, Ithaca Peripherals, and Ithaca Space Systems have made major investments in technology and facilities in recent years. Local business growth is assisted by Cornell University's Center for Manufacturing Enterprise and the National Nanofabrication Facility, also at Cornell.

Agriculture represents a $90 million export industry that makes a significant contribution to the local economy. Agriculture research, plant science, and other research facilities attract start-up companies to the area. Tourism, especially prevalent in summer, adds another dimension to the local economy. The lakes, gorges, bed and breakfast inns, and wineries attract visitors from many parts of the world.

Ithaca has developed a local currency program called HOURS. Members of the local community can use HOURS bills to pay for rent, food, child care, and car and home repairs. While the currency is taxable income when it is used for trades that normally would be taxed, HOURS income does not reduce a person's eligibility for Social Security benefits. Supporters of the program say that it brings the community together and that the money supplied by the program is not tied to federal conditions. The program is so successful that as of 2004, at least 27 other communities in the United States had established currency programs modeled after that founded in Ithaca.

Items and goods produced: textiles, metal products, salt, electronic items, automobile and engine parts, scientific instruments, shotguns, chain drives, stokers, dairy, grain

Incentive Programs—New and Existing Companies

Local programs—In order to assist new and expanding businesses, the Ithaca Urban Renewal Agency offers a variety of loans, including Community Development Revolving Loans that provide below-market-rate financing to businesses throughout the city to fund activity that results in creation or retention of jobs; very low interest rate loans to encourage investment in the West State Street corridor, West End, and Downtown areas; and Community Enterprises Opportunity Micro-Enterprise Revolving Loans of up to $5,000 for persons seeking to start or expand a small business in Ithaca. Ithaca Neighborhood Housing Services (INHS) was formed in 1976 to refurbish dilapidated housing and create new rental

units and homes for purchase; INHS invested $7.6 million in the community in 2003-04, refurbished 283 units, and assisted 57 families in purchasing homes.

State programs—The State of New York offers a variety of programs to provide financing for new and expanding businesses. They include assistance with site location, new facility construction, existing facility expansion, and modernizing of existing operations. The state also provides tax credits, exemptions, and abatements for business firms expanding in or relocating to New York. They include investment tax credits, research and development tax credits, sales tax exemptions, real property tax abatements, and economic development zone tax credits. The State of New York imposes property taxes on real property only, and not on personal property. Financial incentives are offered through the Regional Development Corporation, New York Job Development Authority, and Urban Development Corporation.

Job training programs—The Empire State Development Business Assistance Services section refers employers to a source of potential employees, identifies expert instructors, helps the company to develop a training program, and provides funding assistance.

Development Projects

The new $6.4 million Ithaca Public Library was completed in 2001. In 2005 Cornell University completed two new residence halls, the first in the state to earn ''green'' building certification under the U.S. Green Building Council's status. Under construction is the Ambulatory Care and Medical Education facility, a 330,000 square foot, multi-million dollar project of the Weill Cornell Medical College. Other projects include industrial parks at the Southwest Park and West End Development sites and the ongoing construction of the Center for Enterprise, Technology, and Commercialization. Ithaca's Ecovillage includes two neighborhoods of 30 homes each, built around a common area with emphasis on green construction and social sustainability. The third Ecovillage common house is scheduled for completion in 2005, and two other neighborhoods are planned.

Economic Development Information: City of Ithaca Planning and Development Department, 108 E. Green St., Ithaca, NY 14850; telephone (607)274-6550. Empire State Development, Southern Tier Regional Center, Room 1508, 44 Hawley St., Binghamton, NY 13901; telephone (607)721-8605

Commercial Shipping

Freight service is provided by Conrail. More than one-third of the population of the country lives within a day's drive of Ithaca.

Labor Force and Employment Outlook

Ithaca has a diverse and highly educated labor force; 26.3 percent of the members of the labor pool have bachelor's degrees, and 31.6 percent have graduate or professional degrees.

The following is a summary of data regarding the Ithaca area labor force, 2004 annual averages.

Size of nonagricultural labor force: 61,300

Number of workers employed in . . .
construction and mining: 1,100
manufacturing: 3,900
trade, transportation, and utilities: 6,200
information: 600
financial activities: 1,600
professional and business services: 2,700
educational and health services: 31,200
leisure and hospitality: 3,800
other services: 1,300
government: 8,600

Average hourly earnings of production workers employed in manufacturing: $17.29

Unemployment rate: 3.0% (May 2005)

Largest employers	*Number of employees*
Cornell University	8,572
Borg-Warner Automotive	1,400
Ithaca City School District	1,150
Ithaca College	985
County of Tompkins	800
Cayuga Medical Center at Ithaca	800
Wegman's Food Markets	650
Emerson Power Transmission	500

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Ithaca area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: 4% to 7.7% (corporate business tax rate: 7.5%)

State sales tax rate: 4.25%

Local income tax rate: None

Local sales tax rate: 1.5%

Property tax rate: $2.026 per $100 of assessed value of real property (2005)

Economic Information: Tompkins County Chamber of Commerce, 904 East Shore Dr., Ithaca, NY 14850; telephone (607)273-7080

Education and Research

Elementary and Secondary Schools

Ithaca's public school system is large and highly diverse, with students of 80 nationalities and an enrollment that is 26 percent students of color. The system covers more than 155 square miles and serves more than 5400 students from rural, suburban, and urban communities. Approximately 88 percent of its graduates continue on to higher education. Ithaca High School students' mean combined SAT score is 200 points higher than national and statewide averages.

The following is a summary of data regarding the Ithaca public school system as of the 2003–2004 school year.

Total enrollment: 5,459

Number of facilities
elementary schools: 8
junior high/middle schools: 2
senior high schools: 1
other: 1

Student/teacher ratio: 22:1

Teacher salaries
average: $44,037

Funding per pupil: $7,697 (2003)

Public Schools Information: Ithaca City School District, 400 Lake St., Ithaca, NY 14850; telephone (607)274-2101

Colleges and Universities

Cornell University is a world-renowned teaching and research university with a beautiful campus overlooking the city of Ithaca and Cayuga Lake. The campus includes seven undergraduate and four graduate and professional schools. Cornell has more than 13,000 undergraduates and over 5,800 graduate students on its Ithaca campus. Several national centers, including one of four supercomputing centers, make their home at Cornell. The school has developed a reputation for its strong astronomy, biotechnology, mathematics, and nuclear studies fields among others. It ranks near the top for research funding from the National Science Foundation, government, and industry.

Founded as the Ithaca Conservatory of Music in 1892, Ithaca College has five schools, including business, health sciences and human performance, humanities and sciences, music, and the Park School of Communications.

Ithaca College has over 6,000 undergraduate students and nearly 250 graduate students from 47 states and 70 different countries, who may choose from more than 100 programs. Ithaca College is ranked high among schools of its size and type.

Tompkins Cortland Community College (TC3) is part of the system of the State University of New York. Founded in 1968, it offers associate degrees and certificates in 26 program areas. The school's Business Training and Development Center offers courses in such areas as computer skills, management techniques, and licensing requirements. The school has a campus in Ithaca itself and a main campus in nearby Dryden.

Libraries and Research Centers

The Tompkins County Public Library has nearly 230,000 volumes and 265 periodical subscriptions. A new Tompkins County Public Library opened in late 2000. The 67,000-square-foot, $6.4 million structure has two main reading rooms, a large community meeting room, and a separate programming room for children. In July 2005, the Tompkins County Public Library installed a new computer catalog system which includes access in Spanish. Cornell University Library has nearly 6.5 million volumes and several departmental libraries. Other major libraries in the city include those of Ithaca College, the Finger Lakes Library System, the Cayuga Medical Center, the Paleontology Research Institution Library, and the Dewitt Historical Society of Tompkins County Library & Archive.

Cornell University is among the major research universities in the country, with approximately $300 million in annual research support. The university is home to New York State's Center for Advanced Technology in Biotechnology. The National Science Foundation has designated Cornell as the location of what may be the world's leading ''Super Computer'' facility, which IBM Corporation helps to co-sponsor. Cornell University also is the site of more than 75 other research centers on topics ranging from African studies, legal studies, mathematics, and social and economic research to manufacturing, agriculture, and honey bees.

Ithaca is also home to Jicamara Radio Observatory, New York Space Grant Consortium, Northeast Dairy Foods Research Center, and the USDA Agricultural Research Service Plant, Soil and Nutrition Laboratory.

Public Library Information: Tompkins County Public Library, 101 E. Green St., Ithaca, NY 14850; telephone (607)272-4557; fax (607)272-8111

Health Care

Ithaca has excellent medical facilities for a community of its size. The Cayuga Medical Center, a 204-bed acute care facility that provides inpatient and outpatient care, has the only emergency medical care facility in the area. The Medical Center serves more than 150,000 patients each year. Its 180 board certified and board eligible physicians offer specialties from neurosurgery to oncology, cardiology and rheumatology. The medical center is the only hospital in the region to have earned the Accreditation with Commendation from the Joint Commission on Accreditation of Health Care Organizations. In 2005 Cayuga Medical Center was named a Top 100 Hospital for the value it contributes to the community it serves, ranked in the top 100 of over 3,550 hospitals nationwide for the services provided compared to the cost of providing the services.

Health Care Information: Tompkins County Health Department, 401 Harris B. Dates Drive, Ithaca, NY, 14850; telephone (607)264-6674; fax (607)274-6680

Recreation

Sightseeing

Ithaca's Sciencenter offers more than 100 exhibits, including a walk-in camera, water raceway, and a moving two-story ball sculpture, as well as live demonstrations on topics such as homing pigeons and how computers work. The Sagan Planet Walk honors the late astronomer Carl Sagan with a three-quarter mile path linking downtown Ithaca and the Sciencenter. Along the walk, the sun and each planet are marked by a monument. New exhibits include Wonder Water and Crystal Creations.

The Tompkins County Museum of the DeWitt Historical Society tells the story of the City of Ithaca and Tompkins County through exhibits and the resources of a reference library. One of the nation's largest collections of fossils is showcased at the Paleontology Research Institution, which displays the diversity of life on earth. The Sapsucker Woods Sanctuary/Cornell Laboratory of Ornithology celebrates the diversity of the world of birds, with a ten-acre pond full of waterfowl, a bird-feeding garden, and a display of bird art.

A trip to Ithaca would not be complete without viewing the lovely waterfalls, cascades, and rapids that line the mile-long Fall Creek Gorge in the city center. Another must is a walking tour of Cornell University, with its wonderful ivy-covered buildings on a hill overlooking the downtown. Cornell Plantations on the university grounds includes an arboretum and botanical garden.

Arts and Culture

Ithaca prides itself on being a community of artists, writers, and performers and offers many performing and fine arts events. The Herbert F. Johnson Museum of Art at Cornell University, designed by world-renowned architect I.M. Pei, houses a large collection of art that spans 40 centuries. Its strongest areas are Asian and contemporary art. Especially notable are its funerary urns, silk paintings, and bronze Buddhas.

Ithaca has brought together some of its most fascinating features in its Discovery Trail, showcasing eight particularly noteworthy attractions for visitors. These include the Sciencenter, the Johnson Museum, and the county library, as well as Cornell's Plantations botanical gardens and arboretum and the Cornell Ornithology Center, the Museum of the Earth at the Paleontological Research Institute, the Cayuga Nature Center, and the Tompkins County History Center.

Downtown Ithaca's Firehouse Theatre presents a different play every month in its historic setting. The Kitchen Theater presents contemporary plays at its stage in the historic Clinton House. From June through August, the Hangar Theatre in Cass Park presents five Mainstage productions, eight smaller-scale productions, and a children's theater program called KIDDSTUFF.

The Cornell Center for Theatre Arts stages plays from September through May, hosts visiting performers, and presents the Cornell Dance Series. Dillingham Center on the campus of Ithaca College is the site of two college theaters that present offerings from September through May.

Music and dance are also represented by numerous groups. The Ithaca Opera Association produces two major operas annually, as well as workshops for children and adults. The Cayuga Vocal Ensemble, a professional group, performs quality music in a variety of styles. The Cayuga Chamber Orchestra ensemble of 35 musicians has a lively season with concerts, chamber concerts, and Christmas presentations for children.

Seventeenth- and eighteenth-century music is the focus of the NYS Baroque group. Outdoor concerts are held at various times throughout the year at downtown Ithaca Commons and at the art quad on the Cornell University campus. Ithaca Ballet, Upstate New York's only repertory company, presents a varied repertoire of classical and contemporary works.

Festivals and Holidays

The Apple Harvest Festival in October is a regional celebration of autumn produce, including a craft fair, music, story-

telling, and dancing. Ithaca welcomes the holiday season with the coming of Santa Claus, horse-drawn wagon rides, a gingerbread house display, and performances by local groups. A wide variety of holiday craft items are on sale at the 12 Shops of Christmas, and musical and other holiday events dot the downtown area during the annual Holiday Tradition and Chili Cook Off. Holiday concerts are presented at sites throughout Ithaca, including the campuses of Cornell University and Ithaca College.

A huge book sale is the highlight of May's calendar, and the event is repeated each October at the Ithaca Public Library. The Maple Sugar Festival takes place every spring at the Cayuga Nature Center. In April, the Sciencenter challenges local residents to design packaging to protect raw eggs; the designs are then tested by being dropped 26-1/4 feet on the Commons in central Ithaca.

June's Ithaca Festival celebrates the local area through music, crafts, theater presentations, food, and fireworks. Juneteenth celebrates the freeing of the slaves at a major festival offering food, music, African drumming, and other events.

Sports for the Spectator

Ithaca is home to nationally ranked collegiate Division I-AA and Division III sports from football to softball, ice hockey to soccer, polo to lacrosse and field hockey. The Cornell Big Red hockey team is traditionally one of the country's strongest and competes regularly for the Division I national championship. Cornell teams play in the Ivy League conference. Many games take place at Cornell's Berman or Schoellkopf fields.

Sports for the Participant

The area is rich in recreational possibilities, with such activities as golf, tennis, mountain biking, hiking, hockey, skiing, rowing, canoeing, sailing, camping, and swimming, among other pursuits. The Allan H. Treman State Marine Park, the second largest inland marina in New York State, provides nearly 400 berths, and offers picnic facilities, fishing, a marina, and a pump-out station. Near downtown, Buttermilk Falls is a perfect spot for walking, with its ten waterfalls, rapids, pools, and cliffs. Robert H. Treman State Park provides an area of rustic beauty and features picnic areas, swimming, and cross-country ski trails. Taughannock Falls State park plunges 215 feet through a rock amphitheater whose walls reach nearly 400 feet. Hiking, camping, and swimming are available on the site. The city recreation department and school system provide youth in Ithaca with opportunities to ski and to play hockey, soccer, basketball, and baseball. Ithaca also features two private and one public 18 hole golf courses and one public 9 hole golf course.

Shopping and Dining

Ithaca's downtown is the site of the Commons, a pedestrian marketplace featuring specialty shops, galleries, book and music stores, and dining spots. Other downtown shopping malls are Center Ithaca and Dewitt Mall. Ithaca's largest indoor mall, with 70 stores, is Pyramid Mall Ithaca, which features three department stores and a cinema complex. Other smaller shopping areas, such as Ithaca Shopping Plaza, Triphammer Mall, Cayuga Mall, East Hill Plaza, and Collegetown dot the community landscape. Summer's Sidewalk Sale Days draws crowds on the lookout for bargains to the downtown pedestrian mall. Vendors at Ithaca's open-air Farmer's Market mall, at the foot of Cayuga Lake, sell an array of the local fruits and vegetables that grow so abundantly in the region.

A wide variety of ethnic cuisines is available in Ithaca's restaurants, ranging from Italian, Greek, Mediterranean, and Mexican to Japanese, Chinese, Thai, Vietnamese, Indian, and Middle Eastern. Popular American fare, including barbecued foods and pizza, are also available. The famous Moosewood Restaurant has gained acclaim and won many awards for its innovative vegetarian fare, and the *Moosewood Cookbook* remains popular with cooks throughout the world. The Ithaca Bakery is renowned in the area for its baked goods.

Visitor Information: Ithaca/Tompkins County Convention & Visitors Bureau, 904 East Shore Drive, Ithaca, NY 14850; telephone (607)272-1313; toll-free (800)284-8422

Convention Facilities

Meeting planners have a variety of choices for places to hold conferences in Ithaca. The Clarion University Hotel and Conference Center has 10,000 square feet of meeting space and is close to both Cornell University and Ithaca College. The Ramada Inn Executive Training & Conference Center has recently expanded to feature 13,000 square feet of dedicated meeting and training rooms. The State Theatre in the heart of downtown can seat 1,600 people.

The Statler Hotel & J. Willard Marriott Executive Education Center, located on the Cornell University campus, offers more than 20 rooms of various sizes and can handle banquets of up to 350 people and theater-style meetings for up to 889 people. The largest conference facility in Tompkins County, the Triphammer Lodge and Conference Center, can accommodate up to 400 people for banquets and 475 people for theater-style events.

Convention Information: Ithaca/Tompkins County Convention & Visitors Bureau, 904 East Shore Drive, Ithaca, NY 14850; telephone (607)272-1313; toll-free (800)284-8422

Transportation

Approaching the City

Ithaca is not located on an interstate highway, but is connected to I-90 and I-81 by a number of New York State roads. New York State (NYS) Route 79 runs east and west, and Route 96B runs from the south to the center of town. NYS Routes 13A, 34B, 38, 222, 227, 327, 366 also directly connect to I-81 and lead to the NYS Thruway.

Four miles north of Ithaca is the Tompkins County Airport, which handles nearly 40 weekday arrivals and departures. USAirways offers flights largely to many points east, connecting with its Pittsburgh hub. Northwest Airlines began service in May 2005 and offers service to its hub in Detroit. Passengers may connect to flights to many international and international destinations from either hub city. The Tompkins County Airport offers a café, conference facilities, computer jacks, and a limousine shuttle, and serviced more than 140,000 passengers in 2004. Charter flights are also available. Intercity bus transportation is provided by Greyhound, Shoreline, Trailways, Chemung County Transit, and Hampton Express. Several marinas located throughout Tompkins County provide access to Cayuga Lake and the New York State Barge Canal.

Traveling in the City

Ithaca is intersected by New York State Routes 13, 79, 89, and 96. Public transportation in Ithaca and Tompkins County is provided by Tompkins County Area Transit.

Communications

Newspapers and Magazines

Newspapers in the city include the *Ithaca Journal* (daily except Sunday), the *Cornell Daily Sun* (weekdays during the academic year), the weeklies *Ithaca Times* and *Ithaca Pennysaver,* and the weekly *Cornell Chronicle,* a university paper. Locally published magazines include *Coaching Management, New York Holstein News, Training and Conditioning, The Cornell Hotel and Restaurant Administration Quarterly, Cornell Science & Technology Magazine, Human Ecology Forum,* and *Ithaca College Quarterly.* Journals published locally include *Administrative Science Quarterly, Agricultural Finance Review, American Journal of Botany, Cornell Focus,* a magazine on agriculture and life science, *Cornell Journal of Law and Public Policy, Cornell Law Review, Indonesia, Industrial and Labor Relations Review,* and *Philosophical Review.*

Television and Radio

Ithaca is home to a cable access provider; no television stations broadcast directly from Ithaca but many stations are available from nearby communities. Six FM and two AM stations broadcast from the city.

Media Information: *Ithaca Journal,* 123-125 W. State St., Ithaca, NY 14850; telephone (607)272- 2321; fax (607)272-4248

Ithaca Online

City of Ithaca Home Page. Available www.ci.ithaca.ny.us

Empire State Development Department. Available www.empire.state.ny.us

Ithaca City School District. Available www.icsd.k12.ny.us

Ithaca Historical Society. Available www.thehistorycenter.net

Ithaca Journal. Available www.theithacajournal.com

Ithaca/Tompkins County Convention & Visitors Bureau. Available www.visitithaca.com

Tompkins County Chamber of Commerce. Available www.tompkinschamber.org

Tompkins County Public Library. Available www.tcpl.org

Selected Bibliography

Hesch, Merrill, Richard Peiper, and Harry Letell, *Ithaca Then and Now* (Ithaca, NY: McBooks Press, 2000)

Roehl, Harvey N., *Cornell and Ithaca in Postcards* (Vestal, NY: Vestal Press Ltd., 1996)

New York

The City in Brief

Founded: 1613 (incorporated, 1898)

Head Official: Mayor Michael R. Bloomberg (R) (since 2002)

City Population
1980: 7,071,639
1990: 7,322,564
2000: 8,008,278
2004 estimate: 8,104,079
Percent change, 1990-2000: 9.36%
U.S. rank in 1980: 1st (State rank: 1st)
U.S. rank in 1990: 1st (State rank: 1st)
U.S. rank in 2000: 1st (State rank: 1st)

Metropolitan Area Population (PMSA)
1980: 8,275,000
1990: 8,546,846
2000: 9,314,235
Percent change, 1990-2000: 8.98%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (PMSA)
U.S. rank in 2000: 1st (PMSA)

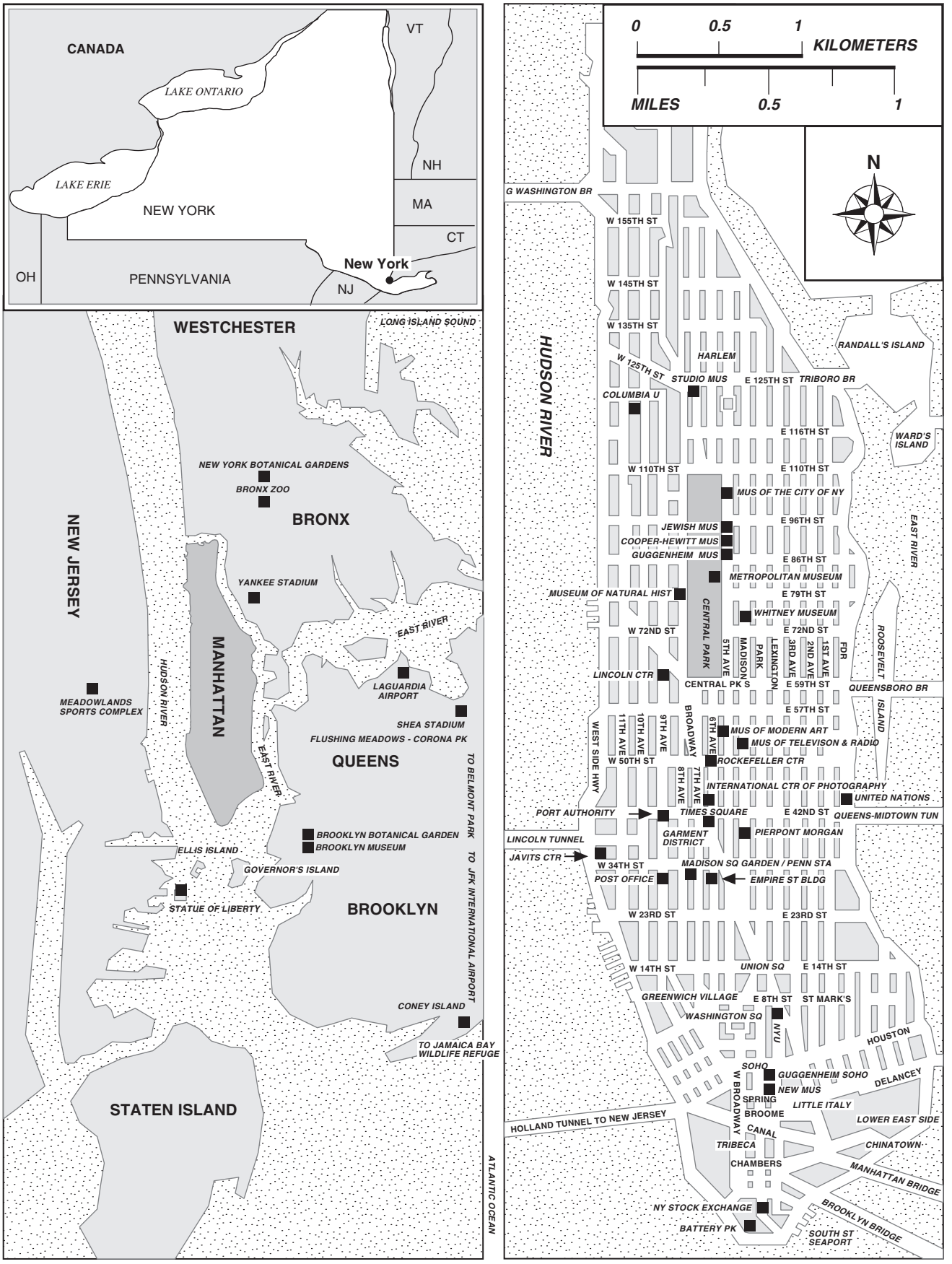
Area: 303 square miles (2000)
Elevation: 50 to 800 feet above sea level
Average Annual Temperature: 54.91° F
Average Annual Precipitation: 42.6 inches of total precipitation; 26.5 inches of snow

Major Economic Sectors: Education and health services; trade, transportation and utilities; government; professional and business services; financial services; leisure and hospitality
Unemployment Rate: 4.5% (April 2005)
Per Capita Income: $22,402 (1999)

2002 FBI Crime Index Total: 250,630

Major Colleges and Universities: City University of New York (several branches); CUNY John Jay College of Criminal Justice; Mt. Sinai School of Medicine; State University of New York's Downstate Medical Center and Maritime College; New York University; Columbia University; Juilliard School

Daily Newspapers: *The New York Times; New York Daily News; The New York Post; Newsday*


CANADA
LAKE ONTARIO
LAKE ERIE
NEW YORK
PENNSYLVANIA
OH
VT
NH
MA
CT
NJ
New York
WESTCHESTER
LONG ISLAND SOUND
NEW YORK BOTANICAL GARDENS
BRONX ZOO
BRONX
NEW JERSEY
YANKEE STADIUM
MANHATTAN
HUDSON RIVER
EAST RIVER
LAGUARDIA AIRPORT
MEADOWLANDS SPORTS COMPLEX
SHEA STADIUM
FLUSHING MEADOWS - CORONA PK
QUEENS
TO BELMONT PARK
BROOKLYN BOTANICAL GARDEN
BROOKLYN MUSEUM
ELLIS ISLAND
GOVERNOR'S ISLAND
STATUE OF LIBERTY
BROOKLYN
TO JFK INTERNATIONAL AIRPORT
CONEY ISLAND
TO JAMAICA BAY WILDLIFE REFUGE
STATEN ISLAND
ATLANTIC OCEAN
0 0.5 1 KILOMETERS
MILES 0.5 1
N
G WASHINGTON BR
W 155TH ST
W 145TH ST
W 135TH ST
HUDSON RIVER
HARLEM
W 125TH ST
STUDIO MUS
E 125TH ST
TRIBORO BR
RANDALL'S ISLAND
COLUMBIA U
E 116TH ST
WARD'S ISLAND
W 110TH ST
E 110TH ST
MUS OF THE CITY OF NY
E 96TH ST
JEWISH MUS
COOPER-HEWITT MUS
GUGGENHEIM MUS
E 86TH ST
METROPOLITAN MUSEUM
MUSEUM OF NATURAL HIST
E 79TH ST
WHITNEY MUSEUM
W 72ND ST
E 72ND ST
CENTRAL PARK
5TH AVE
MADISON
PARK
LEXINGTON
3RD AVE
2ND AVE
1ST AVE
FDR
ROOSEVELT ISLAND
EAST RIVER
LINCOLN CTR
CENTRAL PK S
E 59TH ST
QUEENSBORO BR
E 57TH ST
MUS OF MODERN ART
MUS OF TELEVISON & RADIO
ROCKEFELLER CTR
INTERNATIONAL CTR OF PHOTOGRAPHY
UNITED NATIONS
W 50TH ST
WEST SIDE HWY
11TH AVE
10TH AVE
9TH AVE
BROADWAY
6TH AVE
8TH AVE
7TH AVE
PORT AUTHORITY
TIMES SQUARE
E 42ND ST
QUEENS-MIDTOWN TUN
LINCOLN TUNNEL
GARMENT DISTRICT
PIERPONT MORGAN
JAVITS CTR
W 34TH ST
MADISON SQ GARDEN / PENN STA
POST OFFICE
EMPIRE ST BLDG
W 23RD ST
E 23RD ST
W 14TH ST
UNION SQ
E 14TH ST
GREENWICH VILLAGE
E 8TH ST
ST MARK'S
WASHINGTON SQ
NYU
HOUSTON
SOHO
GUGGENHEIM SOHO
NEW MUS
DELANCEY
W BROADWAY
SPRING
LITTLE ITALY
BROOME
LOWER EAST SIDE
HOLLAND TUNNEL TO NEW JERSEY
CANAL
TRIBECA
CHINATOWN
CHAMBERS
MANHATTAN BRIDGE
NY STOCK EXCHANGE
BROOKLYN BRIDGE
BATTERY PK
SOUTH ST SEAPORT

Introduction

The ''Big Apple,'' the ''City That Never Sleeps''—New York is a city of superlatives: America's biggest; its most exciting; its business and cultural capitals; the nation's trendsetter. The city seems to pull in the best and the brightest from every corner of the country. The city's ethnic flavor has been nuanced by decades of immigrants whose first glimpse of America was the Statue of Liberty guarding New York Harbor and by large expatriate communities such as the United Nations headquartered there. Just minutes from the multimillion-dollar two-bedroom co-op apartments of Park Avenue, though, lies some of the most dire urban poverty in America. But the attendant crime that affects New Yorkers and visitors alike has seen a continued dramatic reduction from 1993 to 2004—NYC has a murder rate half that of cities such as Los Angeles and Chicago, in part as the result of a concerted effort by local agencies. But for all its eight million residents, New York remains a city of neighborhoods, whether it's avant-garde Greenwich Village, bustling Harlem, the ultra-sophisticated TriBeCa, or one of the ethnic enclaves such as Little Italy or Chinatown. And a cleaner, brighter, safer New York is attracting people from around the world who are coming to enjoy the city's renaissance.

Geography and Climate

New York, located on the Atlantic Coastal Plain at the mouth of the Hudson River, is a city made up mostly of islands. Of the city's five boroughs, only the Bronx is contiguous to upstate New York. The larger metropolitan area takes in Long Island, northern New Jersey, and southwestern Connecticut. Commuters now live as far away as eastern Pennsylvania. The city lies at the conjunction of the Hudson and East Rivers with New York Bay leading to the Atlantic Ocean. The weather is mostly continental with the ocean moderating summer temperatures and keeping the humidity relatively high. Due to the number of colossal buildings and the city's high level of energy use, New York City tends to have its own ''micro-climate'' of warmer summers and winters than surrounding areas.

Area: 303 square miles (2000)

Elevation: 50 to 800 feet above sea level

Average Temperatures: January, 32.4° F; July, 76.9° F; annual average 54.91° F

Average Annual Precipitation: 42.6 inches of total precipitation; 26.5 inches of snowfall

History

Islands Draw Native American, Dutch, and English Settlement

Imagine a New York City lacquered in ice, specifically the last ice age that covered a good part of the continent more than 15,000 years ago. As the ice began to retreat, it simultaneously scraped minerals out of the earth and deposited rocks and soil in its path. Two of the terminal moraine deposits eventually became present-day Staten Island and Long Island. Early inhabitants were drawn to the fertile ground, the abundant fauna, and the clean rivers; archeological evidence suggests that the area was first peopled around 6,000 years after the retreat of the glaciers. The abundant waterways surrounding modern-day New York eventually made the area an ideal base for Algonquian tribes, who lived on the banks of the harbor at the time of initial European discovery.

Italian explorer Giovanni da Verrazano was the first European to arrive in the region, landing at Staten Island in 1524 and mapping the region. Henry Hudson, however, became the first European to reach Manhattan in 1609 and then sailed up the river that would later bear his name. Hudson's mission had been to look for the fabled Northwest Passage to the Orient. Although English, Hudson represented a Dutch concern. The Dutch West India Company dispatched the first permanent settlers to Manhattan Island in 1624. They established Fort Amsterdam, which grew into the town of New Amsterdam as more settlers arrived. In 1626, the fledgling town's governor, Peter Minuit, bought Manhattan—meaning ''Island of Hills''—from the Canarsie tribe for 24 dollars' worth of beads and trinkets; locals sometimes cite this transaction as one of the last real estate bargains in New York.

New Amsterdam's population grew to roughly 1,000 people by the 1650s, but strife between Europeans and local Native Americans—who resisted being taxed by the settlers—also escalated. The Dutch West India Company, fearing the strife could hurt its economic interests, selected the autocratic Peter Stuyvesant to end the troubles. Stuyvesant, who was fitted with a decorated wooden leg and known as ''Hardheaded Pete,'' was able to restore peace locally, but during his seventeen-year rule the Dutch and the English fought three naval wars. The English early recognized the trading potential of the site. Finally, in 1664, English war ships arrived in New York Harbor. Stuyvesant surrendered and the town was renamed New York in honor of the Duke of York. New York prospered under English rule, as the population swelled to 7,000 people by 1700. The first newspaper, *The New York Gazette,* was published in 1725 and King's College, now called Columbia University, opened in 1754.

New York has always thrived on rough-and-tumble politics, beginning as early as the Revolutionary War era. The Stamp Act Congress, which protested unfair taxes levied by the British rulers, met there in 1765 and five years later New Yorkers first clashed with British troops. American forces took control of New York at the start of the war, but British troops recaptured the area after the Battle of Brooklyn in 1776 and held New York until the end of the war in 1783. Two years later, New York was made the temporary capital of the new nation and was the seat of Congress until 1790. New York City hosted the first presidential inauguration, as George Washington was sworn in there in 1789.

New Residents Bring Growth, Challenges

New York was once smaller than the other two colonial centers, Philadelphia and Boston. But its importance as the major East Coast port brought millions of immigrants, many of whom settled in ethnic ghettos. German, Irish, and other northern European immigrants flocked to the city throughout the 1800s, drawn by the lure of working on the city's docks and in its mills. By the last two decades of that century, Italian and many eastern Europeans also began arriving. With them came a variety of religions, including Catholicism, which heightened cultural and racial tensions between old and new residents. The immigrants, a number of whom did not speak English, came to depend on the Democratic Party-controlled Tammany Hall, a political machine that dispensed jobs and advice to immigrants in return for their votes. Led by William ''Boss'' Tweed, Tammany Hall eventually collapsed under the weight of its own corruption, and Tweed himself was arrested in 1871 on charges of cheating the city of as much as $200 million.

At the same time, nationwide unrest was fomenting around the issues of states' rights and slavery. New York was not a center of abolitionist sentiment during the Civil War, despite joining the Union; merchants feared trade with important Southern industries would be damaged. When army conscription was established in 1863 to fill dwindling Union ranks, riots broke out that eventually killed about 1,000 people, including many African Americans who were lynched. Order was not restored until troops arrived from Gettysburg to quell the disturbances.

Various political coalitions struggled to rule the city until Fiorello LaGuardia, nicknamed ''The Little Flower,'' was elected mayor in 1934. LaGuardia, for whom one of the city's two major airports is now named, brought a spirit of reform to a city $30 million in debt in the middle of the Great Depression. He restored fiscal stability during his tenure, which ran until 1945, fought growing crime, and also introduced public welfare services to the city. New York's place as a world capital was bolstered in 1946 by its selection as headquarters for the United Nations. World Fairs held in New York City, the first in 1939 featuring the introduction of television and a second in 1964, further enhanced the reputation of the metropolis.

Growth Balanced by Reform

As the science of civil engineering grew, so did the city. Brooklyn for example was fairly isolated from the rest of the area until the Brooklyn Bridge was finished in 1883. But Brooklyn and three other then-separate boroughs—the Bronx, Queens and Staten Island—did not join with Manhattan to become New York City as it is known today until 1898. Manhattan then counted the largest population, but the expanding network of bridges and tunnels leading to and from the island allowed New York City workers to spread to outlying areas.

By the 1960s, though, the city seemed nearly ungovernable. Striking transit workers shut down all subway and bus service—in a city dependent on mass transit—in 1966. A 1968 garbage workers' strike left mountains of trash to pile up on hot city streets for nine days. Police and firefighters struck in 1971 and by 1975 the city faced bankruptcy or a default on its bond payments. A bailout from the federal government helped stabilize the crisis. Into that void stepped Edward Koch. Elected mayor in 1978, Koch helped return the city to a delicate balance between competing social forces and introduced his trademark phrase: ''How am I doing?'' In 1989 David N. Dinkins became New York City's first African American mayor, inheriting the stewardship of a city mired in the worst recession in the post-World War era and the demise of which was predicted daily, as has been the case throughout its history. The tenure of Mayor Rudolph Giuliani in the 1990s saw a historic reduction of the city's crime rate, several years of balanced budgets, and a much-hailed improvement in the overall quality of life of city residents. Mayor Giuliani had entered office on the heels of the World Trade Center bombing on February 26, 1993, in which six people were killed, thousands more were injured, and extensive property damage was incurred. Before leaving office in January 2002, he was faced with an unimaginable tragedy—September 11, 2001.

9/11: Sadness and Solidarity

Most citizens of the United States remember exactly what they were doing on the morning of September 11, 2001, when they heard the news—a plane had struck the north tower of the World Trade Center (WTC) complex in New York City. Initial reports were that it was an accident until many of those same people watched, stunned and horrified, as live television chronicled the second plane crashing into the south tower. Thirty-five minutes later, word came that a third plane had hit the Pentagon in Washington, D.C., followed by the downing of a fourth plane in a Pennsylvania field. Compounding the tragedy was the stark realization that the weapons used

against the World Trade Center buildings and the Pentagon were hijacked U.S. commercial airliners, full of travelers. The magnitude of lost lives was overwhelming, nowhere more than in the streets of New York where citizens witnessed the crashes with their own eyes. Within minutes, emergency personnel from across the massive city were mobilized to respond to the WTC crash sites.

The Twin Towers of the World Trade Center were dependent on a central structural core, and the impact and jet fuel fires from the planes had first sent shockwaves down the length of each building and then compromised the supporting structure. At 9:59 a.m., as office workers, janitors, and executives fled the World Trade Center—while rescue workers filed in to help them to safety—the south tower suddenly collapsed into a heap of rubble. The north tower followed a half-hour later. Hundreds of rescue workers and thousands of WTC workers and visitors were killed or injured. The U.S. Government ultimately determined that the four attacks on 9/11 were a symbolic strike at the financial and military emblems of the country and were coordinated through a Muslim terrorist group, al-Qaeda, under the leadership of a man named Osama bin Ladin.

In the days after 9/11, New Yorkers pulled together with a new appreciation for each other and their city. Thousands of volunteers hailing from the city and far beyond gathered to offer aid for rescue, recovery, and clean-up efforts, while donations avalanched in from across the country to support the injured and bereft. Mayor Giuliani was onsite at Ground Zero soon after the attacks, and he stayed onsite to boost the morale of workers and volunteers. The city as a whole vowed that it couldn't be brought to its knees by fear-based tactics, and plans were almost immediately put into effect to prove just that.

While the smoke was still rising, New York Governor George Pataki and Mayor Giuliani created the Lower Manhattan Development Corporation to oversee the design and construction of a lasting memorial to the victims of 9/11, while also generating a plan to rebuild and revitalize the area most profoundly affected by the horrific events. Mere months later, mayor-elect Michael Bloomberg continued the momentum and supported the previous administration's steps to remediate the damage.

Spontaneous memorials had been started soon after the collapse of the towers, and the need for a more permanent observation of the events and recognition of the victims was quickly deemed necessary. A design competition for the memorial was held in 2002, with the idea of architect David Childs being selected as the favorite. The ''Freedom Tower,'' as redesigned in 2005, will eventually surpass the height of the original Twin Towers and will feature an observation deck, office space, listings of the names of victims of the tragedy, and a spire of light beaming endlessly into space from the top of the structure. Groundbreaking for the Freedom Tower is scheduled for 2006, with completion expected by 2010. In the meantime, Governor Pataki announced in June 2005 that construction would start on two interim memorials to the victims, survivors, and rescue workers affected by the attacks on the World Trade Center buildings. One of the memorials is an oral history project located at the Port Authority Transit Hub near the WTC site, where people can record their recollections of that day and of the loved ones they lost. The second interim memorial is the Tribute Center located across from the WTC area, housing the collected items left at the site after the tragic occurrences of 9/11.

After the smoke cleared, New York City remained the financial powerhouse of the world. The city won't forget the sacrifices made by its citizens on September 11th and on many previous occasions, and it's a city that realizes that the best memorial is to live on. The tourist trade rebounded with surprising speed, and New York City's gritty determination has pulled it through tough economic times not necessarily related to the events of 9/11. The biggest city in the country was built on the diversity of its citizenry—Irish, Jewish, Palestinian, Russian, Italian, Muslim, African, Portuguese, and so many more—and it will continue to be the cultural, financial, and educational heart of the nation.

Historical Information: New York Historical Society, 170 Central Park West, New York, NY 10024-5194; telephone (212)873-3400

Population Profile

Metropolitan Area Residents (PMSA)
1980: 8,275,000
1990: 8,546,846
2000: 9,314,235
Percent change, 1990-2000: 8.98%
U.S. rank in 1980: 1st (CMSA)
U.S. rank in 1990: 1st (PMSA)
U.S. rank in 2000: 1st (PMSA)

City Residents
1980: 7,071,639
1990: 7,322,564
2000: 8,008,278
2004 estimate: 8,104,079
Percent change, 1990-2000: 9.36%
U.S. rank in 1980: 1st (State rank: 1st)
U.S. rank in 1990: 1st (State rank: 1st)
U.S. rank in 2000: 1st (State rank: 1st)

Density: 26,402.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 3,576,385
Black or African American: 2,129,762
American Indian and Alaskan Native: 41,289
Asian: 787,047
Native Hawaiian and Pacific Islander: 5,430
Hispanic or Latino (may be of any race): 2,160,554
Other: 1,074,406

Percent of residents born in state: 49.5% (2000)

Age characteristics (2000)
Population under 5 years old: 540,878
Population 5 to 9 years old: 561,115
Population 10 to 14 years old: 530,816
Population 15 to 19 years old: 520,641
Population 20 to 24 years old: 589,831
Population 25 to 34 years old: 1,368,021
Population 35 to 44 years old: 1,263,280
Population 45 to 54 years old: 1,012,385
Population 55 to 59 years old: 369,105
Population 60 to 64 years old: 314,349
Population 65 to 74 years old: 494,794
Population 75 to 84 years old: 321,360
Population 85 years and over: 121,703
Median age: 34.2 years

Births (2003)
Total number: 124,345

Deaths (2003)
Total number: 59,213 (of which, 807 were infants under the age of 1 year)

Money income (1999)
Per capita income: $22,402
Median household income: $38,293
Total households: 3,021,588

Number of households with income of . . .
less than $10,000: 485,306
$10,000 to $14,999: 214,421
$15,000 to $24,999: 354,413
$25,000 to $34,999: 346,777
$35,000 to $49,999: 430,297
$50,000 to $74,999: 503,722
$75,000 to $99,999: 273,552
$100,000 to $149,999: 234,553
$150,000 to $199,999: 75,626
$200,000 or more: 103,810

Percent of families below poverty level: 18.5% (20.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 250,630

Municipal Government

New York City operates under the mayor-council form of government. The mayor is elected in a citywide election, and 51 council members are elected from as many state senate districts within the municipality; a council speaker is elected by the council membership. All officials serve four-year terms. The mayor represents the executive branch of the local government, while the council is largely responsible for legislative functions and also has sole right of approval for the city budget. The Public Advocate, who is not a member of the council, presides over meetings and may vote only in case of a tie. New York City is divided into five boroughs, each of which has its own president and district attorney.

Head Official: Mayor Michael R. Bloomberg (R) (since 2002; current term expires 2006)

Total Number of City Employees: 300,000 (approximate; 2005)

City Information: Office of the Mayor, New York City Hall, New York, NY 10007; telephone (212)788-9600

Economy

Major Industries and Commercial Activity

Despite the loss of the World Trade Center buildings, New York has remained at the core of national and international financial dealings and has continued as the global center of corporate headquarters in finance and services, media, entertainment and telecommunications, manufacturing, and trade. Profits on Wall Street, however, are not expected to equal the heights achieved in 2003, and financial services jobs are on the decline at present. Hundreds of nationwide corporations make their home in New York, from finance to insurance to advertising. New York City leads the country in the number of *Fortune* 500 and 1000 companies headquartered there, including 8 of the world's top 10 securities firms, and about two-fifths of the country's 50 leading law firms, as well as 219 banks representing every major country. The city's biggest industry is publishing, with more printing plants than anywhere else in the United States and approximately 13,000 employees. New York's clothing industry is headquartered in the Garment District near Times Square, where hundreds of factories employ more than 100,000 people.

In recent years, the high-tech and ''new media'' industries have taken a $9.2 billion toehold in the city, particularly in what is being termed Silicon Alley—Upper Manhattan, Brooklyn, Queens, and Staten Island. New York City has supported growth in this arena through its Digital NYC: Wired to the World program that assists with construction and remodeling efforts that result in affordable spaces with ready access to the Internet. New York City offers hundreds of thousands of miles of installed fiber-optic cable, enabling businesses to communicate with clients around the globe. Life science research and development is seeing a similar surge in activity, as the headquarters of at least three of the world's primary pharmaceutical companies have located within midtown Manhattan. Pfizer has announced ambitious expansion plans that will reportedly result in 2,000 new jobs by 2009, along with new office space and an extensive makeover for its current headquarters. Alongside cutting-edge research, professional services firms related to financial consultation or legal issues of intellectual property also flourish.

New York tourism contributes greatly to the local economy, fueled by huge advertising campaigns and interest in the site of the 9/11 tragedy. Hotel room occupancy rates are steadily increasing to more than 85 percent, and traffic through the area's airports broke the 8,000,000 mark in early 2005. Many tourists visit the city in order to experience its art and culture, resulting in a leisure and hospitality industry with more than 600,000 workers.

Television and film production in New York City constitutes another growth industry, demonstrating a significant increase in the number of overall shooting days for movies, videos, advertisements, and television programs. Almost 150 studios and stages support the industry, and film production costs in the city are now so reasonable that they rival those of Los Angeles. Three of the ''Big Five'' music recording businesses have headquarters in New York City.

Items and goods produced: published goods, apparel, chemicals, food products, furniture, machinery, paper products, textiles

Incentive Programs—New and Existing Companies

Mayor Bloomberg took office in January of 2002, mere months after the decimation of the World Trade Center buildings. Facing not just a public relations nightmare but also the nationwide economic downturn at that time, the mayor and his administration have expanded the city's industrial interests beyond Wall Street and into biotechnology, film production, and the recreation and tourism business. Unemployment is at its lowest point in 25 years, with 62,000 new jobs created in the city since the middle of 2003. The City of New York appears to acknowledge the value of small businesses, as reflected in its Business Improvement Districts.

Local programs—New York City has many programs available to assist eligible businesses with locating real estate, accessing capital for expansion, lowering energy costs, finding skilled employees and lowering taxes. Businesses that locate in the lower Manhattan area and who complete renovations in excess of 20 percent of the property's assessed value may qualify for the Lower Manhattan Energy Program, which can reduce energy costs up to 45 percent. Manufacturers may receive a tax credit for 3.4 percent of the money spent on utility costs, plus an additional sales tax exemption on purchases of electricity, fuel oil, steam, and natural gas.

State programs—Empire State Development (ESD), the state agency responsible for promoting economic development in New York, has programs available to assist businesses that are expanding and creating jobs. Qualified businesses that locate in an Empire enterprise zone can be exempted from sales tax, benefit from tax reductions, or receive credits on real property and business taxes. Enterprise zone businesses may additionally save money on utilities, receive technical assistance, or receive tax credits on wages for newly-created jobs. Even outside of these zones, businesses that create new jobs can capitalize on Investment Tax Credits. Companies specializing in research and development are eligible for tax credits on 9 percent of their corporate facility tax and may receive a capital credit for their investment in emerging technologies. Machinery and equipment, facilities, property, fuels, and utilities dedicated to research and development activities may also qualify for sales tax exemptions, and the state operates more than 50 high-tech business incubators to further develop the industry. New York State has additionally partnered with electric and gas utility companies to create the ''Power for Jobs'' program in which companies that fulfill the requirement of retaining or generating a specified number of jobs then receive a break on their utility costs that can be as much as a 25 percent savings.

Low interest loans can be accessed through Empire State Development by small manufacturing enterprises, small service operations that are independently owned and operated, businesses operating within an Empire Zone, businesses located in ''highly distressed'' areas, businesses owned by women or minorities, defense industry manufacturers, and small businesses seeking to increase their export activities. Other loan programs range from direct financing through the ESD to interest subsidies and loan guarantees. Depending on the financing source, funds can be used for building construction, equipment acquisition, building purchases, and working capital. New York State's progressive tax structure combines tax credits, deductions, exemptions, and write-offs to help reduce the tax burden on businesses.

Businesses that start up in or relocate to designated Commercial Expansion Areas may be eligible for a 3-5 year rent

credit of up to $2.50 per square foot, dependent on lease length and company size. New York City's Commercial Expansion Areas include certain Commercial Zones and Manufacturing Zones in Bronx, Upper Manhattan, Queens, Brooklyn, and Staten Island. To qualify, businesses must occupy a building of at least 24,000 square feet and constructed prior to 1999. Businesses in these same zones may be eligible for participation in the Relocation and Employment Assistance, or REAP, program. A tax credit of $3,000 per job is allowed for up to 12 years for jobs relocated from Manhattan below 96th Street or from outside the city to Manhattan below Houston Street. Businesses that have renovated a facility at a cost of more than 50 percent of its assessed value may also be eligible, as may businesses that sign a lease of no less than three years and that spend no less than $25 per square foot improving the space.

The Printers' Relocation Fund allows for partial reimbursement of relocation expenditures to commercial printing businesses and graphic arts companies that move within New York City. Grants may be 50 percent of the qualifying moving costs or $200,000, whichever is the lesser amount.

The New York City Industrial Development Agency offers straight lease transactions and issues low-cost double and triple tax-exempt and taxable bonds on behalf of a wide range of commercial, industrial, and nonprofit companies and organizations. Many financing programs are aimed at eligible small and medium-size businesses to help them obtain financing often not available elsewhere. Various programs provide tax-exempt financing for the purchase of production equipment and machinery; tax exemptions on newly acquired property or renovations for industrial companies; venture capital funds to make capital available for companies specializing in advanced technology; funds for the expansion of nonprofit organizations; loans to small start-up city-based service, retail contracting and manufacturing businesses; and funds to assist community-based banks in making loans for which businesses may not have qualified previously.

Job training programs—In 2003, the New York City Department of Small Business Services was merged with the Department of Employment to create a single point of entry called the Division of Workforce Development. The Division staffs Workforce1 Centers throughout the boroughs of New York City, where job seekers can find extensive databases of open positions, career counseling, skills workshops, and placement programs. The centers also provide GED preparatory courses and instruction in English as a Second Language. Employers can find assistance through the Division's NYC Business Solutions Centers, where customized recruitment and training allows industries to hire workers who are already trained. The Business Solutions Centers offer advice for entrepreneurs, resources for negotiating governmental regulations, and onsite skill development for employees.

The New York City Employment and Training Coalition has combined the resources of local community colleges, community-based organizations, and training programs associated with labor unions to create a comprehensive approach to training and retraining of the workforce. The Coalition offers employer roundtable discussions, training for management staff to facilitate recruitment and retention of quality employees, workshops and conferences, research, and technical assistance.

In 2005, the New York City Council partnered with the United Way of New York City to publicize a request for proposals for grant funding that will support programs as part of NYCWorks. The $10 million initiative will increase access to education, job readiness training, and specific job skill development for unemployed or underemployed workers in the metropolitan area.

Development Projects

New York City's Economic Development Corporation has continued its efforts to restore and reenergize the Lower Manhattan region through tax incentives that encourage retail, commercial, and residential development. Minimum amounts of investment in property improvements, minimum lease lengths, and other criteria for participation in the Lower Manhattan Revitalization Program ensure stability and commitment on the part of businesses and citizens alike.

A division of L'Oreal beauty products has decided to locate its stylist training facility in the TriBeCa neighborhood. Approximately 120 employees of the Matrix salon beauty products company will work in the 31,000 square foot space, where hairstylists will learn how to effectively use the company's products on clients.

Coney Island has meant summer fun for generations of New Yorkers; the stretch of Brooklyn beach, with its amusement park, circus sideshows, and hotdog-eating contests, has sometimes seemed to be on shaky ground, but new development in the area has bolstered the landmark yet again. In 2001, construction was completed on KeySpan Park, home of the new minor league Brooklyn Cyclones baseball team (an affiliate of the New York Mets). In 2005, the Coney Island Development Corporation chose a designer to revitalize the historic Parachute Pavilion at Coney Island, with the ultimate goal of creating a year-round attraction that will preserve the essence of the amusement park and its surroundings.

In 2004, Mayor Bloomberg announced plans for a commercial biotech research and development campus on the grounds of the city-owned Bellevue Hospital. The East River Science Park is expected to attract major players in the

pharmaceutical, medical device production, and biotechnology fields. Approximately 4.5 acres have been set aside for the facility that, when completed, will encompass 870,000 square feet of research, retail, and office space. The Economic Development Corporation has committed $10 million to the project, with an expected return of 6,000 construction jobs during realization of the science park and 2,000 new permanent jobs upon completion. One of Manhattan's current pharmaceutical residents, Pfizer, also has plans in the works to renovate its existing headquarters, expand into several new buildings, and relocate thousands of employees to the downtown headquarters, at the cost of $1 billion over the next 15 years.

In the 1970s, Hunts Point (Bronx) was a crime-infested area notorious for frequent arsons in its abandoned buildings and warehouses. After being designated an In-Place Industrial Park in 1980, followed by Empire and Empowerment Zone designations in 1994, Hunts Point emerged as an industrial powerhouse, with an emphasis on food production. The City of New York and the Bronx Borough plan to capitalize on that momentum through the Hunts Point Vision Plan announced in 2005, in which the existing Produce Market on the site will be upgraded, vacant parcels in the Food Distribution Center will be developed, a buffer zone of food-related businesses will be created between the industrial park and the nearby residential neighborhood, bike paths will be constructed, rail and highway access will be enhanced, new parks will be planted, the visual appeal of the area will be heightened with new sidewalks and streetscapes, the appearance of the waterfront will be improved, and a Hunts Point Works employment and training center will be generated.

In 2005, the city of New York and the borough of Queens put a plan in motion to redevelop the former Municipal Parking Lot 1. Approximately $500 million has been set aside to turn the five-acre site into a new town square with residential spaces, a community center, retail slots, recreational facilities, and a business-class hotel. The project is called Flushing Commons and it is anticipated to generate 2,000 construction jobs during the building phase and an eventual 2,000 permanent jobs. An ancillary project in Flushing involves the construction of more than 100 affordable housing units complemented by retail spaces. The city of Flushing is also undertaking an $11 million downtown redevelopment project that will make the area more friendly for pedestrians, and a former industrial property in western Flushing will eventually be transformed into a 3.2 million square foot retail and residential area called Flushing Town Center, at a cost of about $600 million.

Economic Development Information: New York City Economic Development Corporation, 110 William Street, New York, NY 10038; telephone (212)312-3600; toll-free (800)NYC-0100

Commercial Shipping

In 2003, the Port Authority of New York and New Jersey area handled about 4 million cargo containers and 55 million tons of bulk cargo, at a record value of $100 billion. The world's leading airport system includes LaGuardia, which transported 14,096 tons of cargo and 15,219 tons of air mail in 2004 in addition to 24,435,619 passengers. John F. Kennedy International Airport (JFK) opened two new cargo facilities in 2003, encompassing 435,000 square feet of warehouse and office space. Japan Airlines operates a sophisticated cargo structure at JFK, with 260,000 square feet of space, and the JFK Air Cargo Center is equipped to handle live animal shipments. In 2003, JFK moved 1,709,457 tons of cargo, 84,243 tons of air mail, and 31,732,446 passengers.

In 2002, New York State government and the Port Authority partnered in a rail freight service improvement project that was expected to cost about $40.195 million. Movement of goods within and outside the New York City area should be enhanced as track and yard capacity are increased in Brooklyn and Queens, vertical clearances are heightened along the Oak Point Link, cargo facilities are expanded, a new engine house is constructed for NY&A rail line, and other enhancements are instituted that will benefit rail freight service providers such as CSX and CP.

Two Foreign Trade Zones in New York City cover three major import-export sites: the Brooklyn Navy Yard, John F. Kennedy International Airport, and Howland Hook Marine Terminal (along with Port Ivory). Foreign Trade Zones are legally outside U.S. Customs territory and permit importers to store or assemble goods with minimal U.S. Customs scrutiny and no duty charges until goods enter U.S. commerce streams.

The city is bisected and surrounded by a web of interstate highways, including I-95, I-80, I-78, I-295, and I-280. More than 60 trucking companies offer local and national ground transportation of freight, and both FedEx and United Parcel Service operate air freight and package delivery services that are sited in Jamaica, NY.

Labor Force and Employment Outlook

The 2000 U.S. Census reported that 72.3 percent of New Yorkers possess a high school diploma or its equivalent; 27.4 percent of the city's population goes on to earn at least a bachelor's degree, and 11.6 percent achieve a graduate degree of some variety. Overall, this makes for a well-educated workforce. For the State of New York, labor market analysts predict that there will be marked growth in the education and

training industry, with a 15.4 percent increase in available positions by the year 2012. Healthcare and healthcare support professions are expected to pick up 147,930 jobs, and community social service work is anticipated to increase by almost 20 percent. Manufacturing and administrative support positions will more than likely decrease in availability, while transportation-related and agricultural work are projected to remain essentially static. Financial services employment will continue its gradual rebound, with an 11.5 percent gain in jobs by 2012.

The following is a summary of data regarding the New York consolidated metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 8,278,500

Number of workers employed in . . .
construction and mining: 329,700
manufacturing: 499,600
trade, transportation and utilities: 1,582,400
information: 289,300
financial activities: 769,700
professional and business services: 1,223,500
educational and health services: 1,358,000
leisure and hospitality: 606,700
other services: 346,000
government: 1,273,000

Average hourly earnings of production workers employed in manufacturing: $15.35 (April 2005)

Unemployment rate: 4.5% (April 2005)

Largest employers	*Number of employees (2004)*
City of New York	300,000
New York Public Schools	73,774
Merrill Lynch	50,600
JFK International Airport	35,000
Goldman Sachs Group, Inc.	21,928
Credit Suisse First Boston	18,341
Consolidated Edison Co. of NY	14,079
New York University	13,000
Bear Stearns Companies	10,961
HSBC Banks	10,800
Morgan Stanley Financial	9,700
Cornell University	9,200
LaGuardia Airport	8,000
Beth Israel Medical Center	7,460

Cost of Living

New York is by far the nation's most expensive city in which to live, and it ranks as the thirteenth most expensive worldwide. The city's unique rent control policies provide cheap rent to long-ensconced residents—who tend to be middle class or affluent—while leaving newcomers to fend for themselves on the open market. Areas that have been undergoing gentrification in the last decade, such as the Park Slope (Brooklyn) and Parkchester (Bronx) neighborhoods, have seen a more than 50 percent increase in rents. To deter rent inflation that may chase older residents or lower-income owners out of their properties, New York City is now offering a property tax abatement to owners of buildings comprised of less than six units and who rent to senior citizens. The city has also proposed that renters in New York City be able to benefit from the School Tax Relief program that at present only applies to property owners, and that property owners who trim the City of New York trees near their homes may qualify for a property tax credit.

The following is a summary of data regarding several key cost of living factors in the New York area.

2004 (3rd Quarter) ACCRA Average House Price: $990,800 (Manhattan only)

2004 (3rd Quarter) ACCRA Cost of Living Index: 216 (Manhattan only, U.S. average = 100.0)

State income tax rate: Ranges from 4% to 7.7%

State sales tax rate: 4%

Local income tax rate: Graduated, from 1.5% to approximately 4.45%

Local sales tax rate: 4.375%

Property tax rate: Class 1 (single-family dwelling) in Manhattan, 15.094% of assessed value; Class 4 in Manhattan, 11.558% of assessed value (2004-2005)

Economic Information: Manhattan Chamber of Commerce, 1375 Broadway, Third Floor, New York, New York, 10018; telephone (212)479-7772; fax (212)831-4244

Education and Research

Elementary and Secondary Schools

New York City's public school system is the largest in the nation, serving more than one million children. Until recently, school district activities were dictated by the New York City Board of Education, which gained a reputation for poorly serving its student population. Soon after taking office, Mayor Bloomberg abolished the Board of Education and assumed mayoral control of New York Public Schools under a school governance agreement. One of Bloomberg's campaign promises was to create special classrooms that would keep students with multiple disciplinary infractions

involved in education but in a controlled setting. As a result, the district opened 20 New Beginnings Centers by 2004 along with five off-site Suspension Centers that operate in partnership with community-based organizations to provide a complete range of student support services.

The school system leans toward the magnet model, with a variety of specialized learning institutions within the elementary, middle, and high school strata. Concentrations include leadership studies, writing and communication, culinary arts, technology, computer science, international relations, performing arts, law, social justice, aerospace, and sports professions to name just a few. In the fall of 2005, the Department of Education plans to open more than 50 new small secondary schools across the city, in an effort to broaden the academic choices available to students and their parents or guardians. The new schools will concentrate on an academically rigorous curriculum, personalized to each student and enhanced with community partnerships. In addition, there are 48 charter schools in operation within the district, which is divided into 10 regions that are loosely based on sections of the five New York City boroughs.

New York City public schools tend to have fewer teachers, administrators, and librarians than the state average; spending per pupil also lags behind the state average. Approximately 54.3 percent of the city's public school students graduate from high school, while the district sends about 71.5 percent of that diminished group on to an institution of higher education.

Many private K-12 schools operate in the New York City area, some of which are secular and some of which are religiously based. Since the city is a major television and film production center, a number of acting and technical schools related to the industry have been created.

The following is a summary of data regarding the New York City public schools as of the 2004–2005 school year.

Total enrollment: 1,047,156

Number of facilities
elementary schools: 616
junior high schools: 221
senior high schools: 295
special education schools: 57

Student/teacher ratio: 12.5:1

Teacher salaries (2004)
minimum: $39,900
maximum: $81,232

Funding per pupil: $11,627

Public Schools Information: Chancellor's Office, New York City Department of Education, New York, NY 10007; telephone (212)374-5115

Colleges and Universities

New York is the only U.S. city with a large public-university system. The City University of New York (CUNY) offers open admission at its 20 sites to all New York City residents with a high school degree. With branches in all five boroughs, CUNY embraces eight liberal arts colleges, the John Jay College of Criminal Justice, the Mount Sinai School of Medicine, the New York City College of Technology, the City University School of Law, business programs, and graduate degree programs. The extensive State University of New York (SUNY) system operates several specialized branches in the city, such as the Fashion Institute of Technology, the Downstate Medical Center, the State College of Optometry, and the Maritime College.

More than two dozen private colleges in New York City provide access to associate, baccalaureate, masters, and doctoral degrees. New York University is one of the largest private institutions of higher education in the country, enrolling almost 40,000 students in undergraduate and graduate programs with a focus on the arts. Columbia University belongs to the Ivy League and is the city's oldest college. Columbia is renowned for its journalism program and has gained a reputation for its medical research work. Yeshiva University, a private Jewish academic research institution, enrolls almost 7,000 students in graduate and undergraduate programs in its Albert Einstein School of Medicine and the Benjamin N. Cardozo School of Law. The Julliard School is considered one of the best music, dance, and theater schools in the country. In recent years, Juilliard has begun to focus on community outreach, the interface of technology and art, and interdisciplinary programming. Fordham University is a Jesuit institution with a specialty in medieval studies, while Rockefeller University is famous for its biomedical sciences. The Bard Graduate Center for Studies in the Decorative Arts, which opened in 1993, offers a master of arts degree. The New School in New York was formerly the New School for Social Research, and it has retained that academic bent.

Libraries and Research Centers

The New York Public Library system, like the city itself, is immense. Five central libraries, four specialized research libraries, and 80 branch facilities hold collections of more than 19 million books system-wide, in addition to 1.6 million audio resources, 205,074 video materials, and more than 85,000 periodicals. The Science, Industry and Business Library (SIB), which opened in 1996, is the nation's largest public information center dedicated to science and business. The SIB houses more than 2 million volumes and 60,000

periodicals and provides users with broad access to electronic science and business content via 150 networked computer work stations. Among the research centers' special collections are the Henry W. and Albert A. Berg Collection of English and American Literature, which includes the Vladimir Nabakov Archive; manuscripts and archives of the Schomburg Center for Research in Black Culture; and the Theater on Film Archive, which preserves videotapes of live theater performances accumulated for more than 25 years.

In addition to the city library system, more than a thousand other libraries are operated in the city by schools, private groups, and most museums. The Pierpont Morgan Library is known for its collection of rare books and manuscripts. The Morgan Library is on the grounds of a 45-room Victorian brownstone, connected to the library by a glass-enclosed conservatory. In 2005, the library temporarily closed for a major expansion effort that will improve the entrance, internal circulation, the galleries, and auditorium space. Masonic literature, history, and relics are collected in the Chancellor Robert R. Livingston Masonic Library of Grand Lodge, while the New Historical Society houses a fine collection of materials relevant to New York's role in early United States history. At the United Nations, the Dag Hammarskjold Library specializes in international affairs and world peace with an aim of getting U.N. members the best information possible as quickly as possible. The U.S. National Archives for the Northeastern United States houses such items as court records from the Rosenberg and Hiss cases, limitation of liability suits involving the *Titanic,* and census records since 1790 on microfilm.

With its universities and industry research campuses, New York City has become a global contributor in practically all areas of research and development. On average, the city receives $1.2 billion in funding from the National Institute of Health, underwriting the efforts of its 128 resident Nobel Laureates and other members of the scientific community. The New York State Energy Research and Development Authority assesses public utilities, conducts research on energy efficiency and alternative power, and supports projects in schools, municipalities, and local industries. New York University is a leading research center with programs in medicine and health fields, international studies, urban affairs, and Latin America. The State University of New York maintains a research foundation that supports efforts across the SUNY system of universities. Recent projects include a study of brain cell behavior and methods of preventing blindness. Columbia University's Center for Environmental Research and Conservation studies nature and wildlife issues nationally and globally. Among the independent organizations researching health areas are those focusing on drug addiction, blood disorders, hearing problems, genetic disorders, and psychiatric issues. The New York Botanical Garden studies the flora of the New World, catalogs five million samples in its herbarium, and publishes the *Botanical Review.* Offering research and consultation on government public policy is the Institute of Public Administration. The New York Public Interest Research group conducts consumer-interest, environmental, energy, governmental system, social justice, and health research. The United Nations Institute for Training and Research studies all aspects of United Nations policy, operation, and organization.

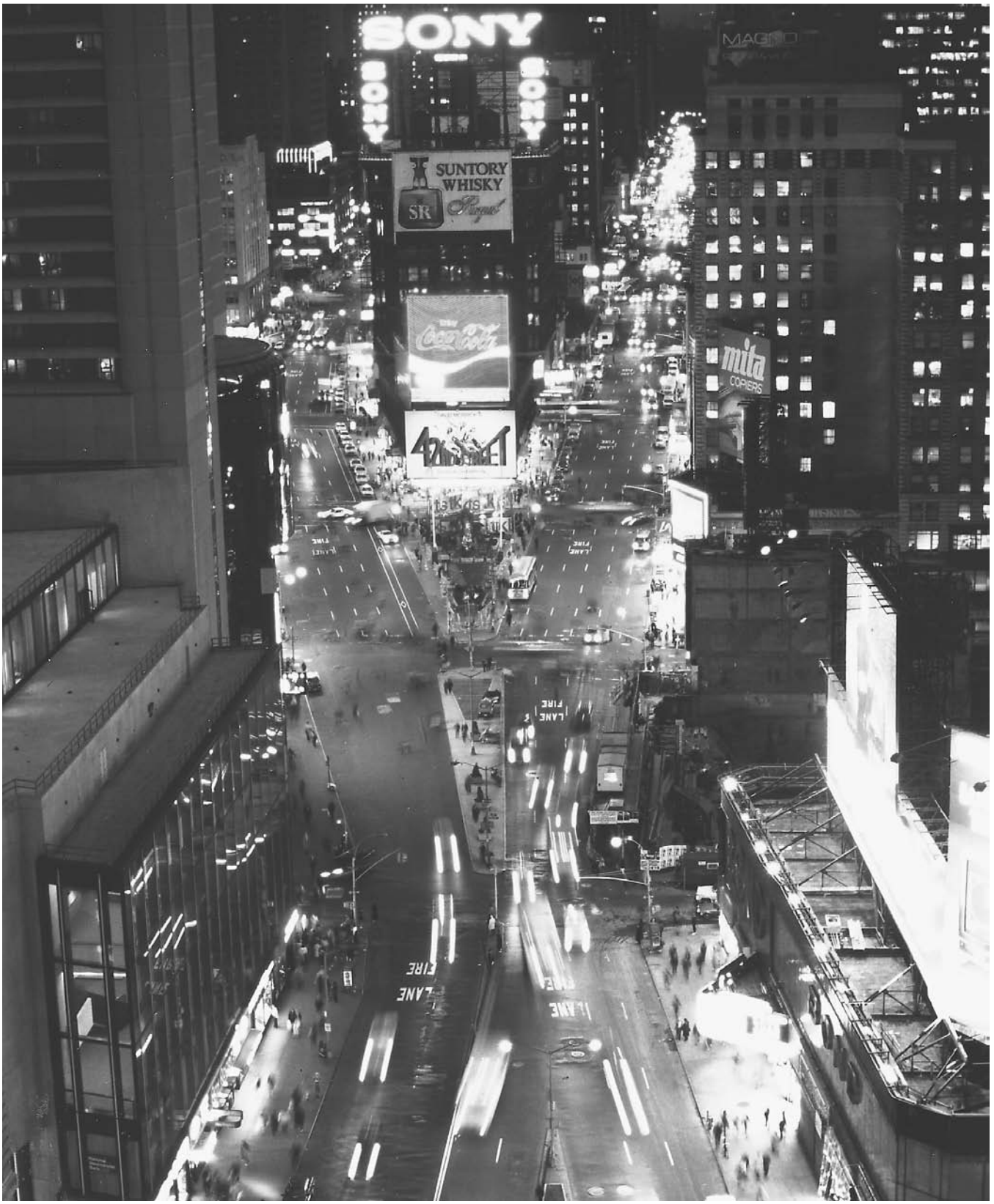
Public Library Information: The New York Public Library, 188 Madison Ave #1, New York, NY 10016; telephone (212)930-0800; fax (212)921-2546

Health Care

New York City offers the opportunity for world-class medical care and has one of the highest concentrations of hospitals on the planet, with 111 facilities that span the spectrum from smaller neighborhood hospitals to major medical centers. The city is served by more than 30 teaching hospitals, a number of medical schools, more than 10 cardiac rehabilitation centers, and 6 cancer treatment centers. The New York City Health and Hospitals Corporation—by far the largest public hospital system in the country—employs thousands of workers at 11 acute care hospitals, 6 diagnostic and treatment centers, 4 long-term care facilities, 1 home health agency, and 100 community health clinics.

According to *U.S. News & World Report,* a number of the top hospitals in the country in 2005 are located in New York City, including: New York-Presbyterian University Hospital of Columbia and Cornell (third in neurology, second in psychiatry, and fourth in kidney disease); Hospital for Special Surgery (second in orthopedics and third in rheumatology); Memorial Sloan-Kettering Cancer Center (first in cancer care); Mount Sinai Medical Center (third in geriatrics and seventh in digestive disorders); and Rusk Institute for Rehabilitation Medicine at New York University Medical Center (eighth in rehabilitation). Other specialized services can be obtained at the New York State Psychiatric Institute, Kirby Forensic Psychiatric Center, the Orthopaedic Institute, and the New York Ear and Eye Infirmary. Residents of New York City can also access a wide variety of holistic healthcare, including homeopathy, hypnotherapy, massage therapy, and acupuncture. Diagnosis and treatment for pets and exotic animals is available from the nearly 400 veterinarians and animal hospitals operating in the five boroughs.

Health Care Information: The New York Health and Hospitals Corporation, 125 Worth Street, New York, NY 10013; telephone (212)788-3339



Times Square, called The Great White Way, is known for its neon, movie houses, theaters, stores, and crowds.

Recreation

Sightseeing

An energetic visitor could keep busy for weeks in Manhattan alone. A good place to start is where the Dutch explorers first settled—in Battery Park on the southernmost tip of Manhattan, which offers spectacular views of the harbor and the Statue of Liberty, itself accessible by boats leaving from the park. The American Museum of Immigration at the base of the statue—the largest of modern times—traces the history of the men and women who sailed into the harbor for a new future. Ellis Island processed more than 12 million European immigrants before it was shuttered in 1954; it is once again open to the public and drawing visitors from around the country and the globe.

A natural sightseeing transition might be a trip to the New York City Hall, the oldest in the nation still housing the city's governmental functions. Back in 1802, a design team consisting of a Frenchman and a native New Yorker won a competition to create the then-new City Hall; the resulting building reflects the Federal style of architecture, with noticeable French influences. Ten Corinthian columns, a soaring rotunda, arched windows, and a cupola crowned by a copper statue of Justice make the building a dramatic sight. The Governor's Room in the City Hall contains a museum with relics from the civic development of the U.S. and New York; its visitors have included Albert Einstein and President Abraham Lincoln, who later lay in state in the room following his assassination.

The New York Stock Exchange offers free tours and a visitor's gallery to observe the hectic activity; for a more peaceful perspective, the sightseer can look down on the city from the observation platform of the fabled Empire State Building, once the world's tallest building. Grand Central Station is a destination in itself; since it opened in 1913, the station whose name has become synonymous with bustle has added shops, restaurants, and entertainment. Group and individual tours can be arranged. Rockefeller Center is not just a place to see but to be seen—the NBC network produces ''The Today Show'' in the historic complex of buildings that includes the Rainbow Room and the Radio City Music Hall.

Ground Zero, the former site of the World Trade Center complex, is a powerful experience. Interim memorials are located near the site to keep alive the memory of the tragedy of September 11, 2001. The absence of the towering buildings themselves, in a city that uses every available space, is haunting.

The United Nations meets for about three months beginning on the third Tuesday of September, and free tickets to the General Assembly are distributed about an hour before each conclave. Guided tours of the building are also available in at least 16 languages. Visitors should also take time to stroll through New York's many neighborhoods. Chinatown abounds with restaurants and stores. Greenwich Village retains much of its Bohemian charm with bookstores, nightlife, and specialty boutiques. The Garment District, still a headquarters for the clothing trade, teems with workers pushing racks of clothing down the street.

In the Bronx, the 250-acre New York Botanical Garden owns one of the world's biggest plant collections in an herbarium with four million specimens. The Bronx Zoo is home to more than 4,000 animals in natural environments. The zoo is active in preservation activities, having been the home of the Wildlife Conservation Society since 1895. Some of the realistic habitats include the Himalayan Highlands Habitat, the Congo Gorilla Forest, and an Asian rainforest. The zoo also contains a butterfly garden, a tiger exhibit that puts visitors within a whisker of the cats, and a bug carousel for the kids.

The Brooklyn Botanical Garden cultivates 900 varieties of roses and is undergoing a series of improvements and restorations in 2005. Astroland, near the Coney Island Boardwalk, is a family fun center with rides, games, and other amusements. Also nearby, the New York Aquarium highlights a shark tank, dolphin and sea lion shows, Beluga whales, and thousands of other fish and varieties of marine life. The Brooklyn Bridge, one of the world's most beautiful suspension bridges, is open to pedestrians for a memorable view of lower Manhattan.

The Jamaica Bay Wildlife Refuge in Queens is nearly as large as Manhattan and is a beautiful site for nature walks. On Staten Island, the William T. Davis Wildlife Refuge offers similar opportunities. The Staten Island Zoo is small, but maintains an excellent reptile collection.

New York is famous around the world for its glittering nightlife, from jazz clubs in Harlem to discos and nightclubs in Manhattan. Comedy clubs, improvisational theater, and singles lounges are key New York attractions.

Arts and Culture

New York City is the ultimate destination for performers in and consumers of all aspects of the arts. The city's rich culture attracts fans to the fabled lights of Broadway (and off-Broadway) theaters and the all-night clubs of Greenwich Village. The Theater District in Manhattan offers 36 theaters and a ton of talent in a small strip of land. Performance venues named for luminaries such as Ethel Barrymore, the Gershwins, and Helen Hayes line the streets and entertain millions every year. The artistic heart of the city literally beats at the Lincoln Center for the Performing Arts, home of

cultural icons such as the New York Philharmonic Orchestra, the School of American Ballet, the New York City Opera, The Chamber Music Society, the New York City Ballet, and the Metropolitan Opera. The 268-seat Walter Reade Theater located within the Lincoln Center is the first permanent home of the Film Society. The Dance Theatre of Harlem started as an initiative to give underserved children the opportunity to study a wide variety of dance forms and has now become one of the best-known multicultural professional companies in the world.

Cultural and historical museums in New York City are as diverse as the populace. El Museo del Barrio has evolved into a primary ethnic institution for New York's Latino residents and is a must-see within Manhattan's Museum Mile on Fifth Avenue. Both the Museum of the City of New York and the collections of the New York Historical Society illustrate how the ''Big Apple'' developed into the metropolis it is today. The Museum of Television and Radio keeps a vault of 16,000 radio and television tapes that visitors can select by computer and then watch in private booths. The museum also holds special screenings and is a center for radio, television and film research efforts. The Jewish Museum is devoted to Jewish culture both ancient and modern, as is the Yeshiva University Museum. The South Street Seaport Museum is actually a historical district that is several blocks long and features exhibits relating to New York's marine past. A fleet of ships from the late 1800s and early 1900s is docked at the museum pier and can be boarded by the public. The American Museum of Natural History in Central Park features permanent exhibits on peoples from around the globe, meteorites, gems, primates, birds and reptiles, and is probably best known for its dramatic dinosaur reconstructions. The 563-carat sapphire called Star of India is on display at the museum, and the museum's Hayden Planetarium presents frequent lecture series, weekly galaxy explorations, and daily astronomy demonstrations. The New York City Fire Museum resides in a circa-1903 firehouse built in the Beaux Art fashion and contains historical articles, equipment, and memorabilia related to firefighting. The New York City Police Museum contains one of the world's biggest collections of police and emergency services memorabilia.

The Museum of Modern Art, or MoMA as it's popularly known, is the largest art museum in the country with 135,000 specimens of painting, sculpture, photography, films, and drawings. The building itself recently underwent an expansion and remodeling that increased both the total square footage and the exhibit space by approximately a third. The collections within MoMA include some of mankind's greatest art treasures ranging from classical Greek sculpture to avant-garde photography. The permanent collection features artists such as Raphael, El Greco, Vermeer, Van Gogh, Hopper, Dali, and Pollock. The Whitney Museum of American Art holds the largest collection of twentieth-century American work and is now amassing pieces from the twenty-first century. The museum has collected the works of Hopper, O'Keefe, and Calder extensively and has dedicated rooms to each of these artists. The Solomon R. Guggenheim Museum, housed in a Frank Lloyd Wright building, is a masterpiece itself and specializes in modern painting, sculpture, and graphic arts. The now-public collections started as the private holdings of the Guggenheim family; Peggy Guggenheim was known for her appreciation for and support of contemporary art and was instrumental in the careers of several modern artists, including Jackson Pollock. The New Museum of Contemporary Art (NMCA) exhibits some of the most current trends in the art world. In 2005, the NMCA will begin construction of a 60,000 square foot facility on Prince Street to allow for expanded collections and programming. A temporary location for viewing will be established on the ground floor of the Chelsea Art Museum on West 22nd Street. The American Folk Art Museum (AFAM) opened exactly two months after the terror attacks on the World Trade Center in 2001, and the building itself has won several awards for its architecture. The AFAM collection includes 4,000 paintings, quilts, sculptures, and weathervanes. The Studio Museum in Harlem collects culturally relevant works in a variety of media and offers educational workshops. The Dahesh Museum has concentrated its collection efforts on the works of nineteenth and early-twentieth century European artists such as Bonheur, Vernet, and Picou. The younger set will appreciate the Children's Museum of the Arts, where a hands-on experience in visual and performing arts awaits. The Museum of African Art, located on SoHo Museum Row, seeks to increase public awareness and appreciation of the works of African artisans. The Cooper-Hewitt Museum, part of the Smithsonian Institution, is the nation's only museum devoted to contemporary and historical design.

Festivals and Holidays

Practically every day is a party somewhere in New York City. The St. Patrick's Day Parade (Irish) and the Columbus Day Parade (Italian) remain the city's two biggest ethnic celebrations. Others include the German Steuben Day Parade, the Muslim Day Parade, the Brooklyn Latinos Unidos Parade, the Mexican Day Parade, and the Polish Pulaski Day Parade. The Great 4th of July Festival explodes with fireworks by Macy's Department Store and a street fair. Toward the end of July, the River to River Festival at the waterfront in Manhattan honors the arts in all forms. In August, the New York Fringe Festival is an alternative celebration of visual and performing arts. The Festival of the Americas in mid-August expresses the diversity of the continent from north to south. The Macy's Thanksgiving Day Parade, broadcast nationwide, features huge cartoon-character balloons that drift over city streets and has figured largely in

movies such as ''Miracle on 34th Street.'' Since 1933, the lighting of the communal tree in Rockefeller Center has drawn New Yorkers and visitors in a kick-off for various cultural observations occurring in December. New Year's Eve is celebrated in a raucous party that centers on Times Square where the ''Big Apple'' and the ageless Dick Clark have for many years marked the start of a new year.

Sports for the Spectator

A Big League city demands Big League sports heroes and New York's professional teams have provided those for generations. The New York Yankees of professional baseball's American League East play in the ''House That (Babe) Ruth Built,'' Yankee Stadium in the Bronx. The National League New York Mets play their baseball games at Shea Stadium in Queens. The New York Rangers of the National Hockey League, the New York Liberty of the Women's National Basketball Association, and the New York Knicks of the National Basketball Association all play home games at Madison Square Garden in Manhattan. The National Hockey League's New York Islanders host their hockey matches at Nassau Coliseum on Long Island, which is also the scene for arena football action with the New York Dragons. From the National Football League, the New York Giants and the New York Jets both play their home games across the river in New Jersey at Giants Stadium within the Meadowlands complex.

While New York City was unsuccessful in its bid for the 2012 Olympic Games, there are still plenty of amateur sporting events to enjoy in the metropolis. Minor league baseball is represented by the Brooklyn Cyclones, an affiliate of the Mets, and the Yankees' farm team in Staten Island. Columbia University competes in Division I of the National Collegiate Athletic Association in a number of sports such as basketball, cross-country, and soccer.

Aqueduct Race Track in Queens attracts horseracing fans as do nearby Belmont Park Race Track in Elmont and the Meadowlands in New Jersey. For almost 140 years, the Belmont Stakes have been one leg of the Triple Crown thoroughbred horserace series. The U.S. Open Tennis Championships are played annually in August and early September at the Arthur Ashe Stadium in the Flushing Meadows-Corona Park area of Queens.

Sports for the Participant

Recreational sports for hundreds of thousands of Manhattan residents center on gigantic Central Park, an 840-acre green oasis of rolling hills, ponds, and biking and running paths. Many roads through the park are closed on weekends and certain hours during the week to allow cyclists to pedal in peace. Rowboats can be rented from Loeb Boathouse for a small fee. Runners, walkers, and rollerbladers have unlimited access to miles of footpaths in Central Park, but should exercise caution at night and in isolated areas of the park.

New York City's Parks and Recreation Division administers more than 1,700 parks and facilities scattered throughout the five boroughs that constitute the city. With 614 ball fields, 991 playgounds, 53 outdoor swimming pools, 14 miles of beaches, and 550 tennis courts, the city offers something for everyone. A plethora of city-sponsored sporting opportunities are available for individuals and groups, and the Police Athletic League operated by the police department coordinates sporting events for more than 70,000 children every year.

The Jamaica Bay Wildlife Refuge in Queens is nearly as large as Manhattan, with 9,155 acres of natural habitats and hiking trails that aren't overly demanding. On Staten Island, the William T. Davis Wildlife Refuge covers 2,500 acres where hikers can hit either the Blue or White trails as they pass through diverse ecosystems. Outside of New York City, the Adirondack Forest Preserve contains more than 2,000 miles of established trails that can challenge hikers of all ages and abilities. The Adirondacks offer opportunities for backpacking and camping, rock climbing and bouldering, or canoeing in the lake country. In the winter, there's skiing at Whiteface Mountain and hiking trails convert to cross-country skiing use. A number of resorts with downhill and cross-country trails are within easy driving distance of the city.

The New York City Marathon, held annually, is one of the biggest races in the country, attracting thousands of professional and amateur participants from around the globe. In the winter, ice skaters can glide on rinks at Rockefeller Center and at the Wollman Memorial Skating Rink in Central Park. Open all year is the New York City Building rink at Flushing Meadows-Corona Park where rentals are available. There are eight golf courses within the vicinity, including Rock Hill, Montauk Downs, Spook Rock, and Swan Lake.

Shopping and Dining

The iconic Macy's in Herald Square, the world's largest store, covers 2.1 million feet of space and offers 500,000 different items for the shopper's consideration. Macy's has a visitors center that conducts tours in several languages and the department store houses a gourmet food shop in The Cellar. Flagship stores for Calvin Klein, Chanel, Versace, Prada, Dolce and Gabbana, Tommy Hilfiger, and others have led to a designer boom on Fifth and Madison avenues and 57th Street. SoHo (short for the area south of Houston Street) remains a favorite destination for its unique boutiques and stylish art galleries.

Fifth Avenue, New York's avenue of fashion, includes Bergdorf Men, located across from Bergdorf Goodman and

featuring clothing for men only. The venerable Henri Bendel resides in a beautifully restored Beaux Arts building; nearby, Saks Fifth Avenue still caters to upscale shoppers. Also nearby is FAO Schwarz toy emporium, where kids of all ages come to be amazed and entertained. Rare toys, collectibles, faux vehicles, and stuffed animals run rampant in a store that invites visitors to play with the merchandise.

Designer clothing at bargain prices can be found at Woodbury Common Premium Outlets, located about an hour outside of Manhattan in upstate New York. Vendors include Dolce and Gabbana, Gucci, Neiman Marcus, Barney's, Banana Republic, The Gap, and Chanel. A shuttle bus service is available to and from the city.

The Crystal District is a five-block expanse of Madison Avenue that houses the world's greatest collection of luxury crystal. Baccarat, a French crystal company, maintains a flagship store in that area, along with Steuben, Swarovski, and Lalique. More sparkly things can be found at the perennial source for engagement and wedding rings, Tiffany and Co. The most extensive offering of Lladro ceramics in the United States is available at Lladro U.S.A. Inc. on 57th Street. New York is also home to world-famous auction houses Christie's and Sotheby's.

Books are a popular and readily available item, sold in general bookstores, specialty shops for specific subject matter, and at sidewalk stands. International goods are the bailiwick of the United Nations Gift Center, and Greenwich Village has continued to be a source for hip and happening music or golden oldies found in its plentiful record and CD shops. All five boroughs also host greenmarkets, some of which are seasonal and some year-round.

Dining options in New York are limited only to one's pocketbook. The more than 18,000 possibilities include everything from posh four-star restaurants to sidewalk cafés and Kosher delicatessens. Continental cuisine coexists with soul food in Harlem, pasta in Little Italy, and Asian specialties in Chinatown. Several restaurants atop New York's skyscrapers offer meals with a breathtaking view. There are a number of time-honored eateries that deserve individual mention: The Four Seasons combines luxurious surroundings with sumptuous food that continually pushes the envelope of American cuisine; the Russian Tea Room is a New York institution which recently reopened and is enjoying a renaissance; Tavern on the Green has been feeding its flocks since 1934—before that, it was a sheepfold; Tom's Restaurant was featured on the comedy series ''Seinfeld'' and serves up cheap eats.

Visitor Information: NYC & Company, Convention and Visitors Bureau, 810 Seventh Avenue, New York, NY 10019; telephone (212)484-1200; fax (212)245-5943

Convention Facilities

New York has been named one of the world's ''Best Cities'' by *Travel + Leisure* magazine, and in 2002 *Conde Nast Traveler* designated it a ''Hot City.'' The combination of 71,000 hotel rooms, cultural attractions, world-class professional sports teams, and proximity to the world's financial powers makes New York City an extremely attractive choice for conventions and tradeshows. Venues range from traditional convention halls to unique accommodations in museums, ships, racetracks, and universities.

The Jacob Javits Convention Center is named for the former United States senator from New York and was designed by renowned architect I. M. Pei. The stunning glass facade of the building mirrors the city's skyline by day and glows from within at night. It offers 814,000 square feet of exhibition space including the largest single hall in the Western Hemisphere at 410,000 square feet, supplemented by more than 100 other rooms.

Pier 94 New York styles itself as ''The Unconvention Center'' as it offers a 175,000 square foot space that can be flexed to meet the needs of any event. The Show Piers on the Hudson offers 225,000 square feet of space on the waterfront for tradeshows, exhibits, and conferences. Other major convention destinations are Madison Square Garden, the Hilton New York, Lincoln Center, the Waldorf Astoria, and the American Museum of Natural History.

Convention Information: NYC & Company, Convention & Visitors Bureau, 810 Seventh Avenue, New York, NY 10019; telephone (212)484-1200; fax (212)245-5943

Transportation

Approaching the City

The two major New York City airports saw a combined total of 54,215,216 passengers pass through their gates in 2003. Thousands of flights depart each day from New York to more than 500 destination cities around the world. John F. Kennedy International Airport (JFK) handles the most international flights—more than 200 a day—of any other airport, in addition to domestic traffic. LaGuardia Airport, somewhat closer to Manhattan, offers mostly domestic connections. Newark Liberty International Airport in New Jersey also serves the metropolitan area. A rapid rail link to Newark Liberty was completed in 2001 and construction on the JFK and LaGuardia branches of the AirTrain system are expected

to be complete within the next few years, creating easier access to the airfields while reducing traffic.

Interstate, U.S., and state highways form a virtual web around and through the New York City area, with I-495, I-95, and U.S. 1 being primary routes. The New Jersey Turnpike (Interstate 95) is the major artery leading into the city from the south. From the north, the New York Thruway (Interstate 87) connects with the Major Deegan Expressway, which follows the east side of the Harlem River through the Bronx. The New England Thruway (another part of I-95) also leads into the city from the north. Interstate 80 from western New Jersey parallels I-95 as it approaches New York City.

The two main train stations, Pennsylvania and Grand Central, serve as both commuter and long-distance terminals for more than 600,000 people every day, as well as providing Amtrak connections. In the past decade, Grand Central Station underwent a renovation that restored it to its previous magnificence, with a gourmet food market, five restaurants and lounges, entertainment, and updated information kiosks. The Port Authority Bus Terminal—the largest in the world—is the main station for bus transportation locally and nationally.

Traveling in the City

New York City consists of a collection of islands, making bridges and tunnels an important aspect of navigation. The Lincoln Tunnel connects Interstate 495 to Manhattan, and Queens links up via the Long Island Expressway. The Brooklyn Bridge in the southern part of Manhattan crosses the water to the eponymous borough, and the Holland Tunnel gets commuters to New Jersey. In all, there are 12 major bridges or tunnels connecting the boroughs.

Traffic in New York is probably the heaviest in the nation. The term ''gridlock,'' a traffic jam out of which no one can move, was invented there and many intersections are clogged during any given day. Many residents do not own cars, relying instead on plentiful taxis or public transportation. A $100 million system of sensors has been installed under the city's roadways to enable the New York City Transportation Department to monitor congestion, identify trouble spots, and control the flow of traffic by changing the duration of traffic lights. Much of Manhattan is laid out in a grid pattern, but other boroughs require a good street map for visitors. Broadway Avenue runs from north to south through the city, intersecting the numbered east-west streets. Parking in a garage in Manhattan ranges from $6.00 to $15.00 per hour.

Subways are one of the best bargains in the city. A $1.50 token or Metrocard fare payment permits travel on more than 704 miles of subway track, including local and express trains. The subway system is well-maintained and policed so that it is much safer and cleaner than its somewhat unshakeable 1970s-era reputation would indicate. Subways and buses are the only sure way to beat Manhattan's numbing gridlock on surface streets. Many New Yorkers walk or ride bikes to their destinations.

Communications

Newspapers and Magazines

More than 200 newspapers have offices in New York, including the city's major daily newspapers: *The New York Times,* one of the world's most influential newspapers, *Newsday,* and the *The New York Daily News.* Many other English- and foreign-language dailies and weeklies and more than 100 scholarly journals serve specialized readerships, including the *Wall Street Journal* and the *Amsterdam News,* which focuses on African American issues.

Hundreds of local and national magazines are published in New York. *Newsweek* and *Time* are both based in the city. Other magazines include *Flying, Psychology Today, Sports Illustrated, Parade, Cosmopolitan, People Weekly, Ladies Home Journal, Better Homes and Gardens, Bon Appetit, Cycle World, Forbes, GQ,* and *Glamour.*

Television and Radio

Eight television stations broadcast from New York City, including the three major networks of CBS, ABC, and NBC. Appearing in the background of the morning news programs has become a competitive sport for residents and visitors alike. Throughout the history of television, many programs have been created, produced, and set in New York City, including ''The Ed Sullivan Show,'' ''Late Night With David Letterman,'' ''I Love Lucy,'' ''That Girl,'' ''Kojak,'' ''All in the Family,'' ''Mad About You,'' ''Sex and the City,'' ''Seinfeld,'' and ''Law & Order: SVU.'' Hundreds of radio stations broadcast from the city, covering all major radio formats from all-talk to urban contemporary music to classical music on both AM and FM bands. Other radio stations cater to those with a taste for Spanish music and news, Caribbean music, Christian music, and soul.

Media Information: The New York Times Company, 1 New York Times Plaza, Flushing, NY 11354-1200; telephone (718)281-7000

New York Online

City of New York. Available www.nyc.gov

Manhattan Chamber of Commerce. Available www .manhattancc.org

New York City Department of Education. Available www.nycenet.edu

New York City Economic Development Corporation. Available www.newyorkbiz.com

New York City Health and Hospitals Corporation. Available www.nyc.gov/html/hhc/home/home.shtml

The New York Historical Society. Available www.nyhistory.org

New York Public Library. Available www.nypl.org

NYC & Company, Convention & Visitors Bureau. Available www.nycvisit.com

Port Authority of New York and New Jersey. Available www.panynj.gov

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Rochester

The City in Brief

Founded: 1803 (incorporated, 1834)

Head Official: Mayor William A. Johnson, Jr. (since 1994)

City Population
1980: 241,741
1990: 230,356
2000: 219,773
2003 estimate: 215,093
Percent change, 1990–2000: −4.8%
U.S. rank in 1990: 66th
U.S. rank in 2000: 91st

Metropolitan Area Population
1980: 971,230
1990: 1,062,470
2000: 1,098,201
Percent change, 1990–2000: 3.4%
U.S. rank in 1990: 38th
U.S. rank in 2000: 47th

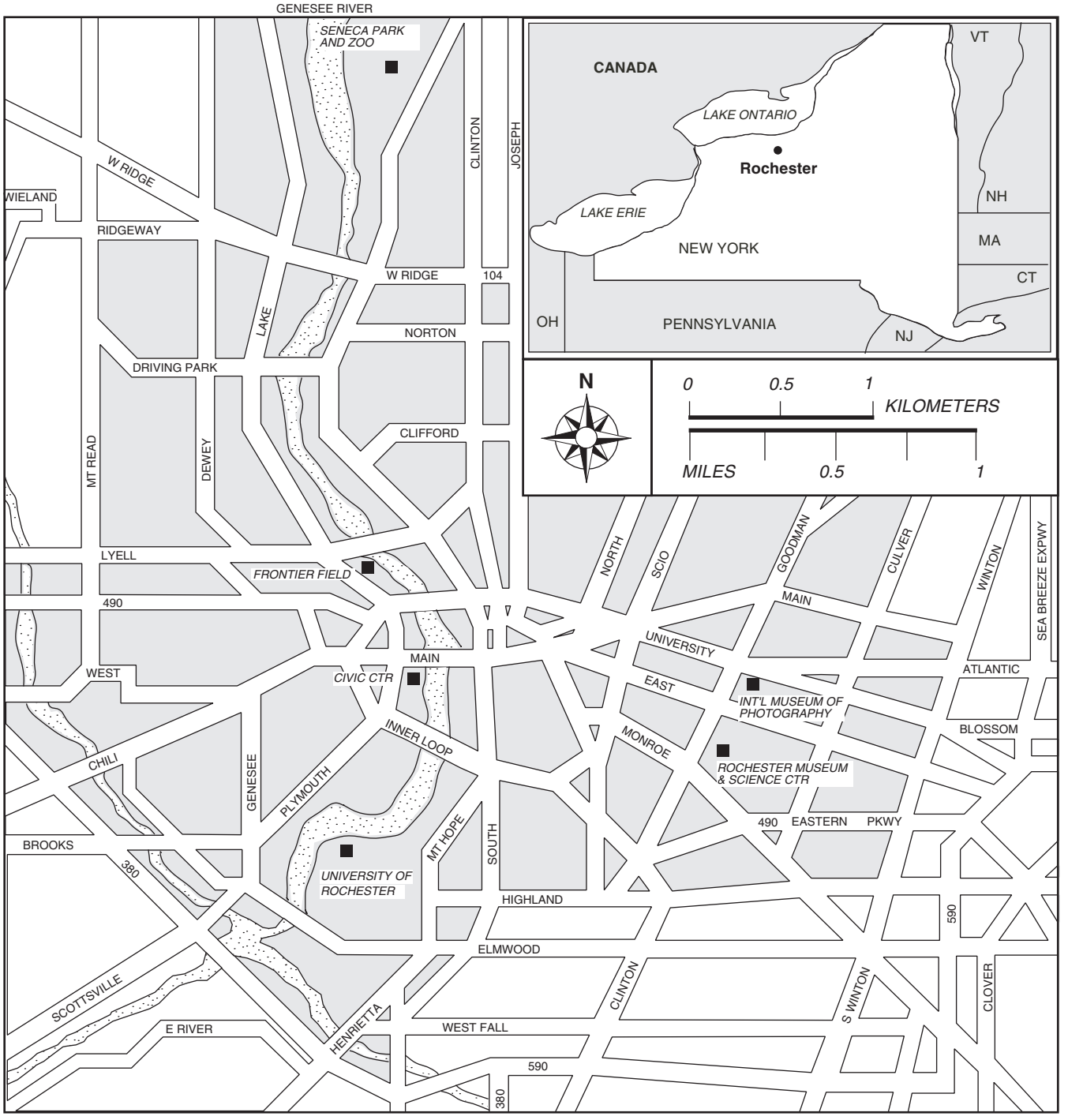
Area: 36 square miles (2000)
Elevation: ranges from 246 feet to 748 feet above sea level
Average Annual Temperature: 56.8° F
Average Annual Precipitation: 33.98 inches total; 92.3 inches of snow

Major Economic Sectors: Services, trade, manufacturing, government
Unemployment Rate: 4.5% (April 2005)
Per Capita Income: $15,588 (2000)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 16,911

Major Colleges and Universities: University of Rochester; Rochester Institute of Technology

Daily Newspaper: *Democrat and Chronicle*


GENESEE RIVER
SENECA PARK AND ZOO
CLINTON
JOSEPH
W RIDGE
WIELAND
RIDGEWAY
W RIDGE
104
LAKE
NORTON
DRIVING PARK
CLIFFORD
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DEWEY
LYELL
FRONTIER FIELD
490
WEST
MAIN
CIVIC CTR
INNER LOOP
CHILI
GENESEE
PLYMOUTH
BROOKS
380
UNIVERSITY OF ROCHESTER
MT HOPE
SOUTH
HIGHLAND
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SCOTTSVILLE
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Introduction

Rochester, the third largest city in New York State, is the economic and cultural center of the Genesee River-Finger Lakes region and gateway to the fertile Lake Ontario Fruit Belt. Known as the Flower City because of its nurseries, parks, and gardens, Rochester is also renowned for its museums, schools, and many cultural amenities. The city is probably best known for George Eastman's Kodak camera; it is also a world leader in the high technology and telecommunication sectors.

Geography and Climate

Rochester is located at the mouth of the Genesee River, which bisects the city, at the approximate mid-point of the south shore of Lake Ontario. Lake Ontario, which remains unfrozen in winter, plays a major role in the city's weather. Its cooling effect in summer prevents the temperature from rising much above the mid-90s, and in winter it usually prevents temperatures from falling below −15.0° F. Precipitation is fairly evenly distributed throughout the year.

Area: 36 square miles (2000)

Elevation: Slopes from a lakeshore elevation of 246 feet to 748 feet above sea level

Average Temperatures: January, 31.2° F; August, 79.1° F; annual average, 56.8° F

Average Annual Precipitation: 33.98 inches total; 92.3 inches of snow

History

Location Favorable for Flour Milling

The Five Nations of the Iroquois hunted, fished, and foraged for minerals in the Genesee River region until 1779, when, weakened by the destruction of their villages by Revolutionary War General John Sullivan, they were induced to sell to speculators a large tract of land known as the Phelps and Gorham Purchase. Part of this tract was the site of a flour mill acquired by Nathaniel Rochester of Maryland in 1803. More flour mills were built, powered by the Genesee River and its falls; by the time the Erie Canal reached the area in 1825, Rochester's concentration of flour mills caused the settlement to be dubbed Flour City. The pioneering horticultural efforts of George Ellwanger and Patrick Barry, begun in the 1840s, brought the city international recognition; many beautiful parks and gardens were developed, and Rochester's nickname became Flower City.

Rochester has been home to a remarkable collection of Americans. In 1853 John Jacob Bausch and Henry Lomb opened a small optical shop there; today the company they started, Bausch & Lomb, is a world leader in optics and health care. In 1888 George Eastman introduced the camera he had developed in his mother's Rochester kitchen. Susan B. Anthony, a prominent suffragist, made Rochester her home for the last 40 years of her life. Frederick Douglass, escaped slave, abolitionist orator, and newspaper publisher (*The North Star*), lived in Rochester for 25 years until his home burned down in 1872.

Throughout the nineteenth century Rochester was a thriving commercial center. The men's clothing industry there was given a boost by the Civil War of 1861 to 1865 and by the subsequent demand for ready-made suits in the West; eventually this industry ranked second only to flour milling in importance. In 1866 the Vacuum Oil Company, which later became Mobil Oil, was founded in Rochester, and in 1906, the Haloid Company, now known as Xerox Corporation, began in a loft above a shoe factory.

City Responds to Twentieth-Century Challenges

While these new industries were developing, music and art were flourishing in Rochester, assisted greatly by the philanthropy of George Eastman, whose Eastman Kodak Company was expanding rapidly. But industrial growth was taking its toll on the Genesee River; by the early twentieth century this once beautiful resource had become little more than an open sewer lined with decaying industrial buildings.

The increasing attainability of the automobile in Rochester prompted a middle-class exodus to the suburbs. By the 1950s the city's population consisted largely of the poor and jobless. Rochester's reputation was tarnished by violent race riots in 1964. In response to those riots and the forces behind them, city leaders began major renovations of the downtown area. The long-neglected Genesee River was cleaned up. The expansion of Eastman Kodak, Bausch & Lomb, and Xerox Corporation protected upstate New York from the economic problems that beset many other industrial cities in the 1970s. In recent years many middle- and upper-income residents of the suburbs have been lured back to the city, which today thrives as a high-technology center and a cosmopolitan oasis surrounded by outstanding natural beauty.

Rochester is currently implementing a comprehensive renewal strategy called Rochester 2010: The Renaissance Plan. Affordable health care, attractive neighborhoods, pro-

gressive public schools, and an appealing downtown are just a few target of this ambitious campaign; the goal is to transform Rochester into a world-class cultural, social and economic center by the end of the decade.

Historical Information: Rochester Historical Society, 485 East Avenue, Rochester, NY 14607; telephone (585)271-2705. City historian Ruth Rosenberg Naparsteck, Office of the City Historian, 115 South Ave., Rochester, NY 14604-1896; telephone (585)428-8095; fax (585)428-8098

Population Profile

Metropolitan Area Residents
1980: 971,230
1990: 1,062,470
2000: 1,098,201
Percent change, 1990–2000: 3.4%
U.S. rank in 1990: 38th
U.S. rank in 2000: 47th

City Residents
1980: 241,741
1990: 230,356
2000: 219,773
2003 estimate: 215,093
Percent change, 1990–2000: −4.8%
U.S. rank in 1980: 57th
U.S. rank in 1990: 66th
U.S. rank in 2000: 91st

Density: 6,104.8 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 106,161
Black or African American: 84,717
American Indian and Alaska Native: 1,033
Asian: 4,943
Native Hawaiian and Pacific Islander: 104
Hispanic or Latino (may be of any race): 28,032
Other: 14,452

Percent of residents born in state: 68.8% (2000)

Age characteristics (2000)
Population under 5 years old: 17,227
Population 5 to 9 years old: 18,733
Population 10 to 14 years old: 17,233
Population 15 to 19 years old: 15,699
Population 20 to 24 years old: 18,432
Population 25 to 34 years old: 37,652
Population 35 to 44 years old: 33,057
Population 45 to 54 years old: 25,014
Population 55 to 59 years old: 8,395
Population 60 to 64 years old: 6,354
Population 65 to 74 years old: 9,992
Population 75 to 84 years old: 8,179
Population 85 years and older: 3,806
Median age: 30.8 years

Births (2002, Monroe County)
Total number: 8,883

Deaths (2002, Monroe County)
Total number: 6,273 (of which, 61 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,588
Median household income: $27,123
Total households: 89,093

Number of households with income of . . .
less than $10,000: 17,228
$10,000 to $14,999: 8,611
$15,000 to $24,999: 15,717
$25,000 to $34,999: 12,650
$35,000 to $49,999: 13,372
$50,000 to $74,999: 12,170
$75,000 to $99,999: 5,202
$100,000 to $149,999: 2,839
$150,000 to $199,999: 607
$200,000 or more: 697

Percent of families below poverty level: 23.4% (56.6% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 16,911

Municipal Government

Rochester, the seat of Monroe County, operates under a mayor-council form of government. The mayor and five council members are elected by the citizens at large, and four council members are elected by district.

Head Official: Mayor William A. Johnson, Jr. (since 1994; current term expires 2005)

Total Number of City Employees: 3,003 (full time, 2004-2005)

City Information: City of Rochester, City Hall, 30 Church Street, Rochester, NY 14614; telephone (585)428-5990

Economy

Major Industries and Commercial Activity

Rochester is one of the leading manufacturing centers in the United States, dominated by Eastman Kodak, Bausch & Lomb, Inc., Delphi Automotive Systems and Xerox Corporation. The area is home to more than 1,500 small and medium-sized manufacturing companies, most of which are involved in high technology sectors such as computer and electronic products, machinery and chemicals. In 2004, companies in Greater Rochester exported more than $14 billion worth of products and services, exceeding 40 states. Rochester also benefits from the Monroe County Foreign Trade Zone, which offers tax advantages for international trade.

Items and goods produced: photographic and optical products, telecommunication system software, pharmaceuticals, automotive equipment, fibres and plastics

Incentive Programs—New and Existing Companies

A variety of incentives is available from city and county government organizations. The County of Monroe Industrial Development Agency (COMIDA) offers funding for industrial and non-industrial projects through tax-exempt bonds and sale/leaseback transactions; it also administers the JobsPlus tax abatement program for employers who increase full-time employee base by 10 percent or more. Over the last two decades COMIDA has financed more than 500 projects totaling $2 billion in investment and thousands of new jobs. The Monroe County Industrial Development Corporation (MCIDC) provides long-term financing for the purchase of land or equipment through the SBA 504 Program, interest rate subsidies on loans or capital leases, equipment purchase rebates, and gap financing. The Monroe Fund is a private venture capital fund investing in startup and turnaround businesses. Monroe County Economic Development provides customized advice, connecting businesses with the most advantageous programs or incentives.

Local programs—The City of Rochester offers a range of incentives for new and growing businesses. Loans from $25,000 to $500,000 are available to manufacturing or industrial businesses seeking to expand; approved projects must create or retain jobs and promote investment in the city. Similar loans are available to companies in the service, wholesale or retail sectors. The city offers 90/10 matching grants for exterior improvements in distressed commercial districts and will match up to $5,000 in advertising funds for businesses in low- or moderate-income areas. The City of Rochester administers the U.S. Department of Housing and Urban Development Section 108 Loan Program, which provides fixed asset and working capital financing to eligible businesses. The city also offers job growth credits which can be used to reduce payments on city loans.

State programs—The New York State Empire Zone Program offers incentives for developing new businesses, expanding existing operations or increasing human resources; incentives include wage tax credits, sales tax refunds, utility discounts, investment tax credits, and property tax abatements. New York also offers tax credits to businesses that create jobs and invest in production property or equipment. A nine percent corporate tax credit is available to businesses investing in research and development, and such companies may also be eligible for three-year job creation credits. Sales tax exemptions may be granted on equipment purchases, research and development property, and fuels or utilities. Empire State Development administers the Export Marketing Assistance Service, which helps businesses find distributors overseas, and the Global Export Market Service, which provides up to $25,000 of export marketing consultant services for small and medium sized businesses. New York State's Division of Minority- and Women-owned Business Development provides access to capital, procurement assistance, and loans from $20,000 to $500,000.

Job training programs—New York State offers funding for up to 50 percent of any employee training project and its Workforce Development Liaison helps coordinate employers and job seekers. RochesterWorks! provides on-the-job training incentives for companies who hire or retrain employees lacking in experience or credentials. The Rochester Corporate Training Initiative provides access to internal training programs of successful local companies as well as funding opportunities. Specialized job training programs are also available through Monroe Community College and various other agencies throughout the area.

Development Projects

The $230 million Renaissance Square project is underway on East Main Street; plans call for a performing arts center, underground bus terminal, and Monroe Community College satellite to revitalize the downtown area. The Strong Museum has begun a $33 million expansion that will double its current size, making it the second-largest children's museum in the nation. The museum's new ''whimsical'' design is a nod to its mission of learning through play. Eastman Theatre has completed a $5 million renovation to improve acoustics, lighting and rigging and enlarge the orchestra pit. A $52 million renovation of Xerox Tower is scheduled for completion in 2005. The Hyatt Regency Rochester Hotel will complete a $4 million renovation in 2006. Bausch & Lomb has announced a $35 million expansion of its research and development center, creating 200 new jobs.

Economic Development Information: Monroe County Department of Planning and Development, Economic Devel-

opment Division, 50 West Main Street, Suite 8100, Rochester NY 14614; telephone (585)428-2970. County of Monroe Industrial Development Agency, 50 West Main Street, Suite 8100, Rochester NY 14614; telephone (585)428-5260

Commercial Shipping

Greater Rochester International Airport is served by a number of air cargo companies. Rail freight service is available from CSX, Norfolk Southern and Canadian Pacific railways. Rochester boasts an extensive network of highways. Shipping of oversize and bulk commodities can be arranged through the Lake Ontario New York State Barge Canal system.

Labor Force and Employment Outlook

According to the *Manpower Employment Outlook,* Greater Rochester has the third-highest job growth rate in the nation. More than half of the region's employers expect to increase staffing in the immediate future. Telecommunications is one of the fastest growing sectors, with over 85 companies in Rochester's ''Telecom Valley.'' Manufacturing continues to play a major role in the local economy, while Rochester's high-tech output ranks 20th out of 319 metropolitan areas in the United States.

The following is a summary of data regarding the Rochester metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 508,300

Number of workers employed in . . .
construction and mining: 17,900
manufacturing: 78,600
trade, transportation and utilities: 84,500
information: 12,300
financial activities: 21,800
professional and business services: 56,700
educational and health services: 98,600
leisure and hospitality: 38,700
other services: 18,800
government: 79,800

Average hourly earnings of production workers employed in manufacturing: $17.29 (statewide, 2004)

Unemployment rate: 4.5% (April 2005)

Largest employers	*Number of employees*
Eastman Kodak Company	23,900
University of Rochester	12,690
Xerox Corporation	12,150
ViaHealth	7,052
Wegmans Food Markets	5,469
Excellus Inc.	3,100
Unity Health System	3,073
Delphi Automotive Systems Corp.	3,000
Valeo S.A.	2,601
Rochester Institute of Technology	2,555

Cost of Living

Rochester prides itself on offering a high quality of life, from affordability of homes to recreational opportunities. In 2003, Rochester was one of three cities in the nation to receive top honors in the City Livability Awards Program, which recognizes mayors for their efforts to improve quality of life.

The following is a summary of data regarding several key cost of living factors in the Rochester area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 4–6.85%

State sales tax rate: 4%

Local income tax rate: None

Local sales tax rate: 4%

Property tax rate: $37.11 per $1,000 of assessed value

Education and Research

Elementary and Secondary Schools

Rochester City School District has begun reorganizing its elementary, middle and high schools into a two-tiered system comprised of elementary (grades pre-K to 6) and secondary (grades 7-12) facilities. The redesign is expected to provide a more stable learning environment for students, alleviate overcrowding, and help develop a strong base for increased academic achievement.

Despite challenges such as high poverty rates and student mobility, Rochester's public school system was ranked among the ten best in the U.S. by *Places Rated Almanac*. Fourteen Rochester elementary schools were named among the state's most improved in language arts or math in 2005; and *Newsweek* listed Wilson Magnet High School 49th among the nation's top 100 high schools based on advanced curriculum.

The following is a summary of data regarding the Rochester public schools as of the 2003–2004 school year.

Total enrollment: 35,659

Number of facilities
elementary schools: 39
secondary schools: 16

Student/teacher ratio: 11:1

Teacher salaries
average: $41,825

Funding per pupil: $12,552

The Rochester City School District also supports approximately 200 private, parochial and charter schools, urban-suburban sites, and home-based schools.

Public Schools Information: Rochester City School District, 131 West Broad Street, Rochester, NY 14614; telephone (585)262-8100

Colleges and Universities

Rochester's best-known institution of higher education is the University of Rochester, which includes the renowned Eastman School of Music, the School of Medicine and Dentistry, the School of Nursing, and the William E. Simon Graduate School of Business Administration, considered one of the best in the country.

Rochester Institute of Technology offers graduate and undergraduate degrees, certificates and diplomas through its eight colleges. The school is internationally known for its College of Imaging Arts and Sciences, School for American Crafts, and National Technical Institute for the Deaf.

Monroe Community College offers 83 professional degree and certificate programs; students may also transfer to a four-year institution. Other post-secondary facilities in the city include Rochester Business Institute, St. John Fisher College, Nazareth College of Rochester, and Roberts Wesleyan College.

Libraries and Research Centers

The Rochester Public Library System is made up of the Central Library and ten branch libraries, with a yearly circulation of nearly 1.7 million titles. The Central Library, housed in the Bausch and Lomb Public Library Building and the Rundel Memorial Library Building, includes a reading garden, children's center, and meeting space; special collections are maintained on such topics as art, business, education, history, local history, science and technology. The Toy Resource Center at the Lincoln Branch offers educational toys for infants, young children, and children with special needs. Rochester Public Library is part of the Monroe County Library System.

Among the dozens of special libraries in Rochester are the collections of the Rochester Institute of Technology on the topics of chemistry, graphic arts, deafness, and printing technology, and Eastman Kodak's collection on various topics, including business, photography, chemistry, engineering, health and environment, and computer science. More than a dozen libraries are operated by the University of Rochester, focusing on such topics as Asian history and literature, chemistry, art history, music, engineering, geology, laser energetics, management, microcomputers, astronomy, and medicine. The University maintains an extensive rare book collection dating from the seventh century. The Sibley Musical Library at the University of Rochester is one of very few libraries in the country devoted exclusively to music.

The International Museum of Photography at George Eastman House contains a large research library of more than 43,000 volumes on photography and cinematography and special collection of rare books and images. Visual Studies Workshop maintains a research library on the topic of contemporary imaging. The Rochester Civic Garden Center has a 4,000-volume library dedicated to horticulture.

The concentration of scientists and technicians engaged in research in Rochester is said to place the region on a par with California's Silicon Valley. A major center for this activity is the University of Rochester, which has committed funding for the construction of new biotechnology research facilities. Among the more than two dozen other research facilities at the University are the Laboratory for Laser Energetics, the Rochester Theory Center for Optical Science and Engineering, and the Wireless Communication and Networking Group.

More than a dozen research centers at the Rochester Institute of Technology conduct studies in such areas as user-controlled video applications, imaging sciences, microelectronic and computer engineering applications, printing, and photographic preservation.

Public Library Information: Rochester Public Library, 115 South Avenue, Rochester, NY 14604; telephone (585)428-7300

Health Care

Rochester's health system remains a model for success, with an uninsured population well below state and national rates and better-than-average access to medical and dental care. Cooperation between large employers and health care providers kept costs low through the 1990s; although this structure is less evident today, statistics indicate Rochester citizens have a higher satisfaction level with their health system than most of the nation.

Strong Health is the largest health care provider in Rochester, with a network of hospitals, outpatient services and community clinics across upstate New York. The 750-bed Strong Memorial Hospital is its flagship facility, consistently ranking among the nation's top hospitals in an annual survey by *U.S. News and World Report.* Strong Memorial offers highly specialized services, such as a heart transplant unit, and a 24-hour emergency department. Other facilities include Highland Hospital, known for its women's services, joint center, and gastric bypass program; and Golisano Children's Hospital, one of the nation's leading pediatric hospitals. Strong Health is affiliated with the University of Rochester School of Medicine and Dentistry and the School of Nursing.

Other health care providers in the area include Rochester General Hospital, a 526-bed acute care teaching hospital; Park Ridge Hospital, a 521-bed non-profit hospital recognized for its quality Intensive Care Unit; and Monroe Community Hospital, a 566-bed long-term care facility.

Health Care Information: Monroe County Medical Society, 1441 East Avenue, Rochester, NY 14610; telephone (585)473-7573

Recreation

Sightseeing

The city of Rochester is especially noteworthy for its architecture—both new and historic—and for its scenic parks. Rochester's City Hall, a national landmark, is a Romanesque structure featuring an elaborate three-story atrium where concerts and other entertainments are often staged. The East Avenue Preservation District, where the city's manufacturers and businessmen built their homes after the Civil War, offers a mix of architectural styles popular in the period, the most common being American Tudor. It was in this district that George Eastman built his 49-room Georgian mansion in 1905, designed from photographs he had taken of other homes; it is now part of the International Museum of Photography & Film. The Woodside Mansion, built in the Greek Revival style in 1839, is now the headquarters of the Rochester Historical Society. The society's collection includes nineteenth-century paintings, costumes, furnishings, and toys.

On the west side of the city, the Corn Hill district is a neighborhood of restored nineteenth-century homes, including Campbell-Whittlesey House, a fine example of the Greek Revival style. Nearby is Susan B. Anthony House, the site of her arrest in 1872 for attempting to cast her vote. Now a National Historic Landmark, it contains original furnishings, photos, and documents relating to her work. Anthony and Frederick Douglass are buried in Mount Hope Cemetery, one of the oldest Victorian cemeteries in the country. Mount Hope is noted for its funereal art, pastoral landscaping, and cobblestone pathways; guided tours are offered on Sunday afternoons during the summer.

Many visitors to Rochester make it a point to visit the area's parks, some of which were designed by noted landscape architect Frederick Law Olmsted. Highland Park and Maplewood Park are famous for their stunning floral displays. Ellwanger Garden, the former private garden of famed horticulturalist George Ellwanger, is known as a ''living museum.'' Cobbs Hill Park offers a view of Lake Ontario and the Finger Lakes region. The 96-foot waterfall of the Genesee River is known as High Falls and is in an urban cultural park area and part of the High Falls Entertainment District. The River of Light laser, light, and sound show at High Falls runs Thursday, Friday and Saturday nights, mid-May through September. Boat tours and bike trails along the Erie Canal allow quiet thoughts in a peaceful setting.

Sightseeing Information: Greater Rochester Visitors Association, 45 East Avenue, Suite 400, Rochester, NY 14604-2294; toll-free (800)677-7282

Arts and Culture

Rochester is a music-oriented city. The Eastman School of Music, one of the country's most prestigious, presents symphonic, wind, chorale, jazz, chamber, and opera concerts year-round at the Eastman Theatre. Eastman Theatre is also home to the acclaimed Rochester Philharmonic Orchestra, founded by George Eastman in 1922. The orchestra is heavily involved in community outreach and education programs; it also offers a wide variety of performances ranging from children's concerts to Broadway shows during its extensive season. The Rochester Opera Factory is a volunteer, not-for-profit opera chorus featuring local, professional-quality musicians. Hochstein School of Music and Dance offers regular recitals and performances. Area parks offer free concerts during the summer.

Theater offerings range from small groups to Rochester's major professional theater, Geva, which presents eight productions annually, including *A Christmas Carol,* in a renovated historic building. Shipping Dock Theatre presents award-winning plays at a new location in the Visual Arts Workshop. Downstairs Cabaret Theatre is a not-for-profit troupe with a focus on non-traditional material.

The star of the Rochester dance scene is the Tony Award-winning Garth Fagan Dance Troupe, one of the most famous modern dance companies in the world. Rochester City Ballet performs classic favorites with the Rochester Philharmonic Orchestra.

The George Eastman House, built in 1905, is home to the International Museum of Photography.

Rochester offers a variety of museums and historical sites. The International Museum of Photography & Film at George Eastman House contains a massive collection of prints, negatives, films, movie stills, and cameras. The Strong Museum, gift of Margaret Woodbury Strong, an avid collector who sometimes acquired items by the freight-car load, features more than 500,000 items documenting late nineteenth- and early twentieth-century middle-class lifestyles. The collection also includes the National Toy Hall of Fame. The natural and cultural history of Upstate New York is depicted through exhibits at the Rochester Museum & Science Center; the center's Strasenburgh Planetarium offers daily and nightly shows combining theater and astronomy. Many smaller museums are located near the city, including the Stone-Tolan House in Brighton, a 1792 pioneer homestead, the Genesee Country Village and Museum in Mumford, an authentic nineteenth-century village, and the Victorian Doll Museum, located in North Chili.

Rochester's major art museum, the Memorial Art Gallery of the University of Rochester, explores art through the ages in a collection ranging from ancient relics to Rembrandts and Monets. Recent traveling exhibitions included works by Maxfield Parrish and Edgar Degas.

Festivals and Holidays

Rochester's famous Lilac Festival takes place each May in Highland Park. In June, the nine-day Rochester International Jazz Festival draws thousands of fans. Maplewood Rose Festival is also held each June in historic Maplewood Rose Garden. The Corn Hill Arts Festival brings more than a quarter million people to the city in July; this two-day event features the country's finest artists and craftspeople, outdoor music and acrobatics, and food from around the world. Rochester MusicFest takes place in July at Genesee Valley Park. August brings the Park Avenue Summer Art Fest, one of the city's most popular summer events; and the Fiddler's Fair, featuring continuous fiddling and dancing on four stages. Rochester's longest-running event, the Memorial Art Gallery Clothesline Festival, has taken place each September since 1957.

Sports for the Spectator

Rochester loves baseball—it is said that the first curve ball in history was launched there by Red Wings' pitcher Richard Willis. Today this team, an International League affiliate of the Minnesota Twins and the first municipally-owned baseball team in the country, entertains fans at Frontier Field from April to September. Frontier Field is also home to the Raging Rhinos minor league soccer team from May through August. From January to March the Blue Cross Arena is home to the Knighthawks, Rochester's indoor lacrosse team. The Rochester Rattlers play major league outdoor lacrosse at Bishop Kearney Field. The Rochester Americans, an American Hockey League affiliate of the Buffalo Sabres, call the Blue Cross Arena home. Bowling fans are treated to an annual Lilac City Bowling Tournament, and the men's Professional Bowlers Tournament and women's pro circuit make annual stops in the city. Nearby racetracks offer horse and auto racing as well as off-track betting.

Sports for the Participant

Recreational opportunities abound for water sports enthusiasts in the Rochester-Finger Lakes region. The Genesee River is a popular canoeing site; canoeing and rowing are also possible at several other locations, including the Erie Canal. For sailors, Lake Ontario is favored for large craft; many yacht clubs, launches, and lakeside parks are available for smaller craft. Anglers may take advantage of Lake Ontario and local bays, ponds, and lakes, as well as the Genesee River, which is stocked with salmon. Rochester is the scene of the Empire State-Lake Ontario Trout and Salmon Derbies, held in fall and spring; this competition awards more than $80,000 in cash and prizes annually.

Golf enthusiasts will find over 50 golf courses in the area; Rochester also maintains 66 baseball fields, 47 tennis courts, 7 soccer pitches and an extensive network of walking, jogging and bicycling paths. Cold weather brings opportunities for ice skating, cross-country and downhill skiing, and snowboarding.

Shopping and Dining

Shoppers may choose from a wide variety of experiences in the Rochester area. Several major malls, factory outlets, and discount designer stores are located throughout the region. Off East Main and North Union streets is Rochester's open-air Public Market. The parallel ''Avenues''—Park and Monroe—offer an eclectic mix of fashionable boutiques, specialty shops, and restaurants. Of unique interest is Village Gate Square, a collection of antique, leather, and jewelry shops and art galleries housed in a historic printing factory. Northfield Common and Schoen Place offer boutiques, boating, and dining along the Erie Canal in the village of Pittsford.

Rochester diners may choose from an assortment of cuisines ranging from American to Cajun, Thai, Italian, Greek, Chinese, French, and Indian. Settings vary from modern to historic; an 1848 gristmill, an 1842 railroad station, an 1818 Erie Canal tavern, and a gas station are among the structures that Rochester restaurateurs have converted to dining establishments.

Visitor Information: Greater Rochester Visitors Association, 45 East Avenue, Suite 400, Rochester, NY 14604-2294; toll-free (800)677-7282. Arts & Cultural Council for Greater Rochester, 277 North Goodman St., Rochester, NY 14607; telephone (585)473-4000

Convention Facilities

Riverside Convention Center is an award-winning facility featuring 100,000 square feet of flexible meeting and exhibit space for up to 5,000 people. Located downtown, it is connected by an enclosed skywalk to the Four Points by Sheraton Hotel (466 rooms and 20,000 square feet of meeting space), the Hyatt Regency Rochester (336 rooms and 13,500 square feet of meeting space), enclosed parking and a local retail area. The Clarion Riverside Hotel offers 30,000 square feet of meeting space and 465 rooms. The Dome Center is minutes from Rochester and offers nearly 60,000 square feet of meeting space in three buildings; a grandstand is available for outdoor events. The Blue Cross Arena can seat 13,500 people and accommodate groups of various sizes. More than a dozen major hotels in the area provide more than 6,000 rooms.

Convention Information: Greater Rochester Visitors Association, 45 East Avenue, Suite 400, Rochester, NY 14604; telephone (585)546-3070

Transportation

Approaching the City

The Greater Rochester International Airport, located ten minutes from downtown, is served by several major carriers and feeder lines. High-speed ferry travel to Toronto is available daily for passengers and cars. Rail service is provided by Amtrak and Conrail. NY State Trailways and Greyhound bus terminals are located downtown. A convenient network of highways, inner- and outer-loop arterial expressways, and the New York State Thruway facilitate auto travel. From Interstate 490 at the Clinton Avenue and Plymouth Avenue exits, a color-coded sign system directs visitors to five major downtown areas of interest.

Traveling in the City

Walking tours of Rochester are a popular way to explore the city. ARTWalk is a ''permanent urban art trail'' connecting arts centers and public spaces downtown; the outdoor space itself features benches, sidewalk imprints and light pole art by local artists. The Landmark Society offers six self-guided walking tours in downtown Rochester and three neighborhood walking tours. The Rochester-Genesee Regional Transportation Authority operates a bus service. Rochester's free blue and yellow EZ Rider shuttle buses circle the downtown area every evening except Sunday. Taxi and limousine service is also available.

Communications

Newspapers and Magazines

Gannett Rochester Newspapers publishes the city's daily newspaper, the morning *Democrat and Chronicle. City Newspaper* is a weekly alternative journal. Other locally published newspapers include *Golden Times*, a publication aimed at mature citizens, *The Daily Record*, for business and legal professionals, as well as *Greater Rochester Advertiser, The Greece Post,* and several religious newspapers. About a dozen magazines are published in Rochester on topics ranging from antiques to business.

Television and Radio

Five television stations—four network affiliates, and one public—serve Rochester. Time Warner Communications provides cable service. The city is served by five AM and eight FM radio stations. Two college stations broadcast alternative music. Rochester Radio Reading Service on WXXI sponsors a program of readings for the sight-impaired from local and national newspapers and magazines.

Media Information: *Democrat and Chronicle*, 55 Exchange Blvd., Rochester, NY 14614; telephone (585)232-7100. *City Newspaper*, 250 North Goodman St., Rochester, NY 14607; telephone (585)244-3329

Rochester Online

Arts & Cultural Council for Greater Rochester. Available www.artsrochester.org

City of Rochester. Available www.ci.rochester.ny.us

Greater Rochester Visitors Association. Available www .visitrochester.com

Monroe County Industrial Development Agency. Available www.growmonroe.org

Monroe County Planning & Economic Development. Available www.monroecounty.gov

Rochester Business Alliance. Available www.rochester businessalliance.com

Rochester City School District. Available www.rcsdk12.org

Rochester *Democrat and Chronicle.* Available www .democrat andchronicle.com

Rochester Public Library. Available www.rochester.lib.ny .us

Selected Bibliography

DuBois, Eugene E. *The City of Frederick Douglass: Rochester's African-American People and Places* (Landmark Society of Western New York, 1994)

Johnson, Paul E. *A Shopkeeper's Millennium: Society and Revivals in Rochester, New York, 1815-1837* (New York: Hill & Wang, 1990)

Lanni, Clement Garibaldi, *George W. Aldridge, Big Boss, Small City* (Rochester, N.Y., Rochester Alliance Press, 1939)

Syracuse

The City in Brief

Founded: 1805 (chartered, 1848)

Head Official: Mayor Matthew J. Driscoll (D) (since 2001)

City Population
1980: 170,105
1990: 163,860
2000: 147,306
2003 estimate: 144,001
Percent change, 1990–2000: −10.1%
U.S. rank in 1980: 86th
U.S. rank in 1990: 106th
U.S. rank in 2000: 160th

Metropolitan Area Population
1980: 722,865
1990: 742,237
2000: 732,117
Percent change, 1990–2000: −1.4%
U.S. rank in 1980: 53rd
U.S. rank in 1990: 57th
U.S. rank in 2000: 60th

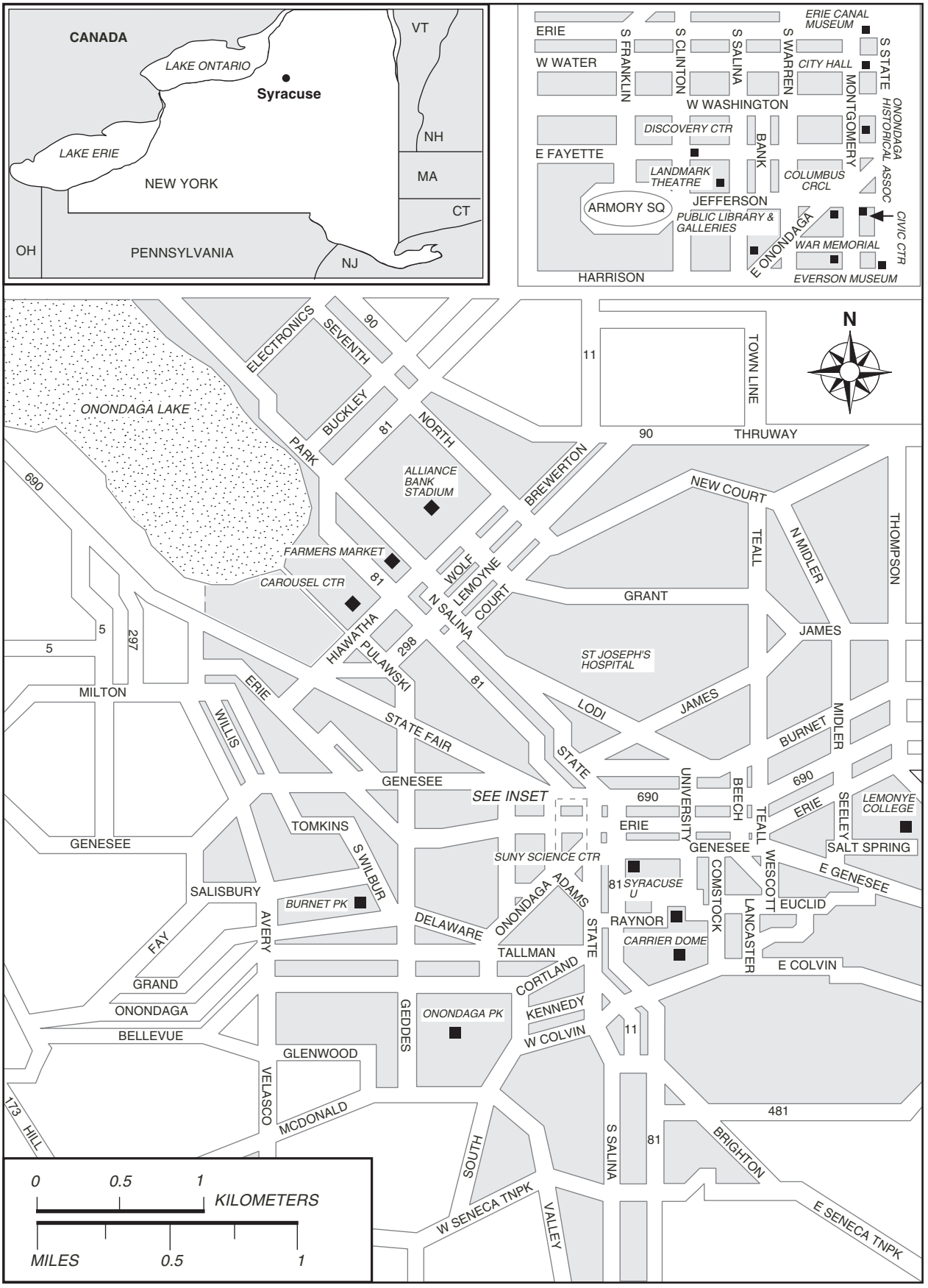
Area: 25 square miles (2000)
Elevation: 414 feet above sea level
Average Annual Temperature: 47.4° F
Average Annual Precipitation: 36 inches total; 114 inches snowfall

Major Economic Sectors: Services, trade, government, manufacturing
Unemployment Rate: 4.6% (April 2005)
Per Capita Income: $15,168 (1999)

2002 FBI Crime Index Total: 9,791

Major Colleges and Universities: Syracuse University; LeMoyne College

Daily Newspaper: *The Post Standard*


CANADA
LAKE ONTARIO
Syracuse
LAKE ERIE
NEW YORK
PENNSYLVANIA
VT
NH
MA
CT
NJ
OH
ERIE
W WATER
W WASHINGTON
E FAYETTE
HARRISON
S FRANKLIN
S CLINTON
S SALINA
S WARREN
S STATE
MONTGOMERY
ERIE CANAL MUSEUM
CITY HALL
ONONDAGA HISTORICAL ASSOC
DISCOVERY CTR
BANK
LANDMARK THEATRE
COLUMBUS CRCL
JEFFERSON
ARMORY SQ
PUBLIC LIBRARY & GALLERIES
E ONONDAGA
WAR MEMORIAL
CIVIC CTR
EVERSON MUSEUM
N
ONONDAGA LAKE
ELECTRONICS
SEVENTH
90
BUCKLEY
PARK
81
NORTH
11
TOWN LINE
THRUWAY
ALLIANCE BANK STADIUM
BREWERTON
NEW COURT
TEALL
N MIDLER
THOMPSON
690
FARMERS MARKET
CAROUSEL CTR
WOLF
LEMOYNE
COURT
N SALINA
GRANT
JAMES
5
287
HIAWATHA
PULASKI
298
ST JOSEPH'S HOSPITAL
MILTON
ERIE
WILLIS
STATE FAIR
LODI
BURNET
MIDLER
GENESEE
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UNIVERSITY
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Introduction

Syracuse, once the capital of the powerful Iroquois Confederacy under Chief Hiawatha, is located in the heart of New York State. The city's strategic central location and well developed transportation network have earned it the nickname ''Crossroads of New York State.'' An important industrial and commercial hub, Syracuse also boasts an excellent education network and cultural and recreational opportunities to rival any major city. Massive urban renewal programs begun in the 1960s have transformed the downtown area into a bustling commercial and residential center. Syracuse lies near Onondaga Lake in the famed Finger Lakes region; the Iroquois believed that the lakes were formed when the Great Spirit placed his hand on some of the most beautiful land ever created.

Geography and Climate

Syracuse is located in the center of New York State on the south shore of Lake Ontario in a region of rolling hills, flat plains, lakes, and streams. The salt springs discovered there when Native Americans first settled the area have since disappeared. The city itself lies on a rise at the south end of Onondaga Lake. During the nineteenth century, Syracuse was important for its location as a port at the junction of the Oswego and Erie canals. Syracuse enjoys a four-season climate with marked seasonal changes. Cold air masses from the Great Lakes make for cold, snowy winters. During the summer and parts of spring and autumn, temperatures rise rapidly in the daytime and fall rapidly after sunset, so the nights are relatively cool. Excessively warm spells are rare and precipitation is well distributed throughout the year.

Area: 25 square miles (2000)

Elevation: 414 feet above sea level

Average Temperatures: January, 24° F; July, 71° F; annual average, 47.4° F

Average Annual Precipitation: 36 inches total; 114 inches snowfall

History

Location Favorable for Saltworks, Transportation

In 1570, attracted in part by the naturally occurring brine springs on Lake Onondaga, Chief Hiawatha chose the village of the Onondaga Nation as the capital of the Iroquois Confederacy. In 1658 the French built Fort Sainte Marie de Gannentaha on the lake shore but abandoned it two years later because of Native American hostility. Pioneers who arrived in the late 1700s established saltworks, starting an industry that thrived for nearly 100 years; for many years most of the salt used in the country came from this area. At the same time, Thomas Wiard began making wooden plows, and the region began to prosper. The opening of the Erie Canal in 1819 and the arrival of the railroad in the late 1830s brought new industries, further spurring economic growth. Over the years the community went by a succession of names; when it was incorporated as a village in 1825, the name Syracuse was chosen after an ancient Sicilian town that also lay near salt springs.

In 1851 Syracuse was the scene of what came to be known as the Jerry Rescue when Jerry, a slave who had escaped 30 years earlier, was reclaimed by his former master. He was freed from jail by a band of abolitionists, who smuggled him into Canada. When Charles Dickens visited Syracuse in 1869 he described it as ''a most wonderful out-of-the-world place, which looks as if it had begun to be built yesterday, and were going to be imperfectly knocked together with a nail or two the day after tomorrow.''

City Responds to Twentieth-Century Challenges

By the early 1900s the salt brine springs of Onondaga Lake were depleted and salt production in the city once known as ''Salt City'' declined. Talented inventors emerged, helping build Syracuse's manufacturing legacy; their creations included the first air-cooled engine in the world, the first synthetic penicillin, the first loafer, and the Brannock Device for measuring feet. Post World War II, an influx of GIs to Syracuse University created a need for affordable housing and prompted a trend towards moving to the suburbs. The creation of the Interstate Highway System replaced the railroad as a primary means of transportation and accelerated suburban growth. Renewal programs begun in the 1960s have since revitalized the downtown area, which has become Central New York State's primary commercial center as well as the area's center for entertainment and cultural activities. Syracuse is well poised to meet the challenges of the twenty-first century; a diversified market structure protects the city as it moves from manufacturing towards a knowledge- and service-based economy.

Historical Information: Onondaga Historical Association, 321 Montgomery Street, Syracuse, NY 13202; telephone (315)428-1862

Population Profile

Metropolitan Area Residents
1980: 722,865

1990: 742,237
2000: 732,117
Percent change, 1990–2000: −1.4%
U.S. rank in 1980: 53rd
U.S. rank in 1990: 57th
U.S. rank in 2000: 60th

City Residents
1980: 170,105
1990: 163,860
2000: 147,306
2003 estimate: 144,001
Percent change, 1990–2000: −10.1%
U.S. rank in 1980: 86th
U.S. rank in 1990: 106th
U.S. rank in 2000: 160th

Density: 5,892.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 94,663
Black or African American: 37,336
American Indian and Alaska Native: 1,670
Asian: 4,961
Native Hawaiian and Pacific Islander: 72
Hispanic or Latino (may be of any race): 7,768
Other: 3,284

Percent of residents born in state: 71.6% (2000)

Age characteristics (2000)
Population under 5 years old: 10,209
Population 5 to 9 years old: 10,929
Population 10 to 14 years old: 10,129
Population 15 to 19 years old: 13,356
Population 20 to 24 years old: 16,874
Population 25 to 34 years old: 21,349
Population 35 to 44 years old: 19,795
Population 45 to 54 years old: 16,134
Population 55 to 59 years old: 5,358
Population 60 to 64 years old: 4,225
Population 65 to 74 years old: 8,507
Population 75 to 84 years old: 7,527
Population 85 years and older: 2,914
Median age: 30.5 years

Births (2002, Onondaga County)
Total number: 5,627

Deaths (2002, Onondaga County)
Total number: 4,125 (of which, 51 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,168
Median household income: $25,000
Total households: 59,568

Number of households with income of . . .
less than $10,000: 12,718
$10,000 to $14,999: 6,288
$15,000 to $24,999: 10,778
$25,000 to $34,999: 7,957
$35,000 to $49,999: 8,351
$50,000 to $74,999: 7,195
$75,000 to $99,999: 3,315
$100,000 to $149,999: 2,027
$150,000 to $199,999: 400
$200,000 or more: 539

Percent of families below poverty level: 21.7% (64.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 9,791

Municipal Government

Syracuse, the county seat of Onondaga County, is governed by a mayor elected for a four-year term, and an independent policy-making nine-member council, headed by a president. District councilors and councilors-at-large are elected for two-year and four-year terms respectively. The mayor has broad administrative powers, including the appointment of all city department heads.

Head Official: Mayor Matthew J. Driscoll (D) (since 2001; current term expires 2008)

Total Number of City Employees: 1,800 (2005)

City Information: Office of the Mayor, 203 City Hall, Syracuse, NY 13202-1473; telephone (315)448-8005; fax (315)448-8067

Economy

Major Industries and Commercial Activity

Syracuse is a major commercial, industrial, and transportation center for the Northeast. The economy is highly diversified; this enabled the city to weather a recession in 2001. While manufacturing remains significant to the local market, the service industry is experiencing record growth. Subsectors leading the trend include call centers, finance, education services and retail trade.

Syracuse has been recognized as an excellent place to work and live; its Cost of Doing Business Index is sixth-lowest in

the nation at 87.7 (a score of 100 is average), and *Expansion Management* magazine listed Syracuse among the country's top 50 cities for business relocation and expansion. Recent studies indicate Syracuse is leading the state in job growth.

Items and goods produced: automotive components, air conditioning and heating equipment, medical instruments, pharmaceuticals, military electronics, specialty metals, telecommunication devices

Incentive Programs—New and Existing Companies

A range of state, county and municipal programs are available to new and expanding businesses in the Syracuse area.

Local programs—The City of Syracuse offers tax exemptions and permanent low-cost financing, loans up to $10,000 for high-risk startups and $50,000 for specific projects, and regulatory or technical assistance. The Greater Syracuse Chamber of Commerce provides a variety of services from business startup advice to government lobbying. The Chamber also manages the Greater Syracuse Business Development Corporation, a private, not-for-profit organization that provides financial assistance to new and expanding businesses. The Onondaga County Industrial Development Agency has invested more than $1 billion on 190 projects since 1970, creating or retaining nearly 30,000 jobs in the region. Its municipal counterpart, the Syracuse Industrial Development Agency, finances manufacturing, research, commercial, industrial or pollution control projects within city limits. The Urban Business Opportunity Center provides entrepreneurial training and loans up to $10,000 for women- and minority-owned small businesses in financial need. Syracuse Technology Garden is a newcomer to the field of economic development and acts as an incubator for high-tech startups. Successful applicants receive mentorship and networking, access to venture capital, and state-of-the-art office space. The Samuel W. Williams, Jr. Business Center has provided similar incubator services to small business since 1986; more than two dozen local companies call it home.

State programs—The State of New York offers financing for new or expanding businesses to acquire land or capital, improve infrastructure, increase exports, or enhance productivity. Various incentives include loans and grants, interest rate subsidies, and low cost utilities. New York State's Empire Zone program provides special assistance to companies relocating or expanding in specific areas; two of the state's Empire Zones are found in the Syracuse region. Successful applicants in an Empire Zone may pay no state sales taxes for 10 years and can also receive wage tax or investment tax credits. The Central New York Enterprise Development Fund supports small manufacturing and service companies by providing working capital and fixed asset loans up to $100,000; commercial loan guarantees for up to $160,000 are also available. The New York Job Development Authority provides funding to local economic development agencies for re-lending.

Job training programs—New York's Empire State Development Corporation provides up to half the cost of a workforce training project, reimbursement for training programs that create or retain at least 300 jobs, and opportunities for on-the-job training in new skills and technologies. The Onondaga County Industrial Development Agency provides matching grants up to $12,500 to train production or first-line supervisory staff. CNY Works is a federally-funded organization that arranges educational programs for incumbent, underemployed and unemployed workers. Onondaga Community College works with local employers to develop specialized training programs to meet specific needs. Dozens of local universities, colleges, vocational and technical schools offer training in a variety of professional disciplines.

Development Projects

A groundbreaking ceremony was held in June 2005 for the Syracuse Center of Excellence in Environmental and Energy Systems headquarters, a $25.5 million project designed to create jobs and promote investment in the Central New York region. The 60,000-square-foot facility is expected to open in spring 2007. Syracuse University (SU) will renovate the former Dunk & Bright warehouse at Armory Square into a multi-use space; plans call for community art gallery, auditorium and classroom space. SU has also announced plans to build a three mile ''Connective Corridor'' linking the campus with downtown's entertainment, arts and cultural venues; $4.5 million in public and private funding has been committed. University Hospital is expected to complete a $35 million children's hospital in 2006. Crouse Hospital is in the planning stages for a new $30 million operating room suite. The $3.25 million Syracuse Technology Garden, a business incubator for high-tech startups, was completed in 2004. Syracuse Research Corp. is undergoing a $1.3 million, 16,000-square-foot expansion of headquarters in order to employ 65 new engineers. The Inner Harbor project, adapting the old barge canal terminal for recreational use, remains in the planning stages.

Economic Development Information: Greater Syracuse Chamber of Commerce, 572 Salina St., Syracuse, NY 13202-3320; telephone (315)470-1800; fax (315)471-8545

Commercial Shipping

Syracuse's strategic central location and well developed transportation network, including road, water, rail, and air services, make it a distribution hub for the Northeast. More than 50 percent of U.S. and Canadian manufacturing establishments are located within a 750-mile radius. Syracuse is located at the junction of two major interstate highways, east/west I-90 and north/south I-81. More than 150 trucking

companies service the area, including the top 12 general freight carriers in the nation. CSX provides direct rail service to a number of Northeastern markets with more than 70 trains per week. Six major air freight companies operate out of Syracuse Hancock International Airport, as well as a variety of regional carriers. The Port of Oswego and the New York Barge Canal system provide water access to the Great Lakes, the St. Lawrence Seaway and the Hudson River. The Syracuse area is a foreign trade zone.

Labor Force and Employment Outlook

Greater Syracuse offers a pool of educated, productive and affordable employees. Although Syracuse's employment rate is growing faster than any other city in upstate New York, approximately 75,000 qualified workers have been identified as underemployed, representing a large selection of potential hires. Over the next few years Syracuse is expected to transition from a manufacturing center to a services and knowledge-based economy.

The following is a summary of data regarding the Syracuse metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 317,900

Number of workers employed in . . .
construction and mining: 12,300
manufacturing: 33,100
trade, transportation and utilities: 64,800
information: 7,000
financial activities: 17,300
professional and business services: 33,800
educational and health services: 53,400
leisure and hospitality: 26,400
other services: 12,600
government: 56,800

Average hourly earnings of production workers employed in manufacturing: $17.29 (statewide, 2004)

Unemployment rate: 4.6% (April 2005)

Largest employers	*Number of employees*
SUNY Upstate Medical University	6,305
Syracuse University	4,640
Wegmans	3,775
New Process Gear Inc.	3,400
St. Joseph's Hospital Health Center	3,365
P & C Food Markets	2,500
Lockheed Martin	2,300
Crouse Hospital	2,200
Loretto	2,115
Niagara Mohawk A National Grid Co.	2,010

Cost of Living

Parenting Magazine lists Syracuse among the nation's top 10 small cities in which to raise a child, based on affordable housing, a strong economy, good schools, low crime, and a clean environment. The following is a summary of data regarding several key cost of living factors in the Syracuse area.

2004 (3rd Quarter) ACCRA Average House Price: $230,914

2004 (3rd Quarter) ACCRA Cost of Living Index: 96.3 (U.S. average = 100.0)

State income tax rate: 4%–6.85%

State sales tax rate: 4%

Local income tax rate: None

Local sales tax rate: 4%

Property tax rate: $34.836 per $1,000 of assessment

Economic Information: New York State Department of Labor, 677 S. Salina Street, Syracuse, NY 13202; telephone (315)479-3390

Education and Research

Elementary and Secondary Schools

The City of Syracuse School District is administered by a superintendent appointed by a seven-member policy-making Board of Education. In 2004, the school board and the municipal government announced a $665 million district-wide renovation project, which will modernize all Syracuse schools within the next 10 years. The district was also awarded $14 million in federal funding to bring Internet access to each of its facilities.

The following is a summary of data regarding the Syracuse public schools as of the 2003–2004 school year.

Total enrollment: 22,455

Number of facilities
elementary schools: 21
middle schools: 9
senior high schools: 4
other: 5

Student/teacher ratio: 13.5:1

Teacher salaries
average: $44,176

Funding per pupil: $11,074

Public Schools Information: Syracuse City School District, 725 Harrison Street, Syracuse, NY 13210; telephone (315)435-4499

Colleges and Universities

The Greater Syracuse Region boasts 44 private and state colleges with a combined enrollment of 215,000. Syracuse University attracts students from all 50 states and a number of other countries; its 13 schools and colleges offer a range of undergraduate and graduate degrees. LeMoyne College offers 24 different undergraduate majors in a Catholic and Jesuit tradition, and has been recognized as the fourth-best liberal arts college in the Northeast. SUNY Upstate Medical University offers degrees in medicine, nursing and other health professions; together with Syracuse University and SUNY College of Environmental Science and Forestry, it forms a student hub known as University Hill. Nearby two-year colleges include Bryant & Stratton Business Institute, Onondaga Community College and Cayuga Community College.

Libraries and Research Centers

The Onondaga County Public Library system consists of a central location, eight city branches and two community satellites with an annual circulation of 1.5 million titles. Central Library moved to its present location in the downtown Galleries of Syracuse in 1988; its main entrance features the ''Browse-About,'' a 12,000-square-foot bookstore-like layout. The library offers branch-to-branch deliveries, family literacy programming, and a 24-hour reference service.

The Erie Canal Museum maintains a collection of artifacts, books and photographs about canal life. The Onondaga Historical Association maintains one of the largest regional history collections in the nation. Onondaga County's Supreme Court Law Library is located in Syracuse. Area colleges, universities, and corporations also maintain libraries.

Research in a variety of areas is carried out by universities and private companies in Syracuse. Syracuse University research units focus on digital commerce, computer and software engineering, cancer, gerontology, public policy and psychology. State University of New York sponsors research through the College of Environmental Science and Forestry and the Health Science Center. Bristol-Myers Squibb Company's Industrial Division maintains a pharmaceutical research facility. Other research sites in the city conduct research on cancer treatment and on industrial issues.

Public Library Information: Onondaga County Public Library, The Galleries of Syracuse, 447 South Salina Street, Syracuse, NY 13202-2494; telephone (315)435-1800

Health Care

Syracuse has one of the lowest hospitalization rates in the nation, thanks to an efficient local health care system. Almost 1,500 physicians and 6,000 registered nurses serve the population of Syracuse and Onondaga County. More than 2,000 inpatient beds are available in five hospitals.

Crouse Hospital is a not-for-profit facility with 576 beds, including a 51-bed neonatal intensive care unit. It also offers high-risk maternity care, pediatric services, cardiac care and the region's only substance abuse program. It is currently undergoing a renovation of its Intensive Care and Dialysis Units with completion expected in 2006. Community General Hospital operates 306 acute-care beds and 50 nursing care beds; in addition to medical, surgical and emergency care it also runs three specialty centers dedicated to wound care, breast health and sleep. St. Joseph's Hospital Health Center is Syracuse's busiest hospital based on patient volume; it offers emergency and intensive care, ambulatory surgery, dialysis, mental health programs, maternity care and rehabilitation. University Hospital operates four Centers of Excellence in Oncology, Pediatrics, Neuroscience and Cardiovascular Health; it is the region's only teaching hospital. Syracuse VA Medical Center offers acute medical and surgical services, a variety of specialty services and short-term nursing care. Psychiatric care is offered at Hutchings Psychiatric Center and Benjamin Rush Center.

Recreation

Sightseeing

Those interested in architecture are advised to take a stroll through downtown Syracuse for an opportunity to see the imposing Hotel Syracuse as well as fine old churches and other structures. Columbus Circle contains a statue of the explorer. Syracuse Urban Cultural Park downtown highlights the city's past as a transportation center through interpretive signs. The Parke Avery House, a mid-nineteenth century residence built by the salt baron whose name it bears, hosts various events and exhibits throughout the year. The old Syracuse Savings Bank building was designed by prominent architect Joseph L. Silsbee in Gothic Revival style; other structures of note express Art Deco, Queen Anne and Neoclassical motifs. Hanover Square was the site of the original village well and the city's first commercial district; today it is a National Historic District featuring a variety of nineteenth century buildings.

Hiawatha Lake and gazebo in Upper Onondaga Park.

The Rosamond Gifford Zoo is open year-round and very popular with visitors to Syracuse. The zoo displays about one thousand domestic and exotic animals in simulations of their natural settings, including the $3.7 million ''Penguin Coast'' exhibit which opened in June 2005 and features a breeding group of endangered Humboldt penguins. Special exhibits trace animal history through the ages.

Onondaga Park, an historic landscape designed by Frederick Law Olmsted to incorporate landscape and architecture, features a gazebo and a Fire House. Boat tours down the Erie Canal and tram trips along the shore of Onondaga Lake are also available.

The Bristol Omnitheater at the Milton J. Rubenstein Museum of Science and Technology (MOST) is the only IMAX Domed Theater in New York State; MOST is central New York's largest hands-on science center. Museum-goers can navigate through a human cell, discover the underlying faults of earthquakes, learn about the rhythms of the human body, and visit the Space Gallery.

Arts and Culture

The performing arts are very much alive in Syracuse, which boasts Broadway-quality entertainment at a fraction of the price. The focal point of this activity is the John H. Mulroy Civic Center, said to be the first building complex in the western hemisphere to combine a performing arts center with a government complex. The center houses three theaters and is home to the Syracuse Opera Company, which stages three productions a year as well as community outreach and education programs, and to the Syracuse Symphony Orchestra, whose ambitious 39-week season encompasses classics and pops, dance performances, a family series, and a concert series featuring works by minority composers and artists. The Syracuse Area Landmark Theatre, opened in 1928 and described as an ''Indo-Persian fantasy palace,'' was saved from demolition and refurbished in 1975; it hosts performances by popular entertainers and Broadway touring companies. The Regent Theatre Complex, which contains an infrared lighting system for the hearing impaired, is home to Syracuse Stage, Central New York's only professional theatre group. Syracuse Stage shows seven plays and one children's touring production each year; actors, designers, directors, and technicians from Broadway and other professional theaters across the country are recruited to work on the performances. The Regent Theatre Complex is also home to the Syracuse University Drama Department. The forty thousand-seat Carrier Dome at Syracuse University showcases internationally known musical performers, as does the smaller War Memorial. Salt City Center for the Performing Arts presents a year-round season of musicals, drama, and comedies, as well as adult and children's classes.

Syracuse is home to a number of distinctive art and historical museums. The Everson Museum of Art, designed by I. M. Pei, houses American nineteenth and twentieth century paintings, sculptures and prints, and one of the nation's finest collections of ceramic art. Syracuse University's Lowe Art Gallery features a large permanent collection of modern art. LeMoyne College's Wilson Art Gallery, located at the college library, offers various exhibits throughout the year. The Erie Canal Museum, located in the country's only remaining weighlock building, features interactive exhibits as well as a 65-foot canal boat. Open Hand Theater's International Mask and Puppet Museum is housed in an 1890 castle. Onondaga Lake Parkway contains the Salt Museum, including a reconstructed 1856 boiling block, and Sainte Marie among the Iroquois, a recreation of the original French Jesuit settlement, now a living-history museum. The Onondaga Historical Association provides local and regional history through a series of changing exhibits. In all there are more than forty museums and galleries in the Syracuse area.

Festivals and Holidays

Syracuse is home to the New York State Fair, the oldest state fair in the country. Featuring agriculture and livestock competitions, an International Horse Show, business and industrial exhibits, and tractor pulls, this 10-day event attracts more than a million people from across the Northeast each year. It takes place at the end of August.

The Syracuse Polish Festival takes place in June, as well as the Taste of Syracuse Festival, a two-day event featuring dollar samples from Syracuse's finest restaurants and continuous entertainment on three stages. Juneteenth honors the end of slavery in the United States. Other cultural festivals in Syracuse include the Jewish Music and Cultural Festival, the Bavarian Festival, the Irish Festival, La Festa Italiana and Oktoberfest.

Musical events in Syracuse include the M & T Jazz Fest in June, the NYS Rhythm and Blues Festival in July, and the CNYBA Apple Valley Bluegrass Festival in July.

Sports for the Spectator

Spectator sports in Syracuse center around the Carrier Dome, a $27 million domed complex completed in 1980 where the Syracuse University Orangemen play lacrosse, football and basketball. The dome is also the scene of the Empire State Games and other amateur sports competitions. LeMoyne College supports 16 NCAA varsity sports teams, while Onondaga Community College hosts NJCAA athletic events.

The Syracuse Sky Chiefs, a minor league affiliate of the Toronto Blue Jays baseball team, compete at the 12,000-seat

P & C Stadium from April to mid-September. The Syracuse Crunch Hockey Team, an American Hockey League affiliate of the Columbus Blue Jackets, plays in the War Memorial arena. Baseball fans in Syracuse may enjoy side trips to Cooperstown, home of the Baseball Hall of Fame.

South of Syracuse, auto racing fans are entertained at the Watkins Glen International. Onondaga Lake is the scene of various rowing competitions.

Sports for the Participant

Lakes, rivers, and sporting clubs in the Syracuse area offer abundant opportunities for fishing, boating, rafting, camping, swimming, and hunting. More than 50 parks and nature areas are located in Syracuse, providing facilities for baseball, tennis, swimming, skating, and golf. Several ski facilities and at least 40 golf courses are located in the region.

Shopping and Dining

Syracuse's newest mall is the Carousel Center overlooking Onandaga Lake. It features 170 shops, 13 eateries, five sit-down restaurants and a 12-screen cinema. It also has a fully restored 1909 antique carousel that gives the mall its name and invokes the days when the area was famed for the fine quality and craftsmanship of its carousels. The centerpiece project of downtown Syracuse's revitalization, the Galleries of Syracuse, houses approximately 80 high quality stores. The Armory Square Historic District, a few blocks away, is also a popular place to browse with a variety of shops, galleries and pubs. The Shoppingtown Mall, with 140 stores, and the Great Northern Mall, with 125 stores, are also major shopping destinations. The Downtown Farmers' Market, open Tuesdays from June to mid-October, features fresh produce from growers and dealers. There are more than 400 restaurants in the Syracuse area, including 20 fine dining establishments.

Visitor Information: Syracuse Convention and Visitors Bureau, 572 South Salina Street, Syracuse, NY 13202-3320; telephone (315)470-1910; toll-free (800)234-4797

Convention Facilities

Syracuse boasts a range of convention and meeting facilities. Over the last five years the city has hosted an annual average of 125,000 delegates from a variety of groups, from the American Baptist Churches to the National Roller Skating Association. Downtown's Oncenter Complex includes a 208,000-square-foot convention hall, a 6,200-seat arena, several performing arts theatres and a parking complex; in 2003 it hosted 32 trade shows and 26 conventions. Meeting rooms are available at Syracuse University's Carrier Dome while the arena itself is suited for large rallies and concerts. The Marx-Radisson offers 9,000 square feet of meeting space including presentation technology and catering. Most other meeting facilities can be found in three areas of the city: the Carrier Circle area (Thruway Exit 35), the 7th North Street/Buckley Road Area (Thruway Exits 36 and 37), and the Downtown/University Area. More than 6,200 hotel rooms are located in Greater Syracuse.

Convention Information: Syracuse Convention and Visitors Bureau, 572 South Salina Street, Syracuse, NY 13202-3320; telephone (315)470-1910; toll-free (800)234-4797

Transportation

Approaching the City

Syracuse Hancock International Airport, located minutes from the downtown area, serves more than 200 passenger flights daily on 8 major airlines and 4 commuter lines.

Two major four-lane highways intersect Syracuse. Interstate 81, a north-south route, passes through the center of the city. Interstate 90 (the New York State Thruway), an east-west route, crosses Interstate 81 a mile north of the city.

Amtrak provides passenger rail service. Greyhound, Onondaga Coach, Syracuse & Oswego and Trailways provide intercity and interstate bus travel.

Traveling in the City

The downtown business district is bounded by Interstate 81 and Interstate 690 and is easily accessible by car. CENTRO, described as one of the nation's best mid-sized transit systems, provides bus service throughout the city on 24 routes. It also operates Call-a-Bus services for the elderly and disabled.

Communications

Newspapers and Magazines

The major daily newspaper in Syracuse is the morning *The Post-Standard,* with a circulation of 400,000. The area is also served by more than a dozen weekly newspapers, including *News for You,* a literary newspaper, *Nor'easter Leadership News,* published by the Presbyterian Church, and the *Syracuse New Times,* a tabloid highlighting area arts and entertainment. Magazines published in Syracuse include *Agway Cooperator* (for farm cooperatives), *The Business*

Record, Central New York Business Journal, the ecology journal *Clearwaters, Dairynews,* and the quarterly *American Journal of Mathematical & Management Sciences.*

Television and Radio

Syracuse television viewers are served by four national networks and one public station. Cable service is available through Time Warner. Nineteen AM and FM radio stations cover the broadcast spectrum.

Media Information: *The Post-Standard,* PO Box 4915, Syracuse, NY 13221; telephone (315)470-0011

Syracuse Online

City of Syracuse home page. Available www.syracuse.ny.us

Greater Syracuse Chamber of Commerce. Available www.syracusechamber.com

New York State Education Department. Available www.emsc.nysed.gov

Onondaga County Public Library. Available www.onlib.org

Syracuse Convention and Visitors Bureau. Available www.visitsyracuse.org

Syracuse Online. Available www.syracuse.com

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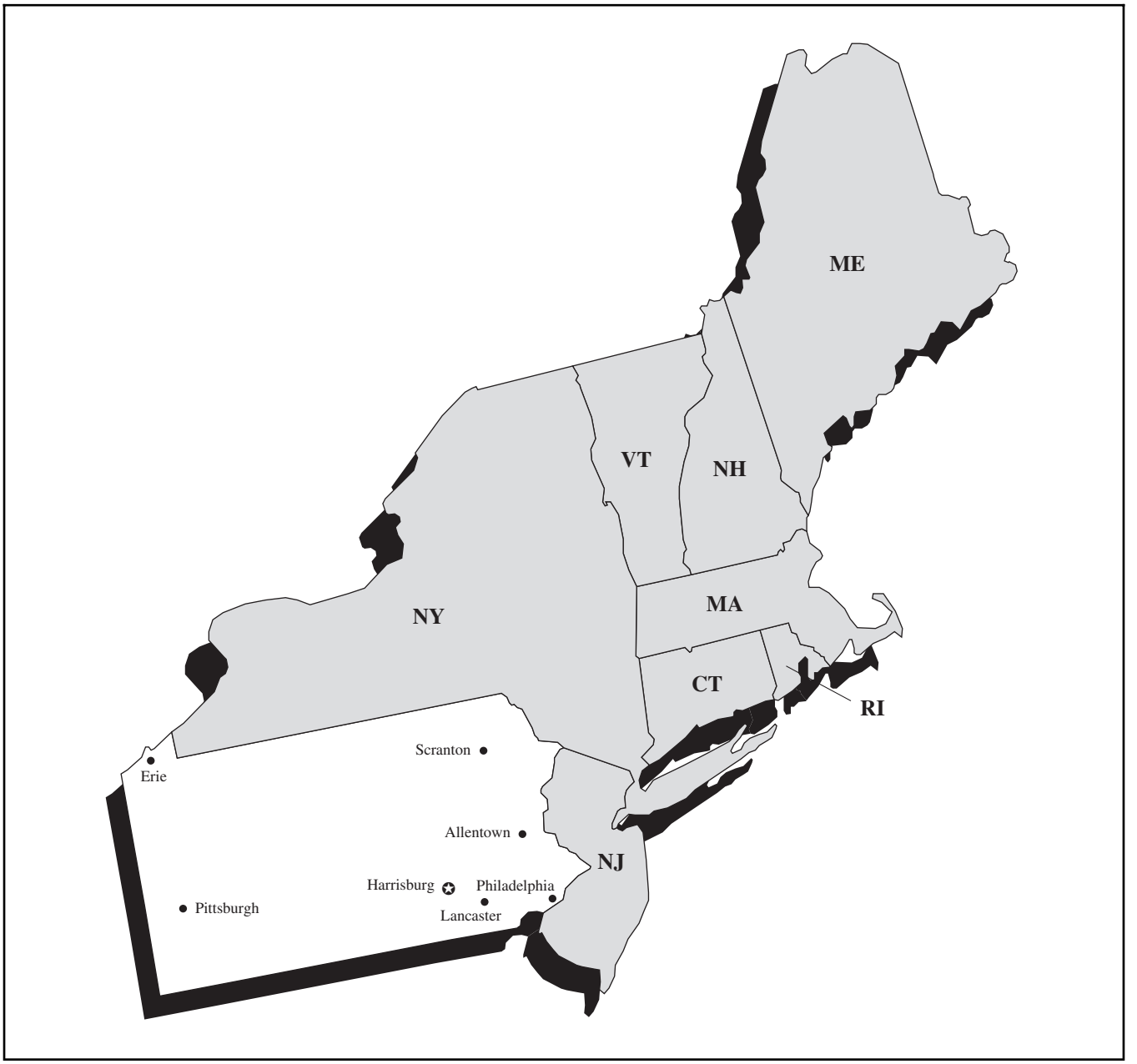
PENNSYLVANIA

Allentown 393
Erie 403
Harrisburg 413
Lancaster 425
Philadelphia 437
Pittsburgh 451
Scranton 469



The State in Brief

Nickname: Keystone State
Motto: Virtue, liberty, and independence

Flower: Mountain laurel
Bird: Ruffled grouse

Area: 46,055 (2000; U.S. rank: 33rd)
Elevation: Ranges from sea level to 3,213 feet
Climate: Cold winters, warm summers, abundant precipitation

Admitted to Union: December 12, 1787
Capital: Harrisburg
Head Official: Governor Ed Rendell (D) (until 2007)

Population
- **1980:** 11,863,895
- **1990:** 11,881,643
- **2000:** 12,281,054
- **2004 estimate:** 12,406,292
- **Percent change, 1990–2000:** 3.4%
- **U.S. rank in 2004:** 6th
- **Percent of residents born in state:** 77.7% (2000)
- **Density:** 274 people per square mile (2000)
- **2002 FBI Crime Index Total:** 350,466

Racial and Ethnic Characteristics (2000)
- **White:** 10,484,203
- **Black or African American:** 1,224,612
- **American Indian and Alaska Native:** 18,348
- **Asian:** 219,813
- **Native Hawaiian and Pacific Islander:** 3,417
- **Hispanic or Latino (may be of any race):** 394,088
- **Other:** 188,437

Age Characteristics (2000)
- **Population under 5 years old:** 727,804
- **Population 5 to 19 years old:** 2,542,780
- **Percent of population 65 years and over:** 15.6%
- **Median age:** 38 years (2000)

Vital Statistics
- **Total number of births (2003):** 142,287
- **Total number of deaths (2003):** 126,404 (infant deaths, 981)
- **AIDS cases reported through 2003:** 15,178

Economy
- **Major industries:** Manufacturing, services, tourism, transportation, mining, high technology, agriculture
- **Unemployment rate:** 4.9% (April 2005)
- **Per capita income:** $31,706 (2003; U.S. rank: 18th)
- **Median household income:** $43,869 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.9% (3-year average, 2001-2003)
- **Income tax rate:** 3.07%
- **Sales tax rate:** 6%

Allentown

The City in Brief

Founded: 1762 (incorporated, 1867)

Head Official: Mayor Roy Afflerbach (D) (since 2002)

City Population
1980: 103,758
1990: 105,301
2000: 106,632
Percent change, 1990–2000: 1%
U.S. rank in 1980: 155th
U.S. rank in 1990: 184th
U.S. rank in 2000: 240th (State rank: 3rd)

Metropolitan Area Population
1980: 635,481
1990: 595,081
2000: 637,958
Percent change, 1990–2000: 7.5%
U.S. rank in 1980: 54th
U.S. rank in 1990: 64th
U.S. rank in 2000: 65th

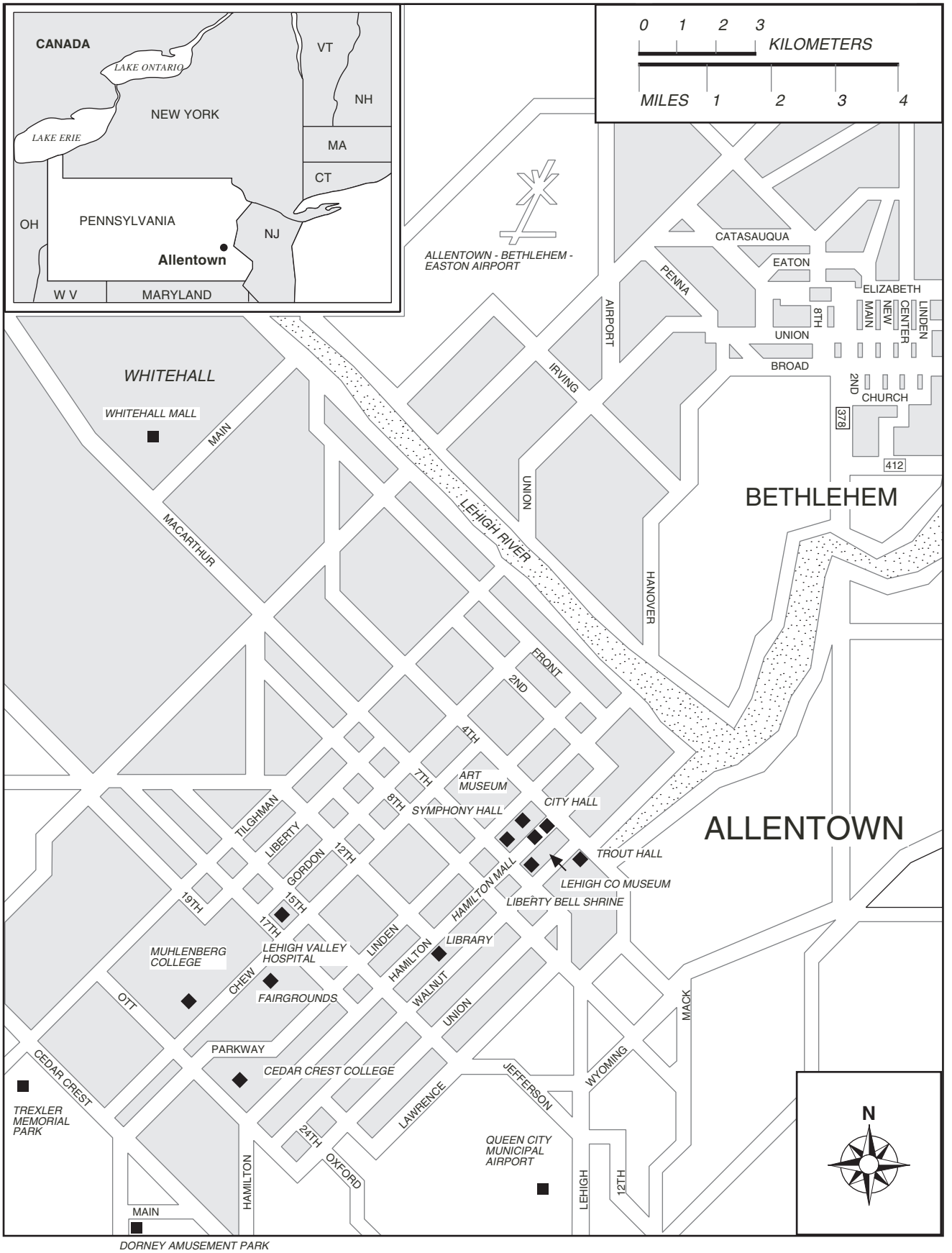
Area: 17.4 square miles (2000)
Elevation: 387 feet above sea level
Average Annual Temperature: 49° F
Average Annual Precipitation: 45.6 inches of rain; 32.4 inches of snow

Major Economic Sectors: Manufacturing, services, retail trade
Unemployment Rate: 4.4% (April 2005)
Per Capita Income: $16,282 (1999)
2004 ACCRA Average Home Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 5,944

Major Colleges and Universities: Cedar Crest College, Muhlenberg College

Daily Newspaper: *The Morning Call*


CANADA
LAKE ONTARIO
NEW YORK
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Allentown
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MARYLAND
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MILES 1 2 3 4
ALLENTOWN - BETHLEHEM - EASTON AIRPORT
CATASAUQUA
EATON
ELIZABETH
MAIN
NEW
CENTER
LINDEN
8TH
UNION
BROAD
2ND
CHURCH
378
412
PENNA
AIRPORT
IRVING
WHITEHALL
WHITEHALL MALL
MAIN
MACARTHUR
LEHIGH RIVER
UNION
HANOVER
BETHLEHEM
FRONT
2ND
4TH
7TH
8TH
ART MUSEUM
SYMPHONY HALL
CITY HALL
ALLENTOWN
TILGHMAN
LIBERTY
GORDON
12TH
19TH
15TH
17TH
TROUT HALL
LEHIGH CO MUSEUM
LIBERTY BELL SHRINE
HAMILTON MALL
LIBRARY
MUHLENBERG COLLEGE
LEHIGH VALLEY HOSPITAL
LINDEN
HAMILTON
CHEW
FAIRGROUNDS
WALNUT
OTT
UNION
MACK
PARKWAY
CEDAR CREST COLLEGE
CEDAR CREST
JEFFERSON
WYOMING
TREXLER MEMORIAL PARK
LAWRENCE
24TH
OXFORD
QUEEN CITY MUNICIPAL AIRPORT
LEHIGH
12TH
HAMILTON
MAIN
N
DORNEY AMUSEMENT PARK

Introduction

Allentown, Bethlehem, and Easton comprise Pennsylvania's Lehigh Valley, the state's third largest metropolitan area. The Lehigh Valley is a thriving community characterized by bustling metropolitan areas surrounded by scenic countryside. In recent years, the city has gone from a primarily manufacturing-based financial system to a community with a diverse economy and a wealth of service industries.

Geography and Climate

Allentown is located in the east central section of Pennsylvania in the Lehigh River Valley between Blue Mountain to the north and South Mountain. The terrain is rolling with many small streams. Temperatures are usually moderate, although because of the mountain ranges winter temperatures are sometimes 10 to 15 degrees lower than in Philadelphia, just 50 miles to the south. Freezing rain is a common problem in winter. Precipitation is ample, especially during the summer, when high humidity can cause periods of discomfort.

Area: 17.4 square miles (2000)

Elevation: 387 feet above sea level

Average Temperatures: January, 26.9° F; August, 71° F; annual average, 49° F

Average Annual Precipitation: 45.6 inches of rain; 32.4 inches of snow

History

Eight thousand years before European settlers crossed the Atlantic, ancestors of the Delaware tribe were thriving in the Lehigh Valley. The city now known as Allentown stands on a tract of land purchased in 1735 by William Allen from a friend of the family of William Penn, founder of Pennsylvania. William Allen, who served for several years as chief justice of Pennsylvania, built a hunting and fishing lodge on the geographically isolated site, which was first known as ''Allen's little town.'' Allen and his son had hoped to turn the lodge into a trading center but the river was too shallow for boat traffic and the American Revolution of 1776 intervened. When the British captured Philadelphia in 1777, the Liberty Bell was carried to Allentown where it was concealed in a local church and later returned to Philadelphia upon British evacuation of that city.

By the early 1800s Allentown was little more than a sleepy marketing town for local farmers. However, when the Lehigh Canal was opened in 1829 to carry coal from the area north to the Delaware Canal and east to New York, and south to Philadelphia, Allentown for the first time had access to outside markets. Even more important was the availability of water power, and a growing number of businesses began to settle in the Lehigh Valley, including the country's first commercially successful iron furnace powered by anthracite coal. The resulting boom in the production of pig iron began to fade by the turn of the century when English advances in steel technology lessened the demand for iron. Nearby Bethlehem Iron was the only Lehigh Valley metals industry to successfully make the transition from iron to steel. Allentown, earlier than other northeastern industrial areas, was forced to diversify its economic base. With the arrival of the silk industry in the 1880s Allentown came to be known as ''silk city.'' Other light industries followed and Allentown leaders determined to never again depend on one business for the city's survival. In the early 1900s Mack Trucks, Inc., moved to the city and remained one of the city's largest employers for most of the century.

World War II gave a boost to the Lehigh Valley's economy, but thereafter synthetics began to replace silk in the manufacture of clothing, the cement works phased out many operations, and the steel companies began to lay off workers. As has been the case with many industrial cities, improved highways, large tracts of available, affordable land, and the demand for larger homes encouraged development outside the city. The 1980s saw expansion in suburban shopping centers, industrial parks, and office buildings. Allentown and the surrounding region have benefitted from the completion of an interstate highway in 1989, which has promoted economic development, and from an influx of persons fleeing high prices and overcrowding in New York City, Philadelphia, and elsewhere.

Today the Lehigh Valley supports a diversity of businesses and industries, having moved from what was once a primarily manufacturing base. The city has also begun an intensive revitalization of its downtown area, which includes plans for a multi-purpose complex on what was once industrial property along the Lehigh River. Numerous industrial facilities will be renovated at the same time, providing the area with a much-needed facelift and tying into Mayor Afflerbach's plan to create a ''safer, cleaner, more prosperous city in which to live, work, play, and invest.''

Historical Information: Lehigh County Historical Society and Museum, Old Courthouse, PO Box 1548, Allentown, PA 18105; telephone (610)435-1074

Population Profile

Metropolitan Area Residents
1980: 635,481
1990: 595,081
2000: 637,958
Percent change, 1990–2000: 7.5%
U.S. rank in 1990: 64th
U.S. rank in 2000: 65th

City Residents
1980: 103,758
1990: 105,301
2000: 106,632
Percent change, 1990–2000: 1%
U.S. rank in 1980: 155th
U.S. rank in 1990: 184th (State rank: 4th)
U.S. rank in 2000: 240th

Density: 6,011.5 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 77,361
Black: 8,370
American Indian and Alaska Native: 356
Asian: 2,421
Native Hawaiian and Other Pacific Islander: 78
Hispanic (may be of any race): 26,058
Other: 14,260

Percent of residents born in state: 64% (2000)

Age characteristics (2000)
Population under 5 years old: 7,586
Population 5 to 9 years old: 7,723
Population 10 to 14 years old: 7,288
Population 15 to 19 years old: 7,301
Population 20 to 34 years old: 15,777
Population 35 to 44 years old: 15,988
Population 45 to 54 years old: 12,415
Population 55 to 59 years old: 4,282
Population 60 to 64 years old: 3,722
Population 65 to 74 years old: 7,587
Population 75 to 84 years old: 6,326
Population 85 years and over: 2,228
Median age: 34.5 years (2000)

Births (2002, Lehigh County)
Total number: 13,956

Deaths (2003, Lehigh County)
Total number: 3,186 (of which, 29 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,282 (1999)
Median household income: $32,016
Total households: 42,051

Number of households with income of . . .
less than $10,000: 2,305
$10,000 to $14,999: 1,572
$15,000 to $24,999: 3,885
$25,000 to $34,999: 3,969
$35,000 to $49,999: 4,688
$50,000 to $74,999: 5,328
$75,000 to $99,999: 1,989
$100,000 to $149,999: 1,234
$150,000 to $199,999: 157
$200,000 or more: 229

Percent of families below poverty level: 14.6% (55.7% of which were female householder families with children under the age of 5 years)

2002 FBI Crime Index Total: 5,944

Municipal Government

The city of Allentown operates under the strong-mayor form of government. Voters at large elect the mayor and a seven-member council to four-year terms.

Head Official: Mayor Roy Afflerbach (D) (since 2002; current term expires December 2005)

Total Number of City Employees: 964 (2004)

City Information: Allentown City Hall, 435 Hamilton St., Allentown, PA 18101, telephone (610)437-7546

Economy

Major Industries and Commercial Activity

Manufacturing, at one time the dominant activity in the Allentown metropolitan area, continues to decline to just 15 percent of total employment in the area. The service sector now dominates employment in the area, concentrated in the area of health services. Jobs in this sector continue to grow at a rapid pace; many businesses report having trouble finding qualified workers available positions. According to the Lehigh Valley Economic Development Corporation, 33,000 new jobs were created between 1996 and 2004. The metropolitan area has been selected as the headquarters or principal plant locations

for major corporations such as Mack Trucks and Bethlehem Steel, as well as *Fortune* 500 companies Air Products and Chemicals, and PPL Corporation.

Items and goods produced: steel products, industrial equipment, food products, electrical and mechanical equipment, clothing and textiles, trucks, chemical and mineral processing equipment, fabricated metals, furniture

Incentive Programs—New and Existing Companies

Local programs—The Allentown Economic Development Corporation (AEDC), a nonprofit corporation managed by a board of directors representing the leaders of business, industry, civic groups, and city government, has as its mission the long-range economic growth and diversity of the city of Allentown. AEDC operates the Bridgeworks Enterprise Center, a facility that offers tenants shared centralized services such as educational business counseling and management and financial assistance. Relocation assistance is available for those companies that outgrow the incubator space. The Lehigh Valley Economic Development Corporation (LVEDC) offers a variety of financing options, education and training venues, and technology support services. Three enterprise zone programs are available in the region to help stimulate growth. These programs emphasize assisting industrial, manufacturing, and export service firms. Tax credits of up to $250,000 are also available for eligible projects. The Small Business Development Center at Lehigh University and the Team Pennsylvania Lehigh Export Network also help companies with expansion and growth.

State programs—Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The Lehigh Valley Keystone Opportunity zone consists of 642 acres of land within Lehigh and Northampton counties, including a technology-ready corridor in downtown Allentown. These areas will remain virtually tax-exempt until 2013. Four state Enterprise Zones in Philadelphia are eligible for numerous incentives, including state tax credits, security rebates, low-interest loans, and technical assistance. The state's Job Creation Tax Credits program provides $1,000-per-job tax credit to approved businesses that agree to create jobs within three years.

Job training programs—The region has available a network of specialized training programs, numerous recruitment assistance packages, connections to a variety of workforce training providers and innovative partnerships between education and industry, including Eastern Pennsylvania Training WORKS Partnership, Lehigh Valley Team Pennsylvania CareerLink, and WEDNet Pennsylvania's Guaranteed Free Training Program. The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal Workforce Investment Act (WIA), customized job training funded by the Commonwealth of Pennsylvania, Targeted Jobs Tax Credit Program, and a state tax credit Employment Incentive Payment Program.

Development Projects

Plans are underway in Allentown for an ambitious downtown revitalization project that includes a new attraction, Lehigh Landing. One of the projects planned is a multipurpose complex on a former industrial property along the Lehigh River. Several turn-of-the-century industrial facilities will be renovated for the complex, using a combination of public and private funds. The anchor for this project will be the America On Wheels Transportation Museum, to be located in a former Lehigh Valley Transit Company building. A ground-breaking ceremony was held for the museum in April 2005. Over-the-road transportation exhibits have already been promised by the Smithsonian Institution, as well as from Mack Trucks, whose headquarters is located in Allentown. The Lehigh Landing project includes a river walk and a tie-in to the Delaware and Lehigh Canal, as well as boating activities along the river.

The Pennsylvania Expo Center at Lehigh Valley is the region's newest and largest exhibition facility. This state-of-the-art facility offers more than 95,000 square feet of contiguous ground-level exhibition space.

In March 2005, Lehigh Valley Economic Development Corporation (LVEDC) announced the approval of funding for the development of the Allentown Brew Works. The building's first three floors will house the restaurant, microbrewery, and a banquet facility for up to 200 people, along with a lounge in the basement. The fourth and fifth floors will be converted into commercial office space.

In August 2006, Olympus, a technology leader in healthcare and consumer electronics, will relocate its North American headquarters facility and distribution centers to the Lehigh Valley. The high-tech firm CryOptics, which designs, develops, and manufactures optical engines, has also announced plans to relocate its headquarters to the area.

Economic Development Information: Allentown Economic Development Corporation, 718 Hamilton Street, Allentown, PA 18101; telephone (610)435-8890

Commercial Shipping

Twenty-five percent of the nation's population lives within a 250-mile radius of the Allentown-Bethlehem-Easton metropolitan area, linked to it by major highways, Lehigh Valley International Airport, and Queen City Municipal Airport. More than 50 motor freight carriers provide daily service in the area, and Norfolk Southern operates a major rail classification yard in Allentown.

Labor Force and Employment Outlook

The labor pool in the Lehigh Valley is described as highly skilled and possessing a strong work ethic. Jobs in the business services sector have accounted for a large increase in the area's employment. Severe workforce shortages of qualified candidates in the healthcare occupations continue in the region. Employment projections for the area show a continuing decline in the number of jobs in manufacturing, agriculture, and mining, though a recent burst of new construction projects has meant a slight increase in some manufacturing jobs. Jobs in the retail and service sectors are projected to increase, particularly high-tech jobs.

The following is a summary of data regarding the Allentown metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 329,100

Number of workers employed in . . .
construction and mining: 15,800
manufacturing: 45,300
trade, transportation, and utilities: 66,700
information: 7,700
financial activities: 16,200
professional and business services: 35,300
educational and health services: 57,500
leisure and hospitality: 29,000
other services: 15,200
government: 40,300

Average hourly wage of production workers employed in manufacturing: $14.54

Unemployment rate: 4.4% (April 2005)

Largest employers	*Number of employees*
Lehigh Valley Hospital and Health Network	7,364
St. Luke's Hospital	4,963
Air Products & Chemicals	4,246
U.S. Government	2,740
PPL Corporation	2,351
Giant Food Stores, Inc.	2,217

Cost of Living

The following is a summary of data regarding key cost of living factors in the Allentown area.

2004 ACCRA Average Home Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.07%

State sales tax rate: 6%

Local income tax rate: 1%

Local sales tax rate: None

Property tax rate: $7.31 per $1,000 of market value

Economic Information: Allentown Economic Development Corp., 718 Hamilton St., 7th Floor, PO Box 1400, Allentown, PA 18105-1400; telephone (610)435-8890. Allentown City Planning Commission, 435 Hamilton St., Allentown, PA 18101; telephone (610)437-7611

Education and Research

Elementary and Secondary Schools

The Allentown School District (A.S.D.) is the fourth largest in the state. The district is said to have pioneered the neighborhood school concept and has offered a program for gifted students since 1924. A.S.D. is in the high range of national norms in the percentage of students testing at high IQ levels.

The following is a summary of data regarding the Allentown public schools as of the 2002–2003 school year.

Total enrollment: 15,966

Number of facilities
elementary schools: 17
secondary schools: 4
high schools: 2

Student/teacher ratio: 18.8:1

Teacher salaries
average: $50,831

Funding per pupil: $7,207

Public Schools Information: Allentown School District, 31 South Penn Street, PO Box 328, Allentown, PA 18105; telephone (610)821-2641

Colleges and Universities

The Lehigh Valley is home to 11 colleges and universities, 3 of them located within Allentown city limits. Lehigh University, located in Bethlehem, is nationally recognized for its science, engineering, business, and economic programs. Muhlenberg College in Allentown offers numerous undergraduate majors, including a premedical program. Cedar Crest College and Lehigh College Workforce Training Center are also located in the city. A campus of Pennsylvania State University is located near Allentown.

Libraries and Research Centers

The Allentown Public Library's two branches house nearly a half-million volumes, and offers free public access to the

Internet. The Lehigh County Historical Society Library maintains a collection of the publications of local history scholars, and a Frank Lloyd Wright Library is part of the Allentown Art Museum.

The Lehigh Valley's colleges and universities maintain extensive holdings, including the Lehigh University collection of more than 870,000 volumes featuring a special collection of engineering laboratory research project reports. Muhlenberg College's library houses 330,000 volumes, including a special collection of ''best'' works of fiction and nonfiction.

At the heart of the Lehigh Valley's research activities is Lehigh University, one of the country's leading technological universities. The university is home to the North East Tier Ben Franklin Advanced Technology and the Advanced Technology for Large Structural Systems program, the first large-scale structure testing facility in the country. A number of private companies maintain research and development programs, including Rodale, of organic gardening fame, whose center is located in Kutztown.

Public Library Information: Main Library, 1210 Hamilton St., Allentown, PA 18102; telephone (610)820-2400

Health Care

Allentown's health care needs are served by four acute-care hospitals offering a full range of services and one psychiatric hospital. Lehigh Valley Hospital is a regional trauma center with a MedEvac helicopter. Lehigh Valley Hospital's Allentown site is ranked among the nation's best hospitals for heart surgery, cardiac care, urology, and geriatric care, hospice, pediatric, emergency, outpatient, dental, diabetes, and radiology care and rehabilitation services. St. Luke's Hospital and Health Network has been named as one of the nation's top hospitals. Its Regional Heart Center is the area's most nationally honored heart-care center. Home health care is available, as is treatment for substance abuse. The region as a whole supports eight hospitals.

Recreation

Sightseeing

One of the most popular sights in Allentown is the Liberty Bell Shrine Museum in the Zion Reformed Church, which contains a replica of the bell. Trout Hall, built in 1770 by the son of the founder of Allentown, is the city's oldest building; Lehigh County Historical Society sponsors tours of it. Tours are available at the Frank Buchman House, founder of the Moral Rearmament movement, and the Haines Mill Museum, an operating grist mill, adjacent to a county park. Two railroads offer nostalgic rides through the area's scenic wonders, and the Covered Bridge (driving) Tour culminates at the Trexler-Lehigh County Game Preserve, where native and exotic fauna roam 1,500 acres of rolling countryside. Several historic structures in nearby Bethlehem, which was a center for the religious group known as Moravians, are open to tourists. Easton also preserves historic buildings and homes.

Arts and Culture

Allentown has long been supportive of artistic and cultural activities. Symphony Hall is home to the Allentown Band, which has been providing musical entertainment since 1829. Concerts are presented by the Allentown Symphony Orchestra at Symphony Hall; the Pennsylvania Sinfonia Orchestra is the only year-round orchestra in the Valley. The Lehigh Valley Chamber Orchestra performs great music from the traditional to the contemporary. A Community Concert series brings nationally-known artists to the city, and musical and theatrical performances are sponsored by area colleges. The Theatre Outlet is the Lehigh Valley's award winning ''Off Broadway'' company, performing at its own arts center. Rounding out the musical, theatrical, and dance offerings are the Civic Theatre of Allentown, and the Cedar Crest College Stage Company, the State Theatre, and Muhlenberg College's Center for the Arts.

The Allentown Art Museum houses the Samuel H. Kress collection of Renaissance paintings. Lehigh County Historical Museum displays artifacts pertaining to local history and traditions and maintains a Geology Garden. The Open Space Gallery offers juried exhibitions of contemporary regional arts and crafts. The Lenni Lenape Historical Society of Pennsylvania has restored an eighteenth-century stone farmhouse to display Indian artifacts. It is called the Museum of Indian Culture and features a traditional village and garden.

Festivals and Holidays

The Lehigh Valley offers an array of annual festivals, primarily during the summer months, that appeal to a broad range of interests. Allentown's Mayfair, a three-day celebration of the arts, is held over the Memorial Day weekend at various city parks. All activities, which range from dancing to crafts to musical performances and fiddling competitions, are free. July brings the traditional Independence Day fireworks celebration, as well as SportsFest. This action-packed sporting event featuring more than 25 competitive events attracts athletes from all over the world. Lehigh County Council on the Arts sponsors an Arts Festival each summer. August is an event-filled month as Allentown presents the Great Allentown Fair, and Das Awkscht Fescht (The August Festival), featuring an antique car show, and Bethlehem

celebrates its nine-day Musikfest. From the Wednesday before Thanksgiving until January 1, more than a half-million visitors enjoy holiday displays at Lights In the Parkway. Bethlehem is a popular destination during the Christmas season, which is celebrated there in the serene, noncommercial style traditional to the Moravians, a group of religious, middle-European missionaries.

Sports for the Spectator

At the Lehigh Valley Velodrome, national and international bicycle racing meets are held annually on its Olympic standard cycling track. Adjacent to the Velodrome is the Bob Rodale Cycling & Fitness Park. Live horse racing via satellite is offered year round at the Downs at Lehigh Valley. The Allentown Ambassadors minor league baseball team is also located in Allentown.

Sports for the Participant

Allentown's park system, which at 13 percent of the city's acreage is said to consist of more acres per capita than any other city its size, and a network of area tennis courts, swimming pools, golf courses, ski slopes, and campgrounds offer year-round recreational opportunities for the sports enthusiast. Cedar Creek Parkway's 127 acres include Lake Muhlenberg, where pedal boating, fishing, and picnicking go on; also located there is the Rose Garden, with its old-fashioned gardens and lagoons. The proximity of the Poconos and other ski resorts make the Lehigh Valley a popular winter destination. Among the more than 100 rides at Dorney Park and Wildwater Kingdom is one of the world's tallest wooden roller coasters; at Wildwater, families enjoy giant slides, river rides, and an enormous wave pool. Gymnastic and exercise programs are offered at Parkettes National Training Center. The Lehigh Valley's streams, forests, and winding roads offer sites for fishing, swimming, hunting, hiking, ice skating, water skiing, and cycling. Allentown is home to SportsFest, an annual event featuring local, national, and international competitors who participate in team and individual sporting events.

Shopping and Dining

Essential and luxury items are available in the Lehigh Valley's many malls and shopping centers. Dozens of national brand factory outlets operate within a short drive of the area, as do several farmers' markets, featuring a wide variety of local produce. Bethlehem and its environs offer many unusual shops specializing in Christmas items, candles, and silk flowers; one is housed in an 1803 mansion.

Restaurants in Allentown offer varied cuisines and entertainment.

Visitor Information: Lehigh Valley Convention and Visitors Bureau, PO Box 20785, Lehigh Valley, PA 18002-0785; telephone (610)882-9200; toll-free (800)633-8437

Convention Facilities

The Pennsylvania Expo Center at Lehigh Valley is the region's newest and largest exhibition facility. This state-of-the-art facility, which offers more than 95,000 square feet of contiguous ground-level exhibition space, is quickly becoming home to many of the region's largest trade and consumer shows. The Agri-Plex at the Allentown Fairgrounds offers 58,000 square feet, and the Stabler Arena at Lehigh University in nearby Bethlehem can seat up to 6,000. There are more than 40 hotels and motels in the area, most of which provide courtesy shuttle service to and from the airport.

Convention Information: Lehigh Valley Convention and Visitors Bureau, PO Box 20785, Lehigh Valley, PA 18002-0785; telephone (610)882-9200; toll-free (800)633-8437; fax (610)882-9200

Transportation

Approaching the City

Air travelers to the Lehigh Valley are served by the Lehigh Valley International Airport, a modern, full-service facility located minutes from downtown Allentown and providing coast-to-coast service by major airlines.

The Pennsylvania Turnpike's Northeast Extension, Interstate 78, Interstate 476, and U.S. Routes 22, 222, 309, and 33 provide easy access by car to Allentown from the East Coast. The city can be approached from the South by Interstate-95 and from the West by interstates 76 and 80. The region is served by four interstate bus lines. Freight rail service in the Lehigh Valley is provided by several operators.

Traveling in the City

Allentown is laid out in a basic grid pattern. The downtown area is the center of the city's retail, banking, lodging, entertainment, and cultural activities. The Lehigh and Northampton Transit Authority (LANTA) operates a fleet of buses serving the city and its environs.

Communications

Newspapers and Magazines

Two daily newspapers are published in the Lehigh Valley: Allentown's *The Morning Call* is published Monday–Sunday,

and Easton's *The Times-Express,* published Monday–Sunday. Also published in Allentown are the *Eastern Pennsylvania Business Journal,* a weekly publication, *East Penn Press,* a weekly local newspaper, and *Allentown Times,* which is also a weekly publication.

Television and Radio

Network broadcasts from Philadelphia supplement television coverage by an independent television station in the Lehigh Valley. Public television service features local and Public Broadcasting Service programs. Several cable companies also serve the area. More than 30 AM and FM radio stations, including a public radio station, offer a variety of programming; 11 of them broadcast from Allentown.

Media Information: *The Morning Call,* 101 N. 6th Street, Allentown, PA 18105; telephone (610)820-6500

Allentown Online

Allentown Public Library. Available www.allentownpl.org

Allentown School District. Available www.allentownsd.org

City of Allentown home page. Available www.allentownpa.org

Lehigh Valley Convention and Visitors Bureau. Available www.lehighvalleypa.org

Selected Bibliography

Hoffman, Richard, *Half the House: A Memoir* (New York: Harcourt- Brace, 1995)

Erie

The City in Brief

Founded: 1795 (incorporated, 1851)

Head Official: Mayor Richard E. Filippi (since 2002)

City Population
1980: 119,123
1990: 108,718
2000: 103,717
Percent change, 1990–2000: −4.2%
U.S. rank in 1980: 130th
U.S. rank in 1990: 175th
U.S. rank in 2000: 247th (State rank: 3rd)

Metropolitan Area Population
1980: 280,000
1990: 275,572
2000: 280,843
Percent change, 1990–2000: 2%
U.S. rank in 1980: 111th
U.S. rank in 1990: 124th
U.S. rank in 2000: 135th

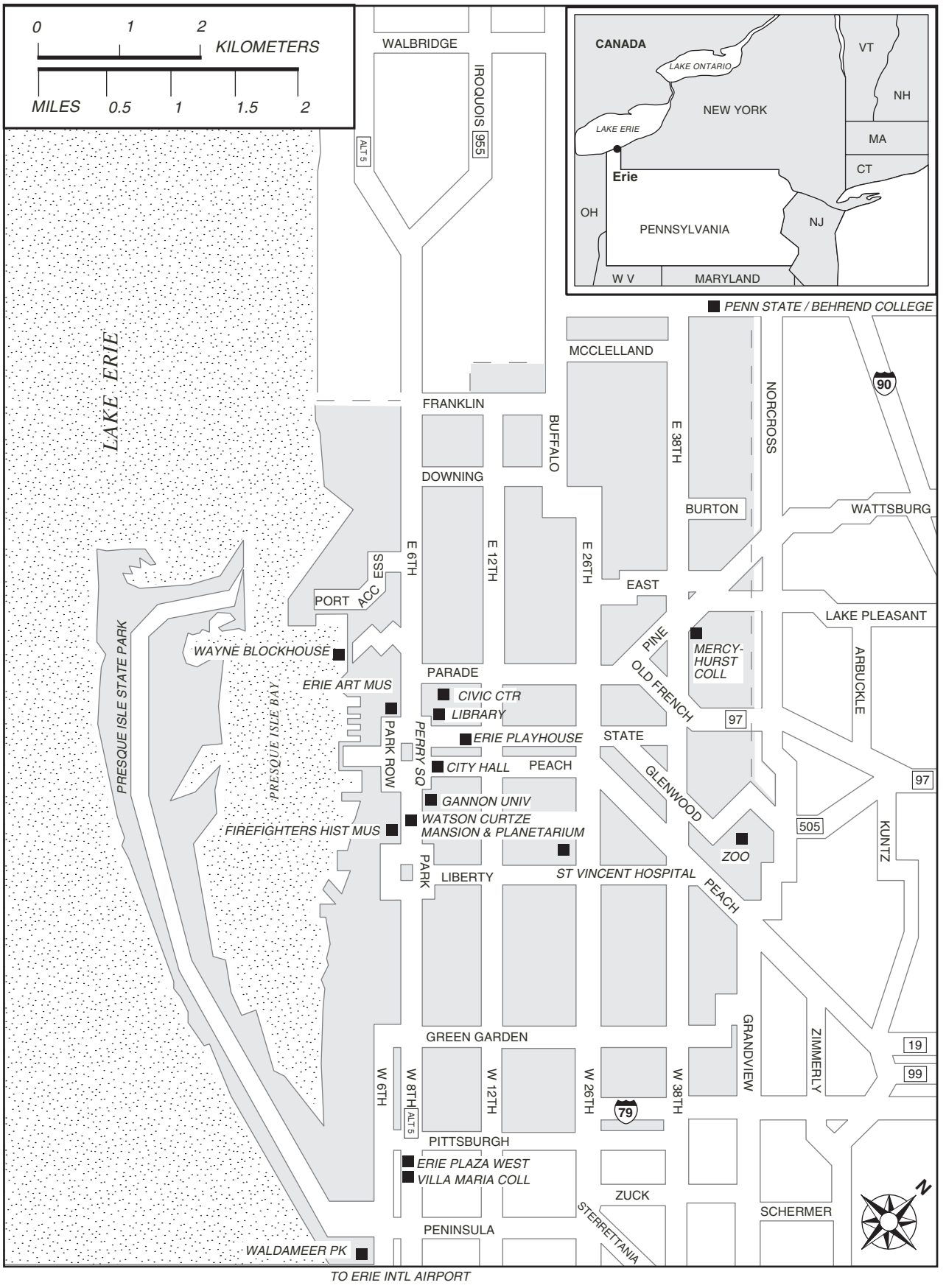
Area: 22 square miles (2000)
Elevation: 710 feet above sea level
Average Annual Temperature: 51.9° F
Average Annual Precipitation: 38.1 inches of rain; 77.9 inches of snow

Major Economic Sectors: Manufacturing, services, retail trade
Unemployment Rate: 4.9% (April 2005)
Per Capita Income: $14,972 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 3,560

Major Colleges and Universities: Penn State Erie Campus; Gannon University

Daily Newspapers: *Erie Daily Times; Erie Morning News*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NORCROSS
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E 12TH
E 26TH
EAST
PORT ACC ESS
LAKE PLEASANT
PINE
MERCY-HURST COLL
OLD FRENCH
ARBUCKLE
WAYNE BLOCKHOUSE
PARADE
ERIE ART MUS
CIVIC CTR
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PRESQUE ISLE STATE PARK
PRESQUE ISLE BAY
PARK ROW
PERRY SQ
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CITY HALL
PEACH
GLENWOOD
GANNON UNIV
FIREFIGHTERS HIST MUS
WATSON CURTZE MANSION & PLANETARIUM
505
KUNTZ
ZOO
PARK
LIBERTY
ST VINCENT HOSPITAL
PEACH
GREEN GARDEN
GRANDVIEW
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W 26TH
79
W 38TH
PITTSBURGH
ERIE PLAZA WEST
VILLA MARIA COLL
ZUCK
SCHERMER
STERRETTANIA
PENINSULA
WALDAMEER PK
N
TO ERIE INTL AIRPORT

Introduction

Erie, the third largest city in Pennsylvania, is a major manufacturing and shipping center. Located on the southeast shore of Lake Erie, the city is the only lake port in the state. Its shoreline and protected harbor, and the availability of fresh water, offer the city unique advantages as a center of shipping and manufacturing in Pennsylvania. With numerous building projects and renovations taking place over the past decade, Erie continues to emerge as a top contender for job growth and livability.

Geography and Climate

Erie, the northernmost city in Pennsylvania, is located on the southeast shore of Lake Erie. Presque Isle, a 7-mile-long peninsula, curves around the city's harbor. The terrain rises gradually in a series of ridges.

Cold air masses moving south from Canada in the winter are modified by the relatively warm waters of Lake Erie, but the temperature difference between air and water produces cloudiness and frequent snow from November through March. Spring weather is usually cloudy and cool. Summer heat waves are tempered by cool lake breezes, and autumn, with its long dry periods and an abundance of sunshine, is usually the most pleasant season. Precipitation is well distributed throughout the year.

Area: 22 square miles (2000)

Elevation: 710 feet above sea level

Average Temperatures: January, 28.2° F; July, 70.9° F; average annual temperature, 51.9° F

Average Annual Precipitation: 38.1 inches of rain; 77.9 inches of snow

History

Erie was named after the Eriez tribe, which was destroyed by a combination of pestilence and the Seneca nation under Chief Cornplanter in the mid-seventeenth century. The first European settlers in the area were the French, who built Fort Presque Isle on the city's site in 1753. The French abandoned the fort to the English, who lost it in 1763 at the start of Pontiac's Rebellion. When General ''Mad'' Anthony Wayne induced the native tribes to make peace in 1794, the area was opened to settlement. The city was laid out in 1795 and became a port, engaged principally in the salt trade, in 1801.

The city's history throughout the nineteenth century was dominated by harbor activity. In 1813, in what is often referred to as Erie's proudest historical moment, Commodore Oliver Perry defeated the British in the Battle of Lake Erie. Most of Commodore Perry's ships were built in Erie.

The importance of the city and its port gradually diminished throughout the nineteenth and twentieth centuries as the development of automobiles, the railroad, and airplanes eroded the lake trade. The 1980s saw Erie's residents engaged in heated debates over the question of how they saw their city's future: Should Erie remain a ''provincial'' town devoted to waterfront activity, or should it reform its image into that of a ''progressive'' town? The debate continues today. Whatever the answer, Erie is respectful of its reputation as a rising entrepreneurial hotspot determined to maintain quality of life while making room for mindful progress. As the twenty-first century is well underway, Erie continues to improve economically; the city has seen new jobs and new business startups, as well as a reversal of urban sprawl and a reinvestment in city living.

Historical Information: Erie County Historical Society, 419 State Street, Erie, PA 16501; telephone (814)454-1813

Population Profile

Metropolitan Area Residents
1980: 280,000
1990: 275,572
2000: 280,843
Percent change, 1990–2000: 2%
U.S. rank in 1980: 111th
U.S. rank in 1990: 124th
U.S. rank in 2000: 135th

City Residents
1980: 119,123
1990: 108,718
2000: 103,717
Percent change, 1990–2000: −4.2%
U.S. rank in 1980: 130th
U.S. rank in 1990: 175th
U.S. rank in 2000: 247th (State rank: 3rd)

Density: 4,722.9 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 83,550

Black: 14,724
American Indian and Alaska Native: 232
Asian: 776
Native Hawaiian and Pacific Islander: 42
Hispanic (may be of any race): 4,572
Other: 1,991

Percent of residents born in state: 79.7% (2000)

Age characteristics (2000)
Population under 5 years old: 7,849
Population 5 to 9 years old: 7,844
Population 10 to 14 years old: 6,978
Population 15 to 19 years old: 7.615
Population 20 to 24 years old: 8,418
Population 25 to 34 years old: 14,854
Population 35 to 44 years old: 14,722
Population 45 to 54 years old: 12,109
Population 55 to 59 years old: 4,283
Population 60 to 64 years old: 3,474
Population 65 to 74 years old: 7,395
Population 75 to 84 years old: 6,409
Population 85 years and over: 2,127
Median age: 34.1 years (2000)

Births (2002, Erie County)
Total number: 3,372

Deaths (2003, Erie County)
Total number: 2,695 (of which, 23 were infants under the age of 1 year)

Money income (1999)
Per capita income: $14,972
Median household income: $28,387
Total households: 40,908

Number of households with income of . . .
less than $10,000: 2,166
$10,000 to $14,999: 1,638
$15,000 to $24,999: 4,091
$25,000 to $34,999: 3,896
$35,000 to $49,999: 5,136
$50,000 to $74,999: 5,115
$75,000 to $99,999: 1,763
$100,000 to $149,999: 626
$150,000 to $199,999: 153
$200,000 or more: 162

Percent of families below poverty level: 13.8% (54.4% of which were female householder families with children under the age of 5 years)

2002 FBI Crime Index Total: 3,560

Municipal Government

Erie operates under a mayor-council form of government, with the mayor and seven council members elected for four-year terms.

Head Official: Mayor Richard E. Filippi (D) (since 2002; current term expires December 31, 2005)

Total Number of City Employees: 800 (2005)

City Information: City of Erie, Municipal Building, 626 State St., Erie, PA 16501; telephone (814)870-1234

Economy

Major Industries and Commercial Activity

Erie has a diverse economy, which helps buffet it against national downturns. Manufacturing jobs make up more than one-quarter of the Erie area workforce. Erie has the highest concentration of toolmakers of any place in the nation. More than 10 percent of the nation's plastics injection molding is done in Erie, and four of the nation's top 50 plastics companies are located there. Products in well over 135 different classifications are made in Erie. Erie is also a major retail center, drawing shoppers from the tri-state area and Canada. Major service providers include the headquarters of Erie Insurance Group, large regional hospitals, several telemarketing companies, and the Gertrude Barber Center. Erie has a large tourism industry with visitors drawn by the beaches and unique nature of Presque Isle State Park, the U.S. Brig *Niagara,* a maritime museum, and other historical and recreational attractions. Agriculture is still a viable industry; Erie County produces cherries and grapes.

Items and goods produced: plastics products, locomotives, boilers, engines, meters, turbines, castings, forgings, pipe equipment, motors, diesel engines, paper, grapes, cherries

Incentive Programs—New and Existing Companies

Local programs—The Erie Area Chamber of Commerce is the first stop for companies considering relocating or expanding to the Erie area. The Chamber sends information and sits down with company representatives to determine their needs; it serves as a clearinghouse and referral agent to other businesses and agencies that can help with commercial real estate, financing, business planning, and regulations. The Local Economic Revitalization Tax Assistance (LERTA) program was designed in 2002. The city, school district, and county adopted ordinances to provide for a

beneficial investment incentive for commercial and residential properties throughout the city of Erie. The ordinances provide for a 10-year period of 100 percent eligible tax exemption.

State programs—Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The Keystone Opportunity Zone has designated some areas as exempt from state and local business taxes; these areas will remain virtually tax-exempt until 2013. The state's Job Creation Tax Credits program provides $1,000-per-job tax credit to approved businesses that agree to create jobs within three years.

Job training programs—State funding provides for programs such as Customized Job Training, School-to-Work initiatives, and the Dislocated Workers Unit. In Erie, the Regional Occupational Skill Center offers training in such areas as basic machining, tool-and-die pre-apprenticeships, and industrial maintenance. Northwest Pennsylvania Technical Institute offers technical training ''without walls'' in partnership with local colleges and other educational institutions. Training is based on worker needs and industry specifications.

Development Projects

Warner Theatre, showcase for the performing arts in Erie, recently completed renovations designed to upgrade the facility, as well as preserve its historical character. In addition to the restoration of the opulent furnishings that make the theater a community landmark, the loading dock was expanded and the stage area was improved. Erie's landmark downtown Boston Store (with its famous clock) was renovated to include affordable apartments and numerous offices. It is also home of the Erie Chamber of Commerce and several locally owned radio stations where disc jockeys can be observed through the windows.

More than $25 million in federal and state funding has been obtained by the city, including $12 million for Erie's new Bayfront Convention Center as well as $5 million from the governor's economic surplus package for the next phase of improvements of the Koehler Brewery Square. The convention center is expected to be completed by 2007 and will provide an additional 120,000 square feet of exhibit and convention space to the already existing three-building Civic Center Complex. A hotel will also be added.

New home construction increased by 538 percent in 2003 with the residential Local Economic Revitalization Tax Assistance program. The development of a new Wal-Mart was negotiated in a vacant plaza on the east side of town, which created more than 300 jobs and additional reinvestment in what had been a blighted neighborhood.

Splash Lagoon Indoor Water Park Resort, Pennsylvania's only indoor water park, opened in February 2003. This resort complex comprises the water park and a Lazer Tag arena, as well as numerous hotels from which guests can access the park without having to go outside. Ground was broken in 2002 for the 58,000-square-foot Tom Ridge Center at Presque Isle State Park. The recently completed facility serves as a new regional learning, research, and visitor-information facility directly outside the park entrance.

Erie's Intermodal Transportation Center was officially opened in November 2002. The $8.9-million project serves as a hub for many modes of transportation, including buses, taxi cabs, limousines, and bicycle. The 33,500-square-foot heated space also provides parking for 151 vehicles. Plans are underway for a $53-million runway expansion at the Erie International Airport, Tom Ridge Field.

Economic Development Information: Erie Area Chamber of Commerce, 208 E. Bayfront Parkway, Suite 100, Erie, PA, 16507; telephone (814)454-7191; fax (814)459-0241

Commercial Shipping

The Port of Erie, Pennsylvania's only lake port, handles imports and exports through the St. Lawrence Seaway to the Atlantic Coast and is a major distribution center for shipping and receiving goods to and from foreign countries.

Erie is served by Conrail, some 60 truck and motor freight companies, and several air cargo companies, providing convenient access to large metropolitan centers throughout the United States and Ontario, Canada. Interstates 79 and 90, intersecting just south of the city, provide easy access to all points in the country.

Labor Force and Employment Outlook

Erie ranks high in the United States in the diversity of its industry and has a history of good labor-management relations. According to Mayor Richard Filippi, more than 1,000 new jobs were created in 2003, as well as more than 30 business startups.

The following is a summary of data regarding the Erie metropolitan labor force, 2004 annual averages.

Size of nonagricultural labor force: 131,100

Number of workers employed in . . .
construction and mining: 4,800
manufacturing: 24,400
trade, transportation, and utilities: 22,700
information: 2,700
financial activities: 6,800
professional and business services: 11,200
educational and health services: 23,600

leisure and hospitality: 12,600
other services: 6,200
government: 16,200

Average hourly wage of production workers employed in manufacturing: $14.72

Unemployment rate: 4.9% (April 2005)

Largest employers (in Erie County)	*Number of employees*
General Electric Company (locomotives, D.C. Motors)	5,500
St. Vincent Medical Center	2,700
Hamot Medical Center	2,500
Plastek Industries	2,000
Erie Insurance Group	1,750
Erie School District	1,425
Giant Eagle (supermarkets)	1,350

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Erie area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.07%

State sales tax rate: 6.0%

Local income tax rate: 1.0%

Local sales tax rate: None

Property tax rate: 49.45 mills per 100% of assessed value, which is typically 25 to 30% of market price (2004)

Economic Information: Erie Area Chamber of Commerce, 208 E. Bayfront Parkway, Suite 100, Erie, PA, 16501; telephone (814)454-7191; fax (814)459-0241

Education and Research

Elementary and Secondary Schools

Community support for quality education is strong in Erie County, where several new schools have recently been built or renovated. Erie's East High and Millcreek's Belle Valley Elementary and Walnut Creek Middle School have won various awards.

The following is a summary of data regarding Erie public schools as of the 2001–2002 school year.

Total enrollment: 12,886

Number of facilities
elementary schools: 14
junior high/middle schools: 3
senior high schools: 3
other: 1

Student/teacher ratio: 15.5:1

Teacher salaries
minimum: $28,500
maximum: $66,000

Funding per pupil: $7,042 (2001–2002)

The Catholic diocese of Erie oversees 22 elementary and secondary schools in the area.

Public Schools Information: The School District of the City of Erie, PA, 148 W. 21st Street, Erie, PA 16501; telephone (814)874-6000

Colleges and Universities

Erie has four colleges and a medical school: Edinboro University of Pennsylvania (approximately 7,500 students), Gannon University (more than 3,300 students), Mercyhurst College (about 3,000 students), Lake Erie College of Osteopathic Medicine (more than 600 students), and Penn State Erie (The Behrend College, with nearly 4,000 students). Career and technical training are offered at the Northwestern Pennsylvania Technical Institute and the Erie Business Center.

Libraries and Research Centers

The Erie County Library is headquartered in Erie; the main facility is the Raymond M. Blasco, M.D., Memorial Library. The library's four branches house well over a half-million volumes, and bookmobile service is available to rural areas. General Electric Company, Hammermill Paper Company, and Lord Corporation maintain technical libraries in the city. Erie's two largest health care organizations maintain medical libraries, and Mercyhurst College's collection includes the records of Erie County industries.

Erie is also home to the Erie County Historical Society Library/Archives, with its extensive holdings; the Erie County Law Library; and the Northwest Institute of Research Library. Research centers in the area include Mercyhurst College Cancer Research Unit, Gannon University's Center for Economic Education and Engineering Research Institute; Hamot Medical Center's research unit; and the Mercyhurst Archaeological Institute.

Public Library Information: Erie County Public Library System, 160 E. Front Street, Erie, PA 16507; telephone

(814)451-6900; fax (814) 451-6907; email reference @erielibrary.org

Health Care

Saint Vincent Health Center is the Erie area's largest health care provider. More than 400 staff physicians offer a full range of health care services. In addition, the staff specializes in peripheral vascular and intra-abdominal laser surgery. Its maternity center delivers more than 2,000 babies each year.

Hamot Medical Center, with a staff of more than 200 physicians, is Erie's second largest hospital. It offers total patient care and specializes in trauma, cancer, and high-risk infant care. Hamot offers specialty services through the Cardiopulmonary Center, Sports Medicine Center, the Institute for Behavioral Health, the Endoscopy Center and others. It is ranked among the nations top cardiovascular hospitals.

Erie's Millcreek Community Hospital is 135-bed acute-care teaching facility; it also provides 24-hour emergency care, physical therapy, laboratory, pharmacy, respiratory therapy, and other services. The Shriners Hospital for Children is one of 22 in the United States that accepts and treats children with orthopedic problems, utilizing the latest treatments and technology.

Erie's nationally known Dr. Gertrude A. Barber Center has four facilities in Pennsylvania that provide education, research, and state-of-the-art services for individuals with disabilities and their families.

Recreation

Sightseeing

Erie's most popular historical site is Commodore Perry's ship, the USS *Niagara,* a brig reconstructed for the centennial of the battle that took place in 1813 which was restored in 1990. In 1998, the *Niagara*'s berth moved a few hundred yards to the new Erie Maritime Museum, where it is on display when in port. The Shipwright Gift Shop is located there as well. The Bicentennial Tower offers an aerial view of Erie's Harbor, and a tour is available from 16 stations at the observation level of the tower.

The city's most notable buildings—the Old Custom House, now the Erie Art Museum; and Cashiers House, home to the collection of the Erie County Historical Society—stand side-by-side on State Street. Several other historical sites and turn-of-the-century mansions are located throughout the area. The Erie History Center presents changing exhibits on industry, architecture, and local history. The Battles Museums of Rural Life allows visitors to explore 130 acres of farmlands and woodlands, two houses, and a bank. Walking tours are sponsored by The Erie County Historical Society.

The 3,200-acre Presque Isle State Park attracts more than four million visitors annually. The park offers spectacular views of the sun setting over Lake Erie in addition to the usual park amenities. Near the entrance to the park is Waldameer Park and Water World, open mid-May until Labor Day.

The 15-acre Erie Zoological Park and Botanical Garden of Northwest Pennsylvania welcomes some 400,000 visitors each year. The main building transports visitors to Africa, as all the animals are from Africa or Madagascar. Visits to wineries in the outlying areas are also popular with visitors to Erie. The Experience Children's Museum provides hands-on fun for children and adults at its Gallery of Science and Gallery of the Human Experience. Visitors might also consider a trip to historic Chautauqua, located just east of Erie, which offers a summer program of concerts and educational and spiritual pursuits in a 750-acre park-like setting. The new Splash Lagoon is a $21-million indoor water park that is open year-round.

Arts and Culture

Several cultural organizations make up the Erie Arts Council. Among these are the Erie Philharmonic, which conducts symphonic and pops programs, and the Erie Civic Music Association, which presents concerts at the elegant Warner Theatre in the Civic Center complex. The Warner Theatre is a major cultural arts center in the region. The 2,500-seat facility is undergoing renovation in 2005 to upgrade and preserve the historic building. The Roadhouse Theatre presents ''dark, intense drama and outrageous comedy.'' The Erie Playhouse presents local talent in a variety of theatrical works at its renovated downtown theater; it has been cited as one of the top ten community theaters in the country. The Erie Chamber Orchestra provides free Friday concerts at bayfront churches and cathedrals. The Lake Erie Ballet Company's annual presentation of ''The Nutcracker'' is considered a community classic.

The 800-seat Mary D'Angelo Performing Arts Center at Mercyhurst College offers outstanding acoustics and a schedule of world-class entertainers using state-of-the-art computerized sound and lighting systems and a performance stage of 3,400 square feet.

The Erie Art Museum, which offers exhibits, classes, concerts, children's activities and tours, is located in the historic

Old Customs House. The Anthony Wayne Memorial Blockhouse Museum is a replica of the blockhouse where the general died in 1796. The museum is located on the grounds of the Pennsylvania Soldiers' and Sailors' Home. Other popular sights in Erie include the Erie Historical Museum and Planetarium, housed in a restored Victorian residence; Lake Shore Railway Museum; and the Firefighters Historical Museum.

Festivals and Holidays

Among Erie's major annual celebrations is the Erie Summer Festival of the Arts, which offers free performances and art exhibits at the Liberty Park and Pepsi Amphitheater. July brings Harborfest at Harborcreek Community Park. The Wattsburg (Erie County) Fair takes place in August and the Wine Country Harvest Festival is held in September. Erie's winter festival features holiday events including a Festival of Trees, ZooLumination at the Erie Zoo, and ''The Nutcracker'' ballet performance. First Night is an alcohol-free New Year's Eve celebration for children and adults.

Sports for the Spectator

The Erie Otters, a professional team in the Ontario Hockey League, entertain fans at the Erie Civic Center. At the 6,000-seat Jerry Uht Ball Field, the Erie SeaWolves, AA affiliates of the Detroit Tigers, play professional baseball from June until September.

Sports for the Participant

Erie's Presque Isle State Park, one of the most popular tourist attractions in Pennsylvania and the state's only beach park, draws more than 5 million visitors annually. The park offers a full array of year-round recreational opportunities, including swimming, boating, and skiing. The now-clean waters of Lake Erie contain more than 20 species of freshwater fish, and fishing can be enjoyed throughout the year. The Erie area supports a thriving boat rental industry. The City Parks Department operates a variety of indoor and outdoor facilities offering 107 tennis courts, 27 golf courses, and 128 swimming pools, among other amenities. U.S. Route 6, an official bicycle route, passes through the Erie area. Just outside the city is a ski resort, and the Allegheny National Forest is nearby.

Shopping and Dining

Erie has become a regional shopping center attracting shoppers from the tri-state area and Canada. Shopping venues have expanded considerably in recent years. The city has two huge plazas off upper Peach Street near I-90, and a third one, Erie Marketplace Plaza, anchored by a Target store, opened in 2001. The Millcreek Mall underwent a 1.5-million-square-foot expansion and is now home to more than 150 stores. More than 2,000 retail establishments are located in Erie, in 12 large shopping centers and 54 smaller centers. On the west side of town, Village West offers specialty stores in a New England style atmosphere. Various outlet and discount stores and antique shops are located throughout the Erie County area.

American and Italian cuisines are well represented on Erie area bills of fare, as are several other ethnicities. Pubs, grills, and café's are among the most popular eateries in the area; fast food and fine dining establishments round out the offerings.

Visitor Information: Erie Area Tourist and Convention Bureau, Inc., 208 E. Bayfront Parkway, Suite 103, Erie, PA 16507; telephone (814)454-7191

Convention Facilities

Erie's Civic Center Complex is a three-building, $20-million complex. The complex includes the Louis J. Tullio Convention Center, which seats more than 7,000 people for concerts, conventions, and sporting events; an adjacent Exhibit Hall, which features 36,000 square feet of exhibit/convention space and state-of-the-art audiovisual equipment; and the Warner Theatre. By 2007 a fourth addition is expected to open—the new $45-million Bayfront Convention Center. This 120,000-square-foot facility will overlook Presque Isle Bay. A new hotel will be added that connects it to the convention center. Some 3,200 area hotel and motel rooms support these facilities.

Convention Information: Erie Area Chamber of Commerce, 208 E. Bayfront Parkway, Suite 100, Erie, PA, 16507; telephone (814)454-7191; fax (814)459-0241

Transportation

Approaching the City

Erie International Airport, Tom Ridge Field, is located 6 miles from downtown and serves 170,000 passengers annually. For those approaching the city by car, access is made easy by a network of superhighways and access roads. Amtrak carries train passengers to the city.

Traveling in the City

Erie was laid out in a grid pattern based on a modified plan of Washington, D.C., by two surveyors who were associated with the designer of the nation's capital. Bus service is

provided by the Erie Metropolitan Transit Authority. Over the past five years, $270 million has been spent on improvements to Interstates 79, 86, and 90.

Communications

Newspapers and Magazines

The Times Publishing Company provides newspaper readers with the dailies the *Erie Morning News* and the *Erie Daily Times,* and the weeklies the *Erie Sunday Times, Weekender* on Saturday morning, and *Your Money* on Thursday. Magazines published in Erie include *Erie & Chautauqua Magazine, Pax Christi USA,* the *Fraternal Leader,* a Christian family magazine, and two business trade publications, *Builder/Dealer* and *Business Systems Dealer.*

Television and Radio

Television viewers in Erie are entertained by four television networks. Cable service is also available. Four AM and 10 FM radio stations broadcast from Erie.

Media Information: Times Publishing Company, 205 West 12th Street, Erie, PA 15634; telephone (814)870-1600

Erie Online

City of Erie Home Page. Available www.cityoferiepa.com

Erie Chamber of Commerce. Available www.eriechamber.com

Erie County Public Library. Available www.erielibrary.org

Erie School District. Available esd.iu5.org

Erie Tourist Information. Available www.visiteriepa.com

School District Profile. Available www.paprofiles.org

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Daughters of the American Revolution, *Soldiers of the American Revolution Who at Some Time Were Residents of, or Whose Graves* . . . (Erie, PA: 1929)

Erie Yesterday, *Erie County, Pennsylvania* (Arcadia Tempus Publishing Group, 1997)

Harrisburg

The City in Brief

Founded: 1791 (incorporated as city, 1860)

Head Official: Mayor Stephen R. Reed (D) (since 1982)

City Population
1980: 53,264
1990: 52,376
2000: 48,950
2003 estimate: 48,322
Percent change, 1990–2000: −6.5%
U.S. rank in 1980: 447th
U.S. rank in 1990: 473rd
U.S. rank in 2000: Not reported (State rank: 17th)

Metropolitan Area Population
1980: 556,000
1990: 587,986
2000: 629,401
Percent change, 1990–2000: 7%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 67th
U.S. rank in 2000: 66th

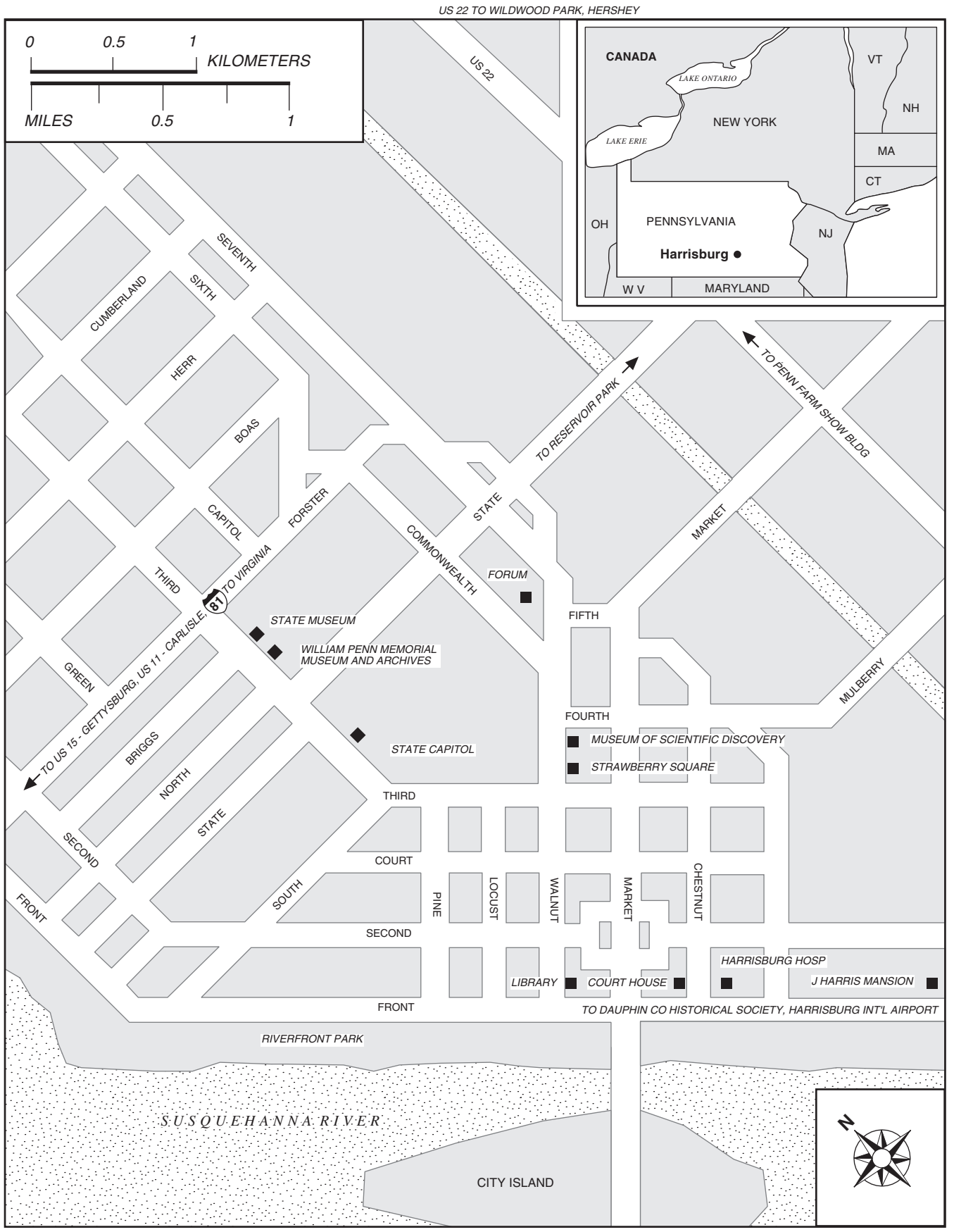
Area: 11.44 square miles (2000)
Elevation: Ranges from 100 to 358 feet above sea level
Average Annual Temperature: 52.9° F
Average Annual Precipitation: 40.5 inches of rain; 34.3 inches of snow

Major Economic Sectors: Manufacturing, services, retail trade, state government
Unemployment Rate: 3.6% (April 2005)
Per Capita Income: $15,787 (1999)

2002 FBI Crime Index Total: 2,928

Major Colleges and Universities: Harrisburg Area Community College, Penn State Downtown Center, Penn State Eastgate Center, Temple University at Harrisburg, Dixon University Center at Harrisburg

Daily Newspaper: *The Patriot-News*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FORSTER
STATE
TO RESERVOIR PARK
TO PENN FARM SHOW BLDG
MARKET
COMMONWEALTH
FORUM
THIRD
TO VIRGINIA
81
STATE MUSEUM
WILLIAM PENN MEMORIAL MUSEUM AND ARCHIVES
FIFTH
GREEN
TO US 15 - GETTYSBURG, US 11 - CARLISLE
BRIGGS
NORTH
STATE CAPITOL
MULBERRY
FOURTH
MUSEUM OF SCIENTIFIC DISCOVERY
STRAWBERRY SQUARE
THIRD
SECOND
STATE
COURT
SOUTH
PINE
LOCUST
WALNUT
MARKET
CHESTNUT
FRONT
SECOND
HARRISBURG HOSP
LIBRARY
COURT HOUSE
J HARRIS MANSION
FRONT
TO DAUPHIN CO HISTORICAL SOCIETY, HARRISBURG INT'L AIRPORT
RIVERFRONT PARK
SUSQUEHANNA RIVER
CITY ISLAND
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Introduction

Harrisburg is the capital of the Commonwealth of Pennsylvania and a major distribution center for the northeastern United States. Located on the Susquehanna River near the beautiful Blue Mountains, it offers the amenities of a big city with the ambiance of a small town. Harrisburg has received top national awards for budgeting, water pollution control, law enforcement, and conservation for several years running. The prosperity of the business climate can be seen in the area's selection in June 2004 as one of the ''country's hottest up & coming cities'' for populations between 500,000 to one million by *Money* magazine.

Geography and Climate

Harrisburg is located on the eastern bank of the Susquehanna River, 100 miles west of Philadelphia, at a gap in the Blue Mountains between the Cumberland and Lebanon valleys created by the river. The terrain is rolling, with a band of flat land in the southern part of Dauphin County ranging up to a mile wide along the Susquehanna River. The region is underlain by limestone which, combined with the gently rolling terrain, creates an ideal farming environment.

Harrisburg's climate is humid continental; there are four distinct but mild seasons. Summers are warm to occasionally hot with relatively high humidity; winters are comparatively mild for the region's latitude.

Area: 11.44 square miles (2000)

Elevation: Ranges from 100 to 358 feet above sea level

Average Temperatures: January, 28.6° F; July, 73.5° F; average annual temperature, 52.9° F

Average Annual Precipitation: 40.5 inches of rain; 34.3 inches of snow

History

Susquehanna River a Crossing for Indians, Europeans

Native Americans occupied what is now Harrisburg as early as 5,000 years ago. The first European contact with Native Americans in Pennsylvania was made by the Englishman, Captain John Smith, who journeyed from Virginia up the Susquehanna River in 1608 and visited with the Susquehanna tribe. The Shawnees, a nomadic tribe, and members of the Algonquin nation came to the Susquehanna Valley from the southwest in the 1690s. The Swedes and the French used the Susquehanna River as a route during their explorations of the Middle Atlantic Region but did not settle there. The Englishman, John Harris, was the first white man to appreciate the region's strategic location. He established a trading post at the site in about 1710 and began ferry service in 1733. After Harris' death in 1748, his son, John, continued his father's liberal policies with the natives so there was considerable settlement of the region by the time of the French and Indian Wars of 1753–58.

Thousands of German settlers were attracted by the rich farmlands, and their industriousness contributed to the region's prosperity. The iron industry became so important that workers were forbidden to leave work to join the militia during the American Revolution unless they had special permission. Following the Revolution, the Pennsylvania state assembly created Dauphin County out of a portion of Lancaster County and directed the establishment of a county seat near Harris's Ferry. They temporarily named the county seat Louisburg in honor of the French king who had been so helpful during the Revolution. But John Harris refused to sell the land for the county seat under these terms, and it was agreed that the new name would be Harrisburg, in honor of his father.

City Becomes State Capital, Transportation Hub

Harrisburg's location on major east-west routes and the importance of the Susquehanna River as a gateway north and south quickly established the city as a business center. At the same time, there was growing sentiment in the Commonwealth of Pennsylvania against what were seen as the aristocratic goals of the Federalists in Philadelphia, capital of the United States from 1790 to 1800. When it came time to select a state capital, the choice of Harrisburg became official in 1812.

Stagecoach lines from Philadelphia had reached Harrisburg by 1776. By the 1830s Harrisburg was part of the Pennsylvania canal system and an important railroad center as well. Steel and iron became dominant industries. To the original German settlers were added people from the rest of the nation and immigrants from throughout the Old World, especially Scots-Irish, Welsh, French, and Huguenots. Because farming was still the predominant industry, Harrisburg did not develop in the arts, music, and science as did Philadelphia—the lack of leisure time and concentration of population hindered that development. Settlers in Harrisburg and environs did bring with them aspects of European culture that flourished, including the fashioning of pottery, furniture, glass works, and pewterware, and the use of brass instruments.

Harrisburg's population had grown to more than 13,000 people by 1860, when it was incorporated as a city. Its industrial

power played a decisive role in the Civil War, and it also served as a Union Army training center. Harrisburg was the target of a Confederate Army invasion in 1863, but General Robert E. Lee stopped his troops a few miles from the city and ordered them to proceed to nearby Gettysburg, where the battle ensued that was to be the turning point of the Civil War.

Prosperity, Building, Culture Distinguish City

Steel and other industries continued to play a major role in the local economy throughout the latter part of the nineteenth century. The city was the center of enormous railroad traffic and supported large furnaces, rolling mills, and machine shops. The Pennsylvania Steel Company plant, which opened in nearby Steelton in 1866, was the first in the country; it is now operated by Bethlehem Steel. Harrisburg Car Manufacturing Company began as a railroad car manufacturer in 1853; in 1935 the firm changed its name to Harrisburg Steel Company then in 1956 to Harsco, a diversified *Fortune* 500 company. Many fine schools and churches were built; banks and other institutions were founded. Stately residences were erected overlooking the Susquehanna River. The first three decades of the twentieth century saw the building of high-rise department stores and opulent hotels. A $12.5-million expansion of the state capitol complex was completed in 1906, and many cultural institutions were founded.

Decline Followed by Rebirth

As was the case throughout the industrialized Northeast, Harrisburg began to decline after World War II as residents moved to the suburbs. The decline continued into the early 1980s, when Harrisburg was regarded as one of the most distressed cities in the country. The area's economic troubles were heavily influenced by the nuclear accident at the nearby Three Mile Island power plant in 1979 that resulted in mass evacuations and a loss of billions of dollars. Small amounts of radiation entered the atmosphere, though no deaths were ever attributed to the partial meltdown.

A revitalization spurred by business and industrial development led to residential restoration and new building. During the period 1982–2003, over $3.4 billion in new investment was undertaken in Harrisburg, one of the highest investment rates in the country for a city its size. After 30 years of suburban flight, the city realized its first net population gain in 1995 as thousands of new residents joined a burgeoning ''back-to-the-city'' movement. Although the population declined by the 2000 Census, Harrisburg, which remains an important transportation hub for every mode of travel, is enthusiastic about its prospects as a rejuvenated city in a stunning natural setting on the Susquehanna River with its abundance of beautiful isles.

Harrisburg boasts a pro-business, reform mayor in Stephen R. Reed, whose initiatives since he took office in 1982 related to economic development, creation of non-tax revenue sources, and the improvement of the operations of local government that have helped to turn around a city that at the start of the 1980s was considered the second most distressed in the nation under the Federal distress criteria. In the period from 1981 to 2003, the city experienced a crime rate reduction of 56.5 percent while the fire rate fell by 76.3 percent. This change put the city in the eleventh spot for ''Best Crime Rate in the Nation'' on *Forbes* 2004 Rankings for Performance list. Central business district revitalization has resulted in nearly 9.2 million gross square feet of developed business land in the downtown, or Center City area, figures that led to *Inc.* magazine's ranking Harrisburg eighteenth on its March 2004 ''Top 25 for Doing Business in America'' for medium-sized cities.

This growth contributed to a record number of 6,951 businesses in 2005 for the city. According to Mayor Reed, ''The City of Harrisburg has become an example of urban resurgence at a time when many of America's cities continue to undergo further decline and serious economic stress. Harrisburg's renewal has been multi-faceted, touching virtually every area of city governmental and community endeavor.''

Historical Information: Dauphin County Historical Society, 219 S. Front St., Harrisburg, PA 17104; telephone (717)233-3462; fax (717)233-6059; email hsdc@paonline.com. Pennsylvania Historical and Museum Commission, State Museum Bldg., 300 North St., Harrisburg, PA 17120; telephone (717)787-3362

Population Profile

Metropolitan Area Population

1980: 556,000
1990: 587,986
2000: 629,401
Percent change 1990–2000: 7%
U.S. rank in 1980: 62nd
U.S. rank in 1990: 67th
U.S. rank in 2000: 66th

City Residents

1980: 53,264
1990: 52,376
2000: 48,950
2003 estimate: 48,322
Percent change, 1990–2000: −6.5%
U.S. rank in 1980: 447th
U.S. rank in 1990: 473rd
U.S. rank in 2000: Not reported (State rank: 17th)

Density: 6,035.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 15,527
Black or African American: 26,841
American Indian and Alaska Native: 183
Asian: 1,384
Native Hawaiian and Pacific Islander: 35
Hispanic or Latino (may be of any race): 5,724
Other: 3,199

Percent of residents born in state: 68.3% (2000)

Age characteristics (2000)
Population under 5 years old: 3,968
Population 5 to 9 years old: 4,158
Population 10 to 14 years old: 3,794
Population 15 to 19 years old: 3,139
Population 20 to 24 years old: 3,228
Population 25 to 34 years old: 7,593
Population 35 to 44 years old: 7,561
Population 45 to 54 years old: 6,459
Population 55 to 59 years old: 2,140
Population 60 to 64 years old: 1,590
Population 65 to 74 years old: 2,807
Population 75 to 84 years old: 1,808
Population 85 years and over: 705
Median age: 33.0 years (2000)

Births (2002)
Total number: 849

Deaths (2003)
Total number: 565 (of which, 11 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,787
Median household income: $26,920
Total households: 20,613

Number of households with income of . . .
less than $10,000: 3,786
$10,000 to $14,999: 2,054
$15,000 to $24,999: 3,790
$25,000 to $34,999: 3,215
$35,000 to $49,999: 3,151
$50,000 to $74,999: 2,691
$75,000 to $99,999: 1,045
$100,000 to $149,999: 581
$150,000 to $199,999: 145
$200,000 or more: 155

Percent of families below poverty level: 23.4% (53.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,928

Municipal Government

Harrisburg's is a strong mayor form of government, with separate executive and legislative branches. The mayor and seven council members are elected to four-year terms.

Head Official: Mayor Stephen R. Reed (D) (since 1982; current term expires January 2006)

Total Number of City Employees: 721 (2003)

City Information: Office of the Mayor, City of Harrisburg, City Government Center, 10 N Second St., Ste. 202, Harrisburg, PA 17101; telephone (717)255-3040; fax (717)255-3036; email mayor@cityofhbg.com

Economy

Major Industries and Commercial Activity

Harrisburg is the metropolitan center for some 400 communities. Its economy and more than 6,900 businesses are diversified with a large representation of service-related industries (especially health) and growing technological industry to accompany the dominant government field inherent to being the state's capital. National firms either headquartered in the region or with major operations there include Tyco Electronics Corp. (components), IBM, Hershey Foods, Harsco Corp., and Rite Aid Corp. (retailers). The largest employer, state government, provides stability to the economy and attracts attendant services. Excellent roads and rail transportation contribute to the city's prominence as a center for trade, warehousing, and distribution.

Items and goods produced: shoes, books, computer products, food products, textiles, apparel, leather goods, machinery, railway equipment

Incentive Programs—New and Existing Companies

Local programs—The Mayor's Office of Economic Development (MOED), created in 1983, supports new and expanding businesses in site selection and securing financing. The city also offers tax abatement on new investment, lower property tax millage on improvements, below-market-rate financial assistance, investment tax credits, and more. The MOED directs business and industrial development programs, including the Division of Contract Compliance and Minority and Female Business Enterprises which offers certification programs, financial counseling, and bid assistance. City incentives designed to increase residential sales in Harrisburg include the Mortgage Tax Credit Certification Pro-

gram, real estate tax abatements, special financing, and investment tax credits, among others.

The Harrisburg Regional Chamber, through the Capital Region Economic Development Corporation (CREDC), is an active association offering a variety of services to enhance business growth, including lobbying at all levels of government, sponsoring an annual business fair, offering financing programs including small business loans, and providing training programs.

State programs—The state of Pennsylvania provides about 100 programs for new and existing businesses that are searchable at the Pennsylvania Department of Community & Economic Development's (dubbed NewPA) website, which works with new and existing companies and community leaders to foster development and growth for businesses and neighborhoods. Ben Franklin Technology Partners operates four centers throughout the state with Harrisburg and Dauphin County under the central and northern district that provides assistance to entrepreneurs via investments, information, and solutions. The Team Pennsylvania Foundation (more commonly referred to as Team PA) was founded in 1997 to bolster the state's business environment by collaborating the efforts of business and government leaders to feed into the creation of initiatives and programs.

Job training programs—The most widely used state and federal programs to help employers reduce the costs of hiring and training workers include the federal 1998 Workforce Investment Act (WIA), Customized Job Training (CJT) funded by the Commonwealth of Pennsylvania and maintained by the Pennsylvania Workforce Development department, Work Opportunity Tax Credit (WOTC) Program, and a state-tax-credit Employment Incentive Payment (EIP) Program. Harrisburg Area Community College (HACC) offers customized training programs for business and industry and in 2001 opened a new Technology Training Center. Shippensburg University, accredited by the American Assembly of Collegiate Schools of Business, offers custom-tailored programs through its Frehn Center for Management. The Mayor's Office of Economic Development (MOED) also helps in identifying training programs for local businesses.

Development Projects

Harrisburg claims national recognition for its strong economy and high quality of life. City planners continue to follow a comprehensive land use plan titled ''Forum 2000'' that covers a wide array of different elements of the community including downtown, commercial, and neighborhood development along with recreational opportunities, transportation resources, and parking availability.

In its recent history, Harrisburg has witnessed the opening of the $52.7 million Whitaker Center for Science and the Arts in 1999 and the $10 million conversion of a Ramada Inn in 2000 to the Crowne Plaza Harrisburg hotel and conference center. In the planning stages is the ''Entertainment Crossroads'' that will encompass several streets and blend existing and new entertainment and nightlife amenities into various corridors and bolster the availability of hospitality and commercial services. The future creation of ''Neighborhood Service Centers'' will allow residents nearby availability of convenience shopping, personal and business services, professional services, and recreational centers which will recreate an old-time, small-town feel.

Economic Development Information: City of Harrisburg, Mayor's Office of Economic Development, City Government Center, 10 N. 2nd St., Ste. 405, Harrisburg, PA 17101; telephone (717)255-3027; fax (717)255-6432; email moed @cityofhbg.com. Harrisburg Regional Chamber, 3211 N. Front St., Ste. 201, Harrisburg, PA 17110-1342; telephone (717)232-4099; fax (717)232-5184

Commercial Shipping

Located midway between Philadelphia and Pittsburgh, Harrisburg grew up from its earliest days as a transportation center and has long been an important freight center. All major air, rail, and highway arteries linking the markets of the East, Midwest, and South pass through the region. There are eight public airports in the region, the largest being Harrisburg International Airport (HIA), a modern facility where twice the national average of freight and mail (in excess of 61,000 tons annually) are handled by five air freight forwarders. The Susquehanna Area Regional Airport Authority (SARAA) and the city are in the process of establishing HIA as a Foreign Trade Zone (FTZ), which would facilitate in the delivery of local goods to the international market. Several major interstate and U.S. highways connect the region to major metropolitan areas, and local roads are well maintained. Norfolk Southern operates two intermodal freight facilities within the city, which also opened up the rail for freight service between Canada and the Gulf of Mexico.

Labor Force and Employment Outlook

The Capital Region boasts a growing pool of talented, productive, and educated workers. While the city's population decreased by more than six percent, the metropolitan area's population increased seven percent between 1990–2000. Wages paid in the region are reported to be competitive. The state provides resources to area residents through its Pennsylvania Workforce Development department as does the Capital Region Economic Development Corporation (CREDC).

The following is a summary of data regarding the Harrisburg-Carlisle metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 323,000

Number of workers employed in . . .
construction and mining: 12,100
manufacturing: 25,500
trade, transportation, and utilities: 69,100
information: 6,400
financial activities: 24,800
professional and business services: 35,200
educational and health services: 42,900
leisure and hospitality: 26,900
other services: 17,200
government: 63,000

Average hourly earnings of workers employed in manufacturing: $15.15

Unemployment rate: 3.6% (April 2005)

Largest employers (Harrisburg metropolitan statistical area)	*Number of employees*
Commonwealth of Pennsylvania	31,200
U.S. Government	11,600
Hershey Food Corp.	5,600
Highmark Blue Shield	5,600
Tyco Electronics Corp.	5,332
Hershey Medical Center	4,251
PinnacleHealth	3,587
EDS Corp.	2,708
Rite Aid Corp.	2,375
County of Dauphin	2,175

Cost of Living

The following is a summary of data regarding several key cost of living factors for the Harrisburg area.

2004 (3rd Quarter) ACCRA Average Home Price: $240,280

2004 (3rd Quarter) ACCRA Cost of Living Index: 98 (U.S. average = 100.0)

State income tax rate: 3.07%

State sales tax rate: 6%

Local income tax rate: none

Local sales tax rate: none

Property tax rate: in the two-rate system, 24.414 mills on land; 4.069 mills on building and improvements

Economic Information: Capital Region Economic Development Corporation, 3211 N. Front St., Ste. 201, Harrisburg, PA 17110-1342; telephone (717)232-4099; fax (717)232-5184

Education and Research

Elementary and Secondary Schools

The Harrisburg Public Schools offer special programs in remedial and special education and for the gifted and handicapped along with courses toward English as a second language. A collaborative high school with the Harrisburg University of Science and Technology focuses on math and science studies; there is one vocational-technical school. The district is operated by an unpaid five-member board that is appointed by the mayor.

The following is a summary of data regarding the Harrisburg public schools as of the 2003–2004 school year.

Total enrollment: 7,663

Number of facilities
elementary/middle schools: 12
high schools: 1
other: 1 alternative school

Student/teacher ratio: 13:1

Teacher salaries
average: $49,123

Funding per pupil: $10,754

Private school education is offered at seven parochial institutions and at Harrisburg Academy, as well as a number of other secular institutions.

Public Schools Information: Harrisburg School District, 2101 N Front St., Bldg. 2, Harrisburg, PA 17110-1081; telephone (717)703-4000. Pennsylvania Department of Education, Division of Data Services, 333 Market St., Harrisburg, PA 17126-0333; telephone (717)787-2644; fax (717)787-3148; email ra-ddsadmin@state.pa.us

Colleges and Universities

Ten colleges, five community/junior colleges, and three graduate schools are located in the Harrisburg area. Among these are branches of three major universities—Penn State, Temple University, and Widener University. Institutions located in the city limits are Harrisburg Area Community College (HACC), founded in 1964 and the state's first community college, offering more than 100 associate degrees, certificates, and diploma programs; Penn State's Downtown and Eastgate Centers; Temple University at Harrisburg; Dixon University Center at Harrisburg, part of the State System of Higher Education and offering graduate degrees in Business Administration, Library Studies, Public Administration, and Safety Science; and the Pittsburgh-based Computer Tech.

Penn State's College of Medicine at Hershey offers graduate programs for doctors, nurses, and medical researchers. Carlisle is home to the Army War College and Penn State's Dickinson School of Law. Shippensburg University specializes in business; its campus looks out on the Blue Mountains.

Libraries and Research Centers

The Dauphin County Library System, founded in 1889, is headquartered in downtown Harrisburg on Walnut Street and also maintains a facility in Colonial Park (East Shore Area Library) along with six additional branches located throughout the region. The system holds more than 321,000 items including periodical subscriptions, tapes, videos, and maps. Special collections focus on local history and grantsmanship. Internet access is available at all locations.

The State Library of Pennsylvania serves the reference needs of state government and acts as the regional library resource center for public, college, and special libraries. It holds about one million general interest volumes along with 6,500 serials and maintains special genealogy, periodical, and law libraries. At the State Archives, created in 1903, are government and private papers relating to Pennsylvania history that includes 195 million pages of documents and manuscripts, 20,000 reels of microfilm, and one million special collection items. Also located in Harrisburg are the collections of many libraries of state agencies, available for use by researchers and others through special arrangement. Rare medical books are housed at George T. Harrell Library at Pennsylvania State University College of Medicine at nearby Hershey. The Alexander Family Library, part of the Dauphin County Historical Society, features genealogy and local history resources.

Government-related research centers in Harrisburg include the Legislative Office for Research Liaison (LORL), which coordinates the research needs of legislators using the capabilities of academic researchers. Pennsylvania Family Institute studies family issues as they relate to government policy.

Milton S. Hershey Medical Center conducts AIDS and cancer research, as well as an artificial heart research project, biostatistics, and epidemiology. Hershey Foods Corp. maintains an Information Analysis Center.

Public Library Information: Dauphin County Library System, 101 Walnut St., Harrisburg, PA 17101; telephone (717)234-4961; fax (717)234-7479; email HDBweb@dcls.org

Health Care

PinnacleHealth is a community-based system offering comprehensive services and programs for people of all ages and backgrounds in Central Pennsylvania, from prenatal and maternity services to gerontology. Care is provided through four hospitals in Harrisburg: Community General Osteopathic, Harrisburg, Polyclinic, and Seidle, as well as the Fredricksen Outpatient Center, a network of family practice and urgent care centers, managed care entities, home healthcare, hospice, and an array of other healthcare services. PinnacleHealth's medical staff is comprised of more than 800 primary care physicians supported by more than 4,000 skilled nurses and technicians.

Since 1845 Harrisburg has been the home of the Harrisburg State Hospital, a psychiatric facility, which is located on 200 acres and comprised of 50 buildings. With most mental health patients being cared for at community-based centers, it was announced in January 2005 that the hospital would close. The decision will impact approximately 250 patients and 540 staff members, although patient numbers have steadily declined since the early 1990s.

Health Care Information: PinnacleHealth System, PO Box 8700, Harrisburg, PA 17101-8700; telephone (717)782-5678

Recreation

Sightseeing

Harrisburg can be conveniently divided into five districts for sightseeing purposes: Center City, the Shipoke Historic District, the Capitol district and complex, Old Uptown Historic District, and Allison Hill.

Highlights of Center City, where most historic buildings were spared in rebuilding, include Riverfront Park, a scenic five-mile stretch that features a sunken flower garden, and City Hall, where sightseeing brochures can be obtained and perused at an outdoor plaza bedecked with sculptural works.

In the Front Street area of Center City, Governor's Row preserves several townhouses that housed early state chief executives. Also of interest are the art-deco Dauphin County Courthouse and a number of nineteenth-century churches.

The Shipoke Historic District, a late nineteenth-century residential area overlooking the Susquehanna River, contains the John Harris/Simon Cameron Mansion as well as restored townhouses interspersed with modern dwellings.

The Capitol district and complex contains the Capitol Building, an Italian Renaissance structure covering two acres and surrounded by a 13-acre park. Considered by many to be the finest such structure in the country, the Capitol Building features a dome modeled after St. Peter's basilica in Rome and stairs patterned after those at the Grand Opera in Paris.

Hershey Park is a popular attraction for children.

Also located in the district are the State Museum of Pennsylvania, with exhibits relating to the state's history from earth's beginning to the present time, and the beautiful churches and mansions preserved on State and Front streets.

The Old Uptown Historic District encompasses the Historic Midtown District. Highlights there include late nineteenth- and early twentieth-century residences of various architectural styles and, a short distance away, Italian Lake, created from a swamp in the 1930s and spanned by a picturesque Italian Bridge. Contained in the baroque park setting is the Obelisk, a memorial to Dauphin County's Civil War soldiers.

Allison Hill is the name used for the portion of the city that rises above the Susquehanna Valley. In the area are found the Mount Pleasant Historic District (Allison Hill's oldest section); Bellevue Park, an early planned residential community laid out in 1910; and McFarland House, an Italianate residence built in 1876 and later home to J. Horace McFarland, horticulturist, environmentalist, and publisher. State Street East is a grand boulevard that descends from Allison Hill to the Soldiers and Sailors Memorial Bridge and State Capitol Complex.

Of special interest to children are the Museum of Scientific Discovery (on the third level of the Strawberry Square Mall) with a variety of exhibits on subjects such as aviation, Earth and space, and biology along with the Fire Museum of Greater Harrisburg, Indian Echo Caverns in Hummelstown, and Hersheypark in Hershey. Known as the most beautiful ''company town'' in the country, Hershey is the headquarters of Hershey Foods Corporation and was conceived as a story-book-like town for company employees. Sights there include Chocolate World, Hersheypark, Zooamerica, Hershey Gardens, and the Hershey Museum. The Hessian Powder Magazine Museum of Carlisle describes the contributions of Hessian soldiers to the American Revolution.

Arts and Culture

A major venue for the performing arts in Harrisburg is the 1,763-seat State Forum, an art-deco edifice located in the state government built in 1931. There the Harrisburg Symphony Orchestra, founded in 1930, presents seven classical and three pops series, three outdoor summer concerts, and special concerts and guest artists. Market Square Concerts brings national and international performing artists to Harrisburg between September and May with most concerts held in the Market Square Presbyterian Church. Central Pennsylvania Friends of Jazz sponsors several performances at varied locations. Rounding out the musical offerings are performances by the Harrisburg Opera Association, the Harrisburg Singers, Chamber Singers of Harrisburg, Harrisburg Choral Society, and the Susquehanna Folk Music Society.

Theatre Harrisburg, formerly known as Harrisburg Community Theatre and founded in 1926, has its own playhouse and stages full-scale productions. Rose Lehrman Arts Center at Harrisburg Area Community College holds concerts and theatrical events and is home to Open Stage of Harrisburg, which presents works reflecting the area's multicultural population. One of the Central Pennsylvania Youth Ballet studios resides in Harrisburg while a lively network of local theater groups, historical societies, literary and music clubs, and art associations complete the city's rich cultural landscape.

The Art Association of Harrisburg (AAH) offers 10 annual exhibitions of works in all styles and mediums by artists from around the world. In Reservoir Park is a restored 1898 mansion that contains an art gallery as well as the National Civil War Museum at Harrisburg, the nation's largest Civil War museum, with artifacts and collections from both the Union and the Confederacy. One of the world's largest paintings, ''The Battle of Gettysburg: Pickett's Charge,'' is displayed at the State Museum of Pennsylvania, home to an extensive collection of state historical documents and artifacts. Other museums in Harrisburg are John Harris/Simon Cameron Mansion, home of the Dauphin County Historical Society and its collections and library; and Fort Hunter Mansion and Park.

Festivals and Holidays

Harrisburg proper is the site of the well-attended Greater Harrisburg ArtsFest at Riverfront Park in May; the Central Pennsylvania Commerce Bank Jazz Festival and Harrisburg Shakespeare Festival in June; American MusicFest at Riverfront Park for the Fourth of July and Pennsylvania Pump Primers Muster in mid-July; and the Dauphin County 4-H Fair in August and the official Labor Day celebration, known as Kipona Festival, at Riverfront Park. The Harrisburg Holiday Parade opens the holiday season, and a New Year's Eve Celebration is held on Market Square. In addition, many arts and crafts fairs with juried exhibitions and ethnic festivals are held throughout the region.

The Pennsylvania State Farm Show Complex, a 25-acre exposition hall that is one of the largest of its kind in the country, hosts the Pennsylvania Farm Show and Pennsylvania Auto & Boat Show in January, the Eastern Sports & Outdoor Show in February, Annual Spring Craft Show in March, the Pennsylvania Relief Sale of Mennonite crafts in early April, the Eastern National Antique Show in late April, the RV and Camping Show in mid-September, the All-American Dairy Show in late September, the Pennsylvania State 4-H Horse Show in October, and the Pennsylvania and Gift Show in early December.

Sports for the Spectator

City Island, in the Susquehanna River, contains Commerce Bank Park, home of Harrisburg's Eastern League Class

Double-A minor league baseball team the Senators (affiliated in 2005 with Major League Baseball's Washington Nationals), whose season extends from April to Labor Day. Spectators gather downtown each June for the Faulkner Honda Harrisburg Criterium international cycling event.

Hersheypark Arena is home to the Hershey Bears, an American Hockey (AHL) team that entertains fans from October through April. The arena also hosts the Ice Capades and the Harlem Globetrotters. Hershey Country Club is home to the Reese's Cup Classic in May, although this was cancelled in 2005 due to ongoing renovations at the club. Sprint-car racing goes on at area tracks, and Penn National Race Course in Grantville offers the opportunity for betting on thoroughbred horses.

Sports for the Participant

Harrisburg's Department of Parks and Recreation maintains a network of 17 recreational sites, 27 parks and playgrounds, two pools, and tennis courts. The city's recreational showpiece is City Island, located in the Susquehanna River only 400 yards from downtown. In addition to the usual park facilities, the Island offers riding stables, miniature golf, swimming, jogging and nature trails, volleyball courts, multipurpose playing fields, and much more. Recreational facilities are also available at Italian Lake Park, Reservoir Park, and Riverfront Park. Wildwood Park, a wildlife haven, has bike and hiking trails and picnic areas. Harrisburg sponsors the Harrisburg Marathon & Relay and other running events throughout the year. Fifteen public and private golf courses are located in the region. Fishing on the Susquehanna River is a popular pastime, and islands in the river may be explored by boat or canoe. Nearby Carlisle boasts the best fly-fishing streams in the East while Ski Roundtop has facilities for the winter (skiing and snowboarding) and summer (rock climbing and paintball) sports enthusiast.

Recreation Information: Department of Parks and Recreation, City of Harrisburg, 10 N 2nd St., Ste. 401, Harrisburg, PA 17101; telephone (717)255-3020; fax (717)255-6554

Shopping and Dining

Downtown shopping in Harrisburg centers around the Shops at Strawberry Square, two floors of enclosed shopping located in a huge office complex. More than 40 shops and galleries along with 10 food emporiums are contained in about 170,000 square feet of retail space. Harrisburg East Mall is the city's other main shopping area, a 90-store complex anchored by Hecht's, Bass Pro Shops, and Boscov's. Specialty stores can also be found at adjacent Walnut Place and along a number of streets in Center City. Broad Street Farmers Market, dating back to 1860, offers fresh produce Thursday through Saturday. It is located in the Historic Midtown Market District, a neighborhood shopping area that also features antique and art shops. Harrisburg is a major East Coast outlet shopping center—bus charters bring in thousands of shoppers annually.

Downtown dining opportunities have expanded to accommodate increased tourism and convention business. Cuisine ranges from Philadelphia steaks to seafood. One local establishment, The Fire House at Hope Station, is located on the first floor of an 1871 firehouse.

Visitor Information: Harrisburg-Hershey-Carlisle Tourism and Convention Bureau, 415 Market St., Rm. 208, Harrisburg, PA 17101; telephone (717)231-7788; toll-free (800)955-0969

Convention Facilities

Harrisburg's largest convention facility is the 341-room Hilton Hotel & Towers. Located at Market Square and linked by an overhead walkway to Strawberry Square, the Hilton offers the 9,472-square-foot Harrisburg Ballroom with a reception capacity of about 1,200 guests; overall, the facility provides 17,000 square feet of meeting space. The Harrisburg Holiday Inn Hotel and Conference Center, with 299 rooms, has 21,000 square feet of meeting space. The State Farm Show Complex, one of the largest exhibition halls in the country, offers space for large shows and hosts more than 200 events annually. The 43,000-square-foot Wildwood Conference Center at the Harrisburg Area Community College (HACC) can facilitate more than 300 events annually for a variety of group sizes. With its mountain views, the Ski Roundtop is a picturesque setting for meetings, company outings, and conferences.

Convention Information: Harrisburg-Hershey-Carlisle Tourism and Convention Bureau, 415 Market St., Rm. 208, Harrisburg, PA 17101; telephone (717)231-7788; toll-free (800)955-0969

Transportation

Approaching the City

Harrisburg International Airport (HIA), eight miles south of Center City, offers 7 major airlines to 13 domestic stops along with one international destination as well as short-hop commuter service. Services at HIA, operating under the Susquehanna Area Regional Airport Authority (SARAA), continue to expand to accommodate increasing traffic (about 750,000 enplanements per year). Also under SARAA's

ownership is the Capital City Airport, which is available for charters and business and pleasure craft. Philadelphia International Airport, 100 miles from Harrisburg, may be the most convenient destination for visitors flying in from distant locations.

Harrisburg is easily accessible by car. Interstate highways 76 (Pennsylvania Turnpike), 78, 81, and 83 cross in the region and connect it to major metropolitan areas. Other major highways are U.S. 11, 15, 22, 322, and 422.

Amtrak's main east-west line carries passengers into the restored Harrisburg Transportation Center (formerly the 1884 Pennsylvania Railroad Station) on 16 daily departures. The center is a hub for a planned light-rail, commuter transit system and a cross-state high-speed rail line. The Southeastern Pennsylvania Transportation Authority (SEPTA) provides commuter and high-speed rail service out of Philadelphia. Bus lines carrying passengers into the region from other locales include Greyhound, Fullington Trailways, and Capitol Trailways. Capital Area Transit provides local bus service.

Traveling in the City

Harrisburg's downtown Center City comprises the original 80-acre borough laid out in a grid pattern by John Harris in 1785. East-west streets are named and north-south streets are numbered. Market Street, running east-west, is the dividing point between north and south street designations. Sightseeing is probably best done on foot downtown and by car or bicycle elsewhere. The Capitol Area Transit (CAT) maintains 67 buses for 26 regular routes along with four express routes for 2.1 million annual riders.

Communications

Newspapers and Magazines

Harrisburg's daily newspaper, *The Patriot-News,* has a daily morning edition; Patriot-News Company also publishes the *Sunday Patriot-News* and a weekly tabloid examining area business, arts, and entertainment. Another daily, the *Press and Journal,* is published in Middletown. Other newspapers published in Harrisburg are *The Catholic Witness* and *Community Affairs.* Journals published there include *The New Social Worker* (by White Hat Communications), *The PBA Quarterly,* and *Pennsylvania Heritage* (by the Pennsylvania Heritage Society). Many other magazines are published in Harrisburg, including *Country Journal* and several magazines focusing on sports and hobbies, law and medicine.

Television and Radio

Harrisburg receives two major network affiliates and public television; cable service is available. A Harrisburg educational television station presents Public Broadcasting Service (PBS) series as well as programs of local interest, especially those relating to issues arising at the state capital. Four AM and six FM radio stations broadcast from Harrisburg, which also receives stations from Philadelphia, Lancaster, and York.

Media Information: Patriot-News Company, 812 Market St., Harrisburg, PA 17101; telephone (717)255-8100; toll-free (800)692-7207

Harrisburg Online

Capital Region Economic Development Corporation. Available www.harrisburgregionalchamber.org

City of Harrisburg. Available www.harrisburgpa.gov.

Dauphin County Historical Society. Available www.dauphincountyhistoricalsociety.org

Dauphin County Public Library. Available www.dcls.org

Harrisburg-Hershey-Carlisle Tourism & Convention Bureau. Available www.visithhc.com/capcity.shtml

Harrisburg Regional Chamber. Available www.harrisburgregionalchamber.org

Harrisburg School District. Available www.hbgsd.k12.pa.us

Pennsylvania Historical and Museum Commission. Available www.phmc.state.pa.us

PinnacleHealth System. Available www.pinnaclehealth.org

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Eggert, Gerald E. *Harrisburg Industrializes: The Coming of Factories to an American Community* (Pennsylvania State University Press, 1993)

Seitz, Blair (photographer) and John Hope, ed.. *Harrisburg: Renaissance of a Capital City* (Rb Books, 2000)

Lancaster

The City in Brief

Founded: 1718 (incorporated 1818)

Head Official: Mayor Charlie Smithgall (R) (since 1998)

City Population
1980: 54,725
1990: 55,551
2000: 56,348
2003 estimate: 55,351
Percent change, 1990–2000: 1.1%
U.S. rank in 1980: 384th
U.S. rank in 1990: 429th (State rank: 8th)
U.S. rank in 2000: 597th (State rank: 11th)

Metropolitan Area Population
1980: 362,000
1990: 422,822
2000: 470,658
Percent change, 1990–2000: 11.3%
U.S. rank in 1980: 91st
U.S. rank in 1990: 85th
U.S. rank in 2000: 88th

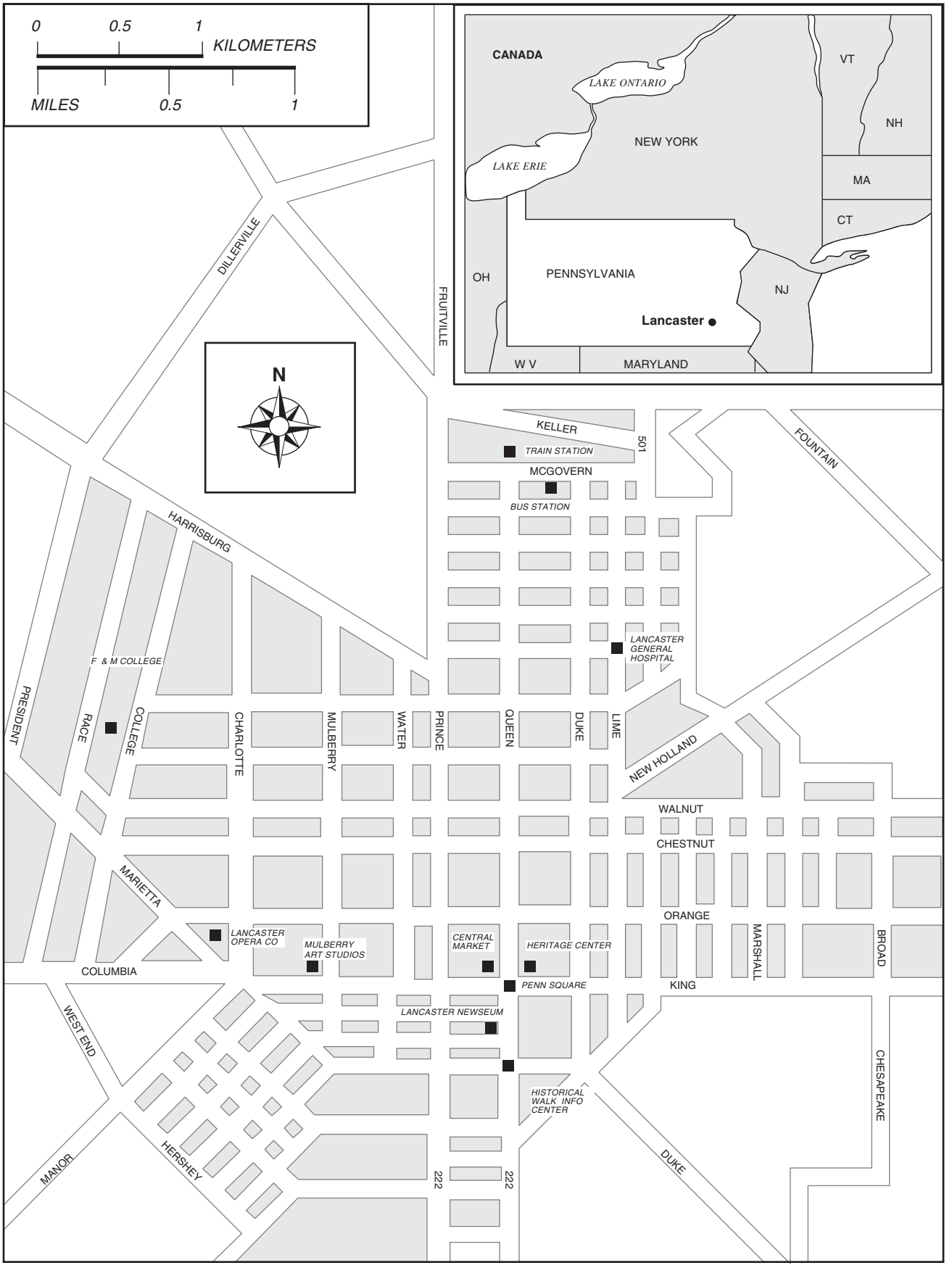
Area: 7 square miles (2000)
Elevation: 368 feet above sea level
Average Annual Temperature: 52.2° F
Average Annual Precipitation: 43 inches of rain; 31 inches of snow

Major Economic Sectors: Manufacturing, services, retail trade
Unemployment Rate: 3.5% (May 2005)
Per Capita Income: $13,955 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 2,785

Major Colleges and Universities: Franklin and Marshall College; Pennsylvania School of Art and Design; Harrisburg Area Community College-Lancaster

Daily Newspaper: *Intelligencer Journal; Lancaster New Era*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LANCASTER OPERA CO
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COLUMBIA
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KING
LANCASTER NEWSEUM
WEST END
HISTORICAL WALK INFO CENTER
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Introduction

Lancaster, an important industrial and business center in southeastern Pennsylvania, is located in the heart of Pennsylvania Dutch country. It is the county seat of Lancaster County, where the ''Plain'' people—Amish, Mennonite, and Brethren—living without benefit of automobiles, electricity, or television, practice a lifestyle that vanished from most areas of this country generations ago. The historic city of Lancaster, known for its strong work ethic and community spirit, won the All-America City Award in 2000 for its outstanding community-building programs.

Geography and Climate

Lancaster is part of the middle Susquehanna River Basin in the southeastern section of Pennsylvania. It is located near the center of Lancaster County in one of the most fertile agricultural lowland areas in the United States. The surrounding terrain is generally rolling, with some low ranges of hills. To the west lie the Susquehanna River and the South Mountains. The climate is classified ''humid continental.'' The southeast corner of Pennsylvania lies in the path of Caribbean hurricanes that occasionally bring high winds and heavy rains to the area.

Area: 7 square miles (2000)

Elevation: 368 feet above sea level

Average Temperatures: January, 29.1° F; July, 74.4° F; annual average, 52.2° F

Average Annual Precipitation: 43 inches of rain; 31 inches of snow

History

Rich Farm Land Attracts Religious Refugees

The Susquehanna, Shawnee, and Iroquois tribes inhabited the area around Lancaster when William Penn and his Quaker followers took up residence in nearby Philadelphia in 1682. The second influx of immigrants to Philadelphia was comprised of Germans, some of them Mennonites (German-speaking religious refugees). Around 1710, a number of these Germans moved beyond Philadelphia to take advantage of the rich farm land stretching along the Susquehanna River to the foothills of the Appalachian Mountains. The Germans were followed by a group of Amish (orthodox Anabaptists) from Switzerland and Bohemian Moravians (Protestants) from Czechoslovakia. The descendants of the Germans, known as the Pennsylvania Dutch (a corruption of *Deutsch,* meaning German) and the Amish are still there, many living on the farms which have made the area one of the top five agricultural counties in the country in terms of value per acre.

The first European settler of record in Lancaster was George Gibson, who in 1721 opened a tavern in the area of town now known as Penn Square. In his honor the town was called Gibson's Pasture until 1741, when it was renamed Lancaster after a town in England. Frontiersmen bought farm tools and the famous Kentucky rifle, actually a Lancaster product, as they passed through the city on their way west. The city became known as ''the arsenal of the colonies'' during the American Revolution of the 1770s for the guns it produced. Lancaster was the capital of the American colonies for one day in 1777, when the Continental Congress interrupted its flight from the British out of Philadelphia on its way to (New) York. From 1799 to 1812, Lancaster was the capital of Pennsylvania.

Economy Thrives, Diversifies

In addition to farming, other ventures carried out in Lancaster city and county were iron mining and furnace operations as well as quarrying. By 1789 Lancaster supported saddlers, shoemakers, furriers, forges, rolling mills, slitting mills, sawmills, brass foundries, rope makers, brush makers, silversmiths, steelwrights, printers, and other artisans and manufacturers, laying the foundation for the diverse economy for which the city is still known. By 1840, the population was 8,417; by 1860, that figure had more than doubled.

Traffic between Lancaster and Philadelphia became so heavy that a road was built between the two cities, using a technique of crushed stone paving developed by James McAdam (hence the word macadam). The turnpike, the first major paved road in the country, opened in 1794, having taken four years and $450,000 to complete.

Today, Lancaster County is famous for the high quality of the agricultural products supplied by the many family farms located throughout the county and for the diversity and quality of its manufactured goods. As the hub of the county the city is a center of government, arts and culture, education, professional and financial services, business, manufacturing, and health services. Combining sophistication with a reverence for its historic past, Lancaster is considered one of the Northeast's best cities for growing a business. In addition, Lancaster continues to be one of the most popular tourist destinations in the country, bringing in thousands of visitors each year to experience the county's cultural uniqueness; as a result, tourism continues to be a major economic factor to the financial success of Lancaster.

Famous Lancastrians include F. W. Woolworth, who opened his first store in Lancaster around 1879, pricing every item at five cents; Robert Fulton, co-inventor of the steamboat; Pennsylvania's only president of the United States, James Buchanan; and Susanna Wright, raiser of silkworms and maker of the first pair of silk stockings in Pennsylvania.

Historical Information: Lancaster County Historical Society, 230 N. President Ave., Lancaster, PA 17603; telephone (717)392-4633. Lancaster Mennonite Historical Society, 2215 Millstream Rd., Lancaster, PA 17602; telephone (717)393-9745. Historic Preservation Trust of Lancaster County, 123 N. Prince St., Lancaster, PA 17603; (717)291-5861

Population Profile

Metropolitan Area Residents
1980: 362,000
1990: 422,822
2000: 470,658
Percent change, 1990–2000: 11.3%
U.S. rank in 1980: 91st
U.S. rank in 1990: 85th
U.S. rank in 2000: 88th

City Residents
1980: 54,725
1990: 55,551
2000: 56,348
2003 estimate: 55,351
Percent change, 1990–2000: 1.1%
U.S. rank in 1980: 384th
U.S. rank in 1990: 429th (State rank: 8th)
U.S. rank in 2000: 597th (State rank: 11th)

Density: 7,614.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 36,347
Black or African American: 9,195
American Indian and Alaska Native: 549
Asian: 1,602
Native Hawaiian and Pacific Islander: 114
Hispanic or Latino (may be of any race): 17,331
Other: 10,908

Percent of residents born in state: 63.8% (2000)

Age characteristics (2000)
Population under 5 years old: 4,445
Population 5 to 9 years old: 4,488
Population 10 to 14 years old: 4,258
Population 15 to 19 years old: 4,602
Population 20 to 24 years old: 5,502
Population 25 to 34 years old: 8,795
Population 35 to 44 years old: 8,366
Population 45 to 54 years old: 6,193
Population 55 to 59 years old: 2,115
Population 60 to 64 years old: 1,651
Population 65 to 74 years old: 2,994
Population 75 to 84 years old: 2,216
Population 85 years and over: 723
Median age: 30.4 years

Births (2002, Lancaster County)
Total number: 6,749

Deaths (2003, Lancaster County)
Total number: 4,337 (of which, 61 were children under the age of 4 years)

Money income (1999)
Per capita income: $13,955
Median household income: $29,770
Total households: 20,928

Number of households with income of . . .
less than $10,000: 2,926
$10,000 to $14,999: 1,948
$15,000 to $24,999: 3,842
$25,000 to $34,999: 3,364
$35,000 to $49,999: 4,090
$50,000 to $74,999: 3,069
$75,000 to $99,999: 1,026
$100,000 to $149,999: 447
$150,000 to $199,999: 91
$200,000 or more: 125

Percent of families below poverty level: 17.9% (54.9% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,785

Municipal Government

Lancaster, the county seat of Lancaster County, operates under the mayor-council form of government.

Head Official: Mayor Charlie Smithgall (since 1998; current term expires January 1, 2006)

Total Number of City Employees: 610 (2005)

City Information: City of Lancaster, 120 N. Duke St., PO Box 1599, Lancaster, PA 17608; telephone (717)291-4711

Economy

Major Industries and Commercial Activity

Lancaster County has a widely diversified economy; industries range from manufacturing to agriculture, tourism to health care, and retail trade to wholesale distribution. Many firms in the county have existed there for at least 50 and some for more than 100 years, including the oldest tobacco store in the country.

Lancaster County is known for the incredible diversity of its agriculture. The county's 4,500 farms make it one of the top farming counties in the United States. Together, these farms raise 45 million broiler chickens, 10 million laying hens, 95,000 dairy cows, 250,000 beef cattle, and 335,000 hogs annually. The county also leads all Pennsylvania counties in the value of its livestock, dairy products, wheat, corn, hay, tobacco, eggs, and milk, earning $725 million a year in agricultural revenue. Farmland preservation is a top priority for Lancaster County planners, who are struggling to preserve farmland even as the population grows and development continues. In 1999, Lancaster County had more than 30,000 acres of preserved farmland and 375 preserved farms, more preserved farms than any other county in the nation. The state of Pennsylvania has allocated millions of dollars to the farm preservation effort, which offers farmers economic incentives when they sign over development rights to the state so that the farmland can never be sold for development.

Lancaster County's industrial base is supported by hundreds of manufacturers and distributors. Service industries account for millions of dollars in revenue. More than 11,000 businesses employ more than 250,000 local residents.

Millions of tourists visit Lancaster County every year to tour its historical communities, view its rich architectural heritage, and witness life in its picturesque and culturally distinct farming communities. This influx of visitors provides jobs and income for thousands of local workers and businesses.

Items and goods produced: television tubes and electronic equipment, textiles, watches, farm machinery, building materials, linoleum, steel containers, ball bearings, locks, aluminum products, pharmaceuticals, toys, furniture, candy and food products

Incentive Programs—New and Existing Companies

Through economic development organizations like the Economic Development Company of Lancaster County and other community organizations, a wide array of public financing programs are available to local businesses. Resources include funding for start-up and business development projects, technical assistance, business counseling and training, and access to local, state, and federal funding programs.

Local programs—Lancaster's Economic Company Finance Corporations administers a number of funding programs for area businesses. The Pennsylvania Small Business First Fund provides low-interest financing to manufacturing and industrial businesses with less than 100 employees; companies can borrow up to $200,000 for land acquisition, construction, machinery, and working capital. The Community First Fund offers fixed-rate loans up to $50,000 and business counseling to small businesses, nonprofit organizations, and housing development agencies for use in real estate, machinery and equipment, and leasehold improvements. The Penn Southeast Mezzanine Fund is for firms with high growth and earnings potential; it extends loans of up to $750,000 for acquisitions, equipment purchase, working capital, and real estate.

State programs—Pennsylvania's Department of Community and Economic Development is the main source of funding and other economic growth programs for state businesses. Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The state's tools include the Job Creation Tax Credit Program, which provides a $1,000-per-job tax credit for businesses that create new jobs; 25 percent of the tax credits allocated each year must go to businesses with less than 100 employees. The Opportunity Grant Program provides funds needed to create or preserve Pennsylvania jobs to businesses involved in manufacturing, exporting, agriculture, and research and development. The First Industries Fund is a grant and loan program aimed at strengthening Pennsylvania's agriculture and tourism industries. Loans up to $200,000 can be used for land acquisition and construction, machinery purchase, and working capital. The state also runs a number of technology investment programs, which are designed to help create and bolster new and existing technology companies within the state. Program areas include funding, assistance programs, industry initiatives, and research and development.

Job training programs—The Lancaster County Career and Technology Center offers a wide range of trade and skill-development opportunities to students in Lancaster County. The center has been renovated and its facilities offer modern, state-of-the-art laboratories and training programs geared to today's labor market needs. The Career and Technology Center's Work Keys program helps employers with job applicant selection and provides businesses with assessment services to determine where additional training would help increase employee performance.

Development Projects

The city of Lancaster has been involved in numerous development projects. Many of them include renovations and

additions to Lancaster's cultural and recreational venues, including the city's multi-purpose baseball stadium, the Academy of Music, the Quilt Museum, and the Franklin and Marshall Life Sciences Building. Transportation improvements include work on the Red Rose Transit Center, the Amtrak Station, and the Fruitville Pike Bridge. Recent expansion and renovation also took place at the Lancaster General Hospital and the premises of the Susquehanna Association for the Blind.

Economic Development Information: Economic Development Company of Lancaster County, Southern Market Center, 100 S. Queen St., PO Box 1558, Lancaster, PA 17608; telephone (717)397-4046. City of Lancaster Economic Development Department; telephone (717)291-4760

Commercial Shipping

Air transportation facilities are provided by Lancaster Airport; air cargo lines include American, Continental, Delta, Northwest, United, Airborne Express, FedEx, and UPS. Norfolk Southern Rail serves as the area's primary freight railroad; daily service is available. Small freight and air cargo service is also available. The Philadelphia Regional Port Authority, 68 miles east of Lancaster County, handles more than 5 million tons of cargo each year.

Labor Force and Employment Outlook

Lancaster's widely diversified economy is expected to continue to stand the city in good stead. The city lays claim to a skilled labor force with a Pennsylvania Dutch work ethic. More than 11,000 companies employ a workforce of more than 250,000 people, in sectors including manufacturing, services, retail, tourism, and agriculture. Lancaster's nonagricultural labor force has diminished over the last decade, while jobs in the construction and tourism industries have increased significantly.

The following is a summary of data regarding the Lancaster metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 232,100

Number of workers employed in . . .
construction and mining: 16,400
manufacturing: 45,700
trade, transportation and utilities: 50,800
information: 4,000
financial activities: 10,100
professional and business services: 21,400
educational and health services: 32,400
leisure and hospitality: 20,200
other services: 10,400
government: 20,800

Average hourly earnings of production workers employed in manufacturing: $15.35

Unemployment rate: 3.5% (May 2005)

Largest employers (2003)	*Number of employees*
Lancaster General Hospital	(no employee
R. R. Donnelley & Sons Co.	figures available)
Mutual Assistance Group	
Armstrong World Industries, Inc.	
Lancaster County	
Manheims PA Auction Services Inc.	
Ephrata Community Hospital	
Federal Government	
School District of Lancaster	
Weis Markets, Inc.	
QVC, Inc.	
Masonic Homes	
Dart Container Corporation	
Tyson Poultry, Inc.	
Lancaster Lebanon Intermediate Unit	

Cost of Living

According to the Economic Development Company of Lancaster County, the median rent within the county was $572 in 2000. The 2000 median housing value for the county was $119,300. Pennsylvania also has the lowest maximum income tax rate, 3.07%, of any state that imposes a personal income tax.

The following is a summary of data regarding several key cost of living factors for the Lancaster area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.07% includes earned income plus interest

State sales tax rate: 6.0%

Local income tax rate: Lancaster County assesses an earned income and an occupational assessment tax that vary from municipality to municipality. It is based on one's occupation (therefore, an accountant would pay a different tax from a farmer, for example)

Local sales tax rate: None

Property tax rate: 2.96 mills based on 100% of fair market value (2005)

Economic Information: Lancaster Chamber of Commerce and Industry, Southern Market Center, 100 S. Queen St., PO Box 1558, Lancaster, PA 17608; telephone (717)397-3531; fax (717)293-3159

Education and Research

Elementary and Secondary Schools

The School District of Lancaster, established in 1836, is the second oldest school district in the state, and enrolls approximately 1,400 staff members. The district services a diverse student population which is approximately 50 percent Hispanic, 23 percent African American, and 22 percent Caucasian. Thirteen percent of the district's students are enrolled in its English as a second language program. The average school district attendance rate in 2003 was 92 percent, and high school students had a graduation rate of 71.1 percent in 2003. Over 67 percent of high school graduates intended to go on for post-secondary education.

The following is a summary of data regarding the Lancaster public schools as of the 2004–2005 school year.

Total enrollment: 11,300

Number of facilities
elementary schools: 13
junior high/middle schools: 4
high schools: 1
other: 1 alternative school

Student/teacher ratio: 14.4:1 (2002)

Teacher salaries
average: $50,599 (2001-02 statewide average)

Funding per pupil: $9,653 (2002-2003)

Lancaster offers a diverse selection of private, parochial, and specialized schools, including Dayspring Christian Academy, Lancaster Catholic High School, Lancaster Christian School, Lancaster Country Day School, Linden Hall School for Girls, Lancaster Mennonite School, Montessori Academy of Lancaster, New School of Lancaster, and Pennsylvania Academy of Music, which offers instruction in orchestral instruments, voice, and piano.

Public Schools Information: School District of Lancaster, 251 S. Prince St., 3rd Fl., Lancaster, PA 17603; telephone (717)291-6148; email communications@lancaster.k12.pa.us

Colleges and Universities

Franklin and Marshall College, founded in 1787, is a selective liberal arts institution that grants degrees in more than 30 disciplines. The school has a student/teacher ratio of 11 to 1, and was cited as offering one of the 100 best values in private college education in the U.S. by *Kiplinger's* magazine in 2004. The Pennsylvania College of Art and Design offers bachelor of fine art programs in graphic design, fine art, illustration, and photography; they also offer professional programs in digital design, mural painting, and folk art studies. Institutions with a religious focus are the Lancaster Theological Seminary and the Lancaster Bible College and Graduate School.

The Penn State Lancaster Campus, with more than 2,000 students, offers continuing education programs for adults, business, and industry. Graduate courses in education and business management are also available. Spread out amongst four campuses, Lancaster's Harrisburg Area Community College offers a number degree, certificate, and diploma programs in liberal arts and business concentrations. Among the three vocational-technical schools in the region is Thaddeus Stevens College of Technology, which offers two-year associates degrees in 17 programs. Enrollment averages 500 students per year.

Libraries and Research Centers

The Lancaster County Library, headquarters for the Library System of Lancaster County, opened in 1759. The County Library maintains 17 public libraries in the area, including the Duke Street main facility and the libraries in Leola, Mountville, and Manheim Township. Its collection numbers about 300,000 fiction and nonfiction books, more than 300 periodicals and newspapers, and hundreds of videocassettes, films, and records. Special facilities and programs at the main library include a summer reading program, a Spanish language section, the Cooperating Collections program, family activities, literacy programs, and a Library Center for Youth. Special collections include books on the preservation of historic architecture, local and regional history resources in the Gerald S. Lestz Reading Room, and a Business Information Center.

The Lancaster County Historical Society is an internationally recognized historical and genealogical research facility; its library contains more than 15,000 volumes, including maps, family files, microfilm, and CDs. The Lancaster Mennonite Historical Society also maintains a genealogical research library. Among the several libraries at Franklin and Marshall College is the Shadek-Fackenthal Library, containing 450,000 volumes and 400,000 government documents, with special emphasis on topics such as the theater, Lincoln, and Napoleon.

Public Library Information: Lancaster County Library, 125 N. Duke St., Lancaster, PA 17602; telephone (717)394-2651

Health Care

Three main hospitals cater to the health care needs of Lancastrians. City health care facilities include Lancaster Gen-

eral Hospital, with more than 550 beds and 470 physicians; the hospital's emergency room treats more than 68,000 patients each year, and the hospital's Lancaster General Heart Center performs more than 600 open heart surgeries annually. For more than 60 years, Ephrata Community Hospital has been providing preventative services, primary care, diagnostic services, and rehabilitation services to area residents. Other available services include an active wellness program, a pain management center, and a women's health services center. Lancaster Regional Medical Center, a 268-bed acute-care community hospital, offers care in 32 specialties, including dermatology, orthopedics, gynecology, psychiatry, and urology. Lancaster Cleft Palate Clinic, affiliated with Lancaster General Hospital, conducts research on children with cranio-facial anomalies, and provides medical, dental, speech, and hearing services.

Lancaster's health care facilities are booming with new projects. In 2005, Lancaster General Hospital opened its Lancaster General-Norlanco facility in order to service residents of northwestern Lancaster County. The facility offers radiology, laboratory, and rehabilitation services. Ephrata Community Hospital recently renovated its CardioVascular Laboratory, including the purchase of the Siemens Axion Artis, a piece of diagnostic equipment that produces high-quality images through very low radiation doses.

Health Care Information: Lancaster General Hospital, 555 N. Duke St., Lancaster PA; telephone (717)544-5511. Ephrata Community Hospital, 169 Martin Ave., PO Box 1002, Ephrata, PA 17522; telephone (717)733-0311

Recreation

Sightseeing

Lancaster and its environs maintain many buildings of historic interest. Among them are the 1852 Fulton Opera House, which has been restored and houses a wooden statue of Robert Fulton; the 1889 Central Market, which is the oldest publicly-owned continually operating farmers market in the country; Rock Ford Plantation, a Georgian mansion built in 1792 for General Edward Hand; Wheatland, the 1828 country estate of President James Buchanan; and 1719 Hans Herr House, the oldest house built by European settlers in the county and the Western Hemisphere's oldest Mennonite meeting house.

The Heritage Center Museums of Lancaster County, including the Lancaster Cultural History Museum and the Lancaster Quilt and Textile Museum, provide information about the cultural history of Lancaster County and have attractive displays of decorative and fine arts produced by generations of local artists and craftspeople. Lancaster Newspapers' Newseum explores the history of newspapers. At the Charles Demuth House and Garden, visitors can tour the eighteenth century home, studio, and gardens of world-famous artist Charles Demuth; the Demuth Tobacco Shop, located next door, was founded in 1770 and is the oldest tobacco shop in the U.S. The city also offers the Historic Lancaster Walking Tour, which concentrates on Revolutionary War era sites; the Pennsylvania Railroad Museum, which displays more than 100 locomotives and cars; the Ephrata Cloisters, one of the country's earliest and most influential religious communities; and the Robert Fulton Birthplace.

The countryside surrounding Lancaster is a favorite destination of visitors, who have made Lancaster County one of the top ten tourist attractions in the country. By car, bicycle, bus, buggy, or steam train, passing through covered bridges, one can tour re-created Amish farms and visit farmers' markets and Pennsylvania Dutch restaurants. Visitors interested in learning more about Pennsylvania Dutch Country can do so through a multimedia attraction at the Amish Experience Theater, located at Plain & Fancy Farm on Route 340. The production combines special effects with the traditional story of the Amish people and their centuries-old culture. The theater presents an original and critically acclaimed screenplay called ''Jacob's Choice,'' which chronicles the saga of an Amish family from its flight from religious persecution in sixteenth century Europe to modern-day Lancaster County.

For those looking to explore nearby communities, a number of attractions in and near Hershey are worth a visit. Hersheypark offers amusement rides, shopping, food, and other forms of family fun. Hershey's Chocolate World serves as Hershey Food Corporation's official visitors center, and offers chocolate-making tours. For nature enthusiasts, Indian Echo Caverns gives guided tours of underground caves. And in nearby Kennett Square, Longwood Gardens allows visitors to tour one of America's most famous horticultural showplaces.

Arts and Culture

Lancaster Symphony Orchestra makes its home at the beautifully restored 1852 Fulton Opera House, a national historic landmark. There the orchestra performs 20 yearly subscription concerts in addition to a special New Year's Eve celebration and an outdoor patriotic concert at Long's Park. Also performing at the Fulton is Opera Lancaster, one of just a few non-profit, all-volunteer opera companies in the U.S. They boast an active performing membership of more than 100. The Fulton is a focal point for theatrical productions of all kinds, presented by groups sponsored by high schools and colleges as well as by touring professionals and community-based enterprises. These groups include the Actors Company at the Fulton, Youtheatre, and the Theatre for Young Audiences.

Recreated Amish farms can be toured in the countryside surrounding Lancaster.

Outdoor concerts at Long's Park Amphitheater and other locales are presented during the summer months by Lancaster Symphony Orchestra and other groups under the auspices of the Long's Park Free Summer Entertainment Series. Both women and men participate in local barbershop choruses that perform from time to time throughout the area, as does Wheatland Chorale, a group of 36 singers specializing in close ensemble a capella singing.

Co-Motion, Hole-In-The-Wall Puppet Theatre, and First Stage Theatre provide family entertainment. Lancaster's Theater of the Seventh Sister has been in operation for more than 15 years, and offers a range of performances from new dramatic works, to plays of the old masters, to live musical performances. Dutch Apple Dinner Theater presents professional musicals and comedies accompanied by a large buffet dinner; Broadway comedies and hearty dinners are the bill of fare at Rainbow Dinner Theatre. Sight & Sound Theatres, one of the largest theatres in the U.S., has been offering musicals with a religious theme for more than 25 years. Philadelphia, with its rich array of cultural offerings, is 65 miles from Lancaster.

Landis Valley Museum is considered one of the most important living history museum complexes in the country. The complex's numerous exhibit areas, interpreting Pennsylvania rural life, include original structures such as the 1800s Landis Farmstead and the 1856 Landis Valley House Hotel, and other historically significant structures that were either moved to the site or are period reconstructions. The North Museum of Natural History and Science, on the campus of Franklin and Marshall College, is filled with hands-on displays and one of the largest planetariums in the state.

The Heritage Center Museums of Lancaster County are located in two historic buildings on Penn Square: the Lancaster Quilt and Textile Museum exhibits folk and decorative arts and crafts; the Lancaster Cultural History Museum collects items important to the area's history. Folk art and crafts are also on display at the Kauffman Museum of Pennsylvania Folk Arts and Crafts, located on the grounds of Rock Ford Plantation. Sheldon's Gallery in nearby Ephrata features original paintings, prints, photographs, and sculptures, while Garthoeffner Gallery specializes in painted furniture, folk art, and vintage toys. A number of art galleries in downtown Lancaster present permanent and changing exhibits; offered are works of local craftspeople, including Amish quilts, as well as national and international art.

Festivals and Holidays

Throughout the year, the Downtown Investment District coordinates many downtown Lancaster events, including Art in the Park, a Puerto Rican Festival, LancasterFest, a Classic Car and Auto Show, a Jazz and Blues Festival, and New Year's Eve's Count Down Lancaster. Winter visitors to the Lancaster area enjoy maple sugaring beginning in February. The Quilters' Heritage Celebration, held in early spring, is one of the largest quilting conventions in the world; the event showcases hundreds of quilts entered in a juried and judged contest. A Rhubarb Festival is held in Intercourse in mid-May, paying homage to a crop that grows abundantly in Pennsylvania Dutch country. Early June brings the Lancaster Spring Show of Arts and Crafts, displaying the works of artisans from around the country in a juried exhibition. The Kutztown Pennsylvania German Festival, held in Kutztown in late June and early July, celebrates the Pennsylvania Dutch way of life; arts, crafts, and quilts are displayed and sold, and regional and ethnic food is available in abundance.

The Pennsylvania Renaissance Faire, held at Mount Hope Estate and Winery 15 miles north of Lancaster, is a re-creation of a sixteenth-century English country fair. Costumed entertainers, jousting, Shakespearean presentations, crafts, and more appear each weekend from early July through mid-October. In late July and early August, Franklin and Marshall College hosts the Pennsylvania State Craft Show and Sale. Arts and crafts are also the focus of Long's Park Art & Craft Festival held in Lancaster on Labor Day Weekend. The Christmas season is celebrated in downtown Lancaster during Downtown Holiday Weekends, featuring food, tree lightings, music, gingerbread displays, and carriage rides. The season is celebrated throughout the region with special holiday tours at Rock Ford Plantation, Hans Herr House, and the Ephrata Cloister in Ephrata; Victorian Christmas Week at Wheatland; and Christmas at Landis Valley.

Sports for the Spectator

One of two spring highlights in downtown Lancaster is the Wachovia Cycling Series, which brings more than 200 of the world's top professional cyclists through the town's downtown on their way to Philadelphia. It is billed as the longest running and richest single-day cycling race in the U.S. The springtime five-mile Red Rose Run also draws hundreds of spectators, and has been an area event for more than 25 years. Lancastrians are also avid supporters of Philadelphia and Baltimore professional teams.

Sports for the Participant

Lancaster maintains nearly 300 acres of land in the form of community parks. The Lancaster Recreation Commission operates an active year-round schedule of adult and child-oriented sports and recreation programs. Park and recreation facilities include athletic fields, a street hockey rink, tennis courts, basketball courts, children's play equipment, and picnic areas. Dozens of state ski areas are accessible from Lancaster.

Shopping and Dining

Downtown Lancaster is a thriving and architecturally interesting district supporting hundreds of businesses that offer

distinctive jewelry, home decorations, apparel, books, antiques, music, crafts, and gifts. A favorite among tourists and locals is Central Market, where baked goods, crafts, flowers, fresh produce, and Pennsylvania Dutch food and other ethnic delicacies are abundant. Park City Center, located in the city, is one of the largest malls in the state with 1.4 million square feet of space and about 170 stores. The northern end of the county is known for its weekend flea markets and antiques mall. With almost 1,000 Amish ''micro enterprises'' in existence, it's possible to locate everything from traditional handcrafted quilts to rolltop desks and Adirondack chairs—all within a few miles of each other in the surrounding countryside. Some shops are in family homes; other businesses have showrooms filled with beautiful handcrafts.

With the dozens of restaurants located in Lancaster's downtown area, diners can choose from a casual pub experience to elegant dining, as well as enjoy Thai, Chinese, Jamaican, Italian, and other ethnic cuisines. Pennsylvania Dutch specialties such as chicken pot pie, schnitz and knepp (dried apples with ham and dumplings), apple butter, and shoofly pie (actually a molasses sponge cake baked in a crust) are served in restaurants located throughout the nearby countryside; some of these restaurants are housed in eighteenth- and nineteenth-century inns that lined the country's first paved road.

Visitor Information: Pennsylvania Dutch Convention and Visitors Bureau, 501 Greenfield Rd., Lancaster, PA 17601; telephone (800)PADUTCH; email info@padutchcountry.com.

Convention Facilities

Meetings are a tradition among the Amish, and convention personnel in Lancaster County/City promise a traditional commitment to hospitality for the millions of visitors the area receives annually. Within the city of Lancaster, the Hotel Brunswick, located downtown, offers excellent facilities within close proximity to historic sites, specialty shops, and the oldest continuously operating farmer's market in the United States; its facilities cover 28,000 square feet of meeting space and 20 different meeting rooms. The county's largest meeting facility, the Lancaster Host Resort and Conference Center, occupies 225 acres and offers an 18-hole golf course, tennis, basketball, volleyball, swimming pools, and a fitness trail. Meeting and exhibit space of more than 80,000 square feet includes 25 flexible function rooms, a grand ballroom for 1,000 guests, and a 23,000 square foot expo center. Sleeping rooms total 330 with many overflow properties within close proximity.

The Best Western Eden Resort Inn & Conference Center offers 25,000 square feet of first-class flexible meeting space and thirteen distinctive banquet rooms. Residential suites for important clients, two pools, wireless internet access, and a total of 276 deluxe guest rooms are available. The Netherlands Inn and Spa, a 102-room retreat location nestled amidst farmland, offers more than 7,000 square feet of meeting space for a unique and peaceful experience. The Willow Valley Resort & Conference Center can accommodate groups of 15 to 1,000 people in a 342-room resort with 16 meeting rooms totaling more than 20,000 square feet. This resort also has amenities such as golf, indoor and outdoor swimming pools, a fitness facility, tennis, family activities, and outstanding cuisine.

Convention Information: Pennsylvania Dutch Convention and Visitors Bureau, 501 Greenfield Rd., Lancaster, PA 17601; toll-free (800)PADUTCH; email info@padutch country.com

Transportation

Approaching the City

Airline service into Lancaster Airport is provided by USAir Express, from Pittsburgh and Philadelphia, and from surrounding airports in Harrisburg, Baltimore, Washington, D.C., and Philadelphia. Limousine and taxi service, as well as free long and short term parking are available. Baltimore/Washington International Airport and Philadelphia International Airport are both less than two hours away. Three Amtrak stations are located in Lancaster county—in the city of Lancaster, and in the boroughs of Mount Joy and Elizabethtown; Amtrak's Chicago to New York City service passes through Lancaster. Greyhound and Capitol Trailways offer service to points across the country. All of the state's major highways converge in the city with the exception of the Pennsylvania Turnpike, which encompasses interchanges at U.S. 222, PA 72, and PA 23, 15 miles north of the city. The convenience of these highways make Lancaster a three-hour drive from New York City, a 90-minute drive from Philadelphia, and a two and a half hour drive from Washington, D.C.

Traveling in the City

Walking is a popular pastime in Lancaster, and Historic Lancaster Walking Tours, led by guides in colonial costumes, are offered daily from April through October. Red Rose Transit Authority services 2.5 million passengers with city and county buses on 16 routes.

Communications

Newspapers and Magazines

Lancaster Newspapers, Inc., provides citizens with the *Intelligencer Journal* in the mornings Sunday through Friday, the *Lancaster New Era* in the afternoons Monday through Saturday, and the *Sunday News.* Although all three newspapers are owned by the same corporation, they have completely separate staffs and the publications actively compete with each other. *La Voz Hispana,* a bimonthly, tabloid-sized newspaper, caters to Lancaster's Hispanic and Latino communities with local, national, and international news and events written in both Spanish and English.

Television and Radio

Two AM and seven FM radio stations are based in Lancaster, with reception from Philadelphia and other cities in the state. One radio station is college-owned, and one presents Hispanic programs. Two television stations, Channel 15 and Channel 8, broadcast from Lancaster as well.

Media Information: Lancaster Newspapers, Inc., P.O. Box 1328, Lancaster, PA 17608; telephone (717)291-8622

Lancaster Online

City of Lancaster. Available www.cityoflancasterpa.com

Economic Development Company of Lancaster County. Available www.edclancaster.com

Lancaster Chamber of Commerce and Industry. Available www.lcci.com

Lancaster County Library. Available www.lancaster.lib.pa.us

Lancaster Newspapers, Inc. Available www.lancasteronline.com

Lancaster Pennsylvania Dutch Convention and Visitors Bureau. Available www.padutchcountry.com

The Pennsylvania Manual online. Available www.dgs.state.pa.us/PAManual

School District of Lancaster. Available www.lancaster.k12.pa.us

Selected Bibliography

Hostetler, John Andrew, *Amish Children: Education in the Family, School, and Community* (Fort Worth: Harcourt Brace Jovanovich, 1991, 2nd ed.)

Kaiser, Grace H., *Dr. Frau: A Woman Doctor Among the Amish* (Intercourse, Pa: Good Books, 1986)

Kraybill, Donald B., and Steven M. Nolt, *Amish Enterprise: From Plows to Profits* (Johns Hopkins University Press, 2004, 2nd ed.)

Lestz, Gerald S., *To Lancaster With Love* (Lancaster: Stemgas Publishing, 1992)

Reninger, Marion Wallace, *Orange Street* (Lancaster: Stemgas Publishing, 1954)

Rupp, I. Daniel, *History of Lancaster County, Pennsylvania: To Which Is Prefixed a Brief Sketch of the Early History of Pennsylvania* (Spartanburg, S.C.: Heritage Books, 1990)

Philadelphia

The City in Brief

Founded: 1682 (incorporated, 1701)

Head Official: Mayor John F. Street (D) (since 2000)

City Population
1980: 1,688,210
1990: 1,585,577
2000: 1,517,550
2003 estimate: 1,423,538
Percent change, 1990–2000: −4.5%
U.S. rank in 1980: 4th
U.S. rank in 1990: 5th
U.S. rank in 2000: 6th (State rank: 1st)

Metropolitan Area Population (CMSA)
1980: 4,717,000 (PMSA)
1990: 5,892,937
2000: 6,188,463
Percent change, 1990–2000: 5%
U.S. rank in 1980: 4th (CMSA)
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 6th (CMSA)

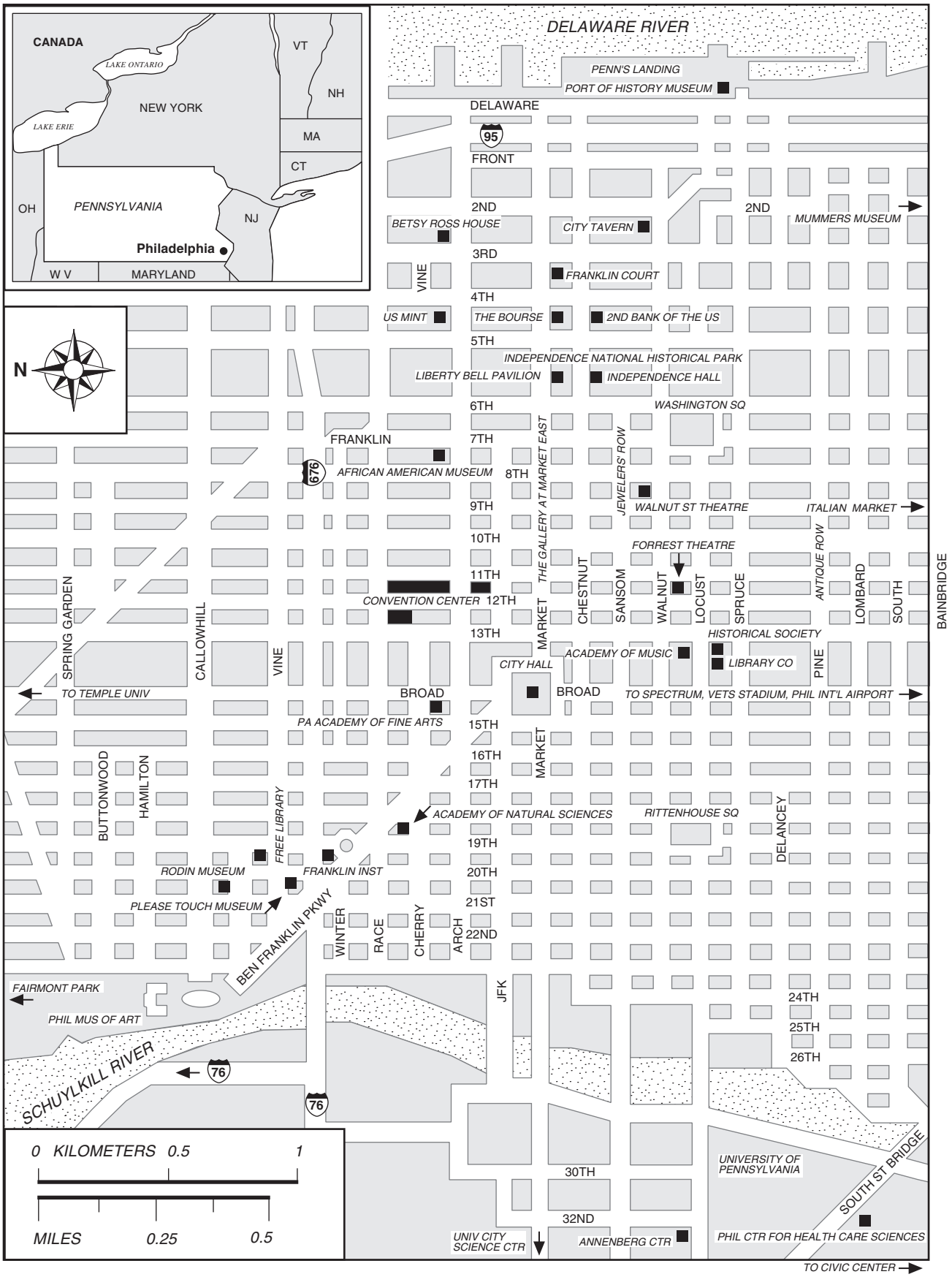
Area: 135.09 square miles (2000)
Elevation: Ranges from 5 feet to 431 feet above sea level
Average Annual Temperature: 53.6° F
Average Annual Precipitation: 45.7 inches of rain; 20.5 inches of snow

Major Economic Sectors: Pharmaceuticals; biotechnology; healthcare; communications; manufacturing; retail trade; finance, insurance, and real estate; services; government
Unemployment Rate: 4.5% (April 2005)
Per Capita Income: $16,509 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 83,392

Major Colleges and Universities: University of Pennsylvania; Drexel University; Thomas Jefferson University; Temple University; Philadelphia University; Philadelphia College of the Arts; University of the Sciences in Philadelphia; La Salle University; Haverford College; Swarthmore College

Daily Newspaper: *Philadelphia Inquirer; Philadelphia Daily News*


CANADA
LAKE ONTARIO
NEW YORK
LAKE ERIE
VT
NH
MA
CT
OH
PENNSYLVANIA
NJ
Philadelphia
W V
MARYLAND
DELAWARE RIVER
PENN'S LANDING
PORT OF HISTORY MUSEUM
DELAWARE
95
FRONT
2ND
BETSY ROSS HOUSE
CITY TAVERN
MUMMERS MUSEUM
3RD
VINE
FRANKLIN COURT
4TH
US MINT
THE BOURSE
2ND BANK OF THE US
5TH
INDEPENDENCE NATIONAL HISTORICAL PARK
LIBERTY BELL PAVILION
INDEPENDENCE HALL
6TH
WASHINGTON SQ
FRANKLIN
7TH
676
AFRICAN AMERICAN MUSEUM
8TH
JEWELERS' ROW
WALNUT ST THEATRE
ITALIAN MARKET
9TH
10TH
FORREST THEATRE
11TH
CONVENTION CENTER
12TH
THE GALLERY AT MARKET EAST
ANTIQUE ROW
CHESTNUT
SANSOM
WALNUT
LOCUST
SPRUCE
LOMBARD
SOUTH
BAINBRIDGE
SPRING GARDEN
CALLOWHILL
VINE
MARKET
13TH
HISTORICAL SOCIETY
ACADEMY OF MUSIC
CITY HALL
LIBRARY CO
PINE
TO TEMPLE UNIV
BROAD
BROAD
TO SPECTRUM, VETS STADIUM, PHIL INT'L AIRPORT
PA ACADEMY OF FINE ARTS
15TH
16TH
MARKET
17TH
BUTTONWOOD
HAMILTON
FREE LIBRARY
ACADEMY OF NATURAL SCIENCES
RITTENHOUSE SQ
DELANCEY
19TH
RODIN MUSEUM
FRANKLIN INST
20TH
21ST
PLEASE TOUCH MUSEUM
BEN FRANKLIN PKWY
WINTER
RACE
CHERRY
ARCH
22ND
FAIRMONT PARK
PHIL MUS OF ART
JFK
24TH
25TH
26TH
SCHUYLKILL RIVER
76
76
0 KILOMETERS 0.5 1
MILES 0.25 0.5
30TH
32ND
UNIV CITY SCIENCE CTR
ANNENBERG CTR
UNIVERSITY OF PENNSYLVANIA
SOUTH ST BRIDGE
PHIL CTR FOR HEALTH CARE SCIENCES
TO CIVIC CENTER

Introduction

Rich in history and culture, Philadelphia has been in the forefront of the nation's intellectual, economic, and humanitarian development for more than three hundred years. Today its efforts are being directed to restoration with an emphasis on preserving the best of the past while allowing for the development of a vigorous new city. A city of neighborhoods, trees, parks, and open spaces, Philadelphia offers the advantages of living in a big city while maintaining a small-town atmosphere and preserving reminders of its dignified past. The Greater Philadelphia area has been on numerous best city lists as a good place to balance work and family life.

Geography and Climate

Philadelphia is located at the confluence of the Delaware and Schuylkill rivers on the eastern border of Pennsylvania. The Appalachian Mountains to the west and the Atlantic Ocean to the east moderate the climate, eliminating extremes of hot and cold weather. Occasionally during the summer months the city becomes engulfed in ocean air that brings high humidity. Precipitation is fairly evenly distributed throughout the year, with maximum amounts during the summer months occasionally flooding the Schuylkill River. Snowfall is usually higher in the northern suburbs than in the city, where snow often turns to rain. High winds sometimes prevail during the winter months.

Area: 135.09 square miles (2000)

Elevation: Ranges from 5 feet to 431 feet above sea level

Average Temperatures: January, 32.0° F; August, 75.3° F; annual average, 53.6° F

Average Annual Precipitation: 45.7 inches of rain; 20.5 inches of snow

History

Quakers Receive Pennsylvania Grant

At the time the first settlers of European descent arrived in the area now known as Philadelphia, it was inhabited chiefly by Native Americans who called themselves Lenni-Lenape; settlers called them Delawares. Intertribal warfare had weakened the native tribes, and the advance of colonial settlement pushed them farther west, causing great hostility. The Netherlands laid claim to the area in 1609 when Henry Hudson, an Englishman in the Dutch service, sailed into Delaware Bay, and around 1647 the Dutch began to build trading posts. The Dutch were ousted by the English in 1664.

In 1681 England's King Charles granted William Penn the territory now known as Pennsylvania in exchange for a debt owed Penn's father. Penn, wealthy and well educated, had committed himself to the Society of Friends, also called Quakers, who practiced a form of religion generally regarded by society with suspicion because of its tenets and its insistence upon simplicity in speech and dress. Penn himself had been imprisoned four times for voicing his beliefs, and King Charles was only too happy to be rid of him and his followers.

Although he had been granted all the land in Pennsylvania, Penn chose to buy the claims of any native people still living there, which set a new standard in colonial settlers' relations with Native Americans. Penn dispatched his cousin to lay out a city, which he called Philadelphia, from the Greek for ''brotherly love,'' and which Penn envisioned as a haven for his fellow Quakers to enjoy freedom of worship and the chance to govern themselves. He charged his cousin with laying out a ''greene Country Towne, which will never be burnt, and always be wholesome.'' The city was laid out in a grid, with large lots, wide streets, and a provision for five city parks, four of which still survive. Historians note that Philadelphia was one of the first cities in the New World built according to a plan.

The Quakers were not only humanitarians but shrewd businesspeople as well. They offered large tracts of land at reasonable prices and advertised throughout Europe for settlers. Attracted by the liberality and tolerance of the Quaker government, and looking for better economic opportunities, thousands of immigrant families soon began arriving, including a group of German Quakers who established the first German settlement in America.

Prosperity and Culture Distinguish City

From the beginning Philadelphia was a leading agricultural area, and because of its location at the confluence of the Delaware and Schuylkill rivers, shipyards flourished. Farm products were exchanged for sugar and rum in the West Indies, and these in turn were exchanged for English manufactured goods. Abundant natural resources, including coal and iron, helped Philadelphia become an early industrial leader. Other significant early industries included home manufacture of textiles, printing, publishing, and papermaking. By the 1770s Philadelphia was one of the most important business centers in the British Empire.

This prosperity and William Penn's principles attracted the best minds of the day to Philadelphia. Among the city's

illustrious early residents was the young Benjamin Franklin, scientist and intellectual. His many accomplishments include the publication of the *Pennsylvania Gazette,* one of the best of the colonial newspapers; he also established the colonies' first hospital, first free library, and first learned society, the American Philosophical Society. Perceiving the need for higher education, Franklin was instrumental in the founding of the institution that later became the University of Pennsylvania.

During the late 1700s many fine private and public buildings were constructed in Philadelphia, such as Andrew Hamilton's Independence Hall. Oil painting flourished, and Philadelphia came to be known as an ''Athens of America.'' By 1774 a sophisticated populace was chafing at the restrictions placed on them by the British king. Because of Philadelphia's strategic location near the middle of colonial settlement, and the importance of winning Quaker support, the delegates who formed the First Continental Congress in 1774 chose Philadelphia as the site for their discussions. The Second Continental Congress proclaimed the colonists' Declaration of Independence in Philadelphia, and when the Revolutionary War broke out in full force, Philadelphia became the capital of the revolutionary movement. Following the American patriots' victory at Yorktown, the Constitutional Convention delegates met in Philadelphia, and in 1787 they framed the document that was to become the basis of America's governmental structure. Philadelphia then served as the capital of the United States from 1790 to 1800.

In the early 1800s Philadelphia began an ambitious program of building canals and railroads and developing coal fields, thus laying the foundation of its industrial power. Philadelphia's railroad lines, which by 1834 comprised a quarter of the nation's total, expedited the development of industry.

New Residents Meet Modern Challenges

When the issue of slavery became acute, many African American leaders centered their activities in Philadelphia, and the city became the focal point of one of the most important African American communities in the nation. Philadelphia's industrial strength contributed to the Union's military and economic advantage over the South during the Civil War of 1861 to 1865.

Pennsylvania had been one of the first colonies to admit Catholics and Jews. The increasing demand for factory workers in the late 1800s and early 1900s attracted hundreds of thousands of immigrants of Irish, German, Italian, and Polish descent, who created many distinctive ethnic neighborhoods throughout the city. At the same time, the development of the railroad made commuting easier, and the city's elite began moving to the suburbs that—as they grew up along the main line of the Pennsylvania Railroad—became known as the ''Main Line.'' By the 1930s the modern city had emerged, with outlying residential districts segregated by income, race, and ethnic origin.

Philadelphia's industrial progress brought with it the exacerbation of differences in wealth. After the Great Depression of the 1930s Philadelphia became a union town, and labor strikes were common. Political machines that had emerged after the Civil War became sophisticated in the ways of manipulating the political processes, particularly through the new immigrant groups. Discrimination in housing resulted in overcrowded African American districts. During the 1960s Philadelphia was shaken by race riots born of decades of inadequate housing and discriminatory practices.

A reform movement, begun in 1939, prompted Philadelphia in 1951 to adopt a new city charter and elect Mayor Joseph Clark, who began a vast urban renewal program. Slated for completion in the early 21st century, this program called for the improvement of highways and the transportation system, housing projects, and the building of more libraries, parks, and shopping and recreation centers. However, a recession and mounting social problems saw Philadelphia teetering on the edge of bankruptcy by the early 1990s.

Economic Woes Reversed

A former prosecutor, Edward G. Rendell, was sworn in as the mayor in 1992, promising ''dramatic change from top to bottom.'' On his watch Rendell was credited with bringing labor costs into line, rallying Philadelphia's business community, bringing back strong bond ratings, and securing the 2000 Republican National Convention, as well as spurring a resurgence in development in the city, from a new $500 million convention center, to the $330 million Avenue of the Arts.

In 2000, John Street became mayor of Philadelphia. The former Philadelphia city council president had worked with Rendell and helped save the city of Philadelphia from bankruptcy, turning a $250 million deficit into the largest surplus in Philadelphia history in 1998. A lawyer and one-time activist, Street is the city's second African American mayor. Now entering his second term, Street continues to serve as a role model for his teenage son and all the city's young people of color.

Historical Information: Historical Society of Pennsylvania, 1300 Locust Street, Philadelphia, PA 19107; telephone (215)732-6200; fax (215)732-2680; email library@hsp.org

Population Profile

Metropolitan Area Residents (PMSA)
1980: 4,717,000 (PMSA)

1990: 5,892,937
2000: 6,188,463
Percent change, 1990–2000: 24.5%
U.S. rank in 1980: 4th (CMSA)
U.S. rank in 1990: 5th (CMSA)
U.S. rank in 2000: 6th (CMSA)

City Residents
1980: 1,688,210
1990: 1,585,577
2000: 1,517,550
2003 estimate: 1,423,538
Percent change, 1990–2000: −4.5%
U.S. rank in 1980: 4th
U.S. rank in 1990: 5th
U.S. rank in 2000: 6th (State rank: 1st)

Density: 11,233.6 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 683,267
Black or African American: 655,824
American Indian or Alaska Native: 4,073
Asian: 67,654
Native Hawaiian and Pacific Islander: 729
Hispanic (may be of any race): 128,928
Other: 72,429

Percent of residents born in state: 71.7% (2000)

Age characteristics (2000)
Population under 5 years old: 98,161
Population 5 to 9 years old: 112,111
Population 10 to 14 years old: 112,726
Population 15 to 19 years old: 110,701
Population 20 to 24 years old: 117,609
Population 25 to 34 years old: 224,864
Population 35 to 44 years old: 219,910
Population 45 to 54 years old: 182,530
Population 55 to 59 years old: 67,280
Population 60 to 64 years old: 57,936
Population 65 to 74 years old: 107,048
Population 75 to 84 years old: 79,335
Population 85 years and over: 27,339
Median age: 34.2 years

Births (2002)
Total number: 21,380

Deaths (2003)
Total number: 16,506 (of which, 231 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,509 (1999)
Median household income: $30,746
Total households: 600,740

Number of households with income of . . .
less than $10,000: 109,237
$10,000 to $14,999: 49,035
$15,000 to $24,999: 89,059
$25,000 to $34,999: 79,532
$35,000 to $49,999: 91,683
$50,000 to $74,999: 92,326
$75,000 to $99,999: 42,495
$100,000 to $149,999: 25,092
$150,000 to $199,999: 5,639
$200,000 or more: 6,185

Percent of families below poverty level: 18.4% (47.4% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 83,392

Municipal Government

Philadelphia city and county are the same entity. The city passed what is widely considered to be the nation's first modern big-city charter in 1951; under this charter the city council was removed from its administrative role and the staff and powers of the mayor were increased. Elections are held every four years, at which time the mayor and seven council members are elected by all the voters and 10 council members are elected by districts. The mayor may serve an unlimited number of terms but not more than two consecutively.

Head Official: Mayor John F. Street (D) (since 2000; current term expires January 2008)

Total Number of City Employees: 30,000 (2005)

City Information: City Hall, Room 215, Philadelphia, PA 19107; telephone (215)686-2250

Economy

Major Industries and Commercial Activity

Manufacturing and the related distribution sector were traditionally the backbone of the Philadelphia economy. Since the end of World War II this industrial base has declined, as it has in many of the established industrial cities of the Northeast and upper Midwest, as many firms moved to new locations in the suburbs or migrated to other regions of the country. Today, the region has evolved into a more diverse economy geared toward information and service-based businesses.

Computer-based businesses, finance, telecommunications, insurance companies, and the printing and publishing industries are doing well. The biomedical field, encompassing hospitals, medical schools, pharmaceutical firms, research institutions, manufacturers of medical instruments and supplies, and medical publishing, is flourishing in Philadelphia. As manufacturing continues to recede, the city's educational and health institutions have come forward as important drivers of the regional economy. Education currently represents about 12 percent of city and 7 percent of suburban employment. Health services constitute about 18 percent of city jobs and 12 percent of those in the suburbs.

Few cities in the country can match Philadelphia's historic attractions, and the city plays host to millions of tourists each year. Thus, tourism remains an important segment of the local economy.

The Greater Philadelphia region has become one of the major corporate centers in the United States. Many companies are locating or expanding facilities in the area. They are attracted by the area's location at the center of the country's largest market, the access to transportation, the availability of medical, engineering, and business schools to supply technical talent, and the open land for industrial park development. Center City is still the financial, governmental, and cultural hub of the region. Concerted efforts over the last several years by government, business leaders, and concerned citizens to improve Philadelphia's reputation as a corporate host have borne fruit, and the city is continuing to be discovered as an attractive place to live and work.

Items and goods produced: chemicals, pharmaceuticals, office and computing equipment, telecomunications from fiber optics to celluar technology, instruments, biomedical products, fabricated metal products, paper products, processed foods, clothing, petrochemicals, machinery

Incentive Programs—New and Existing Businesses

Both Philadelphia and Pennsylvania sponsor programs to encourage business retention and growth.

Local programs—The city's three empowerment zones provide additional tax incentives and financing to transform these areas into thriving neighborhoods for businesses and workers. Philadelphia Industrial Development Corporation enables the city to provide low-cost financing for acquisition, construction, and equipment. The city is eligible to receive state grants for site preparation and infrastructure for industrial development. Other programs provide individual businesses with low interest loans.

State programs—Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The Keystone Opportunity Zone has designated some 500 acres in a dozen zones throughout the Philadelphia area as exempt from state and local business taxes; these areas will remain virtually tax-exempt until 2013. Four state Enterprise Zones in Philadelphia are eligible for numerous incentives, including state tax credits, security rebates, low-interest loans, and technical assistance. The state's Job Creation Tax Credits program provides $1,000-per-job tax credit to approved businesses that agree to create jobs within three years.

Job training programs—The Philadelphia Industrial Development Corporation (PIDC) assists in the development of the workforce by partnering with the Philadelphia Workforce Development Corporation (PWDC), the Delaware Valley Industrial Resource Center, and the Collegiate Consortium to provide job training, program funding, and technical assistance. The PIDC offers a broad spectrum of qualified workers, and can customize programs such as on-the-job training, for which the employer receives some reimbursement; targeted programming for specific populations; customized training for specific job skills; recruitment, and referral and assessment aid. The PWDC Transitional Workforce Division provides training, support, education, employment, and other services to some of the region's most needy job seekers.

Development Projects

Since the completion of new international and commuter terminals, along with enhanced airport roadways at Philadelphia International Airport, other improvements included the consolidation of Terminals B and C, which resulted in a new food, beverage, and retail gallery.

The University of the Arts, on the heels of a new academic building with a recital hall, classrooms, a studio theater, dance studios, and lecture halls, has $379 million worth of new and planned investments proposed for the Avenue of the Arts District. A nearly $200 million family-oriented entertainment complex at Penn's Landing, to serve as the locus of a revitalized waterfront, opened in mid-2001. The $255 million Regional Performing Arts Center, a 5,000-seat venue on the Avenue of the Arts, opened in 2002. A $65 million master site plan for Independence National Historic Park was completed in late 2002.

In 2004 the School District of Philadelphia, in cooperation with the Microsoft Corporation, broke ground on the School of the Future, ushering in a new era of technology and education. The school, which is the first of its kind designed to be a model for improved instructional development through the use of technology, is expected to open in 2006 and cost an estimated $50 million. After receiving a $30 million commitment from the City of Philadelphia, the Free Library is preparing to renovate its Beaux Arts building and add 160,000 square feet of additional space. Final plans for the project were expected to be in place by December 2005.

The city's Neighborhood Transformation Initiate has gained national attention as one of the most comprehensive neighborhood revitalization strategies ever attempted. The plan has created a framework for making neighborhoods cleaner and safer. A $100 million neighborhood revitalization project in the Cecil B. Moore Avenue area of North Philadelphia resulted in the completion of nearly 300 new homes. Plans are currently underway for a new mixed-use community along the Delaware River. The mayor's new Livable Neighborhoods Program focuses on improving Philadelphia's older neighborhoods.

The New River City initiative involves stimulating private investment along the city's waterfront. During 2004, the mayor and the Philadelphia Industrial Development Corporation announced a master plan that includes the potential for $2 billion of private investment and the creation of 25,000 new jobs. The lower Schuylkill River will be home to a newly constructed River Park and Trail as well as a host of new residential projects and a 700,000-square-foot office tower. Also underway are redevelopment plans for the Civic Center and main Post Office. Improvements are also planned for the North and Central Delaware riverfront zones.

The Pennsylvania Convention Center will soon undergo major new construction that will double the existing facility. When the project is completed, the Center will have 541,000 square feet available, two ballrooms totaling 93,000 square feet, 87 meeting rooms, and a fully equipped main kitchen.

Economic Development Information: Philadelphia City Planning Commission, One Parkway Bldg., 1515 Arch Street, 13th Floor, Philadelphia, PA 19102; telephone (215)683-4615; fax (215)683-4630; email info@phila planning.org. Philadelphia Industrial Development Corporation, 2600 Centre Square West, 1500 Market Street, Philadelphia, PA 19101; telephone (215)496-8020

Commercial Shipping

Philadelphia's port, together with the ports in southern New Jersey and Delaware, form the Ports of Philadelphia. The Ports of Philadelphia, the largest freshwater shipping complex in the world, handle the largest volume of international tonnage on the East Coast. Major imports include crude oil, fruits, iron, steel, and paper. Exports include scrap metal and petroleum products. Most of the terminals in the city are owned by the Philadelphia Regional Port Authority. With an infusion of state funds for capital improvements and the development of a new intermodal yard to serve three railroads—the Chessie, CSX, and the Canadian Pacific—the Philadelphia terminals are poised for growth. Philadelphia's Port, Penn's landing, is the largest freshwater port in the United States.

Labor Force and Employment Outlook

In the past, Philadelphia's economy was dominated by manufacturing, providing half of the city's jobs. But as manufacturing decreases, now accounting for just 5 percent of the city's employment, education and health have emerged as principal drivers of the local economy, accounting for 12 percent and 18 percent of the city's jobs, respectively. In addition, Philadelphia promotes itself as a center for biomedical and pharmaceutical companies. Few cities have the historical past of Philadelphia, and it remains a mecca for tourists.

The following is a summary of data regarding the Philadelphia city/county area labor force, 2004 annual averages.

Size of nonagricultural labor force: 655,800

Number of workers employed in . . .
construction and mining: 11,200
manufacturing: 32,100
trade, transportation, and utilities: 90,400
information: 13,500
financial activities: 48,300
professional and business services: 84,100
educational and health services: 182,700
leisure and hospitality: 53,400
other services: 28,000
government: 112,200

Average hourly earnings of production workers employed in manufacturing: $15.73

Unemployment rate: 4.5% (April 2005)

Largest employers	*Number of employees*
Federal Government	52,000
City of Philadelphia	30,000
Philadelphia School District	26,000
University of Philadelphia (incl. hospital)	22,605
Jefferson Health System	14,317
Temple University	12,000
MBNA	11,000
Merck and Company	10,000
DuPont	10,000

Cost of Living

Housing prices in Philadelphia tend to be lower than those in comparably sized cities, and are among the lowest in the Northeast, with a median home price of just $59,700 in 2002. The housing stock dates from the 18th and 19th centuries and the city encourages preservation of the existing stock with federal, state, and private aid. The tax burden overall is high relative to other large cities nationwide.

The following is a summary of data regarding several key cost of living factors for the Philadelphia area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.07%

State sales tax rate: 6.0%

Local income tax rate: 2.8%

Local sales tax rate: 1.0%

Property tax rate: 8.26% on every $100 assessed

Economic Information: Greater Philadelphia Chamber of Commerce, Business 200 S. Broad St., Suite 700, Philadelphia, PA 19107; telephone (215)545-1234

Education and Research

Elementary and Secondary Schools

Authority for Philadelphia's school system, the seventh largest in the nation by enrollment, is vested in a nine-member board of education appointed by the mayor. The city was one of the first in the nation to recognize the needs of gifted children, and it supports a range of special admission schools providing programs for students ranging from academically gifted to talented in the creative and performing arts.

In 2004, the District in cooperation with the Microsoft Corporation broke ground on the School of the Future, ushering in a new era of technology and education. The school, which is the first of its kind designed to be a model for improved instructional development through the use of technology, is expected to open in 2006.

The following is a summary of data regarding the Philadelphia public schools as of the 2003–2004 school year.

Total enrollment: 196,309

Number of facilities
elementary schools: 175
junior high/middle schools: 43
other: 55, including 43 neighborhood and magnet high schools, vocational-technical and special schools

Student/teacher ratio: 19:1

Teacher salaries
average: $53,390

Funding per pupil: $7,669 (elementary)

The Roman Catholic Archdiocese of Philadelphia oversees one of the largest parochial school systems in the country, with more than 250 elementary and secondary schools in the city. About a third of elementary and secondary school students attend these and other private schools run by a variety of secular and religious groups such as the Society of Friends. Philadelphia is also home to the High School for the Creative and Performing Arts.

Public Schools Information: The School District of Philadelphia, 21st and Parkway, Philadelphia, PA 19103-1099; telephone (215)299-7000

Colleges and Universities

More than 80 degree-granting institutions operate in the Philadelphia region, offering the highest concentration of colleges and universities in America. Nearly 30 of them are located in the city. Suburban to Philadelphia are prestigious Swarthmore, Haverford, and Bryn Mawr colleges. The Philadelphia region's six medical schools graduate nearly 20 percent of the nation's physicians. Degrees are offered in many disciplines, including nursing, dentistry, biological sciences, business, law, and design.

The University of Pennsylvania, which provides more than 100 academic departments, is rated among the top three schools in the United States.

Libraries and Research Centers

Philadelphia's public library, the Free Library of Philadelphia, consists of the Central Library, 54 branch libraries throughout the city, Homebound Services, and a Library for the Blind and Physically Handicapped. Collections number more than 8 million bound volumes (more than a million of which are in the Central Library), and more than 6 million non-book items, including photographs, maps, microfilms, manuscripts, government documents, and other materials. The staff supports service to nearly a half-million registered borrowers; circulation totals almost 6,500,000 items annually. A $30 million expansion of the Central Library underway in 2005 will offer an additional 160,000 square feet of space, including a 600-seat auditorium. Notable special collections in the Central Library include the Automotive Reference Collection; the Theatre Collection of more than a million items; the Edwin A. Fleisher Music Collection, reportedly the world's largest library of orchestral scores with complete parts; the Rare Book Collection, which includes several original manuscripts of Edgar Allan Poe; and the Children's Literature collections, including the Beatrix Potter Collection. The Free Library of Philadelphia serves the area business community with comprehensive collections of resource materials. In particular, the Central Library and Northeast Regional Library provide specialized information services relating to business, industry, and finance.

The Philadelphia area is rich in special library collections on the topic of American history. Examples of these are the Library Company of Philadelphia, founded in 1731 and holding more than 450,000 volumes on pre-1860 Americana and Philadelphia subjects; and the library of the American Philosophical Society, holding 230,000 volumes and 5 mil-

lion manuscripts on Americana and the history of American science. Philadelphia is also home to many institutional collections on the subjects of medicine, pharmacy, and science and technology, as well as corporate special libraries dealing with such topics as insurance, law, finance, computers, chemicals, and transportation.

From Ben Franklin's studies on electricity in the 1740s to the development 200 years later of ENIAC (Electronic Numerical Integrator and Computer), the world's first electronic digital computer, Philadelphia has enjoyed a long tradition as a leader in research and technology. Temple University, the University of Pennsylvania, and other area educational institutions support a total of more than 100 formal research centers. Several dozen of these specialize in the medical sciences, although a variety of other studies is also pursued, ranging from insect biocontrol to federalism. Philadelphia is also known for its corporate research activities, such as those of the Philadelphia Electric Company.

Public Library Information: Free Library of Philadelphia, 1901 Vine Street, Philadelphia, PA 19103; telephone (215)686-5322

Health Care

There are 373 physicians per 100,000 residents in the Greater Philadelphia reagion. Within a 100-mile radius of Philadelphia is the nation's largest concentration of health care resources. The area is home to several medical schools, dental schools, nursing schools, pharmacy colleges, and schools offering advanced degrees in biological sciences. World-class health care facilities, such as Children's Hospital of Philadelphia (ranked number one in U.S. children's hospitals), Alfred I. Du Pont Hospital for Children, Wills Eye Hospital (the first and largest hospital devoted to eye care), the Deborah Heart and Lung Center (site of the first open-heart surgery), and Fox Chase Cancer Center. The University of Pennsylvania houses a Comprehensive Cancer Center, and the city is served by more than a dozen regional trauma centers. The growth of the biotechnology companies in the last two decades has gained the area the reputation as the nation's foremost pharmaceutical and technology center.

Recreation

Sightseeing

Philadelphia ranks third in the nation among cities with the greatest number of historic sites. Notable among them are Independence National Historical Park, dubbed ''the most historic square mile in America,'' where the many landmarks either remain intact as they existed 200 years ago or have been restored. Independence Hall—where the Declaration of Independence and the Constitution were written—is among the park's 26 interesting sites, which also include the Liberty Bell Pavilion, the Second Bank of the United States, and City Tavern, a reconstruction of the Revolutionary-era inn that operates today, serving visitors fare commonly prepared 200 years ago.

Historic homes throughout the city are open to the public—including Franklin Court and the Betsy Ross House—and many architectural styles are represented. Several historic churches also remain in Philadelphia. Other points of interest are the United States Mint and Penn's Landing, where harbor tours are available. The city is known, too, for its fine parks, including Fairmount Park, reportedly the largest landscaped urban park in the world and site of the nation's first zoo. The Park contains more than 200 pieces of sculpture. Philadelphia and its environs can be toured by bus or trolley.

Arts and Culture

Philadelphia's efforts to strengthen its downtown artistic attractions are centered on a 3.5-mile-long stretch along Broad Street dubbed the Avenue of the Arts. The Academy of Music, opened in 1857, is located there in the Kimmel Center for the Performing Arts, which includes Verizon Hall, Perelman Theater, Innovation Studio, and the Merck Arts Education Center. The Kimmel Center is also home to the world-class Philadelphia Orchestra, Philly Pops, Opera Company of Philadelphia, Pennsylvania Ballet, Chamber Orchestra of Philadelphia, American Theater Arts for Youth, and several others.

The Arden Theater is a professional regional theater, offering theatrical and educational programs and productions. Other leading Philadelphia theater groups include the Philadelphia Theatre Company, the Venture Theatre, Freedom Theatre, Hedgerow Theatre, Society Hill Playhouse, and the Media Theater for Performing Arts. Broadway and off-Broadway productions are presented at Forrest Theater and at the Merriam Theater at the University of the Arts. The Annenberg Center at the University of Pennsylvania presents the annual Dance Celebration, children's shows, and other performances in its three theaters. Several other university-affiliated theaters stage productions as well.

The Pennsylvania's Ballet's annual performance of *The Nutcracker* has become a holiday tradition. Dance performances are also presented at the Annenberg Center and by other leading troupes such as Philadanco and the Leon Evans Dance Theatre.

The Declaration of Independence and the Constitution were signed at Independence Hall.

Considered one of the world's great art museums, the Philadelphia Museum of Art houses more than 500,000 works dating from the Western Middle Ages onward; Asian art is also represented. The Museum also runs the Rodin Museum, said to possess the largest collection of that artist's sculptures outside of Paris, and historic houses in Fairmount Park (seven of these are open to the public at Christmas, decorated as they might have been when built). The Pennsylvania Academy of the Fine Arts, one of the oldest art museums and schools in the country and deemed an architectural masterpiece, displays more than seven thousand works of American art dating from 1750. The Barnes Foundation Gallery features more than 1,000 rarely seen works by the Impressionists and other nineteenth-century painters. The Academy of Natural Sciences Museum, the nation's oldest institution of its kind, features such exhibits as ''Butterflies'' and ''Raptors: Hunter of the Sky''. A national memorial to Benjamin Franklin, the Franklin Institute Science Museum and Planetarium features fascinating exhibits that move and can be moved, and it houses many of Franklin's personal effects. Philadelphia's newer museums include the Afro-American Historical and Cultural Museum, the Mummers Museum, and the Port of History Museum at Penn's Landing; the latter features changing local and international exhibits of arts and crafts and photography. The Perelman Antique Toy Museum and the Please Touch Museum specialize in childrens' interests. In addition, many small museums are housed in restored buildings throughout the city.

Arts and Culture Information: Greater Philadelphia Cultural Alliance, 1616 Walnut, Suite 600, Philadelphia, PA 19103-5306, telephone (215)557-7811

Festivals and Holidays

Philadelphia welcomes the new year with its famous New Year's Day parade, featuring 30,000 Mummers (costumed and/or masked musicians and actors). February features the Philadelphia's Pepsi String Band Show of Shows, an indoor musical extravaganza, which leads to March's Philadelphia Flower Show (considered the top such event in the country), the St. Patrick's Day Parade, and the Book and Cook Festival, which teams famous cookbook authors with local chefs to create culinary wonders. The arrival of spring is heralded in Philadelphia by Valborgsmassoafton (Spring Festival), a Swedish tradition. During its annual Sunoco Welcome America! Philadelphia celebrates the Fourth of July—Independence Day—with gusto: four nights of music, fireworks, a food festival, and a parade culminate in the Mummers' performance of a special summer ''strut'' at Independence Hall. The Philadelphia Festival in August, one of the country's oldest outdoor musical events, has become an end-of-summer ritual for ''folkies'' from around the country. The Craft Show at the Pennsylvania Convention Center in November, sponsored by the Philadelphia Museum of Art, has had a great influence on the current American crafts revival. Philadelphia's Thanksgiving Day Parade in November is the oldest of its kind in the country.

The city in addition hosts the PECO Energy Jazz Festival, Jam on the River, Army-Navy Football Game, and many other ethnically-related festivals, music festivals, and art fairs.

Sports for the Spectator

With more than 200 years of athletic competition history, Philadelphia is considered a premier sports city. Along with a busy annual sports calendar, first-class facilities, 10 professional teams, and more than 60 intercollegiate athletic programs, the city has also hosted many premiere sporting events such as the 2002 NBA All-Star Game. The nation's fourth largest media market, Philadelphia boasts extensive athletic facilities, including the Liacouras Center at Temple University and Wachovia Complex, where the National Hockey League Flyers host games during the season. Two new state-of-the-art facilities contribute to Philadelphia's reputation as a top sports location: the National Football League Eagles' new home, Lincoln Financial Field, opened in August 2003, while the Major League Baseball Phillies' new ballpark, Citizens Bank Park, opened in April 2004.

Suburban to Philadelphia are a number of racetracks offering thoroughbred racing from summer through winter and trotter racing in the summer only. The Wings indoor lacrosse team add variety to the city's sports offerings.

Collegiate athletic events of all kinds are regularly scheduled at the many colleges and universities in the area.

Sports for the Participant

While Philadelphia's park system includes hundreds of parks and playgrounds, Fairmount Park is the center of the city's recreational activities. Located throughout its 9,204 landscaped acres are 215 miles of trails; baseball diamonds and tennis courts; football, soccer, cricket, field hockey, and rugby fields; golf courses; a rowing course and a stocked trout stream; and a variety of other recreational opportunities. The RiverRink at Penn's Landing offers public skating days and evenings from November through February.

The city maintains six municipal golf courses. Indoor tennis is available at the University of Pennsylvania's Robert P. Levy Tennis Pavilion.

Shopping and Dining

Philadelphia is a city of shops rather than huge merchandising outlets. From major department stores, such as Strawbridge's, to complexes such as The Shops at Liberty Place, to the boutiques and specialty shops of Rittenhouse

Row, the city is brimming with fine shopping. A downtown area renaissance has attracted many new stores and shopping areas. Casual South Street offers a colorful variety of galleries, avant garde fashions, antique shops, and bookstores. Society Hill, a restored colonial neighborhood, is home to a waterfront shopping complex. The Bourse, across from Independence Hall, houses a collection of specialty shops and restaurants in a restored Victorian stock exchange. A few blocks away is Pine Street's Antique Row. The Gallery at Market East contains more than 230 shops and restaurants. Jewelers' Row is one of the world's largest and oldest diamond centers. The stretches north, south, and west of downtown contain several shopping centers, including the Shops of Chestnut Hill in the historic Germantown neighborhood, and the lively Italian Market.

Philadelphia has been called one of the best restaurant cities in the country, and its Le Bec Fen is a local favorite. New restaurants are proliferating in Philadelphia, and national and international cuisines are well represented in the city's restaurants, where dining styles range from casual to elegant. Seafood is a local favorite, as are Philadelphia cheesesteaks and soft pretzels with mustard. Early in colonial history, Pennsylvania Dutch scrapple—an aromatic mixture of cornmeal and pork scraps formed into a loaf—became essential to the proper Philadelphian's breakfast menu, and this specialty can still be found on regional bills of fare, as can Philadelphia Pepper Pot, a peppery tripe soup. At the Reading Terminal Market, formerly a hub for trains and food distributors, 80 merchants cater to the lunchtime crowd, offering unusual multiethnic fare ranging from Mexican mole to Mennonite-made shoo-fly pies.

Visitor Information: Philadelphia Convention and Visitors Bureau, 1700 Market Street, Suite 3000, Philadelphia, PA 19103; telephone (215)636-3300

Convention Facilities

The Pennsylvania Convention Center covers six city blocks in the heart of the city and offers 440,120 square feet of exhibit space, including a 32,000-square-foot ballroom and more than 50 meeting rooms. It encompasses historic Reading Terminal Market. The facility will soon undergo major new construction that will provide the Northeast with the largest continuous space in the region. When the project is completed, the Center will have 541,000 square feet available, two ballrooms totaling 93,000 square feet, 87 meeting rooms, and a fully equipped main kitchen. Another major convention facility is the Civic Center, with 382,000 square feet of exhibit space, auditorium seating for 12,500 people, and 30 meeting rooms. Ample hotel space is available to accommodate guests and meetings.

Convention Information: Philadelphia Convention & Visitors Bureau, 1700 Market Street, Suite 3000, Philadelphia, PA 19103 (215)636-3330

Transportation

Approaching the City

Northeast Philadelphia Airport and Philadelphia International Airport operate within Philadelphia's city limits; the latter, located about seven miles from Philadelphia, offers service to more than 100 foreign and domestic cities and is connected with the city by the high-speed SEPTA Airport Rail Line. Fourteen other airports are located within commuting distance of Philadelphia.

The city is served by the Pennsylvania and New Jersey turnpikes and by Interstate-95 and I-76. These highways and their connections allow easy access to the city from many parts of the country.

Amtrak provides rail service to and from Philadelphia on a variety of daily routes. An ambitious rail network links 13 area rail lines into a 272-mile system by which passengers can reach any commuter station from any other within a 50-mile radius. Luxury overnight trains operate between Philadelphia and a number of major cities in the Northeast, South, and Midwest.

Traveling in the City

Philadelphia is laid out in a basic grid pattern. The commercial, historic, and cultural center is 24 blocks long—stretching from the Delaware River on the east to the Schuylkill on the west and 12 blocks wide from Vine Street on the north to South Street.

The Southeastern Philadelphia Transportation Authority (SEPTA) operates a large fleet of buses throughout the city and suburbs. The Authority's DayPass allows travelers unlimited rides on the public transportation system for $5.50. The city is served by two subway lines: The Market Frankford (east-west) and Broad Street (north-south). Because the streets are narrow in the Center City, traffic is often congested, and travel on foot or by taxi is recommended. The PHLASH-Downtown Loop purple buses provide a safe and convenient way for visitors to travel day and night to the city's most popular tourist destinations.

Communications

Newspapers and Magazines

Philadelphia's major daily newspaper, the *Philadelphia Inquirer,* circulates as a morning edition. The *Philadelphia Daily News* is distributed every evening except Sunday. *The Philadelphia Spotlite,* published weekly, focuses on visitor information and entertainment. Well over a hundred scholarly journals are published in Philadelphia, including publications of the Philadelphia Historical Society; several law journals are published in the city as well.

Television and Radio

Philadelphia is served by seven television stations and at least three cable operations. Stations originating in New York and New Jersey, and in nearby communities, are also accessible to Philadelphia viewers, as is cable service. Thirteen AM and FM radio stations broadcast a wide variety of radio programming ranging from classical to hard rock, gospel, Caribbean, big band, and jazz.

Media Information: *Philadelphia Inquirer* and *Philadelphia Daily News,* 400 North Broad St., Philadelphia, PA 19101; telephone (215)548-2000

Philadelphia Online

City of Philadelphia. Available www.phila.gov

Free Library of Philadelphia. Available www.library.phila.gov

Greater Philadelphia Chamber of Commerce. Available www.gpcc.com

Historical Society of Pennsylvania. Available www.hsp.org

Philadelphia City Planning Commission. Available www.philaplanning.org

Philadelphia Convention and Visitor's Center. Available www.pcvb.org

Philadelphia Industrial Development Corporation. Available www.pidc-pa.org

Philadelphia Visitors Center. Available www.phillyvisitor.com

School District of Philadelphia. Available www.philsch.k12.pa.us

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Pennypacker, Samuel W., *Pennsylvania Dutchman in Philadelphia* (Philadelphia, no.pub., 1897)

Weigley, Russell F., Edwin Wolf, and Nicholas B. Wainwright, eds., Joseph E. Illick and Thomas Wendel, *Philadelphia: A 300-Year History* (Norton, 1982)

Pittsburgh

The City in Brief

Founded: 1758 (incorporated, 1816)

Head Official: Mayor Tom Murphy (D) (since 1994)

City Population
1980: 423,959
1990: 369,879
2000: 334,563
2003 estimate: 325,337
Percent change, 1990–2000: −9.5%
U.S. rank in 1980: 30th
U.S. rank in 1990: 40th (State rank: 2nd)
U.S. rank in 2000: 54th (State rank: 2nd)

Metropolitan Area Population
1980: 2,219,000
1990: 2,394,811
2000: 2,358,695
Percent change, 1990–2000: −1.5%
U.S. rank in 1980: 13th
U.S. rank in 1990: 19th
U.S. rank in 2000: 20th

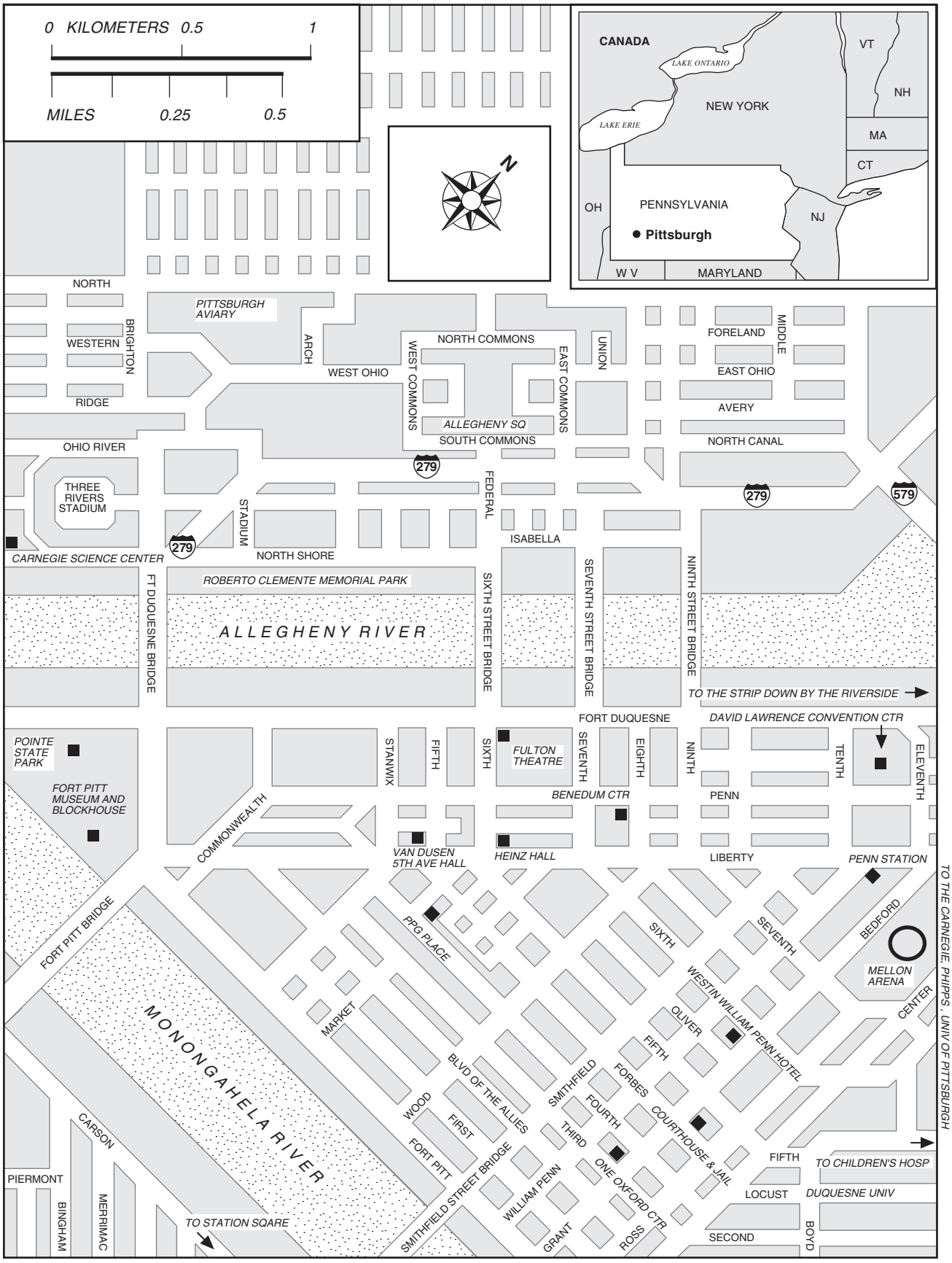
Area: 58.35 square miles (2000)
Elevation: Ranges from 696 feet to 1,223 feet above sea level
Average Annual Temperature: 50.3° F
Average Annual Precipitation: 36.85 inches of rain; 43 inches of snow

Major Economic Sectors: medical services, research and technology, government, wholesale and retail trade, manufacturing
Unemployment Rate: 4.8% (April 2005)
Per Capita Income: $18,816 (1999)

2002 FBI Crime Index Total: 19,737

Major Colleges and Universities: University of Pittsburgh; Carnegie Mellon University; Duquesne University

Daily Newspaper: *Pittsburgh Post-Gazette*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ALLEGHENY RIVER
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SEVENTH STREET BRIDGE
NINTH STREET BRIDGE
TO THE STRIP DOWN BY THE RIVERSIDE
FORT DUQUESNE
DAVID LAWRENCE CONVENTION CTR
POINTE STATE PARK
FORT PITT MUSEUM AND BLOCKHOUSE
STANWIX
FIFTH
SIXTH
FULTON THEATRE
SEVENTH
EIGHTH
NINTH
TENTH
ELEVENTH
BENEDUM CTR
PENN
COMMONWEALTH
VAN DUSEN 5TH AVE HALL
HEINZ HALL
LIBERTY
PENN STATION
FORT PITT BRIDGE
PPG PLACE
SIXTH
SEVENTH
BEDFORD
MELLON ARENA
WESTIN WILLIAM PENN HOTEL
CENTER
MARKET
OLIVER
FIFTH
BLVD OF THE ALLIES
SMITHFIELD
FORBES
WOOD
FIRST
FOURTH
COURTHOUSE & JAIL
THIRD
FORT PITT
ONE OXFORD CTR
FIFTH
TO CHILDREN'S HOSP
CARSON
PIERMONT
BINGHAM
MERRIMAC
SMITHFIELD STREET BRIDGE
WILLIAM PENN
LOCUST
DUQUESNE UNIV
TO STATION SQARE
GRANT
ROSS
SECOND
BOYD
TO THE CARNEGIE, PHIPPS, UNIV OF PITTSBURGH

Introduction

Pittsburgh, once referred to as ''the smoky city'' and ''hell with the lid off'' because of its sooty factories, is a modern success story. Air quality controls, stream purification laws, and the razing and redesign of congested areas since World War II have resulted in a city that surprises first-time visitors. Nestled among the forested hills of southwestern Pennsylvania at the point where the Allegheny and Monongahela Rivers form the Ohio River, the new Pittsburgh is a city of skyscrapers, parks, fountains, more than 700 bridges, and close-knit neighborhoods with a vibrant cultural life. The city has over 70 miles of urban riverfront—more than any other inland port city in America. The transformation of Pittsburgh from an industrial center to a leader in science and technology and the success of its rehabilitation efforts have moved President George W. Bush to call it ''Knowledge Town,'' and the *Wall Street Journal* to rank it as one of the top technology markets (going so far as to nickname it ''Roboburgh'').

Geography and Climate

Pittsburgh is located in the southwestern corner of Pennsylvania, at the foothills of the Allegheny Mountains, where the Allegheny and Monongahela Rivers join to form the Ohio. The city's humid climate is modified slightly by its relative proximity to the Atlantic Seaboard and the Great Lakes. The Pittsburgh area experiences extremes of all four seasons, with temperatures ranging from zero to 90° F or so. Precipitation is distributed well throughout the year, with a good bit of the precipitation occurring as snow during the winter months. From April through October, the sun shines more than 50 percent of the time.

Area: 58.35 square miles

Elevation: 696 feet above sea level at river base; 1,223 feet above sea level at highest point

Average Annual Temperatures: January, 28.4° F; July, 73.1° F; annual average, 50.3° F

Average Annual Precipitation: 36.85 inches of rain, 43 inches of snow

History

Early History

The first humans to live in what is now southwestern Pennsylvania were descendants of Asians who had crossed the Bering Straight and spread down through North America, hunting, gathering, and migrating, around 12 to 18 thousand years ago. About six thousand years ago, these Native Americans developed canoes and better tools for hunting and fishing; three thousand years ago, they learned to cultivate maize (corn), an agricultural revolution which led from a nomadic life to permanent villages. In another thousand years, agriculture was thriving and so was trade between villages and even tribes. Trade was carried out via either individuals carrying goods over a complex system of footpaths throughout densely forested Pennsylvania, or by canoes up and down rivers.

The coming of Europeans is what is likely to have wiped out the original native tribe of the Pittsburgh region, the Monongahela. Spread of European diseases to which the natives had no resistance, plus the fur trade resulting in depleted game supply, are theorized to have contributed to the disappearance of all humans from vast sections of western Pennsylvania in the 1600s. Soon, however, other displaced tribes from the south and east of Iroquois and Algonquian origins, especially the Shawnee, Seneca, Susquehannock, and the Lenni Lenape (Delaware), moved in to take their place.

French And British Vie For Strategic Location

Even in these early days, both British and French realized the strategic value of the wilderness location at the forks of the Ohio, a meeting place to trade for furs with the Indians. The French saw the Ohio River Valley as the only way to connect New France (Canada) with their Louisiana Territory. They claimed the Great Lakes, the Mississippi, and any river that flowed into it. The British had colonized the East Coast and were now hungry to push westward. A young Colonel George Washington, sent on a surveying mission to the area in 1755, observed that it was ''extremely well situated for a fort, having command of both rivers.'' Washington's party left a tiny group of men to build Fort Prince George for the British, which the French easily outnumbered and captured without bloodshed later that same year. The French troops built a stronger Fort Duquesne there at ''the Point,'' and held it for three years. Again without bloodshed, the English took back control in 1758 as the treaty ending the French and Indian War was signed in Europe. The French simply burnt down the fort and vacated the region. The English then built Fort Pitt, in honor of William Pitt, their Prime Minister; Fort Pitt was the largest and most

elaborate fort in the colonies at that time. A small village that was first known as ''Pittsborough'' sprouted up around the fort. A 1763 addition, the Fort Pitt Blockhouse, still stands as the oldest building in Pittsburgh today.

The Whiskey Rebellion

The Pittsburgh region's economy was largely agricultural through most of the 1700s, growing from mere subsistence to having a surplus, especially in grains. Farmers found they could make better profits, especially in shipping, by turning their surplus grain into alcohol and bartering it. President George Washington, who had at age 23 noted the importance of Pittsburgh, had to face his first real challenge as President and the first challenge to the new country's Constitution, in a conflict over that alcohol that became known as the Whiskey Rebellion. The fledgling Federal government had decided to levy its first tax against whiskey, but the farmers argued they didn't have cash to pay taxes on bartered goods, and marched in protest. Washington had to send troops to squelch the protest and enforce the tax laws.

Gateway to the West

Because travel was quite difficult over the Allegheny Mountains, Pittsburghers learned it was better to produce goods themselves rather than pay and wait for items to be shipped from the east. The city's population was only about 300 by the 1790s, but many were skilled craftsmen such as blacksmiths, weavers, shoemakers, saddlers, tanners, brewers, cabinet makers, tinsmiths, and other artisans who could transform the region's agricultural products into goods that could be used or easily shipped and sold downriver. The first and largest industry emerging in the 1800s was boat building—both flatboats to transport waves of pioneers and goods downriver, and keelboats, which a strong crew could propel upstream as well.

In 1795 James O'Hara and Isaac Craig started a glass factory, an important development since glass was the hardest material to transport. Its success prompted other glass factories to crop up around the area, becoming its second biggest industry.

Pittsburgh increasingly became known as the ''Gateway to the West,'' a jumping-off point for people to more easily continue down the river after the arduous crossing of the mountains. Travel both ways on the rivers became easier in 1811 when Robert Fulton, with Nicholas Roosevelt, launched his first steamboat on western waters, the Pittsburgh-built *New Orleans.* The 116-foot vessel reached its self-named destination safely, then continued to run regularly between New Orleans and Natchez. The amazing Pennsylvania Mainline Canal reached its terminus in Pittsburgh in 1830, further facilitating migration from Philadelphia westward by offering an easier alternative to crossing the daunting Allegheny Ridge. Plentiful natural resources of the region were constantly shipped in to the city, including enormous lumber rafts from northern forests, and barge after barge of coal pushed by steamboats up and down the Monongahela. In addition to being situated on one of the world's biggest coal deposits, Pittsburgh was also surrounded with oil, clay, limestone, natural gas, and sand suitable for glass. To supply iron needs for the War of 1812, foundries, rolling mills, machine shops, and forges sprang up on flat land along the rivers. With the growth of these factories and improved transportation, the population grew to allow Pittsburgh to incorporate as a city in 1816. Although Brownsville, Pennsylvania and Wheeling, West Virginia were early rivals to Pittsburgh's ''Gateway to the West'' title, Pittsburgh clinched it with the arrival of the Pennsylvania Railroad in 1852.

''Hell With The Lid Off''

As the 1800s wore on, Pittsburgh became known as the ''Smoky City'' due to manufacturing, steamboats, and household heating, all fueled with coal. The continued growth of the railroads plus demands of the Civil War increased the need for manufacturing. Earlier, iron furnaces had been run by charcoal, and thus were mostly located in rural places where wood was plentiful. However, when the coke-fueled blast furnace was invented, factory owners could consolidate and move their operations right to the riversides where coal, of which coke is a purified by-product, could be conveniently delivered. This consolidation allowed them to keep prices down and remain competetive, even though iron making was still a small business of master craftsmen and not yet the huge operations of later years. Near the end of the 1800s, Birmingham, now Pittsburgh's South Side, had about 70 glass factories and was the world's largest supplier of glass. With railroad and river transportation boosting industry, other types of factories flourished as well, including five large and several small textile mills which employed about 3,000 workers in the late 1850s. In the 1860's, Pittsburgh was the world's largest refiner of petroleum products. The oil lamp, which in pre-electricity days was standard wherever gas lighting was unavailable, had been powered by increasingly rare and expensive whale oil, until it was found that the petroleum in the ground in western Pennsylvania could be put to similar uses. The refinery boom was brief, ending when John D. Rockefeller's Standard Oil attracted the business to Cleveland.

Steel City

With the invention of the Bessemer Converter, the making of steel changed from an expensive, high quality metal worked by a skilled artisan to being mass produced by relatively unskilled labor. Andrew Carnegie opened the Edgar Thomson Works in Braddock in 1875 and brought

inexpensive, mass-produced steel to the Pittsburgh area. Carnegie had been an executive with the Pennsylvania Railroad, but quit to take the opportunity to manufacture the stronger Bessemer steel rails he knew the railroad intended to use. He hired engineers to further streamline and mechanize the steel making process so as to maximize the profits of mass production.

Carnegie's meeting and dealing with another major entrepreneur of the day, Henry Clay Frick, etched an important page in history. Frick was a self-made millionaire before he turned 30; he had formed a company to buy land rich in coal, which he processed into industrial coke, an essential steel making ingredient. Frick managed to buy out many of his competitors and became a major supplier to the burgeoning steel industry. The two formed a union that soured, ending in what is called the Homestead Strike, a lockout that ended in 10 deaths and many injuries, even necessitating intervention by the Pennsylvania National Guard. Carnegie and Frick became bitter enemies over the episode, a feud they took to their graves. Still, the Carnegie and Frick names are nearly synonymous with philanthropic causes in Pittsburgh today; their legacies bestowed priceless gifts to the city in the form of libraries, schools, parks, and museums, in addition to bridges, railroads, and factories. Somewhat less prominent but equally important, other local employers such as Westinghouse, Alcoa, and Heinz were also on the forefront of improving working conditions and of supporting cultural life in the community.

A Modern Pittsburgh Emerges

From the late 1800s, Pittsburgh's population more than doubled to more than a million people in the metropolitan area by 1910, and the character of its downtown began to change from factories and residences to more office buildings. Banking activity increased so much to keep up with the booming economy that a section along Fourth Avenue became known as Pittsburgh's Wall Street. This period also saw great progress in public works, as water filtration and sewer systems were completed and electric lines and pipes for natural gas installed. Because commuting was still a luxury most mill workers could not afford, people continued to live, shop, and worship in the same self-sufficient communities where they worked. Pittsburgh today remains a city of neighborhoods, many of which still strongly reflect varied ethnic roots.

The coming of the trolleys in the late 1890s and of the automobile soon after helped to connect neighborhoods a bit more, and allowed some of the white collar manager's families to begin to populate the city's first middle class suburbs such as Shadyside, Dormont, and West View. Some were concerned about this city that held such great wealth for some, yet squalid conditions for many others. A boom in social programs, instituting hospitals and other services and general cleaning up of the city began, but was hindered by local events such as a devastating flood in 1936, and national events including the Great Depression and World Wars I and II.

After World War II, Pittsburgh began to concentrate on giving itself a make-over, including river clean-up and air pollution controls, and new building projects under the umbrella heading Renaissance I. Democrats and Republicans, led by Mayor David Lawrence and banker Richard King Mellon, actually worked together on the face-lift. Some of the Renaissance projects were successful, such as Gateway Center, an office tower complex completed in the 1950s; and Point State Park at the end of Downtown's ''Golden Triangle,'' officially opened in 1974, with a fountain foaming high into the air at the very point where the rivers join. Others were considered less successful, such as the razing of the Lower Hill District in order to build the Civic Arena, which was highly criticized for breaking up a tightly knit and artistically thriving African American community and leaving the neighborhood far worse off than it had been. Throughout the 1960s many major construction projects continued to revamp the city in East Liberty and Allegheny Center neighborhoods as well as downtown. In 1970, the last game was played at the Pittsburgh Pirate's Forbes Field, and Three Rivers Stadium, along with the U.S. Steel Building, (later changed to USX Tower) were the last buildings to be completed under Renaissance I.

By the late 1970s to the early 1980s, Pittsburgh's reign as one of the titans in the world of Big Steel had neared its end. The number of steel workers in the Pittsburgh area dropped from 90,000 in 1980 to 44,000 in just four years. U.S. Steel, formed when Elbert Gary and J.P. Morgan bought Carnegie Steel, lost $561 million in only one quarter in 1980. The city's population, which had peaked in 1950 at over 676,000, dropped to about 423,000 by 1980. Unemployment rates soared as the city's leaders scrambled to reinvent the local economy on a new base of service, health, and education fields; high tech industries; riverfront development; and regional tourism. Despite fluctuations in the economy, Renaissance II forged ahead through the 1980s, giving the city many of its signature skyline buildings such as Mellon Bank Center, One Oxford Center, PPG Plaza, Fifth Avenue Place, and the USX (U.S. Steel) Building. Through the 1990s, the transition from heavy manufacturing to new, mostly high tech industries took place, as Pittsburgh today stands at the forefront of medical research and computer and robotics technologies, as well as a center for arts and culture.

Historical Information: Historical Society of Western Pennsylvania, 1212 Smallman St., Pittsburgh, PA 15222; telephone (412)454-6000

Population Profile

Metropolitan Area Residents
1980: 2,219,000
1990: 2,394,811
2000: 2,358,695
Percent change, 1990–2000: −1.5%
U.S. rank in 1980: 13th
U.S. rank in 1990: 19th
U.S. rank in 2000: 20th

City Residents
1980: 423,959
1990: 369,879
2000: 334,563
2003 estimate: 325,337
Percent change, 1990–2000: −9.5%
U.S. rank in 1980: 30th
U.S. rank in 1990: 40th (State rank: 2nd)
U.S. rank in 2000: 54th (State rank: 2nd)

Density: 6,019 people per square mile (2000)

Racial and ethnic characteristics: (2000)
White: 226,258
Black or African American: 90,750
American Indian and Alaska Native: 628
Asian: 9,195
Native Hawaiian and Pacific Islander: 111
Hispanic or Latino (may be of any race): 4,425
Other: 2,218

Percent of residents born in state: 78.1% (2000)

Age characteristics (2000)
Population under 5 years old: 17,607
Population 5 to 9 years old: 19,004
Population 10 to 14 years old: 18,907
Population 15 to 19 years old: 25,881
Population 20 to 24 years old: 34,570
Population 25 to 34 years old: 48,860
Population 35 to 44 years old: 46,870
Population 45 to 54 years old: 41,082
Population 55 to 59 years old: 14,142
Population 60 to 64 years old: 12,606
Population 65 to 74 years old: 26,483
Population 75 to 84 years old: 21,362
Population 85 years and older: 7,189
Median age: 35.5 years old

Births (2002, Allegheny County)
Total number: 13,469

Deaths (2002, Allegheny County)
Total number: 15,100 (of which 106 were infants under the age of 1 year)

Money income (1999)
Per capita income: $18,816
Median household income: $28,588
Total households: 143,752

Number of households with income of . . .
Less than $10,000: 25,927
$10,000 to $14,999: 13,668
$15,000 to $24,999: 24,606
$25,000 to $34,999: 19,228
$35,000 to $49,999: 21,441
$50,000 to $74,999: 20,482
$75,000 to $99,999: 8,366
$100,000 to $149,999: 5,843
$150,000 to $199,999: 1,797
$200,000 or more: 2,394

Percent of families below poverty level: 15% (57.9% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 19,737

Municipal Government

The City of Pittsburgh operates under a mayor-council form of government, with the mayor elected by popular vote every four years and nine council members elected by district, also for four year terms. Because the city has recently been in financial trouble while Allegheny County has remained solvent, there has been a movement to consolidate the 130 municipalities and 43 school districts under one central county government, or at least to increase cooperation among them. The issue is being studied and debated, but most studies agree that some form of consolidation would benefit all the municipalities. Allegheny County is run by a County Chief Executive and 15 county council members, 13 of whom are elected by district, and two elected at large, all for staggered four-year terms. This is a fairly recent change in the county government, from the Home Rule Charter of 1998, when voters approved shifting from having three county commissioners to the present executive/council form of government.

Head Official: Mayor Tom Murphy (D) (since 1994; current term expires 2005)

Total Number of City Employees: 3,412 (2005)

City Information: Mayor's Office, 414 Grant St., Room 512, City County Building, Pittsburgh, PA 15219; telephone, (412)255-2626; fax (412)255-2687

Economy

Major Industries and Commercial Activity

The southwestern Pennsylvania region, especially the city of Pittsburgh, showed great resiliency and resourcefulness in shifting from an industrial economy to one based on health care, research, hospitality and tourism through the 1990s. Nevertheless, the local economy mirrored the national recession for various reasons following the events of September 11, 2001. U.S. Airways, a major employer, suffered serious losses from decreased travel due to fear or terrorism and the SARS (Severe Acute Respiratory Syndrome) epidemic. Although U.S. Airways came out of bankruptcy in 2003, it cut more than 300 jobs and reduced service by about a third in 2004; Pittsburgh, which had once been the airline's largest hub, was reduced in status and Pittsburgh International Airport lost jobs to U.S. Airway's other hub cities such as Philadelphia and Charlotte. In January 2005, Southwest Airlines, the nation's largest discount carrier and sixth largest airline, announced it would start service at Pittsburgh International Airport in May, helping to fill the gap left by the loss of leases by U.S. Airways. Local officials are also trying to lure JetBlue, Frontier, and Spirit.

Losses in manufacturing jobs were not completely replaced by high tech jobs, as the latter account for only about six percent of jobs in the Pittsburgh MSA. Another reason for loss of jobs and the region's general downward economic trend is that Pittsburgh has one of the highest corporate tax rates in the nation. Not only do high taxes increase the cost of production for companies, they also discourage new businesses from locating in the area and may force established businesses to relocate to places with more favorable tax structures. The City of Pittsburgh was forced to file for financially distressed status under Pennsylvania's Act 47 in December of 2004. In the wake of this alternative to bankruptcy, the state Department of Community and Economic Development appointed a recovery team to compile a five year plan for economic recovery for the city. Financial analysts are cautiously optimistic as the unemployment rate seems to have peaked at 6.8 percent in January of 2003 and has come back down to 4.8 percent in April of 2005.

By far, the largest employment sector for the Pittsburgh area is in health, educational, and social services. Though heavy manufacturing continues to play a part, it employs only 12.3 percent of the work force as of May 2005. Health care, construction, and education all added jobs in 2004. Financial analysts predict continued modest growth in 2005, with finance, business services, and health care again providing key support. Research is now the third largest industry; the Pittsburgh area is home to 150 laboratories and over 7,500 scientists and engineers. Service, hospitality, and tourism jobs are growing fast as well, adding more than 10,000 jobs in these sectors since 1994, and 5,400 jobs in May 2005 alone. Education and state government employment declined slightly during that same month.

Film making is another emerging industry. Major motion pictures made in Pittsburgh include the original *Angels in the Outfield, Night of the Living Dead, The Deer Hunter, Flashdance, Gung Ho, The Silence of the Lambs, Lorenzo's Oil, Hoffa, Groundhog Day, The Wonder Boys,* and *The Mothman Prophecies.* Overall, the size of the labor force and the number of jobs, as defined by the Commonwealth of Pennsylvania, have both increased during the first half of 2005 resulting in a slightly lowered unemployment rate.

Items and goods produced: fabricated metal products, primary metals, glass products, machinery, food and related products, medical equipment, chemicals, plastics, electronics, software, robotics

Incentive Programs—New and Existing Companies

In keeping with the style of having many small municipal governments and school districts, Pittsburgh metro area's economic development groups number at least 27 different agencies. Typically, local incentives are used to augment traditional funding sources, federal and state assistance for which companies may be eligible. For example, the Pittsburgh Urban Redevelopment Authority administers the Pittsburgh Business Growth Fund, which is designed to provide ''gap financing'' for small businesses that create and keep jobs in the City of Pittsburgh, providing loans at competitive rates for leasehold renovations, equipment, and working capital.

Local programs—Among the many programs offering business incentives in the Pittsburgh area are the Community Loan Fund of Southwestern Pennsylvania, Inc., a $16 million fund that offers capital to manufacturing firms and businesses, job training, and early funding to chosen entrepreneurs; Pittsburgh Partnership for Neighborhood Development, which attempts to unite a network of community development corporations with public and private investors; the Port of Pittsburgh Commission, which is concerned with a 10 county, 200 mile network of waterways and the promotion of travel and industrial development along them; the Regional Development Funding Corporation, which acts on behalf of the U.S. Small Business Administration, Pittsburgh District Office in various economic development activities; and the Regional Industrial Development Corpo-

ration (RIDC) of Southwestern Pennsylvania, a private, not-for-profit corporation that coordinates local, state and federal funding programs for environmental assessment and renovations, working capital, infrastructure and new building construction and equipment, and administrates the Pennsylvania Industrial Development Authority's funding for land and building acquisition and improvements.

The Allegheny County Department of Economic Development's Redevelopment Authority of Allegheny County runs four programs: the $50 million Economic Development Fund, which assists local companies; redevelopment assistance; the Tax Increment Financing program; and the Housing Division, which administers the Home Improvement Program of Allegheny County and the Vacant Property Recovery Program.

State programs—The Commonwealth of Pennsylvania has the Department of Community and Economic Development to implement its Economic Stimulus Package, with 18 components or programs that assist in everything from site selection to loans for equipment, Enterprise Zone grants, tax credits, brownfield development financing, and more.

Job training programs—Carnegie Library's Job Training and Workforce Development catalogue lists 22 job training and related services in Pittsburgh, six given by Pennsylvania, and the U.S. Department of Labor's Employment and Training Administration. Several of the regional services are associated with Pittsburgh's colleges and universities. The Greater Pittsburgh Supported Employment Association helps those with severe disabilities get vocational rehabilitation and supported jobs. The Allegheny County Department of Human Services helps determine if individuals are qualified for federal funding. Some programs focus on minority youth, some on military veterans, some on displaced factory workers. Many help dropouts get a GED (high school equivalency diploma). Some agencies of note are Pittsburgh Job Corps, YouthWorks, the Urban League of Pittsburgh, Three Rivers Workforce Investment Board, and Carnegie Mellon University's Infolink.

Development Projects

Of the many development projects of recent years, the largest and those with the biggest economical impact have been the completion of the David L. Lawrence Convention Center downtown; and the two new stadiums on the North Side, the stunningly beautiful PNC Park for MLB's Pittsburgh Pirates, and Heinz Field for NFL legends Pittsburgh Steelers. Then-governor Tom Ridge broke ground for the Convention Center in April 2000, and its 1.5 million square feet was opened in three stages even as construction continued. Phase I was completed in February 2002; May 2002 saw Phase II completed with four exhibition halls and 18 meeting rooms; and in March 2003 the grand opening ceremony was held with all 5 exhibition halls, 51 meeting rooms, and the huge Grand Ballroom. PNC Park opened March 31, 2001 with an exhibition game with the New York Mets. Although it is the next to smallest ballpark in Major League Baseball with 38,127 seats, it is considered to be one of the most beautiful, designed to offer amazing views of the city skyline and intimate views on the field. Heinz Field opened August 25, 2001; it is a 65,000 seat, horseshoe shaped stadium with the open end at the south end zone facing the fountain at Point State Park. New hotels, restaurants and retail outlets have sprung up near the new stadiums and convention center.

Pittsburgh Urban Redevelopment Authority handles many projects but there are six showcase projects of note. South Side Works involved riverside development and brownfield renewal around Carson Street and the Hot Metal Bridge, resulting in a mixed use development with offices, a hotel, retail, and restaurants, a sports medicine complex and practice fields, and housing. Summerset at Frick Park, also known as Nine Mile Run, revived an environmentally ravaged slag heap into a 238 acre, 713 home community. Bedford Hill area housing developments were made possible when the Pittsburgh Housing authority received a $26.6 million HOPE VII grant. The Pittsburgh Technology Center is the result of Carnegie Mellon University and the University of Pittsburgh joining forces with the business community to create an interdisciplinary research center to advance studies in biotechnology, robotics, artificial intelligence, bioengineering, and computer applications. Washington's Landing is a development on a small island in the Allegheny River about two miles upstream from the downtown Golden Triangle. Herr's Island was transformed from garbage heap into an exclusive community with townhouses on the west end, businesses, a rowing center, and tennis courts in the middle, with a portion of the 17 mile Heritage Trail skirting the trees and fields along the perimeter. Crawford Square is an 18 acre residential development on the eastern edge of downtown Pittsburgh, bordering the mostly African American Hill District neighborhood.

In the southern end of Oakland and extending eastward to the Hazelwood neighborhood, an abandoned factory and brownfield area is being recovered as the Pittsburgh Technology Center Office and Research Park takes over the old LTV Coke plant. When complete, the LTV Coke Works Redevelopment Project will result in 700,000 square feet of office and research and development space, accompanied by around 1,000 residential units of various types. The city hopes the project will encourage businesses to locate near the universities in Oakland. Another research center is under construction in south Oakland on the edge of Carnegie Mellon's campus, the Junction Hollow Research and Development Technology Center, which will create 300,000 square feet for high technology companies that spin off from

interaction with CMU. Both the Junction Hollow and the LTV Coke Works projects hope to qualify for funding from the Keystone Innovation Zone Program, which funds joint ventures of universities and corporations.

In the heart of Pittsburgh's downtown, the ''Golden Triangle,'' the African-American Cultural Center Project is scheduled to be completed in 2007. A performing arts and exhibition center, the project will include a hotel and parking, and will add a sixth theater to the downtown ''Cultural District.'' The Pittsburgh Riverfront Trail Connections Projects is an ongoing effort to improve, maintain, lengthen, and add connections to the 17-mile Three Rivers Heritage Trail System, which is used both recreationally and for commuting on foot, by bike, or by rollerblade. Pittsburgh's Three Rivers Heritage Trail System is acknowledged to be a national model for urban trail design and economic benefits thereof. North Shore Transportation Improvements Project has evolved with the new stadiums to include a new riverfront park, a 900 space parking garage, and a revamp of the pre-colonial street grid to improve traffic flow. Future developments on the North Shore will be new office buildings for Del Monte Foods and Equitable Gas, an expansion of Carnegie Science Center, a 6,000 seat public amphitheater, more retail and residential developments, another parking garage of 1,000 spaces, and an extension of the light transit rail. In Lawrenceville, another East End neighborhood, St. Francis Hospital has been bought out by University of Pittsburgh Medical Center, which has a new pediatric research center under construction and plans to move its Children's Hospital facility there. It is expected to be completed in 2007, with the current Children's hospital in Oakland remaining open until that time.

Other ongoing projects include Magee-Women's Hospital Research Center, a seven story addition to the hospital of the same name. A much needed upgrade of Schenley Plaza at the juncture of the Oakland neighborhood's University of Pittsburgh and Carnegie Mellon campuses, as well as upgrades to Schenley Park, is underway.

One of the major projects outside Pittsburgh city limits but within the greater metropolitan area is The Waterfront, another renewed brownfield area where the infamous Homestead Steel Works once flourished. It is a $300 million mix of commercial, retail, and residential use that the Allegheny County Department of Economic Development convinced three municipalities to share the financing and tax revenues. The Airside Business Park and Airport Cargo Center are two very important economic developments, the business park being a 273,000 square foot multi-use office space/warehouse facility in Moon Township near Pittsburgh International Airport. The newest completed development in the area is the Pittsburgh Mills mall in east suburb Frazer Township, which held a grand opening in July 2005. The Galleria section of the mall features more than a million square feet of space including a 165,000 square foot Kaufmann's, a 98,000 square foot JCPenney, an entertainment and sports wing with bowling lanes, and a state of the art 16 screen theater.

Finally, a more controversial means of developing revenue in Pittsburgh is coming: gambling. In 2004, Governor Ed Rendell persuaded the state to pass the slots law, which approves 14 casinos to be built around Pennsylvania, 7 at horse racing tracks (one of which is The Meadows in nearby Washington County), 5 ''stand-alone'' locations, and 2 in resort areas. Pittsburgh is allotted one of the stand-alone casinos, and in mid-2005 several groups were vying for the Pennsylvania Gaming Control Board to grant them the license for their proposed sites. The 23-member Pittsburgh Gaming Task Force was appointed by Mayor Tom Murphy to study the social and economic impact of a casino, provide input on the aesthetic look it should have, and determine how it should interact with its neighbors. The licenses are expected to be given out some time in 2006, with casinos opening in 2007.

Economic Development Information: Allegheny County Department of Economic Development, 425 Sixth Avenue, Eighth Floor, Pittsburgh, PA 15219; telephone (412)350-1010; toll-free (800)766-6888; fax (412)612-2217. Urban Redevelopment Authority of Pittsburgh, 200 Ross Street, Pittsburgh, PA 15219; telephone (412)255-6600; fax (412)255-6617; email info@ura.org. Pennsylvania Department of Community and Economic Development, 400 North Street, Fourth Floor, Commonwealth Keystone Building, Harrisburg, PA 17120-0225; toll-fee (866)466-3972

Commercial Shipping

The Port of Pittsburgh is the country's largest inland port in terms of tonnage originating and passing through it. More than 50 million tons of cargo, primarily coal, are shipped annually on its three-river system. The port offers convenient access to the nation's inland waterway system on 8,000 miles of navigable rivers flowing through 24 states. The port system affects almost a half million water-dependent jobs. There are two Class I railroads and five Class II, with several connecting rails near industrial sites. Pittsburgh is served by more than 100 trucking firms with access to four major interstate highways. Air freight services are available at Pittsburgh International Airport and Allegheny County Airport.

Labor Force and Employment Outlook

Factors such as a low crime rate, high quality public education, and a skilled labor force with a strong work ethic continue to attract new employers to Pittsburgh. However some workers are struggling with the economic shift from

heavy industry to more high tech occupations, as many lower-paying service jobs have replaced the higher-paying factory jobs of yesterday. Even in the fall of 2002, a time of recession for the nation and the region, Pittsburgh area employers had a hard time filling positions for more skilled workers, managerial and professional posts. However, overall, the unemployment rate has come down steadily in the past couple years so economic prognosticators are somewhat optimistic.

The following is a summary of data regarding the Pittsburgh metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 1,134,700

Number of workers employed in . . .
construction and mining: 58,900
manufacturing: 103,300
trade, transportation and utilities: 233,700
information: 24,100
financial activities: 69,600
professional and business services: 138,900
educational and health services: 213,500
leisure and hospitality: 105,100
other services: 59,500
government: 128,100

Average hourly earnings of production workers employed in manufacturing: $16.37

Unemployment rate: 4.8% (April 2005)

Largest county employers	*Number of employees*
UPMC Health Systems	26,700
U.S. Government	20,400
Commonwealth of Pennsylvania	15,900
West Penn Allegheny Health Systems	10,200
University of Pittsburgh	10,100
Mellon Financial Corp.	8,404
PNC Financial Services Group, Inc.	6,959
Allegheny County	6,695
USX Corp.	6,300
Giant Eagle, Inc.	5,700
Highmark Blue Cross Blue Shield	5,600
Eat'n' Park Hospitality Group	4,600
Verizon Communications	4,400
USAirways Group, Inc.	4,000

Cost of Living

Pittsburgh's cost of living is slightly lower than the national average as is the price of housing. The following is a summary of data regarding several key cost of living factors for the Pittsburgh area.

2004 (3rd Quarter) ACCRA Average House Price: $226,663

2004 (3rd Quarter) ACCRA Cost of Living Index: 94.9 (U.S. average = 100.0)

State income tax rate: 2.8%

State sales tax rate: 6%

Local income tax rate: 3%

Local sales tax rate: 1%

Property tax rate: $24.72 per $1,000 assessed value (2005)

Economic Information: Allegheny County Department of Economic Development, 425 Sixth Avenue, Eighth Floor, Pittsburgh, PA 15219; telephone (412)350-1010; toll-free (800)766-6888; fax (412)612-2217. Pittsburgh Regional Alliance, Regional Enterprise Tower, 425 Sixth Avenue, Suite 1100, Pittsburgh PA 15219

Education and Research

Elementary and Secondary Schools

Pittsburgh Public School System's nine-member Board of Public Education underwent recent upheaval, seeking a new superintendent in 2005. Despite the temporary disruption of the change in leadership, Pittsburgh Public Schools remains dedicated to enabling its veteran, well-trained staff to give each individual child whatever is needed to help him or her grow into not only a successful student, but a socially adjusted adult who will contribute to society. In addition to the excellent mainstream education, the district offers a variety of support programs for special education needs, including speech/language support, visually impaired support, deaf or hard-of-hearing support, autistic support, multiple disabilities support, emotional and life skills support, learning support, physical support, and programs for the gifted and for early intervention. Creatively and scholastically gifted students have the Pittsburgh Gifted Center for kindergarten through eighth grade levels, then in high school the Center for Advanced Studies program is available. All gifted students get a custom-made Gifted Individualized Education Program (GEIP) designed for them in coordination with the school and the student's family. Magnet school options include the structured atmosphere of traditional academies, international studies, Montessori method schools, a baccalaureate program, vocational-technical training in computer sciences and such fields, and the CAPA program for Creative and Performing Arts. About 78 percent of teachers hold advanced degrees.

The following is a summary of data regarding the Pittsburgh Public School District as of the 2003–2004 school year.

Total enrollment: 34,167

Number of facilities
elementary schools: 53
junior high/middle schools: 17
senior high schools: 10
other: 4

Student/teacher ratio: 11.4:1

Teacher salaries
minimum: $35,500
maximum: $104,020

Funding per pupil: $15,514

The Diocese of Pittsburgh administers a large network of grade schools and high schools; there are more than 250 private schools and more than 85 vocational and trade schools in the region.

Public Schools Information: Pittsburgh Public Schools, 341 South Bellefield Avenue, Pittsburgh, PA 15213; telephone (412)622-3870

Colleges and Universities

The University of Pittsburgh, or ''Pitt,'' was founded in 1787 near Fort Pitt. Originally known as Pittsburgh Academy, it is one of the nation's oldest universities. It is the area's largest four year school with a total enrollment of 26,795 in 2004. Pitt offers 118 programs including liberal arts, law, business, engineering, information science, and international studies. The University of Pittsburgh School of Medicine and Medical Complex, located in Oakland in the northwest of Pitt's campus, is foremost in the world in health administration, sports medicine, and bioresearch, and pioneered in organ transplants with the first combination heart, liver, and kidney transplant in 1989. The University of Pittsburgh spans a 132-acre urban campus with the majestic Cathedral of Learning as its centerpiece.

Carnegie Mellon University (CMU) began as Carnegie Technical Schools in 1900 by local steel magnate and philanthropist Andrew Carnegie and became known as Carnegie Mellon University after a merger with Mellon Institute in 1967. CMU offers nearly 200 bachelor's, master's, and doctoral degree programs, specializing in robotics, computer sciences, a strong fine arts department with a famous drama school, and the Tepper School of Business, rated by the *Wall Street Journal* as the number two business school in the world. Carnegie Mellon University has a campus in Silicon Valley, California, and one in the nation of Qatar. CMU seeks to expand its global connections with educational partnerships around the world. Its roughly 2,000 international students make up almost a quarter of the student body.

Other institutions of higher learning in Pittsburgh are Duquesne University, a Catholic University founded in 1878; Carlow College, another Catholic school, primarily for women; Robert Morris University, which emphasizes business studies and whose interns work and study at prestigious firms; Chatham College, one of the country's oldest women-only colleges having been founded in 1869; and Point Park University, a small, private, liberal arts school recently raised from college to university status. Community College of Allegheny County has four campuses and seven community centers, offers flexible scheduling and affordability, and allows thousands of students each year to transfer credits to a four-year college.

Libraries and Research Centers

The heart of Pittsburgh's library systems is the Carnegie Libraries of Pittsburgh, another gift of Andrew Carnegie. It consists of the main branch in Oakland, 18 other neighborhood branches, a Library for the Blind and Physically Handicapped, and three bookmobiles. The library has an extensive children's department and is believed to have had the first children's ''storytime'' in a library in 1899. On October 3, 2004, the Main Branch of the Carnegie Library held a ribbon cutting celebration for its newly renovated first floor; the Bookmobile Center was also recently remodeled. The library holds more than two million books and a plethora of computer terminals, all ''Free to the Public,'' as Carnegie had enscribed above the doors to the Main Branch. Other features of Carnegie Libraries are a special Teens section in the new Main Branch first floor, which features a multimedia information desk, an indoor/outdoor reading deck, and a library shop and café. The library offers a Music Collection with more 12,000 books, scores, and periodicals and 30,000 recordings, featuring nineteenth and twentieth century Pittsburgh musicians prominently in the collection; an Art Collection, with more than 72,000 books, 200 periodicals, over 100,000 slides and pictures, and a growing video and DVD collection; and a Dance Collection of about 2,000 books and videos.

Carnegie Libraries of Pittsburgh also maintain a Job and Career Education Center and a Business Foundation Center. Because Pennsylvania's 2003-2004 budget reduced the library's funding by 50 percent, a nominal fee is charged for some computer classes.

The Pittsburgh area is one of the most active research and development sites in the United States, in part due to its two biggest universities, the University of Pittsburgh and Carnegie Mellon University. A joint venture of the two plus Westinghouse Electric Corp. is the Pittsburgh Supercomputing Center, established in 1986 and still continuing to develop and provide innovative software for scientific researchers nationwide.

University of Pittsburgh Medical Center (UPMC) operates most of the medical research centers in the region, including

the Children's Hospital General Clinical Research Center, the Cooperative Research Center for Muscular Dystrophy, the Center for Injury Research and Control, Magee-Women's Research Center (for gynecology, obstetrics, and reproductive health studies), the Center for Neuroscience, a new Center For BioSecurity, and many others. Non-medical research involving the University of Pittsburgh includes a variety of centers, such as the Learning Research and Development Center, the Center for Urban and Social Research, the Chevron Science Center (for chemistry), the Small Business Development Center, and the Joseph M. Katz School of Business Institute for Entrepreneurial Excellence.

Carnegie Mellon University has no less than 77 research centers of all disciplines under its umbrella, some of which are jointly operated with the University of Pittsburgh and/or local businesses. Some of note are its Robotics Engineering Consortium, Art Conservation Research Center, Bosch Institute for Applied Studies in International Management, the Steinbrenner Institute for Environmental Education and Research, and the Institute for Complex Engineered Systems. A few of the most recent and most important research centers are CyLab, which has launched a security initiative to protect PC users from cyber terrorists and hackers; four separate Robotics research facilities, and the Software Engineering Institute (SEI), which was founded by a grant from the U.S. Department of Defense. Among other research institutes are Seagate, a computer and electronics company; the federal government's Pittsburgh Rehabilitation Research and Development Center; the Pittsburgh Research Laboratory; the National Energy Technology Laboratory; and the Pennsylvania Cooperative Fish and Wildlife Research Unit. Pittsburgh today is home to more than 200 institutional and commercial research centers and laboratories.

Public Library Information: Carnegie Library of Pittsburgh, 4400 Forbes Avenue, Pittsburgh, PA 15213-4080, telephone (412)622-3114

Health Care

More than 50 hospitals in the Pittsburgh region, including 20 in the city, offer a full range of traditional health services. The University of Pittsburgh Medical Center (UPMC) is the premier health care system in the region and its largest employer. UPMC consists of 19 hospitals including Western Psychiatric Institute; two surgery centers, a diagnostic center, and 17 assisted living facilities; the system has been ranked as a top hospital system for six years by *U.S. News and World Report.* The medical school and its research affiliates attract more than $375 million a year in National Institute of Health grants. UPMC is committed to biotechnology and is concentrating on research fields such as minimally invasive robotic surgery, genetic therapy, cancer, muscular dystrophy, chronic pain, arthritis, heart disease, regenerative medicine, and pharmaceutical discovery. In a 29-county western Pennsylvania region, UPMC employs more than 40,000 workers, has an annual budget of over $5 billion, and contributes over $200 million each year in community and charitable services.

The West Penn Allegheny Health System consists of six hospitals, two of which are in Pittsburgh—the Western Pennsylvania Hospital in the Bloomfield neighborhood and Allegheny General Hospital on the North Side. Western Pennsylvania provides 524 beds and handled more than 30,000 emergency visits in 2004. Allegheny General has 625 beds and 3,876 employees, 817 of whom are medical staff. The system's medical specialties include geriatric care, emergency trauma, children's health, surgery and transplants, sports medicine, and heart, cancer, and diabetes care.

Pittsburgh Mercy Health System has two hospitals, a mental health personal care home named Outlook Manor, and an outpatient clinic run by Catholic Health East. Mercy was the first hospital in Pittsburgh, established in 1847 by seven Sisters of Mercy nuns. Mercy is dedicated to bringing health care to even the poorest patients, and provides a number of community minded charitable services, such as domestic violence and child abuse programs, a state of the art trauma and burn emergency center, programs that fight drug and alcohol addictions, the Carol Sue Rocker Health Education Center, and Operation Safety Net, an outreach program for the city's homeless.

Recreation

Sightseeing

A logical starting place for a tour of Pittsburgh is downtown at Point State Park, where a 150-foot fountain symbolizes the confluence of the Allegheny, Monongahela, and Ohio Rivers. Located within the park is the Fort Pitt Blockhouse, the only remaining structure of Fort Pitt. Throughout the Golden Triangle, Pittsburgh's downtown area, sightseers can observe turn-of-the-century skyscrapers and other architecturally interesting modern and historic buildings, such as Pennsylvania Station, the Frick Building, the Union Trust Building, and the Omni William Penn Hotel. Among the city's most famous structures are the Allegheny County Courthouse and Jail, completed in 1888 and connected by the ''Bridge of Sighs.'' In Oakland, the architectural jewel of Pitt's campus is the Cathedral of Learning, which looks like a cross between a French Gothic church and a sky-

The Cathedral of Learning at the University of Pittsburgh is the centerpiece of Pittsburgh's Civic Center.

scraper. This 42-story building houses 24 Nationality Classrooms designed by artists and architects from the nations represented. The cathedral was designed by Charles Zeller Klauder, as was adjacent Heinz Chapel. A more recent attraction is the Senator John Heinz Pittsburgh Regional History Center, which houses a comprehensive archive of America's early 20th century push to progress.

South of downtown Pittsburgh, across the Monongahela, is Mount Washington, formerly called Coal Hill, from which a spectacular view of the city is provided by means of cable car rides on the Duquesne and Monongahela Inclines. The Carnegie Science Center on the North Shore offers many scientific curiosities including a planetarium, an OmniMax theater, and a claustrophobia-inducing tour of a World War II submarine. In Oakland at the entrance to Schenley Park, Phipps Conservatory and Botanical Gardens encloses more than two acres of floral exhibits, including a Butterfly Forest with 300 living chrysalises and butterflies at any given time. The conservatory opened a Welcome Center on March 31, 2005, a 10,885 square foot entrance with a shop and a café. Completion of the Welcome Center marked the completion of a $36.6 million expansion plan for Phipps.

The Pittsburgh Zoo and PPG Aquarium display more than 4,000 animals representing 475 species in naturalistic habitats over its 77 acres in hilly Highland Park. Part of the facility, Kids Kingdom is considered to be among the nation's top three children's zoos. The crown jewel is the $17.4 million PPG Aquarium that opened in June 2000. The 45,000 square foot aquarium houses a two-story Amazon Rainforest Exhibit around a 100,000 gallon tank with sharks, other fish, and simulated coral, recreating a diverse ecosystem.

The National Aviary on the North Side has about 600 birds in various simulated habitats. It offers close encounters with large birds of prey, and walk-through Wetlands of the Americas and Tropical Rain Forest exhibits, among many other activities. Kennywood Park, touted as ''America's Favorite Traditional Amusement Park'' and ''the Roller Coaster Capital of the World,'' is in West Mifflin, 10 miles southeast of downtown Pittsburgh. Kennywood was established in 1898 and offers a range of rides from vintage wooden roller coasters to the new Phantom's Revenge, with a 230 foot drop and reaching speeds of about 85 miles per hour, one of the fastest coasters in the world. Sandcastle Waterpark is Kennywood's sister park across the Monongahela in Homestead; same-day passes to use both parks are available.

The famous Frank Lloyd Wright house built over a waterfall, Fallingwater, is only about an hour's drive from Pittsburgh in Ohiopyle, Pennsylvania. An offbeat way to see Pittsburgh sights is to embark upon a World War II amphibious vehicle and take in a Just Ducky tour. For those who prefer a larger vessel, the Gateway Clipper Fleet is a collection of riverboats offering tourists a view of the city from the water while they enjoy fine dining, dancing, and entertainment. Once docked back in Station Square, visitors can enjoy more dining and shopping there in the old railroad station turned office building, mall, and nightlife center. Behind the new Hard Rock Café in Station Square's latest extension, Bessemer Court, is the ''Dancing Waters'' 130-foot high water jet display synchronized with lighting and music.

Arts and Culture

The Pittsburgh community is strongly supportive of the visual and performing arts. Heinz Hall, internationally acclaimed for its outstanding acoustics, is home to the renowned Pittsburgh Symphony Orchestra and it also presents Broadway shows and other performances. One street over from Heinz Hall in the Golden Triangle's Cultural District is the Benedum Center, a $42 million dollar renovation of the old Stanley Theater in response to demand on Heinz Hall for performing space and time. Benedum Center is now home for Pittsburgh Ballet, Opera, Dance Council, and Civic Light Opera. Also located in the Cultural District are the Byham, O'Reilly, and Harris theaters, the former two being rebuilt vaudeville venues and the latter being leased by Pittsburgh Filmmakers Institute. Near the theaters in the Cultural District is Wood Street Galleries, which promotes multidisciplinary artists and provides space and equipment to smaller arts organizations; the galleries also share office space with the Pittsburgh Cultural Trust, which oversees arts matters in the city.

The Post-Gazette Pavillion at Star Lake, about 40 miles southwest of the city; Hartwood Acres in the north suburbs; and the Chevrolet (formerly I.C. Light) outdoor amphitheater in Station Square are the main venues for rock concerts or other large outdoor events. Pittsburgh's River City Brass Band performs at various locations from September through May. Pittsburgh Theater groups and acting companies include the Pittsburgh Playhouse, City Theatre, the Gemini Theater, Pittsburgh International Children's Theater, Civic Light Opera, PNC Broadway in Pittsburgh, Pittsburgh Public Theater, South Park Theatre, and Kuntu Repertory Theater. The universities have their own acting venues; Carnegie Mellon's drama department produces musicals and dramas at its Purnell Center for the Arts while Pitt's troupers perform at the Stephen Foster Memorial Theater. The Mattress Factory on the North Side is a unique combination of working and living space for artists, museum, gallery, and performance space.

To fulfill his dream of bringing together the disciplines of art, music, literature, and science, Andrew Carnegie gave the city The Carnegie, a building constructed in two styles—Italian Renaissance and Beaux Arts—with an elaborate

foyer that Carnegie is said to have insisted cost more than a throne room. Another Oakland landmark, The Carnegie houses the Museum of Natural History on one side and the Museum of Art on the other, as well as the main branch of the Carnegie Library with a separate side street entrance around the corner at the other end of this vast edifice. The Carnegie Museum of Natural History boasts one of the best dinosaur collections of any museum in the world, with the first T. rex ever discovered and the third largest fossil collection. Its 10,000 or so items and specimens on display are not even one percent of its entire collections. The Carnegie Museum of Art's permanent collections includes outstanding pieces of impressionist art such as Monet's Water Lilies, as well as American paintings and artifacts and changing exhibitions of exciting new art from around the world. Also housed within The Carnegie is the Hall of Music, which regularly presents entertainment by locally and internationally known performers. On the North Side is the Andy Warhol Museum, the Children's Museum, and Carnegie Science Center. In the east end is the Frick Art and Historical Center with a museum, shop, and café, and the Henry Clay Frick mansion, Clayton.

In the Strip District bordering downtown is the Heinz Regional History Center, devoted to the heritage of western Pennsylvania. Other attractions of note in the area are the Pennsylvania Trolley Museum in Washington; the Western Pennsylvania Model railroad Museum in Gibsonia; and Old Economy Village, created in 1824 by the Harmony Society, a group similar to the Amish who settled here to escape religious persecution in Germany. Also of interest are the Allegheny Cemetery Historical Society, the Alle-Kiski Historical Society, the Center for American Music at the Stephen C. Foster Memorial at the University of Pittsburgh, Braddock's Field Historical Society, the Depreciation Lands Museum, the George Westinghouse Museum, the Kerr Museum, the Rachel Carson Homestead, the Rivers of Steel National Heritage Area, Soldiers and Sailors Memorial Hall, the University Art Gallery at Pitt, and the circa 1785 Neville House.

Festivals and Holidays

Locals start the New Year off with a family-oriented First Night celebration. An eight dollar charge admits one to various buildings and theaters all over downtown to enjoy live drama, music, dance, comedy, puppets, and more, while outside there is a parade followed by fireworks at midnight. Come spring, even the non-Irish enjoy the St. Patrick's day parade and subsequent Bourbon Street-like party in downtown Pittsburgh in March. In April is the Pittsburgh International Science and Technology festival. May brings the Pittsburgh Folk Festival and the International Children's Festival.

The rivers, parks, entertainment centers, and neighborhoods of Pittsburgh are host to a wide variety of fairs and festivals throughout the year. The most ambitious of all of them is the 17-day extravaganza known as the Three Rivers Arts Festival. Held in June, it offers arts and crafts, free concerts, food, and children's activities. Also in June is the Mellon Jazz Festival, the Pennsylvania Microbrewers Fest, and in the neighboring county to the north one can visit the Butler County Rodeo and Big Butler Fair. From late May to mid-August the Stephen Foster Memorial Theater presents the Three Rivers Shakespeare Festival. The Three Rivers Regatta, held in July in the waters around Point State Park, celebrates the industrial and recreational importance of the city's rivers. The Pittsburgh Blues Festival is held every July to benefit the Greater Pittsburgh Community Food Bank. July also sees the Wings over Pittsburgh air show, which features the USAF Thunderbirds and showcases a Stealth bomber. Beginning in 2005, the Bassmaster Classic fishing tournament in late June will highlight how the area's rivers have been cleaned up enough, allowing previously endangered species return. The Greater Pittsburgh Renaissance Festival is held in the Laurel Highlands resort area in August, as are two Shadyside Arts Festivals and the Three Rivers Storytelling Festival. Labor Day weekend is time for another breath-taking fireworks display. The holiday season starts in late November with Light Up Night and free parking, carolers, horse-drawn carriage rides, ice skating at PPG Plaza, hot apple cider and other old fashioned holiday experiences for the season.

Sports for the Spectator

Pittsburghers have long been ardent sports fans. The city is home to three major sports teams; black and gold is worn by its baseball, football, and ice hockey teams, making Pittsburgh the only city in the United States to have all their major sports teams in the same colors. The National League's Pittsburgh Pirates play in the new PNC Park from April to October. The National Football League's Pittsburgh Steelers, four-time Super Bowl champions, use Heinz Field as their battle ground. The National Hockey League's Pittsburgh Penguins, owned by legendary center Mario Lemieux who led them to back-to-back Stanley Cups in the early 1990s, play from September to April at the Mellon Arena. Pro soccer offers the Pittsburgh Riverhounds, whose Falconi Field is actually in nearby Washington, Pennsylvania.

College sports are very much alive at the University of Pittsburgh and Duquesne University. The Pitt Panthers have men's teams in football, basketball, wrestling, cross country, swimming and diving, soccer, baseball, and track and field, and women's teams in basketball, cross country and track, gymnastics, volleyball, softball, swimming and diving, and tennis. The Panthers are a Big East team that has been a national contender in football and basketball of late. Panthers Football is played at Heinz Field, while other sports are played on the university campus at Petersen Events Center or

the Fitzgerald Field House. The Duquesne Dukes teams compete at their uptown A.J. Palumbo facility. Harness track racing is offered at the Meadows in Washington County.

Sports for the Participant

Every season offers a variety of choices for the sports-minded in the Pittsburgh area. The rivers and many parks provide cycling and running paths, and water sports such as swimming, rowing, whitewater rafting, skiing, and fishing. The surrounding hilly country offers recreational opportunities to campers, hikers, and spelunkers, and within a two-hour drive of the city are 10 ski resorts and numerous cross country ski and snowmobile trails, as well as 800,000 acres of game land to entice hunters. Much work was done through the Rails to Trails program in the 1990s and today Pittsburgh enjoys a 17-mile Three Rivers Heritage Trail system and other trails in the area such as the Montour Trail in Robinson Township. The Montour Trail is currently about 40 miles long and will eventually connect Pittsburgh to Washington, D.C. Although running is a popular activity in the area, the city has had trouble financing its Pittsburgh Marathon, a 26.2-mile race that attracted the top distance runners in the world, finally shutting down the race for good in 2003. Another popular event (also cancelled due to financial woes, but reinstated in 2003) is the Great Race, a ten kilometer foot race in late September that attracts world-class competition—Mayor Tom Murphy has run every Great Race since the first one in 1976.

Pittsburgh Parks and Recreation Department (CitiParks) operates many other educational and sports and fitness activities year-round, including aquatics, bicycling, tennis, senior games, lawn bowling, ice skating, and BIG League sports, a collection of baseball and softball leagues and tournaments. Another popular sport is golf; the *Pittsburgh Post-Gazette* lists over 150 golf courses in the greater Pittsburgh area, and the PGA Senior Championships are held every June in nearby Verona. *Golf Digest* magazine ranked Pittsburgh the fourth best urban area for golfers.

Shopping and Dining

The Golden Triangle's eleven square blocks house major department stores and a myriad of specialty stores and boutiques. PPG Place, a stunning multi-block structure rendered entirely in glass, contains 20 specialty stores and restaurants. One Oxford Center features five levels of restaurants and upscale shops. Fifth Avenue Place has a mix of specialty shops on its first floor and a fast food court with one fine dining restaurant, Caffe Amante, adjacent to it. A popular destination is across the Smithfield Street Bridge from downtown in Station Square, original site of the Pittsburgh and Lake Erie Railroad headquarters, which has been restored and now has more than 50 shops; more than 25 restaurants, bars, comedy clubs, and nightclubs; a Sheraton hotel; Hard Rock Café; the dock for the Gateway Clipper Fleet; and access to the Monongahela Incline cable car up to Mt. Washington, where several fine dining establishments take advantage of the spectacular view to accompany the cuisine.

Pittsburgh's many neighborhoods each have their own shopping district with its own unique character. The Strip District has grown from being the city's warehouse center for fresh meat, fish, produce, and ethnic delicacies to include restaurants and entertainment complexes, of which a newer development is the Boardwalk, an enormous nightclub that floats on the Allegheny River. Squirrel Hill and Shadyside neighborhoods are both reminiscent of Greenwich Village with its unique boutiques and art shops. The Bloomfield neighborhood is known as Pittsburgh's Little Italy. For micro-brew aficionados, visits to the Church Brew Works in Lawrenceville and the Penn Brewery in Troy Hill are a must. At the Pittsburgh International Airport, travelers can find good food and duty free shopping in over 100 outlets at the Airside Mall. The largest shopping malls in the suburban areas are Century III and the Galleria in the south, Ross Park Mall in North Hills, Monroeville Mall and the huge new Waterfront development in Homestead to the east; farther east is the brand new Pittsburgh Mills Mall in Frazer Township.

Visitor Information: Greater Pittsburgh Convention and Visitor's Bureau, 4 Gateway Center, Pittsburgh PA 15222; telephone (412)281-7711; toll-free (800)359-0758. Pittsburgh History and Landmarks Foundation, One Station Square, Suite 450, Pittsburgh PA 15219; telephone (412)471-5808

Convention Facilities

Conventioneers are allured by the Pittsburgh's accessability, its relatively low costs, low crime rate, and variety of attractions. The new David L. Lawrence Convention Center is the cornerstone of convention and tourism business in the region. It spans three city blocks in one corner of the Golden Triangle between the Cultural District and the Strip District, offering 313,400 square feet of exhibit space, 236,900 square feet of which are column-free; a Grand Ballroom that can hold up to 4,000 attendees; 51 meeting rooms, two 175-seat lecture halls, and a secondary exhibit hall; a 12,000 square foot main kitchen; 37 convenient loading docks; and pedestrian walkways to nearby hotels with 3,000 rooms available and to a riverside park and trail. Heinz Field, PNC Park, and Mellon Arena are also available for conventions and meetings. The Pittsburgh ExpoMart in Monroeville, about 9 miles from downtown, has 106,000 square feet for groups up to 2,000, and is connected to the Radisson Mon-

roeville hotel, which offers additional flexible meeting space for groups of 10 to 600.

Clusters of hotels—old and new, and economy and luxury—are located around the airport, the Oakland university and hospital complex, Monroeville and other suburban locations, near the stadiums on the North Side, and downtown. Major downtown hotels include the Omni William Penn, Pittsburgh's oldest hotel with original 1916 grandeur and 596 guest rooms; the 616-room Westin Convention Center and the 182-room Courtyard Pittsburgh, which both connect to the David L. Lawrence Convention Center; and the Hilton, downtown's largest hotel with 713 rooms and more than 40,000 square feet of meeting space. Others include the Ramada Plaza Suites, Marriott City Center, and the Renaissance in the newly renovated 1906 Fulton Building. Also within walking distance to downtown are the Sheraton Station Square on the South Side, and the Priory and SpringHill Suites on the North Side.

Convention Information: Greater Pittsburgh Convention and Visitor's Bureau; 4 Gateway Center, Pittsburgh, PA 15222; telephone (412)281-7711; toll-free (800)359-0758

Transportation

Approaching the City

The 3-million-square-foot Pittsburgh International Airport opened in 1992. This state-of-the-art facility moves more than 14 million travelers in nearly 400,000 aircraft each year; it has 100 gates served by 20 passenger and 9 freight airlines. Taxis and buses provide transportation to the Golden Triangle, about 15 miles away.

The Pittsburgh area is at the center of an extensive highway system focused around Interstates 70, 80 and 76/376 (the Pennsylvania Turnpike) which run east and west, and Interstate 79/279 that runs north and south. Improvements to the Southern Beltway, the Findlay Connector, and the Mon-Fayette Expressway south of the city were recently completed and improvements to I-279 from the city to the airport area are ongoing. A recent renovation of the Fort Pitt Tunnels, which go through the base of the cliff of Mt. Washington connecting I-279 north of the city to south, was completed in early 2005 and greatly helped traffic congestion. Amtrak provides train service and Greyhound provides bus service into Pittsburgh.

Traveling in the City

The city center is confined in size by the three rivers and may be traversed on foot. The Port Authority Transit of Allegheny county (PAT) serves the city of Pittsburgh, all of Allegheny County and portions of five neighboring counties with 1,066 buses, 83 light rail vehicles, 4 incline cars, 75 other vehicles, and 457 ACCESS vehicles for elderly and handicapped riders. PAT services 228,454 passengers on an average weekday and had an approximate ridership of 68 million in 2004. There are 15,879 stops of which 256 are shelters or stations, and 64 Park and Ride lots with 14,850 parking spaces. Bus fare for adults is $1.75 for a one-way trip, and just 50 cents more buys one a transfer to a connecting line or a ride back home.

Communications

Newspapers and Magazines

The Pittsburgh Post-Gazette, the city's daily paper, appears Monday through Sunday mornings. *Pittsburgh Magazine* is published monthly. *Carnegie Magazine* focuses on culture, emphasizing the collections at the Carnegie Museums and Library. In addition, several publications of interest to the African American community and various religious groups, as well as a variety of foreign language periodicals are published in Pittsburgh. The *Pittsburgh Business-Times* provides weekly coverage of the region's business community. More than two dozen other magazines and newspapers of local interest are published in and around Pittsburgh.

Television and Radio

Pittsburgh is served by four major networks and a public television station, and 13 smaller independent stations. Two of these are historic firsts in television history: WQED is home of Mr. Rogers Neighborhood and the first publicly funded television station in the U.S., and KDKA, which had the honor of broadcasting the first electronic image through the air in 1929. DIRECTV sells satellite dish service in the area and Comcast is the cable TV company for Pittsburgh.

Thirteen AM and at least 20 FM radio stations broadcast programs whose content ranges from news and talk to R&B, rock, and country music. Westinghouse-owned station KDKA was granted the world's first commercial radio license in Pittsburgh in 1920.

Media Information: *Pittsburgh Post-Gazette,* 34 Boulevard of the Allies, Pittsburgh, PA 15222; telephone (412)263-1743; toll-free (800)228-NEWS (6397). *Pittsburgh Magazine,* QED Communications, 4802 Fifth Avenue, Pittsburgh PA 15213; telephone (412)622-1360

Pittsburgh Online

Allegheny County home page. Available www.county.pa.us/index.asp

The Carnegie Museums and Library. Available www.clpgh.org

City of Pittsburgh home page. Available www.city.pgh.pa.us

Pittsburgh Chamber of Commerce. Available www.pittsburghchamber.com/public/cfm/homepage_chamber/index.cfm

Pittsburgh Greater Convention and Visitors Bureau. Available www.visitpittsburgh.com

Pittsburgh Post-Gazette. Available www.post-gazette.com

Pittsburgh Public Schools. Available www.pghboe.net

Pittsburgh Radio and TV Online. Available www.pbrtv.com

Pittsburgh Regional Alliance. Available www.pittsburghregion.org

Urban Redevelopment Authority. Available www.ura.org

Western Pennsylvania History. Available www.qed.org/erc/pghist/units/WPAhist/wpa1.shtml

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Scranton

The City in Brief

Founded: 1786 (incorporated, 1866)

Head Official: Mayor Christopher A. Doherty (D) (since 2002)

City Population
1980: 88,117
1990: 81,805
2000: 76,415
2003 estimate: 74,320
Percent change, 1990–2000: −6.7%
U.S. rank in 1980: 199th
U.S. rank in 1990: 261st (State rank: 5th)
U.S. rank in 2000: 394th (State rank: 7th)

Metropolitan Area Population
1980: 728,796
1990: 638,524
2000: 624,776
Percent change, 1990–2000: −2.2%
U.S. rank in 1980: 49th
U.S. rank in 1990: 61st
U.S. rank in 2000: 67th

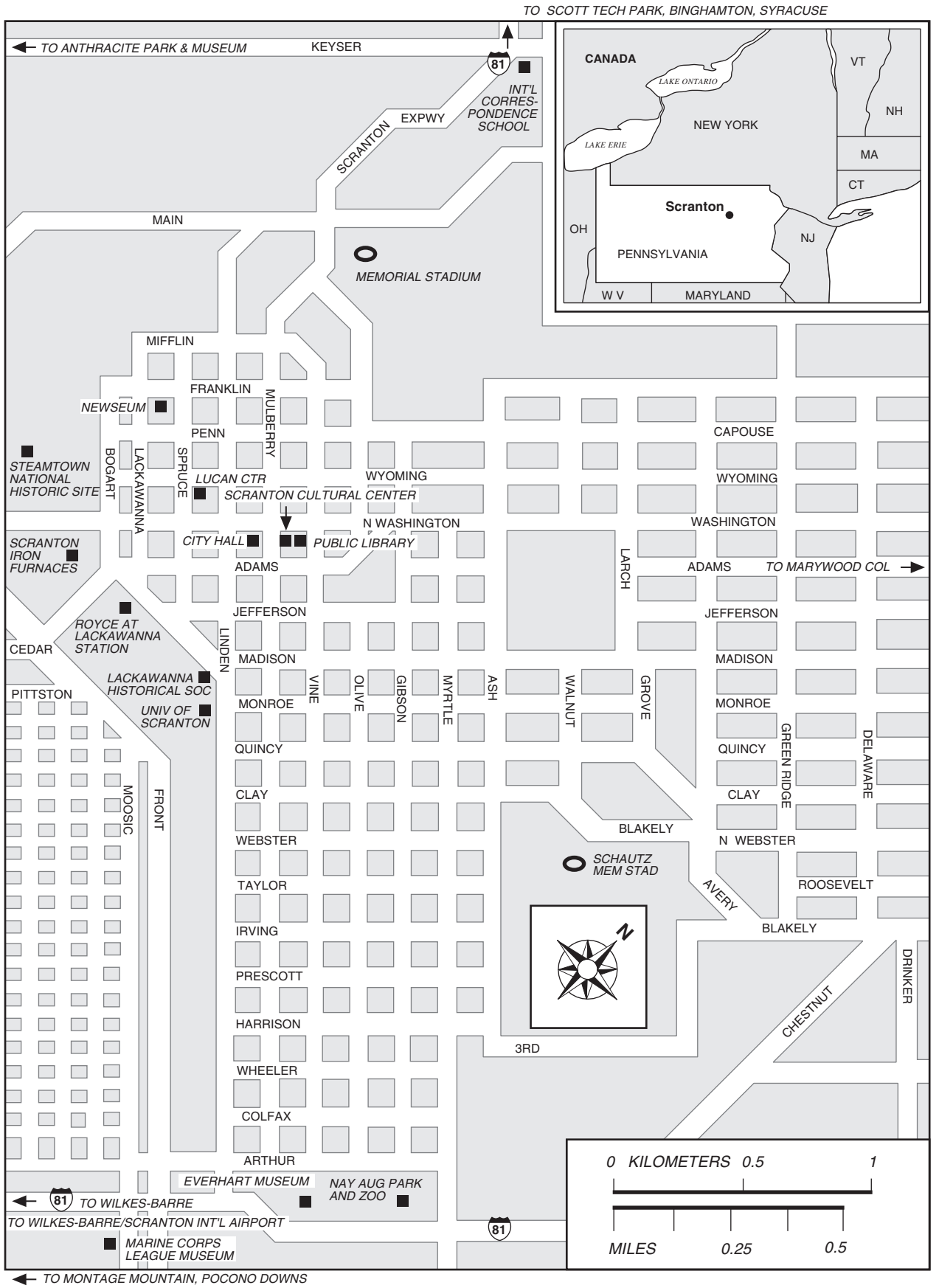
Area: 25.2 square miles (2000)
Elevation: 754 feet above sea level
Average Annual Temperature: 49° F
Average Annual Precipitation: 38.8 inches of rain; 48.7 inches of snow

Major Economic Sectors: Services, manufacturing, retail trade
Unemployment Rate: 5.3% (Metropolitan area; April 2005)
Per Capita Income: $16,174 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: 2,549

Major Colleges and Universities: University of Scranton, Marywood University

Daily Newspapers: *The Scranton Times-Tribune*


TO SCOTT TECH PARK, BINGHAMTON, SYRACUSE
TO ANTHRACITE PARK & MUSEUM
KEYSER
81
INT'L CORRES-PONDENCE SCHOOL
SCRANTON EXPWY
MAIN
MEMORIAL STADIUM
MIFFLIN
FRANKLIN
NEWSEUM
PENN
MULBERRY
STEAMTOWN NATIONAL HISTORIC SITE
BOGART
LACKAWANNA
SPRUCE
LUCAN CTR
SCRANTON CULTURAL CENTER
WYOMING
N WASHINGTON
CAPOUSE
WASHINGTON
SCRANTON IRON FURNACES
CITY HALL
PUBLIC LIBRARY
ADAMS
LARCH
TO MARYWOOD COL
JEFFERSON
ROYCE AT LACKAWANNA STATION
CEDAR
LINDEN
MADISON
LACKAWANNA HISTORICAL SOC
PITTSTON
UNIV OF SCRANTON
VINE
OLIVE
GIBSON
MYRTLE
ASH
WALNUT
GROVE
MONROE
QUINCY
GREEN RIDGE
DELAWARE
CLAY
MOOSIC
FRONT
BLAKELY
WEBSTER
N WEBSTER
SCHAUTZ MEM STAD
AVERY
ROOSEVELT
TAYLOR
IRVING
PRESCOTT
HARRISON
WHEELER
COLFAX
ARTHUR
3RD
CHESTNUT
DRINKER
EVERHART MUSEUM
NAY AUG PARK AND ZOO
TO WILKES-BARRE
TO WILKES-BARRE/SCRANTON INT'L AIRPORT
MARINE CORPS LEAGUE MUSEUM
TO MONTAGE MOUNTAIN, POCONO DOWNS
CANADA
LAKE ONTARIO
LAKE ERIE
NEW YORK
VT
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Introduction

Scranton, formerly known as the Anthracite Capital of the World, is one of the largest cities in Pennsylvania and site of the Steamtown National Historic Site. In the early 1990s the city found itself in the peculiar position of simultaneously emerging from a 40-year decline while having to file what amounted to a bankruptcy petition with the state. The loss of its manufacturing base and nearly half its population without an accompanying reduction in city services forced The Pennsylvania Economy League in 1992 to develop a three-year plan to rescue Scranton from insolvency.

By the late 1990s, hundreds of millions of dollars were being spent on development projects and surveys rank the city highly as a desirable place to live and locate a business. Today, the professional services, health, education, retail, and tourism industries are the basis of the economy. Scranton is traditionally linked with Wilkes-Barre, the seat of neighboring Luzerne County, and is conveniently located near some of the Northeast's finest ski slopes and the beautiful Poconos Mountains.

Geography and Climate

Scranton stands in a valley bordered by the ridges of the Allegheny Mountains; the Pocono Mountains are to the southeast. The mountains protect the city from high winds; they also influence the temperature and precipitation throughout the year. The climate is relatively cool in the summer with frequent showers; winter temperatures are not severe, but when snowstorms do occur they approach blizzard conditions.

Area: 25.2 square miles (2000)

Elevation: 754 feet above sea level

Average Temperatures: January, 25.5° F; August, 69.5° F; annual average, 49° F

Average Annual Precipitation: 38.8 inches of rain; 48.7 inches of snow

History

The first European settlers in Scranton were the Abbott brothers, who founded a gristmill there in 1786. In 1800 the Slocum brothers took the mill over, named the area Slocumville, and began a charcoal furnace for iron manufacturing. When the Scranton brothers arrived in 1840, they built the iron furnace that would later grow into the Lackawanna Iron and Steel Company. The community was named Harrison in honor of President William Henry Harrison in 1845; later the name was changed to Scrantonia then shortened to Scranton. The abundance of coal in the region attracted many other industries. In the 1880s the Scranton Steel Company was founded; it later merged with the Lackawanna Iron and Coal Company to become Lackawanna Iron and Steel Company. This company's move to Buffalo in 1902 dealt a heavy blow to Scranton's economy, but the growing importance of anthracite (hard) coal eventually earned the city the nickname ''Anthracite Capital of the World.'' In the early 1900s, most of the hard coal mined in the country came from the Scranton area. The declining demand for coal after World War II forced Scranton, earlier than other industrial centers, to endeavor to find ways to diversify its economy. Its Scranton Plan, a revitalization plan devised in 1945, has been used as a model for other cities in decline. However, the plan had limitations.

By the end of 1991, after running a deficit for more than three years and projecting a 1992 deficit exceeding 23 percent of its $33 million budget, Scranton was designated a distressed municipality by the Commonwealth of Pennsylvania. A financial plan drawn up by the state and intended to prevent Scranton's imminent insolvency called for state technical assistance and aid in return for Scranton allowing the state to reorganize municipal government, raise temporary taxes, and dictate terms of labor contracts while the plan was in effect. After implementing these measures, the situation brightened in the mid-1990s. Scranton had more projects, more revitalization, and more economic development than almost any other city its size in the country, and tourism was on the increase. Today, Scranton has recovered from its past troubles and is a thriving town with a diverse economy, involved community, and rich cultural attractions. Each year, more and more visitors discover this hidden gem at the foothills of the Poconos Mountains.

Historical Information: Lackawanna Historical Society, The Catlin House Library and Archives, 232 Monroe Ave., Scranton, PA 18510; telephone (570)344-3841

Population Profile

Metropolitan Area Residents
1980: 728,796
1990: 638,524
2000: 624,776
Percent change, 1990–2000: −2.2%

U.S. rank in 1980: 49th
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2000: 76,415
2003 estimate: 74,320
Percent change, 1990–2000: −6.7%
U.S. rank in 1980: 199th
U.S. rank in 1990: 261st (State rank: 5th)
U.S. rank in 2000: 394th (State rank: 7th)

Density: 3,032.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 72,200
Black or African American: 2,744
American Indian and Alaska Native: 236
Asian: 961
Native Hawaiian and Pacific Islander: 34
Hispanic or Latino (may be of any race): 1,999
Other: 1,125

Percent of residents born in state: 82.9% (2000)

Age characteristics (2000)
Population under 5 years old: 4,035
Population 5 to 9 years old: 4,422
Population 10 to 14 years old: 4,631
Population 15 to 19 years old: 6,007
Population 20 to 24 years old: 6,217
Population 25 to 34 years old: 9,011
Population 35 to 44 years old: 10,509
Population 45 to 54 years old: 9,574
Population 55 to 59 years old: 3,442
Population 60 to 64 years old: 3,204
Population 65 to 74 years old: 6,876
Population 75 to 84 years old: 6,231
Population 85 years and over: 2,256
Median age: 38.8 years

Births (2002, Lackawanna County)
Total number: 2,043

Deaths (2002, Lackawanna County)
Total number: 2,820 (of which, 13 were infants under the age of 1 year)

Money income (1999)
Per capita income: $16,174
Median household income: $28,805
Total households: 31,307

Number of households with income of . . .
less than $10,000: 4,592
$10,000 to $14,999: 3,514
$15,000 to $24,999: 5,610
$25,000 to $34,999: 4,571
$35,000 to $49,999: 5,004
$50,000 to $74,999: 4,749
$75,000 to $99,999: 1,971
$100,000 to $149,999: 895
$150,000 to $199,999: 194
$200,000 or more: 207

Percent of families below poverty level: 10.7% (56.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 2,549

Municipal Government

Scranton is the county seat of Lackawanna County. The mayor and five council members are elected to four-year terms.

Head Official: Mayor Christopher A. Doherty (since 2002; current term expires January 2006)

Total Number of City Employees: 550 (2005)

City Information: City of Scranton, Municipal Building, 340 N. Washington Ave., Scranton, PA 18503; telephone (570)348-4100

Economy

Major Industries and Commercial Activity

Once a one-industry town, Scranton is still dominated by manufacturing enterprises, primarily in the nondurable goods sector for companies such as Proctor & Gamble and Techneglas. However, between 1995 and 2000, major financial and professional services corporations such as AT&T, Fleet Financial Group, Cigna Health Care, and Alliance Fund Services opened large offices locally. Since that time, there has also been a marked increase in the number of people employed in the health, education, and social services industry—close to 25 percent of Scranton's employed population. Defense contractors also play an important role in the region's diversified economy, and construction, utilities, retail trade, and government make up a large part of the economic base. Tourism is also a growing industry.

Items and goods produced: apparel and related products, plastics, compressors, automotive components, heating and air conditioning equipment, candy, fabricated metal products, records and compact discs, caskets, books, furniture, chemicals, electrical equipment, glass products, tank parts, ordnance supplies, and other products for the Armed Forces

Incentive Programs—New and Existing Companies

Many programs available in Lackawanna County can be combined to form a comprehensive funding package for an eligible project. The primary programs are administered through SLIBCO (Scranton Lackawanna Industrial Building Company), PEDFA (the Pennsylvania Economic Development Financing Authority), PIDA (the Pennsylvania Industrial Development Authority), and SIDCo (the Scranton Industrial Development Company). Working together under the auspices of the Greater Scranton Chamber of Commerce, these organizations coordinate public and private sector resources to purchase industrial sites, construct shell buildings for lease to outside industry, develop raw land into industrial parks, and generally promote the region to corporate officials worldwide and assist expanding local businesses and industries.

Local programs—The University of Scranton McDade Technology Center serves as a resource for high technology businesses seeking to locate or expand in the Scranton area. Skills in Scranton, a business/education partnership run by the Greater Scranton Chamber of Commerce since 1989, has created a forum of communication between business and education to address the employment needs of Northeastern Pennsylvania's employers. The organization helps businesses with job training and re-training, and helps new graduates with making the school-to-work transition.

State programs—Pennsylvania's Department of Community and Economic Development is the main source of funding and other economic growth programs for state businesses. Funding programs offered by the state include bond financing, grants, loans and loan guarantees, tax credits and abatements, and technical assistance. The state's tools include the Job Creation Tax Credit Program, which provides a $1,000-per-job tax credit for businesses that create new jobs; 25 percent of the tax credits allocated each year must go to businesses with less than 100 employees. The Opportunity Grant Program provides funds needed to create or preserve Pennsylvania jobs to businesses involved in manufacturing, exporting, agriculture, and research and development. The First Industries Fund is a grant and loan program aimed at strengthening Pennsylvania's agriculture and tourism industries. Loans up to $200,000 can be used for land acquisition and construction, machinery purchase, and working capital. The state also runs a number of technology investment programs, which are designed to help create and bolster new and existing technology companies within the state. Program areas include funding, assistance programs, industry initiatives, and research and development.

Job training programs—There are a number of widely used state and federal programs to help employers reduce the costs of hiring and training workers. The Customized Job Training Program reimburses local employers for up to 75 percent of certain job training expenses, including instructional costs, supplies, contracted services, and travel costs. In return, companies must demonstrate an increase in employment opportunities, improved wages, and job retention. The Workforce Investment Act brings together area employers and unemployed or dislocated workers and trains those workers for employment with those companies at no expense to either party. Funds from this program can be used for job placement, skills assessment, labor market information, and training services.

Development Projects

A variety of projects are underway or have been completed in the Scranton area since the early 2000s. Almost $300 million has been invested in a variety of city improvement projects; recent construction projects include the $16 million Southern Union Headquarters, the $2.3 million Marquee Theaters, the $11.5 million Hilton Parking Garage, the $3.5 million police headquarters, and the $4 million Riverfront Sports complex. Infrastructure improvements include a number of road paving and improvement projects, the Meadow Avenue Flood Protection Project, the renovation of a number of area bridges, and the rehabilitation of the Merrifield Pumping Station.

Scranton's Nay Aug Park recently underwent a major renovation, including work to the Harlon's Grove Amphitheater, John Cleland Greenhouse, Rose Garden Fence, and Wildlife Center. The park's electric service and heating were also upgraded, the Davis Trail was restored, and workers installed safety rails along various pathways and constructed observation decks. Other neighborhood parks that have undergone rehabilitation include Weston Park, Weston Field, Crowley Park, Robinson Park, Jackson Street Playground, and Dorothy Street Playground. Scranton's downtown revitalization projects alone have totaled more than $26 million in improvements.

Economic Development Information: Greater Scranton Chamber of Commerce, 222 Mulberry St., PO Box 431, Scranton, PA 18501; telephone (570)342-7711. Pennsylvania Department of Labor and Industry, Room 1700, 7th and Forster Sts., Harrisburg, PA 17120; telephone (717)787-5279

Commercial Shipping

Scranton's proximity to Northeast Corridor markets is enhanced by an excellent transportation network. Five major

interstate highways are accessible within 30 miles of the city's center, and both Manhattan and Philadelphia are two hours's drive from Scranton. Rail customers have access to Norfolk Southern, the Canadian Pacific Railway, and several other short lines, including the Lackawanna County Railroad Authority. Dozens of major trucking terminals and package delivery companies also service the area. Wilkes-Barre/ Scranton International Airport, a full-service facility located nine miles south of Scranton in Avoca, maintains inland port-of-entry facilities and an adjacent foreign trade zone, enabling Scranton to accommodate a growing international market. The northeast Pennsylvania area has a number of general service airports, heliports, and private service airports.

Labor Force and Employment Outlook

In recent years the city has experienced an influx of financial and service companies lured there by low costs and easy access to New York and Philadelphia. Scranton has also seen a large increase in jobs available in the fields of education, health, and social services; a number of hospitals that serve the area are located in Scranton. The city also draws an increasing amount of tourism traffic from visitors of the nearby Pocono Mountains resort area and visitors to the Steamtown National Historic Site.

The following is a summary of data regarding the Scranton metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 255,700

Number of workers employed in . . .
construction and mining: 10,300
manufacturing: 35,200
trade, transportation, and utilities: 57,500
information: 6,400
financial activities: 14,100
professional and business services: 20,800
educational and health services: 47,600
leisure and hospitality: 21,900
other services: 10,200
government: 31,700

Average hourly earnings of production workers employed in manufacturing: $13.87 (metropolitan area average)

Unemployment rate: 5.3% (metropolitan area; April 2005)

Largest employers (2003)	*Number of employees*
Tobyhanna Army Depot (electronics)	2,712
Proctor & Gamble (paper products)	2,500
Diocese of Scranton	2,377
Allied Services (health care)	2,196
WEA Manufacturing (CDs and DVDs)	1,800
Community Medical Center	1,800
Lackawanna County	1,438
Techneglas (glass TV screens)	1,300
Mercy Hospital	1,300
Moses Taylor Hospital	1,200

Cost of Living

Lackawanna County is a family-oriented, non-transient community. Housing costs are relatively low, with one-bedroom, one-bath apartments typically renting for less than $800 a month, and houses for purchase range from $100,000 to $300,000.

The following is a summary of data regarding several key cost of living factors in the Scranton area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.07%

State sales tax rate: 6%

State property tax rate: none

Local income tax rate: 3.4% (city of Scranton)

Local sales tax rate: none

Local property tax rate: 82.122 mills on land, 17.86 mills on improvements (city of Scranton), 29.7293 mills on real estate (Lackawanna County)

Economic Information: Greater Scranton Chamber of Commerce, 222 Mulberry St., PO Box 431, Scranton, PA 18501; telephone (570)342-7711

Education and Research

Elementary and Secondary Schools

Elementary and secondary public education in Scranton is monitored by the Northeast Educational Intermediate Unit, one of many such agencies in Pennsylvania. The Scranton metropolitan educational system is considered to be among the best in the country. More than 60 percent of public high school graduates go on to higher education; the rate is even higher for private school graduates in the area. Average class sizes are small, with an average graduating class size of 187. More than 85 percent of high school seniors graduated in 2003, and that same year the attendance rate was over 93 percent.

The following is a summary of data regarding the Scranton public schools as of the 2004–2005 school year.

Total enrollment: 8,560

Number of facilities
elementary schools: 13
secondary schools: 3
high schools: 2

Student/teacher ratio: 15:1

Teacher salaries
average: $54,315

Funding per pupil: $9,100 (2002-2003)

The Diocese of Scranton operates a parochial school system that spreads across multiple counties. Private schools include Yeshiva High School, Hebrew Day School, Baptist High School, and Scranton Preparatory School (Jesuit).

Public Schools Information: Scranton School District, 425 N. Washington Ave., Scranton, PA 18503; telephone (570)348-3402. Pennsylvania Department of Education, 333 Market St., Harrisburg, PA 17126; telephone (717)783-6788

Colleges and Universities

Scranton, known as the world's center of education by mail, is home to Education Direct, one of the oldest and largest distance learning institutions in the world. Founded in 1890, the school has provided credit courses and personal enrichment studies to more than 13 million students in nearly every country in the world. The University of Scranton, a Jesuit institution, is noted for its outstanding academics and progressive campus and technology. The school was founded in 1888 and serves approximately 4,800 students. For eight years in a row, *U.S. News & World Report* has ranked the University of Scranton among the 10 finest master's universities in the North. Marywood University, a Catholic co-ed institution established in 1915, offers 60 academic programs including the arts, sciences, fine arts, social work, nursing, and music. Its 115-acre campus in suburban Scranton is said to be one of the prettiest in the state.

Scranton is also home to a technical school and a junior college. Lackawanna College, in operation for more than 100 years, offers associate's degrees in science, applied science, and arts, and also offers a variety of certificate programs for its 1,000 students. Johnson College offers twelve associate's degree programs and specializes in technical skills and general education. It boasts small class sizes and an attractive 65-acre campus. A number of other higher education institutions are located near Scranton, including Baptist Bible College, King's College, East Stroudsburg University, and Bloomsburg University.

Libraries and Research Centers

The Scranton Public Library is housed in the Albright Memorial Building, an early-Renaissance-design structure noted for its stained glass windows depicting the art of bookbinding and its marble floors and fireplaces. The library's holdings include thousands of volumes as well as U.S. government documents, compact and laser discs, and videotapes. The library maintains a special collection on local history; special services include free computer classes, teen and children's programs, and Books by Mail. The Lackawanna County Children's Library is housed in the renovated Marion M. Isaacs Building next to the main library; there are six other branches county-wide and a bookmobile servicing outlying areas.

The Lackawanna Historical Society Library also offers a wide range of research materials, much of it related to genealogy and local history. The library holds more than 6,000 books, more than 5,000 photographs, more than 1,200 maps, an extensive manuscript and scrapbook collection, and local newspapers.

The Harry and Jeanette Weinberg Memorial Library at the University of Scranton offers a collection of more than 450,000 books in a technology-rich environment. Its special collections include rare books and historical documents, and the library's electronic resources include an online catalog, 110 internet databases, and access to more than 13,000 full-text journals. Marywood College's library holds more than 200,000 volumes plus thousands of items on microform and various other media. It also offers a wide variety of computer training workshops.

Public Library Information: Albright Memorial Library, 500 Vine St., Scranton, PA, 18509; telephone (570)348-3000; fax (570)348-3020

Health Care

Five hospitals in Greater Scranton offer advanced treatment in rehabilitation therapy, oncology, and heart, kidney, and neonatal care. Moses Taylor Hospital founded in 1892, has 176 beds in addition to a fourteen-bed inpatient rehabilitation unit. It has a full-service emergency department as well as medical/surgical and other acute care specialty services. Mercy Hospital, specializing in cardiovascular treatment, is part of Catholic Healthcare Partners, the seventh largest nonprofit healthcare system in the country. Community Medical Center, with 310 beds, is a full-service hospital with an accredited regional trauma center and family and specialty practices. These three hospitals, the largest in the area, are all located within minutes of each other in Scranton's Hill Section. Other

area hospitals include Marian Community Hospital in Carbondale and Mid Valley Hospital in Peckville.

Scranton's Allied Services, one of the largest rehabilitation facilities in the country, treats people who have suffered strokes, head trauma, and spinal cord injuries, as well as those with communications disorders and Alzheimer's disease. Affiliated with the University of Scranton, the Northeast Regional Cancer Institute is a network of six hospitals that run programs to benefit people living with and affected by cancer. Lourdesmont/Good Shepherd Youth and Family Services treats adolescents with mental health and substance abuse problems.

Recreation

Sightseeing

The historic Scranton Iron Furnaces, located in the heart of the city, are a potent reminder of the city's industrial past. The four interconnected stone blast furnaces, once operated by the Lackawanna Iron & Steel Company, closed in 1902; they were rededicated in the 1980s and have been completely rehabilitated. The National Park Service runs the Steamtown National Historic Site, located on 40 acres of the Scranton yard of the Delaware, Lackawanna & Western Railroad. This facility houses one of the nation's largest collections of standard-gauge steam locomotives. The collection includes the 1.2 million-pound 1941 Union Pacific Big Boy, one of the largest steam locomotives ever built, and a tiny 1937 H.K. Porter industrial switcher. Steamtown's Technology Museum and History Museum are housed in existing portions of the Roundhouse, dating from as early as 1902. The History Museum displays a timeline of railroading as well as exhibits that detail life on early railroads. The Technology Museum features a sectioned steam locomotive, caboose, and boxcar for visitors to explore.

The Houdini Museum is the only museum in the world devoted entirely to the escape artist Harry Houdini, and features antiques, memorabilia, magic, and artifacts. Three miles outside the center city, McDade Park is the site of the Lackawanna County Coal Mine Tour, considered one of the area's premier tourist attractions. The tour features an underground rail car trip 300 feet below the earth to the floor of the mine and exploration of three coal veins. The area also offers tours of interesting architectural sites and of the area's first commercial winery.

Arts and Culture

The Greater Scranton area hosts a variety of artistic and cultural events throughout the year. The striking Masonic Temple and Scottish Rite Cathedral, located downtown, was designed by architect Raymond M. Hood following a Neo-Gothic and Romanesque design. The cathedral is home to the Community Concerts Association, the Broadway Theater League, and the Northeastern Pennsylvania Philharmonic. The Philharmonic, dance troupes, and other professional entertainers also appear at the F. M. Kirby Center for the Performing Arts in Wilkes-Barre. The Scranton Public Theatre performs comedies, drama, and original plays at the intimate Lucan Center for the Arts downtown from fall through spring. In summer, this professional repertory company sponsors the Pennsylvania Summer Theatre Festival at McDade Park, five minutes from the center city.

The history of the Scranton region is interpreted through exhibits at the Pennsylvania Anthracite Heritage Museum. Its collections highlight the lives and living conditions of the people who worked in the area's anthracite mines and textile factories, including replications of a family kitchen, a local pub, and a church. Another destination of historical significance is the Catlin House, headquarters of the Lackawanna Historical Society. Inside this 1912 English Tudor-style manor, visitors can view an extensive collection of books, photographs, clothing, and furnishings. A pictorial history U.S. Marine Corps from the American Revolution to the present can be traced at the U.S. Marine Corps League Museum. Founded in 1908, the Everhart Museum at Nay Aug Park features fine arts and natural history exhibits. The history of a local newspaper is presented in an outdoor display of artifacts and pictures known as the Scranton Times Newseum.

Festivals and Holidays

Scranton is a city that loves festivals and special events. The city starts out the year with First Night Scranton, a visual and performing festival that is punctuated by a fireworks display at midnight. In March, the town celebrates holds the nation's fourth largest St. Patrick's Day parade. Spring brings cherry blossom and wine tasting festivals, outdoor concerts, and music festivals. The Lackawanna Arts Council arranges festivals, exhibits, and special attractions, including the annual fall Arts Festival. Various ethnic and church festivals are scheduled during spring and summer, culminating in La Festa Italiana on Labor Day Weekend, which draws thousands of revelers to downtown's Courthouse Square. And in June, the U.S. Navy performs at the Wilkes-Barre/Scranton International Airport's Airshow.

Sports for the Spectator

Summer nights are perfect for taking in a game of professional baseball, so area residents head to Lackawanna County Stadium to watch the Scranton/Wilkes-Barre Red Barons, an affiliate of the Philadelphia Phillies. The team

plays 72 home games each season. Auto racing fans are drawn to Pocono International Raceway, considered one of NASCAR's most competitive speedways; it is located just 30 minutes from downtown Scranton and features a 2.5-mile tri-oval track. Horse racing fans are entertained at Pocono Downs in nearby Luzerne County, where harness racers compete on what is said to be the fastest five-eighths-mile track in the world. The Wilkes-Barr/Scranton Penguins, the American Hockey League affiliate of the Pittsburgh Penguins, delight hockey fans during their 40 home games at the First Union Arena at Casey Plaza. The Scranton Eagles play fifteen semi-pro football games each year in the Empire Football League, and the University of Scranton's sports teams compete in the NCAA Division III.

Sports for the Participant

Scranton is at the center of one of the Northeast's most popular skiing areas. Facilities for the expert and novice alike are available at Montage Mountain Ski Resort, just five miles from downtown Scranton; skiers can also choose from more than thirteen other ski areas within driving distance. Montage Mountain features a number of challenging ''black diamond slopes,'' snowboarding facilities, scenic chairlift rides, an ice skating rink, tubing, and hiking and picnic areas for summer entertainment. Cross-country skiing and snowmobiling are a few of the other popular wintertime activities; in the summer, residents and visitors enjoy water sports in the many area lakes and streams. Golfing, biking, fishing, hunting, and hiking are also popular pastimes. In October, the Steamtown Marathon attracts 1,500 entrants to a race given 14 of a possible 15 stars on marathonguide.com, with particular praise for the race's organization and volunteers. The city maintains dozens of indoor/outdoor sports and leisure areas.

Shopping and Dining

Downtown Scranton recently underwent a burst of commercial growth, bringing a number of new national chains to the area. A variety of specialty stores, antiques shops, and independent boutiques are also located in downtown Scranton. The area has also developed a reputation as an outlet center. The Mall at Steamtown offers two levels of specialty shops and a food court, and Viewmont Mall, anchored by major department stores, features dozens of specialty stores. From mid-July to Thanksgiving, local produce and baked goods are sold at Scranton Co-op Farmers Night Market, minutes from downtown Scranton.

Scranton's population is ethnically diverse and the city supports a number of ethnic restaurants, including Asian, French, German, Greek, Italian, Middle Eastern, and Mexican fare. Local ethnic favorites include pierogies, halluski, and halupkies. Diners can also enjoy a range of other restaurants, from fine dining establishments to classic dinners, steakhouses, cafes, and pubs.

Visitor Information: Greater Scranton Chamber of Commerce, 222 Mulberry St., PO Box 431, Scranton, PA 18501; telephone (570)342-7711. Lackawanna County Convention & Visitors Bureau, 99 Glenmaura National Blvd., Scranton, PA 18507; telephone (570)963-6363; email info@visitnepa.org

Convention Facilities

The new Hilton Scranton & Conference Center, located in downtown Scranton, features 19 meeting rooms—the largest of which is more than 7,000 square feet. Facilities also include a 75-seat amphitheater and a grand ballroom that accommodates up to 500 guests. The hotel portion contains 175 guest rooms with complimentary high speed internet access and free local calls. A business center is also available.

The Radisson Lackawanna Station, the result of a multimillion dollar renovation of the 1908 Erie-Lackawanna Terminus building, is Scranton's other main downtown meeting facility. A stately structure built in the Neo-Classical style, the Radisson provides 146 guest rooms, two ballrooms, four executive boardrooms, three meeting rooms, and hospitality suites. Guests can also take advantage of the hotel's complimentary high speed internet access, fitness center, and airport shuttle. Dozens of hotels and motels in the metropolitan area provide additional accommodations to the thousands of visitors Scranton attracts each year.

Convention Information: Lackawanna County Convention & Visitors Bureau, 99 Glennamura National Blvd., Scranton, PA 18507; telephone (570)963-6363; email info@visitnepa.org

Transportation

Approaching the City

The Wilkes-Barre/Scranton International Airport, located nine miles south of Scranton, is served by United, Delta, Northwest, Continental, and U.S. Airways, and offers nonstop service to selected cities with connections nationally.

Scranton is connected to the Canadian border and Maryland by Interstate 81; Interstate 84 extends to the Massachusetts Turnpike; the northeast extension of the Pennsylvania Turnpike leads to Philadelphia. Interstate 380 provides a link to the Poconos and connects the area with Interstate 80, a principal east-west route from New York City to California.

Scranton is just over a two-hour drive from both Manhattan and Philadelphia.

Passenger rail service between Scranton and the metropolitan New York/New Jersey area is scheduled to return in 2006. A multi-million dollar intermodal transportation center is being built downtown to service rail passengers.

Traveling in the City

Scranton is laid out in a grid pattern. Bus transportation is provided by the County of Lackawanna Transit System. Taxi service is available. Martz Trailways has a bus depot in downtown Scranton.

Communications

Newspapers and Magazines

The Scranton Times-Tribune is the city's daily newspaper. The *Sunday Times* appears weekly. A number of religious and ethnically-oriented newspapers and magazines are also published in Scranton.

Television and Radio

Six television stations broadcast from Scranton; four AM and seven FM radio stations also service the area, playing a variety of formats. Cable service is available.

Media Information: *The Scranton Times-Tribune,* 149 Penn Ave., Scranton, PA 18503; telephone (570)348-9100

Scranton Online

City of Scranton. Available www.scrantonpa.gov

Greater Scranton Chamber of Commerce. Available www.scrantonchamber.com

Lackawanna County Convention & Visitor's Bureau. Available www.visitnepa.org

Lackawanna County Government. Available www.lackawannacounty.org

Pennsylvania Department of Education. Available www.pde.psu.edu

Scranton Public Library at Albright Memorial Building. Available www.albright.org

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RHODE ISLAND

Newport 483
Providence 497
Warwick 507

The State in Brief

Nickname: The Ocean State
Motto: Hope

Flower: Violet
Bird: Rhode Island red hen

Area: 1,545 square miles (2000; U.S. rank 50th)
Elevation: Ranges from sea level to 812 feet
Climate: Warm summers, abundant rainfall; long winters with occasional heavy snowfall; moderated by ocean

Admitted to Union: May 29, 1790
Capital: Providence
Head Official: Governor Don Carcieri (R) (until 2007)

Population
- **1980:** 947,154
- **1990:** 1,003,464
- **2000:** 1,048,319
- **2004 estimate:** 1,080,632
- **Percent change, 1990–2000:** 4.5%
- **U.S. rank in 2004:** 43rd
- **Percent of residents born in state:** 61.4% (2000)
- **Density:** 1003.2 people per square mile (2000)
- **2002 FBI Crime Index Total:** 38,393

Racial and Ethnic Characteristics (2000)
- **White:** 891,191
- **Black or African American:** 46,908
- **American Indian and Alaska Native:** 5,121
- **Asian:** 23,665
- **Native Hawaiian and Pacific Islander:** 567
- **Hispanic or Latino (may be of any race):** 90,820
- **Other:** 52,616

Age Characteristics (2000)
- **Population under 5 years old:** 63,896
- **Population 5 to 19 years old:** 218,720
- **Percent of population 65 years and over:** 14.5%
- **Median age:** 36.7 years (2000)

Vital Statistics
- **Total number of births (2003):** 13,081
- **Total number of deaths (2003):** 10,064 (infant deaths, 76)
- **AIDS cases reported through 2003:** 1,103

Economy
- **Major industries:** Trade, services, manufacturing, research, agriculture
- **Unemployment rate:** 4.7% (April 2005)
- **Per capita income:** $31,937 (2003; U.S. rank: 17th)
- **Median household income:** $45,205 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 10.7% (3-year average, 2001-2003)
- **Income tax rate:** 25% of federal income tax liability
- **Sales tax rate:** 7%

Newport

The City in Brief

Founded: 1639 (incorporated 1784)

Head Official: Mayor John J. Trifero (since 2005)

City Population
1980: 29,259
1990: 28,227
2000: 26,475
2004 estimate: 25,879
Percent change, 1990-2000: −6.2%
U.S. rank in 1990: 958th (State rank: 7th)
U.S. rank in 2000: 1,223rd (State rank: 7th)

Metropolitan Area Population (Newport County)
1980: 81,383
1990: 87,194
2000: 85,433
Percent change, 1990-2000: −2.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 611th

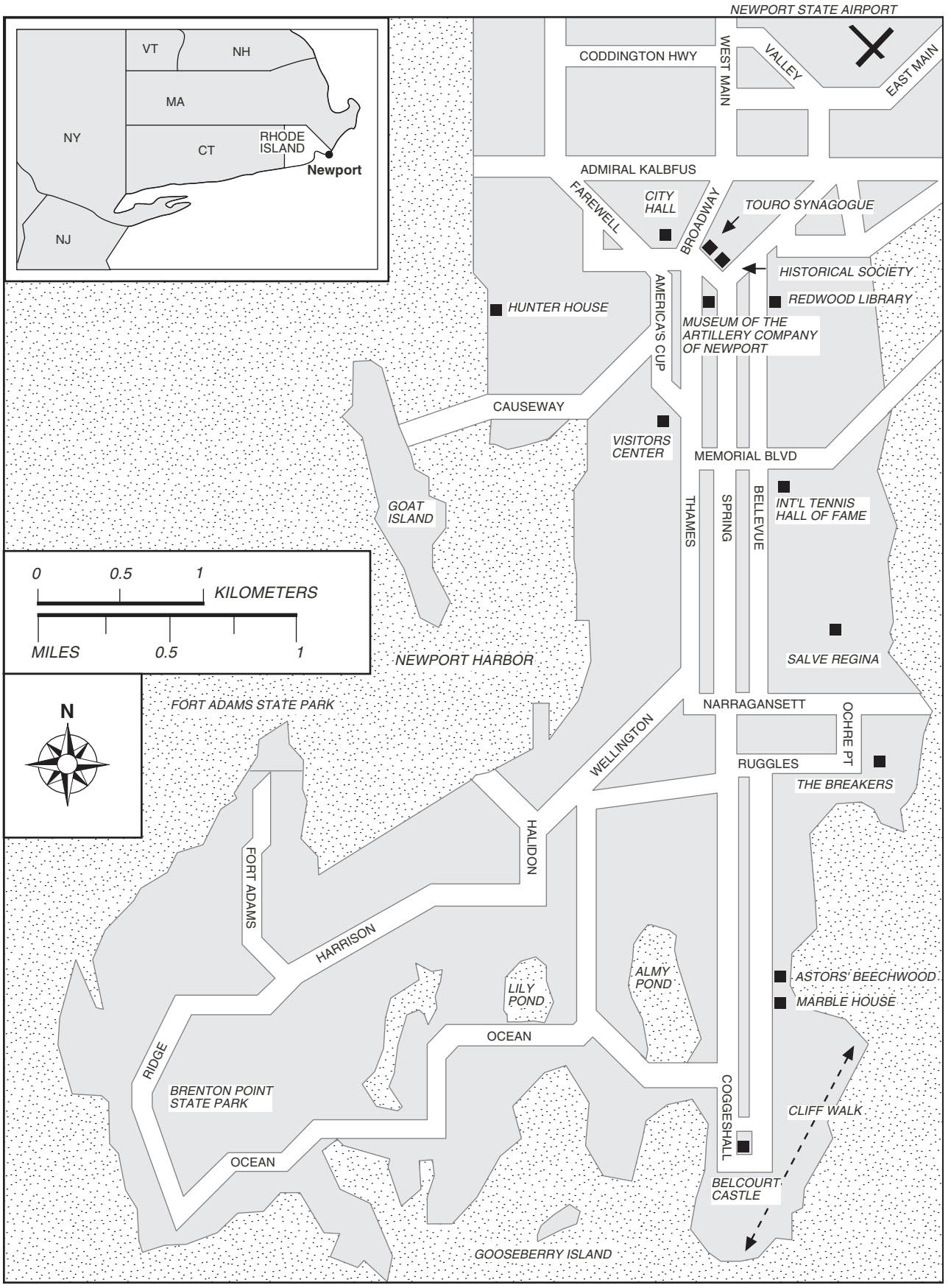
Area: 11.47 square miles (2000)
Elevation: From 6 to 96 feet above sea level
Average Annual Temperature: January, 30.4° F; July, 71.0° F; annual average, 50.78° F
Average Annual Precipitation: 44.7 inches rainfall; 35.7 inches snowfall

Major Economic Sectors: U.S. Navy-related activities, tourism and related activities, education and healthcare
Unemployment Rate: 4.8% (April 2005)
Per Capita Income: $25,441 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Salve Regina University, U.S. Naval War College, Community College of Rhode Island-Newport

Daily Newspaper: *Newport Daily News*


NEWPORT STATE AIRPORT
VT
NH
MA
NY
CT
RHODE ISLAND
Newport
NJ
CODDINGTON HWY
WEST MAIN
VALLEY
EAST MAIN
ADMIRAL KALBFUS
FAREWELL
CITY HALL
BROADWAY
TOURO SYNAGOGUE
HISTORICAL SOCIETY
HUNTER HOUSE
AMERICA'S CUP
REDWOOD LIBRARY
MUSEUM OF THE ARTILLERY COMPANY OF NEWPORT
CAUSEWAY
VISITORS CENTER
MEMORIAL BLVD
GOAT ISLAND
THAMES
SPRING
BELLEVUE
INT'L TENNIS HALL OF FAME
0 0.5 1 KILOMETERS
MILES 0.5 1
NEWPORT HARBOR
SALVE REGINA
N
FORT ADAMS STATE PARK
NARRAGANSETT
OCHRE PT
WELLINGTON
RUGGLES
THE BREAKERS
HALIDON
FORT ADAMS
HARRISON
ALMY POND
ASTORS' BEECHWOOD
LILY POND
MARBLE HOUSE
OCEAN
RIDGE
BRENTON POINT STATE PARK
COGGESHALL
CLIFF WALK
OCEAN
BELCOURT CASTLE
GOOSEBERRY ISLAND

Introduction

Historic Newport is best known as a summer resort colony. Three distinct communities comprise its population: the settled, predominantly Catholic community, the summer colony, and the United States Navy. The city has been called ''The Birthplace of the Navy;'' the presence of navy personnel builds on the distinctly nautical flavor of the seaside town. Newport is located on Aquidneck Island, which has expanded its role in naval activities in recent years, resulting in the growth of high technology industries and support services in the development of sophisticated communications and defense weaponry systems. Newport's beautifully preserved architectural heritage, including the summer ''cottages''—actually late nineteenth-century mansions built by wealthy New York families—have made the city a warm-weather capital of American ''high society'' and a mecca for tourists interested in the colonial history of the United States. Newport's past is a fascinating mix of religious tolerance, slave trade, the military, and the very wealthiest of U.S. capitalists.

Geography and Climate

Newport is located at the southern end of Aquidneck Island in Narragansett Bay and is bounded on the east by the Atlantic Ocean, on the north by Massachusetts, on the south by the Rhode Island Sound, and on the west by mainland Rhode Island. The bay moderates the climate, making this area of the state somewhat warmer in the winter and cooler in the summer. The weather is of the kind described by meteorologists as humid continental.

Area: 11.47 square miles (2000)

Elevation: From 6 to 96 feet above sea level

Average Temperatures: January, 30.4° F; July, 71.0° F; annual average, 50.78° F

Average Annual Precipitation: 44.7 inches rainfall; 35.7 inches snowfall

History

Earliest Newport

Ironically, Newport and the rest of Rhode Island started out as part of the western coast of Africa—more than 500 million years ago. Tectonic forces gradually moved what is now Rhode Island toward the North American continent, where it collided and stuck, creating the Appalachian Mountains in the process. A series of ice ages changed the landscape over time through the approach and retreat of glaciers, which scraped a channel into the earth that separated Aquidneck Island from the mainland. About 3,000 years after the glaciers cleared out, humans moved in; evidence indicates that people have been living in the greater Newport area for somewhere between 10,000 and 12,000 years. These hunter-gatherers transitioned into the native tribes more familiar today, with the Narragansett (members of the Algonquian tribe) and Wampanoag Indians being the primary occupants of the Rhode Island area before the new neighbors moved in.

The first European known to have visited the Narragansett Bay area was Giovani Verrazzano, who briefly touched down in the region during an expedition in 1524. Fur traders came next, peacefully doing business with the native people for many years. A defining moment for Newport was the advent of religious dissidents who had been expelled from Massachusetts and many of whom were following Anne Hutchinson, who in 1638 founded Pocasset (later Portsmouth) on the northern end of Aquidneck Island with a small group led by William Coddington and John Clarke. In 1639 Coddington and Clarke moved south and established Newport.

As more settlers moved south to Newport, they adopted the predominant beliefs that church and state should be separated and that all people should be free to practice the religion of their choice. This atmosphere of tolerance attracted an eclectic mix of religious refugees, including members of the Society of Friends (also known as Quakers), Irish Catholics, and the Jewish community. In 1663 Newport and three other towns were chartered by England's King Charles II as the Colony of Rhode Island and Providence Plantation, which free-thinking Newporters didn't much care for.

Pirates, Slaves, and Civil Unrest

By the 1690s, Newport was one of the principal ports in North America. Most of the trade was legitimate, but pirates were a common sight in Newport. The state's reputation as a haven for individualists and pirates earned it the nickname ''Rogues Island.'' By the 1760s Newport was also notorious for being the major slave-trading port in the British Empire—the ''Triangular Trade'' was an endless cycle of Caribbean molasses being imported to Newport, where it was made into rum that was shipped to Africa to trade for slaves, who were transported to the Caribbean to be sold for molasses that would make its way back to Newport. ''Surplus'' slaves who weren't traded for molasses were

brought back to North America and sold in the south to work on plantations. Freedom appeared to be a limited commodity in colonial times.

During the 1700s Newport rivaled Boston, New York, and Philadelphia as a major trade and cultural center. It also developed as a resort colony, attracting vacationers from the Carolinas and Caribbean seeking to escape the heat and humidity of summers there. At the same time Rhode Island merchants chafed at the restrictions placed upon them by the British government. This tension came to a head in 1763 when the British sent vessels to police Narragansett Bay against smuggling activities. Several skirmishes broke out between the colonists and the British Navy; the British exacted their revenge in 1765 during the American Revolution by seizing the town of Newport and occupying it for nearly three years. As a result of this occupation, Newport's maritime trade collapsed. Although the city ranked as a leading whaling center from 1775 to 1850, its economy did not fully recover for nearly a century.

With the aid of the French, Newport was regained by the United States; French troops remained in the area until 1783 to ensure that it stayed in U.S. control. This time of instability left the city out of the industrial leaps that had occurred in other parts of the country, and Newport began to rely increasingly on its image as a summer resort. Writers, architects, scientists, and artists converged on the scenic area.

An End to the Triangle Trade

In 1774, Newport outlawed slavery, shattering the Triangular Trade. As part of the Union during the Civil War, Newport was designated the site of the U.S. Navy; the Naval Training Station, the Torpedo Station (now the Naval Underwater Systems Center) and Naval War College were established there during the 1880s, creating an important naval presence that continues to this day. Following the Civil War, in a time Mark Twain called the Gilded Age (1890 to 1914), income tax was an unknown concept. Wealthy families such as the Astors, Vanderbilts, and Morgans began to build opulent mansions they referred to as cottages in Newport to entertain each other during the brief summer season. At the cottage of Mrs. William Astor, where the ballroom held exactly 400 people, the legend of the Four Hundred was born, becoming America's first social register.

Newport's economy was given another boost by World War I as its shipyards built combat and cargo ships, but the city suffered heavily when the stock market crashed in 1929. The decline continued through the 1970s as the Newport Naval base was closed and the city lost 15 percent of its population. However, modern Newport is still a center of naval activities, housing the Naval War College and other training schools.

The New Newport

Newport today retains the cachet of a seaside resort, but the city today has more affordable housing than any other community in Rhode Island, and the military presence remains influential in the culture and the economy. The city has reinvented itself as a destination for all tourists, not just the wealthy, offering family-oriented activities and sightseeing excursions. Restoration of historic buildings has been a priority in recent years, from the Cliff Walk past staggeringly massive mansions to the downtown Brick Market. Newport hosts yachting events, tennis tournaments, golf championships, and a broad variety of festivals that honor the city's ethnic heritage.

In the summer of 2007, tall ships will again dock at Newport; the accompanying festival will include concerts, art exhibits, block parties, and fireworks as well as the breathtaking spectacle of dozens of towering ships parading on Narragansett Bay, in celebration of Newport's seafaring history and future.

Historical Information: Newport Historical Society, 82 Touro St., Newport, RI 02840; telephone (401)846-0813

Population Profile

Metropolitan Area Residents
1980: 81,383
1990: 87,194
2000: 85,433
Percent change, 1990-2000: −2.0%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 611th

City Residents
1980: 29,259
1990: 28,227
2000: 26,475
2004 estimate: 25,879
Percent change, 1990-2000: −6.2%
U.S. rank in 1990: 958th (State rank: 7th)
U.S. rank in 2000: 1,223rd (State rank: 7th)

Density: 3,336.3 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 22,272
Black or African American: 2,053
American Indian and Alaska Native: 225
Asian: 353
Native Hawaiian and Pacific Islander: 23
Hispanic or Latino (may be of any race): 1,467
Other: 638

Percent of residents born in state: 45.6% (2000)

Age characteristics (2000)
Population under 5 years old: 1,526
Population 5 to 9 years old: 1,465
Population 10 to 14 years old: 1,412
Population 15 to 19 years old: 1,986
Population 20 to 24 years old: 2,671
Population 25 to 34 years old: 4,229
Population 35 to 44 years old: 4,117
Population 45 to 54 years old: 3,481
Population 55 to 59 years old: 1,276
Population 60 to 64 years old: 904
Population 65 to 74 years old: 1,646
Population 75 to 84 years old: 1,261
Population 85 years and over: 501
Median age: 34.9

Births (2000)
Total number: 318

Deaths (2000)
Total number: 222 (of which none were infants under the age of 1 year)

Money income (1999)
Per capita income: $25,441
Median household income: $40,669
Total households: 11,562

Number of households with income of . . .
less than $10,000: 1,343
$10,000 to $14,999: 941
$15,000 to $24,999: 1,400
$25,000 to $34,999: 1,440
$35,000 to $49,999: 1,632
$50,000 to $74,999: 2,271
$75,000 to $99,999: 1,090
$100,000 to $149,999: 923
$150,000 to $199,999: 233
$200,000 or more: 289

Percent of families below poverty level: 12.9% (55% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Newport is governed by a council and a city manager under a home rule charter. The council consists of seven members, one elected from and representing each of three city wards and four that are elected at-large. A mayor is chosen by the four at-large councilors. The council is seated for two-year terms. The City Manager directs all administrative departments for the municipality.

Head Official: Mayor John J. Trifero (since 2005; current term expires 2007); City Manager James C. Smith (since 2002)

Total Number of City Employees: 346 (2005)

City Information: Office of the Mayor, City Hall, 43 Broadway, Newport, RI 02840; telephone (401)846-9600

Economy

Major Industries and Commercial Activity

Since the days of the Civil War, Newport has been an important naval base, and the United States Navy is still a major employer in spite of the closing of several installations in the 1970s. Today, the Naval War College, the Naval Education and Training Center, and the Naval Underwater Systems research center continue to stimulate the economy in Newport, particularly in the area of technological research and application related to national defense. The adjacent communities of Middletown and Portsmouth experienced a high-tech boom in the 1980s spurred in part by the location of the Naval Underwater Systems Center in Newport, and Aquidneck Island as a whole is becoming a high-technology hub with more than 80 software and engineering firms employing a large portion of the labor force.

Internationally known as a summer resort and yachting center, Newport depends heavily on wholesale and retail trade and services catering to summer residents and tourists. Some light industry plus fishing and lobstering also contribute to Newport's economy.

Items and goods produced: electronic equipment, health and beauty aids, fabrics

Incentive Programs—New and Existing Companies

Most incentive programs for development in Newport are offered at the state level. The Rhode Island Economic Development Corporation provides direct access to state economic and business resources including finance, export trade, federal procurement, and marketing. The Rhode Island Small Business Development Center provides services to businesses with fewer than 500 employees, including the presentation of training seminars and workshops in business planning, marketing, financing, and other business subjects, as well as free consultations by experts in all aspects of business.

Local programs—The City of Newport offers private businesses access to low cost capital through the Economic Development Revolving Loan Fund, with the intent of creating and retaining jobs. Businesses that are just starting up or expanding can utilize the funds to come up to compliance with the State Fire Code. Recipients can take up to 5 years to pay back the loan at 3.5 percent interest. Newport City also provides tax relief to encourage the reuse of historic properties, including expansion, renovation and development that fit within the Historic District Commission standards. To be eligible for the tax exemption, the property must increase in value no less than $100,000. Newport has consistently been a recipient of a pool of Community Development Block Grant (CDBG) monies that it has parceled out to support development projects that benefit low and moderate income residents.

State programs—Rhode Island provides a corporate income tax rate reduction for those firms increasing employment. Manufacturers and traded service firms paying above average wages or investing significantly in work training are able to take a 10 percent credit on purchased or leased equipment. Businesses may also take a significant credit for expenses for approved job training programs. Creativity is rewarded by income tax exemption for writers and artists who sell their works. Research and development activities may also be eligible for tax credits under a variety of programs administered by the Rhode Island Economic Development Corporation. Restoration of historic buildings as businesses or residences may qualify for tax breaks, as may businesses residing in certified mill buildings. Other state programs offer benefits to businesses that provide adult education, that create apprenticeship opportunities, or that are engaged in manufacturing, particularly within the areas of defense, medical instruments, or pharmaceuticals.

Job training programs—The Rhode Island Department of Labor & Training provides employers and small businesses with counseling and direct access to federal and state training, labor market information, recruitment and skills enhancement programs, and grants. The state additionally coordinates services to dislocated workers, foreign workers, youth who wish to be employed, and military veterans. The state maintains a large database of available jobs that can be accessed by those seeking employment. The Workforce Partnership of Greater Rhode Island supports the Department of Labor & Training by assisting businesses and industries in grant writing, goal-setting, job fair coordination, creation of school-to-work linkages, and employee training to address critical skill shortages.

Development Projects

In the early part of the twenty-first century, Newport and other Aquidneck Island communities received a $50,000 grant as part of the Aquidneck Island Planning Commission (AIPC), allowing for a thoroughly researched and thoughtfully implemented plan for the former Navy lands on the west side of the island. Stated goals include preservation of open space and ocean views, economic development that is controlled and compatible with Naval Station Newport, increased passive and active recreation opportunities, and affordable housing. The planning process, which began in 2000, was ongoing as of 2005.

An associated project involves analysis of the island's primary water source, Bailey Brook; funding from the Natural Resources Conservation Services has allowed the AIPC to develop an environmental management plan that will ultimately lead to cleaner drinking water. The AIPC has a Transportation Improvement Plan prepared for implementation in 2006-2007, involving a study of current traffic patterns and usages of existing roads and paths, analysis of the data, rerouting of vehicular traffic to maximize efficiency, and creation of bike paths to encourage use of alternate modes of transportation.

The Washington Square Historic Restoration Project seeks to revitalize the historic downtown area with improved parking and traffic flow, restored historic buildings, enhanced signage that will better connect destinations and facilitate traffic movement, and to overall beautify area amenities. Construction started in 2004 and, accounting for cessations in work due to winter weather, the project is expected to be complete by fall of 2005.

The City of Newport has continued its ambitious North End Redevelopment Plan, which will promote jobs, education, and housing opportunities. By 2005 the city created space for a Newport branch of the Community College of Rhode Island, completed work on the Maple Avenue Ball Fields, and realigned the Pell Bridge. Ongoing projects include redevelopment of the old Navy Hospital facility, market analysis for the entire area, an enterprise zone, Pell Bridge land redevelopment, and affordable housing replacement unit construction. Altogether, millions of dollars have been allocated to restoration and renewal projects such as reinforcement of the Cliff Walk, updating of Goldberg Field, paving of historic Southern Thames Street, construction of quality affordable housing within Newport Heights, redevelopment of former military housing, and creation of a new harbor shuttle system to alleviate vehicle congestion.

Economic Development Information: Newport County Chamber of Commerce, 45 Valley Rd., Middleton, RI 02842; telephone (401)847-1600. City of Newport Planning, Zoning, Development and Inspection, City Hall, 43 Broadway, 3rd Floor, Newport, RI 02840; telephone (401)846-9600

Commercial Shipping

Logan International Airport is approximately two hours from Newport and provides access to a number of national

and international cargo carriers. On an annual basis, Logan moves more than 364,000 metric tons of cargo and mail. The airport is part of Foreign Trade Zone #27, allowing for temporary storage of imported goods that are exempt from full U.S. Customs scrutiny. The Port of Providence, easily accessible from Newport, has been increased to a 40-foot depth in order to accommodate medium and deep-draft vessels. The Port can handle any type of cargo, has approximately 300,000 square feet of warehouse capacity, and offers twenty-five wharves and docks. In addition, Newport offers docking facilities suitable for barge transportation or smaller ships. Excess Navy bases operated by the Rhode Island Economic Development Corporation in Portsmouth, Middletown, and North Kingston can handle bulk and general cargo. Two trucking firms serve the area.

Labor Force and Employment Outlook

Approximately 87 percent of Newport's residents possess a high school diploma or its equivalent; about 41 percent hold a bachelor's degree or higher, making for a well-educated workforce. Statewide, it's anticipated that overall employment will increase by 11.5 percent by the year 2012, with significant gains in construction, professional and technical services, healthcare and social assistance, leisure and recreation businesses, and accommodation and food service industries. It is anticipated that manufacturing jobs will fall by approximately 13.5 percent by 2012, the only employment sector in which there are projected losses.

The following is a summary of data regarding the Providence-Fall River-Warwick, RI-MA metropolitan statistical area labor force, 2004 annual averages.

Size of nonagricultural labor force: 581,300

Number of workers employed in . . .
natural resources and mining: 300
construction: 25,600
manufacturing: 75,700
trade, transportation, and utilities: 102,700
information: 11,700
financial activities: 37,200
professional and business services: 60,900
educational and health services: 106,900
leisure and hospitality: 58,900
other services: 26,500
government: 74,900

Average hourly earnings of production workers employed in manufacturing: $13.45 (April 2005)

Unemployment Rate: 4.8% (April 2005)

Largest employers (2004)	*Number of employees*
Naval Underwater Services Center	2,824
Naval Station Newport	950
Newport Hospital	804
James L. Maher Center	700
Salve Regina University	460
Newport Public Schools	380
City of Newport	346
Naval War College	250
WalMart	225

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Newport area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 3.75 to 9.9%

State sales tax rate: 7%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $13.72 per $1,000 of assessed value (2004)

Economic Information: Newport County Chamber of Commerce, 45 Valley Rd., Middletown, RI 02842; telephone (401)847-1600

Education and Research

Elementary and Secondary Schools

Newport Public School District bills itself as a ''student-centered learning community'' that provides an academically rigorous experience for students from kindergarten through grade 12. The district has one of the highest amounts of total spending per pupil in the nation, with a well-developed visual and performing arts program, advanced technology in preparation for careers or college, and a community literacy program utilizing volunteer tutors. Up until 2002, Thompson Middle School was located in a circa-1897 building; a new facility was built from the ground up on the original site, opening in 2002.

Newport Public Schools also operates the Aquidneck Island Adult Learning Center, designed to serve youth and adults with GED and alternative diploma programs. The agency provides job skill development and work transition activities, arranges job shadowing opportunities, and cultivates adult literacy. Assessment for learning disabilities is available as well. The Newport Area Career and Technical Center

is another program under the Newport Public Schools umbrella.

The following is a summary of data regarding the Newport Public School District as of the 2004-2005 school year.

Total enrollment: 2,826

Number of facilities
elementary schools: 6
junior high/middle schools: 1
senior high schools: 1
other: 2

Student/teacher ratio: 13:1 (statewide)

Teacher salaries:
minimum: $32,769
maximum: $58,443

Funding per pupil: $12,500 (2004)

Several charter and private schools are open for enrollment in the Newport County area, including the Meadowbrook Waldorf School in West Kingston, Rhode Island, and St. George's School, a college preparatory institution in Newport. The List Academy of Music and Arts is a nonprofit visual and performing arts institution offering enrichment classes to students of all ages and abilities.

Public Schools Information: Newport Public Schools, 437 Broadway, Newport, RI 02840; telephone (401)847-2100

Colleges and Universities

Newport is home to one private Catholic coeducational four-year university of arts and sciences, Salve Regina University, which offers baccalaureate degrees in 44 areas of concentration. Thirteen masters programs are available, and a PhD can be earned in Humanities. Enrollment in the 2004-2005 academic year stood at 2,479 students representing 34 states and 14 countries. Salve Regina has well-respected nursing and elementary, secondary, and special education programs.

The Naval War College (NWC) operates a military leadership institution in Newport, with a core curriculum that addresses national security decision making, strategy and policy, and joint military operations. NWC works on a trimester system; its student body of mid- and upper-level officers can earn baccalaureate degrees in any of five colleges, while a masters of arts degree is available in National Security and Strategic Studies. The NWC is part of the Naval Education and Training Center, as is the Naval Justice School that trains judge advocate generals and other military legal experts.

Civilians can also gain hands-on experience with boats at the International Yacht Restoration School in Newport, where students learn the history of yachts while honing their skills in restoration and boat-building. The school coordinates an annual Summer Gala in celebration of the yacht. Newport is also home to a branch of the Community College of Rhode Island, the main campus of which is located in Warwick. Students of CCRI-Newport can pursue a variety of associate degrees, certifications, or transfer credits for four-year institutions of higher education.

Libraries and Research Centers

The Newport Public Library has served the community for more than 130 years; the library operates a bookmobile service, offers a number of programs tailored to youth and teen readers, and maintains a collection of more than 124,000 volumes supplemented by upwards of 4,000 audio-visual materials. In 2005 the library received a grant of $27,500 to strengthen technological resources available to patrons. Through a reciprocal borrowing agreement, patrons have access to library materials in communities throughout the state.

Special libraries in Newport include those coordinated by various departments of the U.S. Navy on such topics as military science and antisubmarine warfare. Libraries are maintained by Salve Regina University, Newport Hospital, Newport Historical Society, the U.S. Naval War College, and the International Tennis Hall of Fame. Of unique interest is the Redwood Library and Athenuaeum, founded in 1747 and said to be the oldest continuously circulating library in the United States. The library contains a valuable collection of rare books, paintings, furnishings, and historical items. The building itself is reminiscent of a Grecian temple; services have been relocated in 2005 while the structure undergoes restoration.

The library and museum materials housed within the Newport Historical Society can jumpstart genealogical and local history research with access to more than 200,000 photographs, 12,000 volumes and 10,000 collectible objects. The U.S. Naval War College conducts war games research, hosts strategic think tank sessions and houses a Naval Underwater Systems research center, all of which contribute to the future direction of the Navy.

Public Library Information: Newport Public Library, 300 Spring St., Newport, RI 02840; telephone (401)847-8720

Health Care

Most health care needs in Newport are attended to at Newport Hospital, a general hospital containing 217 beds. The facility features the Drexel Birthing Center, a renovated surgical floor (Turner 2), emergency services, cardiac reha-

bilitation, and cancer care. The hospital conducts outreach to the community via the Newport Alliance, a workplace-based substance abuse and immunization program. The Naval Ambulatory Care Center (NACC) offers a range of service to Navy personnel, including emergency and acute care, dental health, immunizations, occupational therapy and an aviation medicine clinic. NACC provides inpatient services through an External Resources Sharing Agreement with Newport Hospital.

A number of walk-in and acute care clinics also operate in Newport, along with a plethora of private practitioners of medical specialties. Alternative healthcare seekers can find massage therapists, acupuncturists, and other holistic service providers in and around the city.

Health Care Information: Newport Hospital, 11 Friendship St., Newport, RI, 02840; telephone (401)846-6400

Recreation

Sightseeing

Newport is best known for its splendid mansions, located mainly along Bellevue Avenue, Ocean Drive, and Harrison Avenue; the area is known as Historic Hill, a living museum of history and architecture. Kingscote, one of the more modest structures, was built in 1839 in the Gothic Revival style. It features a mahogany and cherry dining room illuminated by natural light shining through a wall of Tiffany glass. The most opulent structure is Breakers, built in 1895 for Cornelius Vanderbilt in the style of a sixteenth-century Italian palace. The firm of Frederick Law Olmsted designed the landscape. Perhaps the most extravagant of the mansions is Marble House, commissioned by William Vanderbilt for his wife. The house cost $2 million to build and $9 million to furnish; it was awarded to Mrs. Vanderbilt in a divorce settlement. Other mansions include the Astors' Beechwood, where the Gilded Age is recreated through live theatrical performances, and Belcourt Castle, a French castle built in 1894 for Oliver Hazard Perry Belmont and his wife, the former Mrs. William Vanderbilt.

Cliff Walk, a three-mile path winding along the coast, offers views of the mansions and of Rhode Island Sound. In 2000, Rough Point on Bellevue Avenue, the summer home of the late heiress Doris Duke, was opened to the public and allows viewers to see one of the finest private art collections in the area. Newport boasts more pre-1830 buildings still standing than any city in the country. Many are open to the public, such as Colony House—built of English bricks, the structure was a rarity in 1739 and was the scene of a reading of the Declaration of Independence and a Newport visit by George Washington. Touro Synagogue, the oldest Jewish house of worship in the country, was built in 1763. Hunter House, considered one of the most beautiful eighteenth-century mansions in the country, displays porcelain, silver, paintings, and furniture.

A quiet history of Newport can be traced at the Common Burying Ground and Island Cemetery, affectionately known as ''God's Little Acre.'' Headstones dating back to the 1600s reveal the ebb and flow of life in the colonies, with some particularly poignant remembrances for African American slaves. Some of the gravestones were hand-carved with great artistry by slave Zingo Stevens, and there are Europeans laid to rest among the African Americans who contributed to the creation of Newport.

In cooler weather, Newport and its fauna can be experienced from the sea, on the weekly Seal Safaris and Newport Harbor Seal Watches. However, anytime of year is a good time to view Newport from the ocean; motorized and sailboat charter tours are offered throughout the year or can be arranged.

Both President Eisenhower and President Kennedy maintained a Summer White House in Newport; the Eisenhower House, used by the president from 1958 to 1960, is located within the bounds of Fort Adams State Park. Fort Adams itself deserves a visit; the fortification was created between the Revolutionary War and the War of 1812, undergoing frequent revisions as theories of coastal defense revised over time. The Museum of Yachting features a small crafts collection, the America's Cup Gallery, and a Single-Handed Hall of Fame. Science and technology are the focus of the Thames Science Center, while the art and science of tennis are celebrated at the International Tennis Hall of Fame and Museum at the Newport Casino. For a real taste of the local flavor, a visit to the Newport Vineyard provides samples of homegrown wines aged in French oak barrels. The vineyard is about 10 minutes outside of Newport along Route 138.

Sightseeing Information: The Newport Convention and Visitors Bureau, 23 America's Cup Avenue, Newport, RI 02840-3050; telephone (401)849-8048; toll-free (800)976-5122. Newport Historical Society, 82 Touro St., Newport, RI 02840; telephone (401)846-0813; fax (401)846-1853

Arts and Culture

The Fireside Theatre in Newport stages a minimum of five plays during its year-round performance season, mounting productions that range from comedies to drama. The Beechwood Theatre Company puts on historical vignettes that transport visitors to the Astors' Beechwood Mansion back to its heyday. Dinner and a theatrical production can be experienced year-round at the Newport Playhouse and Cabaret, a family-owned dinner theater that has been entertain-

Newport's Trinity Church, built from 1724 to 1726, houses an organ that was tested by G.F. Handel before it left England in 1733.

ing the city for more than 20 years. Musical entertainment ranging from rock and roll to disco, jazz, and Broadway tunes is offered at local bars, nightclubs, and restaurants. For aspiring young actors, the Newport Children's Theatre coordinates activities, games and performances to build confidence and skills.

The Swanhurst Chorus has been entertaining Newport since 1928; the ensemble performs several major pieces each season, including a sing-along to Handel's *Messiah.* The Newport Baroque Orchestra specializes in seventeenth and eighteenth century music using period instruments; the orchestra also sponsors the Newport Children's Choir and the Newport Youth Symphony Orchestra. The Island Moving Company puts on contemporary ballet performances in Newport while also providing outreach to local schools and corporations.

The works of famous Newport cabinetmakers are displayed at Samuel Whitehorne House and at the headquarters of the Newport Historical Society, which also features permanent and changing exhibits on various aspects of Newport's past. The society's marine museum, also at this location, depicts the history of the Merchant Marine. The history of American and foreign militia and of naval warfare can be studied at the Military Museum and at the Naval War College Museum. The Museum of Newport History, in the renovated Brick Market, highlights the city's past in interactive displays and local artifacts. Newport is also the home of the International Tennis Hall of Fame Museum, housed in the Newport Casino, once a fashionable resort. The Rhode Island Fishermen and Whale Museum allows firsthand experiences with whale bones and with skippering a ship.

The Newport Art Museum is located in the former Griswold Mansion, itself a major example of late Victorian domestic architecture; the museum displays permanent and changing exhibits of nineteenth and twentieth century American art. Sculptural works are displayed on the museum grounds, and the Museum additionally hosts an art school within the Coleman Center for Creative Studies. A powerful piece of sculpture depicting the ''triangular'' slave trade in Newport is housed in the lobby of the Newport Public Library. Island Arts coordinates a large exhibition space for local artists and also offers a Creative Arts Camp for children between 6 and 12 years of age. After-school arts programs are available for teens. Project One is a public arts initiative, and the Four Corners Arts Center oversees a variety of arts programs for the Aquidneck Island region. Artists also run the Deblois Gallery space for professionals as well as beginning exhibitors.

Just north of Newport, in Middletown, are the Norman Bird Sanctuary and Museum and Whitehall Museum. The Norman Bird Sanctuary consists of 300 acres of preserved open space with 7 miles of trails that take hikers through a variety of habitats. Hooded warblers, black-crowned night herons, Caspian terns, and salt marsh sharp-tailed sparrows can all be viewed within the grounds of the sanctuary. The Whitehall museum, used at various times as a farm house, a tavern, and as a residence for British officers during the American Revolution, is of architectural and historic interest.

Festivals and Holidays

The Newport year kicks off with Opening Night, the city's New Years Eve Arts Celebration, which can be followed up with the New Year's Day Polar Bear Plunge. February brings 10 days of food and festivity with the Newport Winter Festival. March celebrations include Newport Irish Heritage Month. The St. Patrick's Day Parade is bolstered by a Kinsale Ireland Festival of Fine Food, quite fitting as Newport is a sister city of Kinsale.

April's festivities include the Newport Metaphysical Faire, while the month of May offers the Newport Fun Cup Windsurfing Regatta and the Newport Spring Boat Show, featuring hundreds of used and new boats. Food and film festivals abound in June, which first dishes up the Great Chowder Cook-Off and the Newport Film Festival.

Summer offers the Newport Fourth of July Celebration and Public Clambake. Later in the month, the Black Ships Festival commemorates the signing of a treaty between Japan and the U.S. that ended 200 years of isolationism. Asian cuisine, arts, dance, and music are coordinated by the Japan-America Society and Newport's Japanese sister city, Shimoda. Fine summer weather greets the Newport Kite Festival, with the sky full of demos and instruction; then the air is filled with music as the city hosts the Newport Music Festival in mid-July. The Dunkin' Donuts Folk Festival-Newport happens in late July or early August, and the JVC Newport Jazz Festival takes off in mid-August.

In September, the Taste of Rhode Island allows attendees to sample the best flavors of the Ocean State on the waterfront, accompanied by music and children's programs. October is a time of ethnic celebrations such as Festa Italiana, with food and music reflecting Newport County's Italian heritage, and Oktoberfest's Bavarian music, German food, and biergarten. October's Haunted Newport presents 10 days of Halloween activities like ghost tours, pirate tales, a horror film festival, and the Sea Witch Ball. In November, local restaurants show off their chops at Taste of Newport. Later in the month, Christmas in Newport features concerts and candlelight tours in local mansions, a Festival of Trees, a Holly Ball, and visits by St. Nicholas. The festival extends from late November through December. The Newport year winds up with FirstNight Newport, a family-friendly celebration of the new year.

Sports for the Spectator

Special sporting events take place throughout the summer in the Newport area. Professional tennis at the Newport Casino includes the Campbell's Hall of Fame Tennis Championship tournament in July, where 32 of the top male players in the game will compete for the Van Alen Cup. From June through August every year, the Newport International Polo Series takes place, with competition between teams from France, Scotland, India, Egypt, Jamaica, Barbados, and many more. Games are held at Glen Farm in nearby Portsmouth.

From 1851 to 1983 the America's Cup yacht races were held in the waters around Newport; today the city is the scene of many boating competitions, including a Mini America's Cup Race, scheduled throughout the summer. In mid-June, the New York Yacht Club's Annual Regatta is held, as it has been for the past 150 years. More than 100 yachts compete in a variety of races testing skill and speed. The Rolex Swan America Regatta is held toward the end of July and features more than 50 Swan yachts.

In 2001, the Newport Gulls brought New England Collegiate League baseball to the city. The nonprofit team competes in Cardines Field, a historic stadium that has been home to amateur baseball since the early 1900s. Satchell Paige at one point sat in a rocking chair near one of the dugouts while he waited to pitch. From February through December, the Spanish Basque sport of jai alai, a competition similar to handball, and parimutuel betting are offered at Newport Jai Alai.

Sports for the Participant

Newport's most popular outdoor sport is sailing, and boat rentals can be arranged locally. Excellent sea kayaking opportunities abound in Newport Harbor, and other water-related activities can be had at Easton Beach, which is maintained by the city of Newport. A boardwalk lines the beach, where boogie boards, surfboards, beach chairs, umbrellas, and bathhouses are all available for rent. From April to November, anglers may take advantage of some of the best saltwater fishing in the Northeast in Narragansett Bay, the Sakonnet River, and along the Atlantic coastline; many local ponds offer freshwater fishing; spear fishing and scuba diving are also available. When the water freezes, the Born Family Outdoor Skating Center at the Newport Yachting Center offers up family fun.

The International Tennis Hall of Fame offers grass and court tennis open to the public, along with professional instruction. There are several golf courses in the area and, in 2006, the United States Women's Open Golf Championship will be held at the Newport Country Club. Newport National Golf Club has been named the top course in Rhode Island in 2004 according to *Golf Digest,* offering 18 holes and greens that were designed to play fast. The Recreation Department oversees nine soccer, baseball and softball fields, two outdoor basketball courts, and five tennis courts.

Several state parks are within an easy drive from or just outside of Newport, including Fort Adams State Park and Brenton Point State Park. Hiking trails, fishing holes, and overlooks where visitors can view the Atlantic are highly recommended.

Shopping and Dining

Downtown Newport offers the Brick Market, originally a market and granary and now a center for specialty, gift, and antique shops. Thames, Spring, and Franklin streets also offer antiques; there are more than three dozen antique shops in Newport County. Cadeaux du Monde specializes in handmade folk art from the Caribbean, Latin America, Asia, and Africa. The Long Wharf Mall features jewelry, gift items, men's apparel, and leather goods. Galleries and shopkeepers at Bannister's Wharf offer a variety of upscale gift items, along with a real Newport dining experience in the Clarke Cooke House Restaurant's eighteenth century dining rooms. Another historic waterfront shopping site is located at Bowen's Wharf, with top-shelf clothing, jewelry and art shops. In reflection of its immigrant history, Newport hosts several Irish import stores. Aquidneck Island's only enclosed mall houses 25 stores, and there are two large malls in nearby Warwick.

From June to October, Newport puts on two farmers' markets with fresh produce, breads, cheeses and other goods sold in an open-air setting. The Aquidneck Growers Market II is held Wednesdays on Memorial Boulevard, while the Newport Farmers Market takes place on Thursdays and Saturdays on Marcus Wheatland Blvd.

As might be expected, seafood figures largely on restaurant plates in Newport. Lobster and quahog (hardshell clams) are local favorites; the quahog is the state symbol. A traditional Rhode Island clambake, featuring layers of clams, mussels, potatoes, onions, corn, sausage, fish, and lobster cooked over hot stones and seaweed, can be arranged. Catering to the tastes of the many immigrants who created the town, Newport serves up an array of restaurants offering Irish, French, Japanese, Italian, Lebanese, and Chinese cuisines. Ambience ranges from chain fast-food spots to delis to bistros; some restaurants are located in historic buildings and many are located harborside. The Newport Dinner Train offers a three-hour dinner excursion as the luxury train meanders along the Narragansett Bay coast. Specialty coffees can be found at a variety of locales throughout Newport, and dessert really ought to be had at the Newport Creamery, which has been scooping up ice cream in Rhode Island since 1928.

Visitor Information: Newport County Convention & Visitors Bureau, 23 America's Cup Avenue, Newport, RI 02840; telephone (401)849-8048; toll-free (800) 976-5122. Rhode Island Tourism Division, 1 West Exchange St., Providence, RI 02903; telephone (401)222-2601; toll-free (800)556-2484

Convention Facilities

Conference facilities in Newport offer a combined total of 80,000 square feet of exhibition space. A principal meeting facility in Newport is the Newport Marriott, overlooking the harbor. It features 11 function rooms, a 7,800-square foot ballroom, and can accommodate more than 1,100 people in its 12,000 square feet of space. The Hotel Viking, located downtown, recently underwent an extensive renovation that updated facilities while retaining the historic character of the building. The Viking contains more than 13,400 square feet of flexible meeting space that includes the 5,880-square foot Viking Ballroom and the 4,032-square foot Bellevue Ballroom. Five elegant, permanent executive boardrooms are fitted with wireless internet access. The Hyatt Regency Newport on Goat Island in Newport Harbor offers 27,000 square feet of meeting space and 3,000 square feet of exhibit space within its 16 meeting rooms, an amphitheater, boardrooms, and a grand ballroom that can accommodate up to 1,000 attendees. Newport's many hotels, motels, and guest houses contain more than 1,500 rooms; in addition, there are many small guest houses.

The Newport Regatta Club is a dramatic setting for banquets and corporate retreats, with a Grand Ballroom that can accommodate 250 people, with room for an additional 150 guests on the waterfront patio area off the ballroom. Located about 10 minutes outside of the city, the Newport Vineyard has tent and outdoor spaces available for special events, with convenient access to the 1,000 square foot tasting room located in the winery.

Convention Information: Newport County Convention and Visitors Bureau, 23 America's Cup Avenue, Newport, RI 02480; telephone (401)849-8048; toll-free (800)-976-5122

Transportation

Approaching the City

Theodore Francis Green Airport in Warwick is located approximately 40 minutes from Newport and is served by a number of major airlines such as American and Continental, in addition to several charters. Newport State Airport in Middletown provides private and charter service with feeder flights to Warwick, Boston, and New York. Boston's Logan International Airport is approximately two hours from Newport and provides access to all points across the country and the globe. In 2003, the airport saw 22,778,495 passengers move through its portals.

Highway access from the west is via Interstate 195 to state highways 138 and 114. Access from Boston in the north is via Route 128 to Route 24 South to the Sakonnet River Bridge via routes 138 or 114 into the city. Bonanza Bus Lines was started in Newport 50 years ago and connects the Aquidneck Island area to a number of major New England cities. Rhode Island Public Transit Authority links Newport back to the continental U.S., and Amtrak provides passenger service.

Traveling in the City

The streets in Newport have conformed to the shape of the island on which it's located, giving the grid a slightly northeast orientation. Farewell Street and Bellevue Avenue intersect in the city center, providing a reference point for further navigation; Memorial Boulevard West provides another major artery as it crosses the Easton Bay. Traffic congestion is an ongoing problem in Newport, and a number of studies and rerouting projects are underway to address that issue.

Walking and bicycling tours of Newport are a popular way to see the city. The Chamber of Commerce offers taped walking and auto tours and maps outlining self-guided tours. Bicycles can be rented locally. Narrated harbor tours are also available. The Block Island ferry departs from Newport to Block Island daily in the summer. The City of Newport has received grants totaling 1.58 million dollars for implementation of a harbor shuttle system that will decrease street congestion. Landing areas are anticipated to include Perotti Park, Goat Island, Fort Adams, and the International Yacht Restoration School; the project is hoped to be complete by summer of 2006.

Communications

Newspapers and Magazines

The Newport Daily News is published Monday through Friday evenings and Saturday morning. *The Newport Mercury,* a community newspaper, is published weekly and provides subscribers with a summary of local events, news and sports, as does *Newport This Week.* The monthly *Newport Traveler* serves residents and tourists in southern

New England. Magazines published in Newport include *Cruising World, Sailing World Magazine,* and *The Yacht,* all marketed to the resident and visiting watercraft afficianados. *The Newport Navalog* is a weekly newspaper serving the local Navy community.

Television and Radio

Radio and television programming on Aquidneck Island is largely provided by way of Providence, Rhode Island and larger municipalities in Massachusetts. Television viewers in Newport are served by three major networks, a public television station, and a cable franchise. The Newport Musical Arts Association operates a low-power FM radio station that broadcasts a diverse mix of music and programming, including jazz, blues, ska and funk. Another local FM station focuses on swing music, while its AM affiliate provides news and talk radio to Newport residents.

Media Information: *The Newport Daily News,* 101 Malbone Rd., PO Box 420, Newport, RI 02840; telephone (401)849-3300

Newport Online

City of Newport. Available www.cityofnewport.com

Newport County Chamber of Commerce. Available www.newportchamber.com

Newport County Convention &Visitors Bureau. Available www.gonewport.com

Newport Public Library. Available www.newportlibraryri.org

Newport Public Schools. Available http://newportrischools.org

Rhode Island Convention Center. Available www.riconvention.com

Rhode Island Economic Development. Available www.riedc.com

Rhode Island Tourism Division. Available www.visitrhodeisland.com

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Cahoone, Sara S., *Sketches of Newport and its Vicinity: With Notices Respecting the History, Settlement and Geography of Rhode Island* (New York: J. S. Taylor, 1842)

Dow, Charles H., *Newport: The City by the Sea. Four Epochs in Her History. An Age of Shadowy Tradition* (Newport: J. P. Sanborn, 1880)

O'Connor, Richard, *The Golden Summers: An Antic History of Newport* (New York: Putnam, 1974)

Sirkis, Nancy, *Newport Pleasures and Palaces* (New York: Viking, 1963)

Providence

The City in Brief

Founded: 1636 (incorporated, 1832)

Head Official: Mayor David N. Cicilline (D) (since 2003)

City Population
1980: 156,804
1990: 160,281
2000: 173,618
2003 estimate: 176,365
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 99th
U.S. rank in 1990: 110th (State rank: 1st)
U.S. rank in 2000: 119th (State rank: 1st)

Metropolitan Area Population (PMSA)
1980: 919,000
1990: 1,134,350
2000: 1,188,613
Percent change, 1990–2000: 4.8%
U.S. rank in 1980: 41st (CMSA)
U.S. rank in 1990: 35th (CMSA)
U.S. rank in 2000: 40th (CMSA)

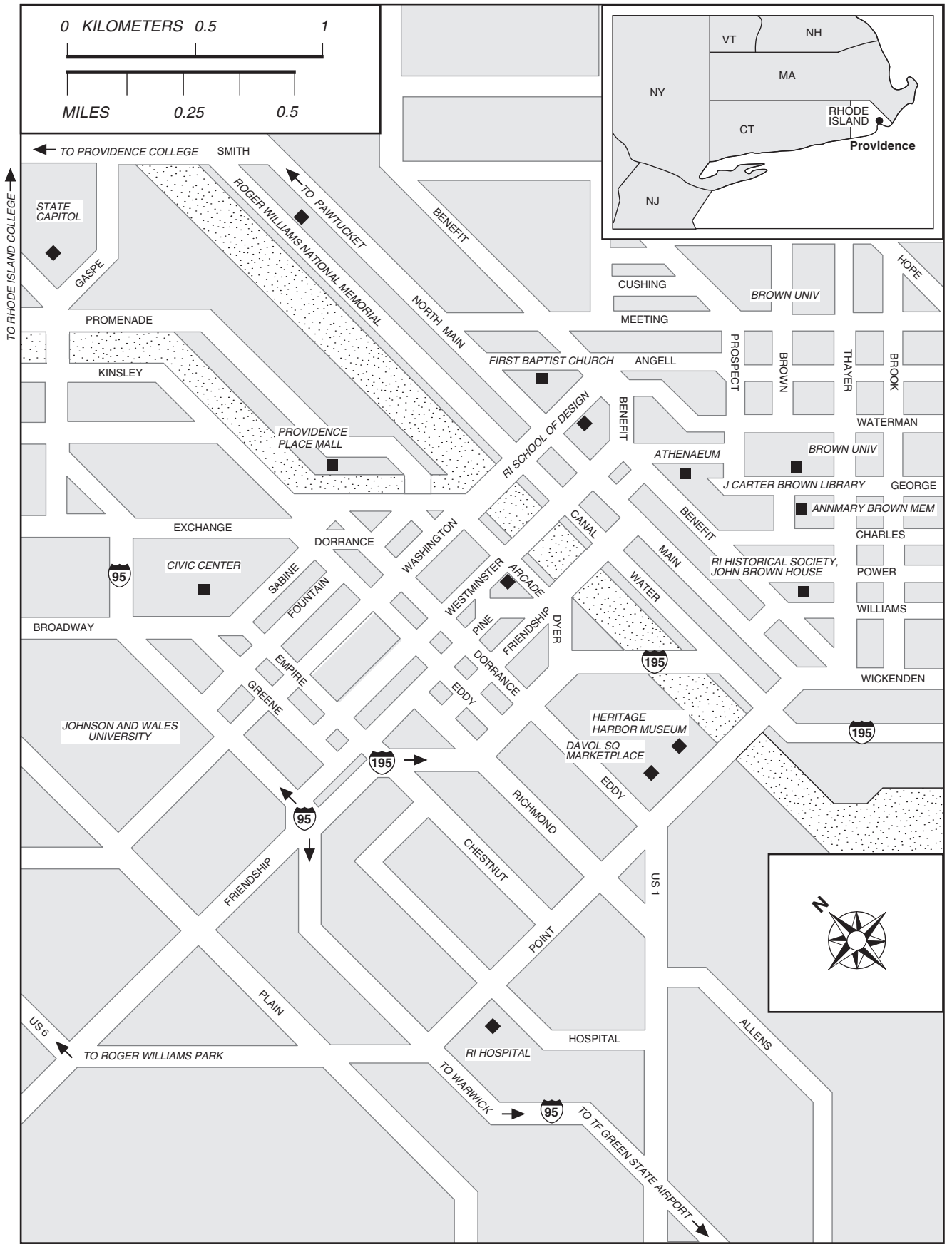
Area: 18.5 square miles (2000)
Elevation: 80 feet above sea level
Average Annual Temperature: 51.1° F
Average Annual Precipitation: 46.45 inches total; 36.0 inches snowfall

Major Economic Sectors: Health care, information, manufacturing, tourism, wholesale and retail trade, services
Unemployment Rate: 4.3% (May 2005)
Per Capita Income: $15,525 (1999)

2002 FBI Crime Index Total: 12,478

Major Colleges and Universities: Brown University; Rhode Island School of Design; Providence College; Johnson and Wales University; Rhode Island College

Daily Newspaper: *The Providence Journal*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KINSLEY
ROGER WILLIAMS NATIONAL MEMORIAL
TO PAWTUCKET
BENEFIT
NORTH MAIN
CUSHING
MEETING
BROWN UNIV
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THAYER
BROOK
WATERMAN
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CHARLES
EXCHANGE
DORRANCE
WASHINGTON
CANAL
CIVIC CENTER
SABINE
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ARCADE
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POWER
WILLIAMS
BROADWAY
PINE
FRIENDSHIP
DYER
EMPIRE
GREENE
EDDY
WICKENDEN
JOHNSON AND WALES UNIVERSITY
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Introduction

Providence is the state capital, the largest city in Rhode Island, and one of the first cities established in America. Once a seafaring and trading town, the city has survived the economic decline that began after World War II to become one of New England's major commercial, financial, and industrial centers as well as one of the largest jewelry manufacturers in the country. A relaxed and cosmopolitan city, Providence in recent years turned two rivers back to their natural courses and created a riverwalk and a downtown park called Waterplace.

Geography and Climate

Providence is located at the head of Narragansett Bay on the Providence River near the Atlantic coast. The city is intersected by two rivers and is built on three hills. Summer weather is seasonably warm and tempered by ocean breezes. Spring and autumn are mild and sunny, and winters are moderately cold.

Area: 18.5 square miles (2000)

Elevation: 80 feet above sea level

Average Temperatures: January, 28.7° F; August 71.9° F; annual average, 51.1° F

Average Annual Precipitation: 46.45 inches total; 36.0 inches snowfall

History

Religious Freedom Establishes Providence

Providence was founded in 1636 by Roger Williams, who had been exiled from Massachusetts for his radical espousal of the doctrine of separation of church and state powers. He called his new settlement Providence Plantations, believing that God had guided him there. At the time Providence was the only settlement in America assuring religious freedom and it became a haven for dissenters. The title to the area was secured from the Narragansett tribe, who knew Williams as a friend fluent in their language.

At first Providence developed as an agricultural community, but when the first wharf was built in 1680, the stage was set for its becoming a major commercial center. By 1700 Providence had begun to take part in the lucrative trade in West Indies and African rum, molasses, and slaves, rivaling Newport in this activity. Many taverns were constructed, and townspeople gathered there to voice their increasingly bitter complaints about restrictive British laws. In 1772 a British ship sent to prevent evasion of navigation acts was destroyed at Providence, and on May 4, 1776, two months before the American colonies proclaimed the Declaration of Independence, the Rhode Island Independence Act was signed there. The city was saved from British attack during the American Revolution of the 1770s by a series of forts built along the Providence River.

Following the Revolutionary War, trade with China, led by John Brown and his brothers, contributed greatly to Providence's prosperity. Huge fortunes were amassed, great mansions were built, and the city flourished socially, culturally, and economically. In 1790 the country's first water-powered cotton-spinning device was built in nearby Pawtucket and, financed by the Brown brothers, Providence became the center of the nation's textile industry. The jewelry industry, for which it is known to this day, began in 1794 when a method was discovered of covering cheap metals with precious metals.

State Capital Welcomes Renewal

By the time of the Civil War in 1861, during which Providence enthusiastically favored the Union, industry had replaced commerce as the city's economic foundation with Providence leading the country in textile and jewelry manufacture. Large numbers of Italian, Swedish, Portuguese, and French-Canadian immigrants arrived to supply labor for shops and mills. Banks, insurance companies, and the coming of the railroad in the latter part of the century supported industrial development. From being one of several Rhode Island capitals since 1663, Providence became the sole capital of the state in 1900.

When World War I broke out in 1914, Providence factories produced war materials, its shipyards built combat and cargo vessels, and the city prospered. These capabilities were again mobilized for World War II in the 1940s. In the 1950s, Hurricanes Carol (1954) and Diane (1955) brought tremendous flooding to the city and state, causing more than $260 million in damage statewide. As many industries moved to the South to defray expenses, the city's population began to decline from its 1950 high of 248,674 people, and the 1960s saw the economy stagnating. An urban renewal project initiated at that time resulted in the restoration of historic areas and the construction of many new buildings. The blizzard of 1978 brought the city to a standstill, and it took over a week for traffic to be allowed back in downtown Providence. By 1980 the population had dipped to 156,804 people.

In the 1990s, the two rivers that run through downtown Providence were uncovered and moved. In place of the pavement that once buried them, now graceful bridges span streams which are flanked by cobblestone sidewalks. In concert with the construction of the Rhode Island Convention Center, the river relocation project has transformed the city's downtown.

In recent years, Providence, during its history a leader in agriculture, shipping, and industry, has benefitted greatly from the high-technology boom that originated in Boston. The city is proud that the beginning of the new century sees it securely ensconced as a national leader in its fourth stage of economic development. Recent national surveys have named Providence the second safest city in America, and among the most livable cities. In 2002, David N. Cicilline was elected mayor, and he has the distinction of being the first openly gay mayor of a state capitol.

In his 2005 State of the City Address, Mayor Cicilline said ''. . . the City of Providence can become the jewel of the Northeast. It can become America 's first metropolis on a human scale—a cultural and economic force with a personal face. It can be an incubator for the kinds of ideas and innovations that boost economies into the next dimension, yet still be a city of neighborhoods and of families that go back generations. It can be both a hub of opportunity and haven of livability.''

Historical Information: Rhode Island Historical Society, 110 Benevolent St., Providence, RI 02906; telephone (401)331-8575, fax (401)351-0127

Population Profile

Metropolitan Area Residents

1980: 919,000
1990: 1,134,350
2000: 1,188,613
Percent change, 1990–2000: 4.8%
U.S. rank in 1980: 41st
U.S. rank in 1990: 36th (CMSA)
U.S. rank in 2000: 40th

City Residents

1980: 156,804
1990: 160,281
2000: 173,168
2003 estimate: 176,365
Percent change, 1990–2000: 8.3%
U.S. rank in 1980: 99th
U.S. rank in 1990: 110th (State rank: 1st)
U.S. rank in 2000: 119th

Density: 9,401.7 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 94,666
Black or African American: 25,243
American Indian and Alaska Native: 1,975
Asian: 10,432
Native Hawaiian and Pacific Islander: 270
Hispanic or Latino (may be of any race): 52,146
Other: 30,477

Percent of residents born in state: 42.8% (2000)

Age characteristics (2000)
Population under 5 years old: 12,607
Population 5 to 9 years old: 13,463
Population 10 to 14 years old: 12,290
Population 15 to 19 years old: 17,957
Population 20 to 24 years old: 21,766
Population 25 to 34 years old: 27,165
Population 35 to 44 years old: 22,570
Population 45 to 54 years old: 17,281
Population 55 to 59 years old: 5,741
Population 60 to 64 years old: 4,623
Population 65 to 74 years old: 8,476
Population 75 to 84 years old: 6,856
Population 85 years and older: 2,823
Median age: 28.1 years

Births (2000)
Total number: 8,934

Deaths (2000)
Total number: 3,457 (of which, 28 were infants under the age of 1 year)

Money income (1999)
Per capita income: $15,525
Median household income: $26,867
Total number of households: 62,327

Number of households with income of . . .
less than $10,000: 13,430
$10,000 to $14,999: 6,173
$15,000 to $24,999: 9,749
$25,000 to $34,999: 7,842
$35,000 to $49,999: 8,704
$50,000 to $74,999: 8,143
$75,000 to $99,999: 3,917
$100,000 to $149,999: 2,312
$150,000 to $199,999: 861
$200,000 or more: 1,196

Percent of families below poverty level: 23.9% (52.1% of which were female householder families with related children under 5 years

2002 FBI Crime Index Total: 12,478

Municipal Government

Providence is the county seat of Providence County, the largest in the state. The mayor and fifteen council members are elected to four-year terms.

Head Official: Mayor David N. Cicilline (D) (since 2003; current term expires January 2007)

Total Number of City Employees: 6,500 (2004)

City Information: Providence City Hall, 25 Dorrance Street, Providence, RI 02903-3215; telephone (401)421-7740

Economy

Major Industries and Commercial Activity

Providence is a major industrial, commercial, medical, and financial center for New England with an economy based on manufacturing and service enterprises. The city is a major supplier of jewelry and silverware to the United States and Europe. Providence is home to four multibillion-dollar financial concerns and many smaller ones. Tourism and conventions are emerging industries. As the capital of Rhode Island, Providence supports a number of government-related jobs.

Items and goods produced: jewelry, silverware, and related products; electrical equipment, textiles, transportation equipment, fabricated metals, rubber and plastic goods, supplies for the Department of Defense and federal government, machinery, instruments, primary metals

Incentive Programs—New and Existing Companies

The Rhode Island Economic Development Corporation (RIEDC) serves as a one-stop clearing house for a variety of financing plans and financing agencies to assist enterprises in all phases of economic development. RIEDC is making it easier, faster and more efficient for businesses to access such tools as: financing, permitting and job training assistance; real estate and site location analysis; export and government contract assistance; enterprise zone counseling; information on economic issues and tax incentives; and creative problem-solving.

Local programs—The support services of the Providence Department of Planning and Development include research and feasibility studies; site planning and design review; help in obtaining low-cost financing and other incentives, through federal, state, city and private programs. The Providence Economic Development Corporation administers the Providence Economic Development corporation Revolving Loan Program, with a choice of rates pegged below the prime rate of interest for a period of 10 years. The Providence Neighborhood Business District Program oversees infrastructure improvements; it also offers market research and planning services for new and existing businesses, and grants for related improvements.

State programs—Rhode Island provides a corporate income tax rate reduction for those firms increasing employment. Manufacturers and traded service firms paying above average wages or investing significantly in work training are able to take a ten percent credit on purchased or leased equipment. Businesses may also take a significant credit for expenses for approved job training programs. The Jobs Development Act permanently reduced companies' corporate income tax rate. Companies with 100 employees or more receive a quarter-point reduction for every 50 full-time jobs created. Companies with fewer than 100 employees will receive a quarter-point reduction for every 10 jobs created during a three-year period

Rhode Island offers tax credits for investment, new employment, interest, and donations made in areas designated as Enterprise Zones. Two of those zones are situated in the city of Providence. Many enterprise zone benefits extend to those who develop any of the state's designated historic industrial mill structures or historic preservation areas. Other sectors which have special tax incentives are the financial services, telecommunications, and insurance industries.

Job training programs—Rhode Island has job training tax credits equal to half of a company's training expenditure, and job training grants that can be customized to the company's needs. There are also tax credits for apprenticeship programs and adult education classes. Providence/Cranston Job Training, through netWORKri centers helps disadvantaged workers find jobs, provides job search skills and job training, and has a summer youth employment program.

Development Projects

Capital Center, the downtown area of Providence, is experiencing a residential building boom, with $1.8 billion in projects either under construction or in the planning stages as of 2005. A new $80 million addition to the Westin hotel broke ground in 2005, consisting of a 31-story tower with 200 hotel rooms and 100 luxury condominiums. The Hotel Dolce Villa boutique hotel—formerly a jewelry manufacturing company—opened in 2005 after a $2 million makeover. Currently under construction is GTECH Holding Corporation's new 12-story headquarters in Capital Center, downtown Providence, the first new corporate office building to be constructed there since 1988. Waterplace, also begun in 2005, is a $100 million, two-tower condominium project, and will be one of the tallest buildings in Waterplace

Park. Capitol Cove, a project also in Capital Center, will consist of 255 high-end apartments in two towers. In 2005, Roger Williams University put its Providence branch up for sale for the booming redevelopment market.

Economic Development Information: Rhode Island Economic Development Corporation, One West Exchange Street, Providence, RI 02903; telephone (401)222-2601; fax (401)222-2102. Greater Providence Chamber of Commerce, 30 Exchange Terrace, Providence, RI 02903, telephone: (401)521-5000; fax (401)751-2434, email chamber @provchamber.com. City of Providence Department of Planning and Development, 400 Westminster St., Providence, RI 02903; telephone (401)351-4300; email planning@ids.net

Commercial Shipping

Excellent transportation facilities, including the Port of Providence, New England's second largest deepwater port and a Foreign Trade Zone, make Providence a major industrial center. The principal waterborne commodities handled at the port are petroleum products, cement, scrap metal, lumber, automobiles, and conventional and containerized general cargo. Theodore Francis Green State Airport, with a new 323,000-square-foot, multilevel terminal, has 15 gates and has incorporated a cargo development facility. Direct trucking service is available to every state, Mexico and most of Canada on a multimillion-dollar highway system. Daily rail service to Rhode Island industrial sites is provided by the Providence & Worcester Railroad, which allows access to the entire United States and Canadian rail systems.

Labor Force and Employment Outlook

Rhode Island boasts the highest number of trained workers per square mile in the country. The labor force is described as mature, skilled in diverse areas, educated, efficient, and offering high productivity at reasonable wage levels. The fastest-growing occupational groups are professional and technical workers in new and varied industries; opportunities are expanding in the service and financial sectors, as well as in hospitality. Providence looks forward to continued expansion of technological fields.

The following is a summary of data regarding the Providence metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 581,300

Number of workers employed in . . .
natural resources and mining: 300
construction: 25,600
manufacturing: 75,700
trade, transportation and utilities: 102,700
information: 11,700
financial activities: 37,200
professional and business services: 60,900
educational and health services: 106,900
leisure and hospitality: 58,900
other services: 26,500
government: 74,900

Average hourly earnings of production workers employed in manufacturing: $13.37 (2004)

Unemployment rate: 4.3% (May 2005)

Largest employers (2004)	*Number of employees*
Rhode Island Hospital	5,853
Brown University	4,450
U.S. Postal Service	4,000
Women & Infants Hospital of Rhode Island	2,640
Miriam Hospital	1,993
Bank of America/Fleet Bank (Providence only)	1,725
Verizon	1,400
Roger Williams Medical Center	1,340
Johnson & Wales Uninversity	1,200
Blue Cross and Blue Shield of Rhode Island	1,198
Providence Journal Co.	1,100

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Providence area.

2004 (3rd Quarter) ACCRA Average House Price: $472,818

2004 (3rd Quarter) ACCRA Cost of Living Index: 127.7 (U.S. average = 100.0)

State income tax rate: 3.75% to 9.9%, applied only to the Federal Adjusted Gross Income, minus deductions

State sales tax rate: 7%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $29.65 per $1,000 of assessed valuation for residential properties, $37.00 for commercial properties.

Economic Information: Rhode Island Economic Development Corporation, One West Exchange St., Providence, RI 02903; telephone (401)222-2601; fax (401)222-2102

Education and Research

Elementary and Secondary Schools

The overall responsibility for public education in Rhode Island is delegated to the Board of Regents for Elementary

and Secondary Education, consisting of nine members appointed by the mayor. School committees govern local schools, meeting uniform standards set by the board. Providence secondary schools are part of the College Board's ''Pacesetter'' pilot program, which uses the latest consensus by educators on what students should know in mathematics, English, science, Spanish, and world history to develop a curriculum and test for high school students.

The following is a summary of data regarding the Providence public schools as of the 2004–2005 school year.

Total enrollment: 25,742

Number of facilities
elementary schools: 22
junior high/middle schools: 6
senior high schools: 7
charter: 2

Student/teacher ratio: 26:1

Teacher salaries
minimum: $33,521
maximum: $63,185

Funding per pupil: $11,592

Public Schools Information: Providence School Department, 797 Westminster St., Providence, RI 02903; telephone (401)456-9100

Colleges and Universities

Providence is home to seven institutions of higher education and is within 50 miles of dozens more. Brown University, the nation's seventh oldest college and a member of the Ivy League, is noted for its medical school and its engineering, liberal arts, and science programs; it contains more than 40 academic departments. The Rhode Island School of Design, founded in 1877, offers programs in art, architecture, and design, and it shares a cooperative arrangement with Brown University. Providence College offers liberal arts and science programs under the auspices of the religious order of Dominicans. Johnson and Wales University is noted for its culinary arts program. Technical and career education is provided by New England Institute of Technology and Rhode Island College. Roger Williams University's continuing education department provides part-time classes for adult learners. The University of Rhode Island's College of Continuing Education is in Providence, while its main campus is in Kingston.

Libraries and Research Centers

The Providence Public Library, second largest public library in New England, maintains collections on whaling, printing, architecture, Civil War and slavery, ship models, early children's books, and Irish and Italian culture. It consists of a main library and 10 branches, with holdings of more than 800,000 items. It is a Patent Depository Library with computer access to the U.S. Patent and Trademark Office, and is also a U.S. and State Documents Depository.

Among the 15 private and public libraries in Providence are those maintained by Brown University, such as the John Carter Brown Library, a center for advanced research in the humanities, and the Annmary Brown Memorial, which exhibits early printed matter. The renovated John Hay Library is the location of most of Brown's rare books, manuscripts, special collections, and archives. The Providence Athenaeum, where Edgar Allan Poe courted the woman who later did not become his wife, is a private library built in 1838 to resemble a Greek temple. The Rhode Island Historical Society maintains a library containing printed and graphic materials relating to state history and genealogy. The Rhode Island School of Design Library is an important resource for art, architecture, and design information in the state.

A major center for research activity is Brown University, where research is being carried out in areas such as medicine, sociology, astronomy, political science, and psychology. Rhode Island College studies evaluation and research, and nature conservancy. Medical research is performed by the Veterans Administration Medical Center Research Service and Roger Williams Cancer Center.

Public Library Information: Providence Public Library, 225 Washington St., Providence, RI 02903; telephone (401)455-8000, Fax (401)455-8080

Health Care

Rhode Island's largest health care system is Lifespan, which serves as an umbrella for several hospitals and related services. Providence hospitals within Lifespan are Rhode Island Hospital, the Miriam Hospital, Hasbro Children's Hospital, and Bradley Hospital. Care New England, the other major network of local hospitals, recently announced its intention to be part of the Lifespan system, pending regulatory approval. Care New England's Providence partners include Women and Infants' Hospital and Butler Hospital.

Rhode Island Hospital is the state's oldest (built in 1863) and largest health care facility. It is the region's trauma center and referral hospital for complex specialty surgical procedures, including open heart surgery, kidney transplants, and non-invasive procedures performed with the gamma knife—one of only 20 in the world. Hasbro Children's Hospital, named in recognition of a major financial gift by the Rhode Island-based toy manufacturer, is an 87-bed child- and

family-centered pediatric medical facility. HCH is the region's referral hospital for complex pediatric cases. The Miriam Hospital was founded by the Jewish community in 1926 and is the major teaching affiliate of Brown University. Its research programs include studies in cardiovascular disease, shock and trauma, and behavioral disorders. St. Joseph Health Service, the state's only Roman Catholic hospital, offers a complete range of acute inpatient and outpatient care, specializing in ambusurgery, orthopedic neurosurgery, and maternity services.

Women and Infants' Hospital is the eleventh largest hospital in the country for obstetrics, with over 9,700 births in 2003. It is home to several centers for clinical care and research including the Breast Health Center, the Program in Women's Oncology, and the Division of Reproductive Endocrinology. Butler Hospital is the only psychiatric and substance abuse hospital in the state offering short-term specialty programs for children, adolescents, and adults. In 2004 it was named by *US News & World Report* as one of the top 30 psychiatric hospitals in the country.

Roger Williams Medical Center is noted for its oncology, bone marrow transplant, and clinical pharmacology research programs. The 220-bed acute-care hospital also operates the Roger Williams-Edgehill Substance Abuse Treatment Center, and has taken its services to the community with affiliations into extended care and assisted living facilities. The U.S. Veterans Medical Center is also located in Providence.

Brown University currently has affiliations with six Providence Hospitals: Rhode Island, Miriam, Bradley, New England Medical Center, Womens and Infants', and Butler. There is no Brown University-owned hospital.

Recreation

Sightseeing

The Providence River partially separates the commercial district on the west side from the historic district on the eastern bank. A good place to begin a tour of the historic district is at the State Capitol, which stands on Smith Hill overlooking the downtown area. An impressive structure built of Georgian marble, the capitol is surmounted by what is believed to be the second largest self-supported dome in the world. A statue of the Independent Man atop the dome represents Rhode Islanders' independent spirit. The building contains historic relics, flags, cannons, and a Gilbert Stuart portrait of George Washington. Nearby, the Roger Williams National Memorial contains a Visitor Center featuring exhibits and slides about Williams's life and the history of Providence. Historic buildings in the area include the Old State House, the First Baptist Church, where Brown University commencement ceremonies are held, and the Joseph Brown House. Benefit Street, laid out in the 1750s, preserves a mile-long stretch of historic houses in a variety of styles, including John Brown House, considered one of the finest eighteenth-century houses in the country and now the headquarters of the Rhode Island Historical Society. The College Green at Brown University is lined with Colonial and Greek Revival buildings. Market House in Market Square was the focal point of colonial Providence where townspeople gathered to buy produce and exchange news and gossip. The Governor Henry Lippitt House Museum, an impeccably preserved Renaissance Revival mansion, is available for tours on Fridays or by appointment.

West of the downtown area, the 430-acre Victorian-style Roger Williams Park contains a chain of 10 lakes; flower gardens; 9 miles of drives; and a zoo with an aviary, tropical greenhouses, and an African Savannah exhibit. The zoo is the third oldest zoo in the country, and works with the American Zoo and Aquarium Association to protect and breed endangered species, including red wolves and Madagascar lemurs. *Juliett 484,* a former Soviet cruise missile submarine, is open for tours at Collier Point Park.

Arts and Culture

Providence has been hosting concerts and dramatic performances since 1761. Continuing this tradition, the Providence Performing Arts Center and the Providence Civic Center offer Broadway shows, classical, rock, and pop music concerts, and dance performances throughout the year. The Rhode Island Philharmonic presents concerts throughout the year at Veteran Memorial Auditorium. The nationally acclaimed Trinity Repertory Company, the largest and oldest permanent ensemble in the country and recipient of a Tony award, presents classic and contemporary works at the restored Lederer Theater during a 12-production season. The Providence Performing Arts Center, a former Loews theater built in 1928, hosts touring Broadway productions, music, dance and film programs. Other performing groups include the Festival Ballet, Newgate Theater, the Sandra Gamm-Feinstein Theatre, and the Perishable Theatre, at the AS220 Arts Complex.

The history, architecture, and decorative arts of Rhode Island are interpreted through changing exhibits at the Museum of Rhode Island History, housed in an 1822 Federal mansion. The Museum of Art of the Rhode Island School of Design features a wide-ranging collection of works from ancient to modern times from cultures around the world. The Providence Children's Museum features hands-on exploration exhibits in a former textile factory in the Jewelry District. The Museum of Natural History and Planetarium Rhode Island Black Heritage Society holds periodic displays

on local history and sponsors discovery tours of African American roots in the state. A small collection of American furniture, silverware, and paintings is on display at Pendleton House adjacent to the museum. The school also maintains Woods-Gerry Mansion as an example of nineteenth-century residential architecture; exhibit galleries are located on the ground floor. At Brown University, the David Winton Bell Gallery presents permanent and loan exhibits of historical and contemporary art.

Many of the local galleries and museums have banded together to create a monthly event called Gallery Night. A free art trolley loops throughout the city and stops at participating galleries, art shops, and museums for visitors to come and go as they please.

Festivals and Holidays

Gardeners eager for the planting season await the the Rhode Island Spring Flower and Garden Show at the Convention Center in February. Providence begins its festival season with Columbus Day on Federal Hill, celebrating the city's Italian community. June brings the Festival of Historic Houses, including candlelight house and garden tours, and Convergence X, a week-long celebration of the arts. Also in June is Festival del Sancocho, celebrating Latino culture, music and food. On select evenings throughout the spring and summer, the city's Waterfire exhibit features about 100 ''singing bonfires'' mounted along the newly revitalized riverfront in downtown Providence. Burning torches are accompanied by music designed specifically for the display. Volunteers move up and down the river on a small barge rekindling the torches as they burn during the course of an evening's performance. In August the juried Rhode Island International Film Festival is held in various venues in the area.

In late October or early November is the Great International Beer Competition, held at the Rhode Island Convention Center. Special holiday festivities are held throughout the month of December, culminating in First Night Providence on December 31, a city-wide, family-oriented welcome to the New Year featuring music, art, dance, parades, and fireworks.

Sports for the Spectator

The Providence Civic Center is home to the American Hockey League's Providence Bruins, playing in the Atlantic Division. It is also home to the Providence College Friars basketball team. Rhode Islanders enthusiastically follow the University of Rhode Island, Brown University, and Providence College intercollegiate football and basketball teams. Nearby Pawtucket is the home of the Pawtucket Red Sox Triple-A farm team of baseball's American League Boston Red Sox. The dogs run year-round at Lincoln Greyhound Park in nearby Lincoln. The Montfgolfier Day Balloon Regatta is held in November.

Sports for the Participant

An abundance of fresh and salt water make Rhode Island and the Providence area a boating, swimming, fishing, and skin diving paradise. More than 60 percent of the state is woodlands and meadows, and Providence itself maintains 104 parks, offering opportunities for camping, picnicking, horseback riding, hiking, bicycling, tennis, and golf. Facilities for winter sports of all kinds are easily accessible from Providence. The Harvard Health Downtown 5-K run is held in October. The Fleet Skating Center, a rink twice the size of the one in New York's Rockefeller Center in the heart of downtown at Kennedy Plaza, is a 14,000-square-foot year-round outdoor facility which offers both ice-skating and roller-skating, as well as skating lessons.

Shopping and Dining

America's first enclosed shopping mall, the Arcade, built in 1820, is located in downtown Providence. Cited by the Metropolitan Museum of Art as one of the finest commercial buildings in historic American architecture, the three-story Grecian structure offers 40 shops and restaurants. The Providence Place Mall features anchor stores Nordstrom's, Filene's, and Lord & Taylor, and houses a food court, a restaurant complex, a 16-screen movie complex, and a 400-seat IMAX theater.

Providence's Little Italy section is a friendly neighborhood of Italian shops and restaurants. The Davol Square Marketplace, formerly a rubber factory, has been restored and now houses upscale shops and restaurants. The area around the Rhode Island School of Design has grown into a thriving art community. Nearby towns Lincoln, Cranston, and Warwick contain large malls.

Providence's ethnic tradition is reflected in the wide variety of ethnic restaurants in the city, featuring Italian, Greek, Portuguese, and Chinese cuisines, among others. Because of the city's proximity to the Atlantic coast, seafood is a local specialty.

Visitor Information: Providence/Warwick Convention and Visitors Bureau, 1 Exchange Street, Providence, RI 02903; telephone (401)274-1636. Rhode Island Tourism Division, One West Exchange, Providence, RI 02903; telephone (401)222-2601; toll-free (800)556-2484

Convention Facilities

The Rhode Island Convention Center offers a total of 365,000 square feet, with 100,000 square feet of exhibit space, a 20,000-square-foot ballroom, and an additional

17,000 square feet of meeting space. The Center is within walking distance of 1,500 hotel rooms. Five major hotels in the city offer meeting space; a 345-room Westin Hotel offers 17,000 square feet of meeting space, including two ballrooms, and can accommodate groups up to 800 people. Another interesting facility is the Roger Williams Park Casino, a historic preserved social hall, with the park's bandstand available and a seating capacity of 300.There are dozens of lodging establishments within a short distance of the downtown area. Campus meeting facilities at area colleges are also available.

Convention Information: Providence/Warwick Convention and Visitors Bureau, 1 West Exchange Street, Providence, RI 02903; telephone (401)274-1636; toll-free (800)233-1636. Rhode Island Convention Center Authority, telephone (401)458-6000; fax (800)458-6500

Transportation

Approaching the City

Theodore Francis Green State Airport, 10 miles south of Providence, handles all of Rhode Island's commercial air traffic. The airport, rebuilt in 1996, is serviced by 12 carriers with more than 200 incoming and outgoing flights daily. Boston's Logan Airport is also fairly accessible from Providence for international travel. Providence is served by Amtrak on the Regional line, and the Acela high-speed train service connects Providence to Boston, New York, Philadelphia, and Washington D.C., stopping in cities along the way. The city is also served by the Massachusetts Bay Commuter Rail, which travels to Boston's South Station. Several bus lines provide interstate service. Interstate routes 95, 195, and 295 provide easy access by car.

Traveling in the City

The east side of Providence, although hilly, is compact, and walking tours of historic sites are possible. A series of public improvements, completed in 1994 as part of the Capital Center Project, has facilitated the movement of buses, pedestrians, and automobiles in downtown Providence. The Rhode Island Public Transit Authority provides bus service in the city and across the state. The Providence LINK is comprised of two trackless trolley lines, the Green Line and the Gold Line, and connects major attraction and shopping areas. A special way to see the city is by Venetian gondola trip along the Woonasquatucket and Providence rivers, through La Gondola.

Communications

Newspapers and Magazines

The city's principal daily newspaper is *The Providence Journal,* which is published mornings. *Providence Business News,* a weekly tabloid, covers business, politics, and the arts in southeastern New England. Other publications include *Rhode Island Monthly,* the *Providence Phoenix,* and *College Broadcaster.* The American Mathematical Society publishes several journals in Providence.

Television and Radio

Television viewers in Providence may choose from five network affiliates, one public broadcasting station, and two independent stations. Cable service is also available. Twelve AM and FM radio stations, including a college station, provide formats ranging from big band music to progressive rock, talk, ethnically-oriented, and public radio programming.

Media Information: *The Providence Journal,* 75 Fountain Street, Providence, RI 02902; telephone (401)277-7000

Providence Online

City of Providence home page. Available www.providenceri.com

Greater Providence Chamber of Commerce. Available www.provchamber.com

Providence *Journal.* Available www.projo.com

Providence Public Library. Available www.provlib.org

Providence Schools. Available www.providenceschools.org

Providence/Warwick Convention and Visitors Bureau. Available www.providencecvb.com

Waterfire. Available www.waterfire.org

Selected Bibliography

Arnold, James N., ed. *Narragansett Historical Register: A Magazine Devoted to the Antiquities, Genealogy and Historical Matter Illustrating the History of the State of RI and Providence Plantations* (Heritage Books, 1994)

Avi, *The Man Who Was Poe: A Novel* (New York: Orchard Books, 1989)

Warwick

The City in Brief

Founded: 1642 (incorporated 1931)

Head Official: Mayor Scott Avedisian (R) (since 2000)

City Population
1980: 87,123
1990: 85,427
2000: 85,808
2004 estimate: 87,683
Percent change, 1990-2000: 0.4%
U.S. rank in 1990: 255th (2nd in state)
U.S. rank in 2000: 328th (2nd in state)

Metropolitan Area Population (Providence-Fall River-Warwick, RI-MA)
1980: 1,072,725
1990: 1,134,352
2000: 1,188,613
Percent change, 1990-2000: 4.8%
U.S. rank in 2000: 39th

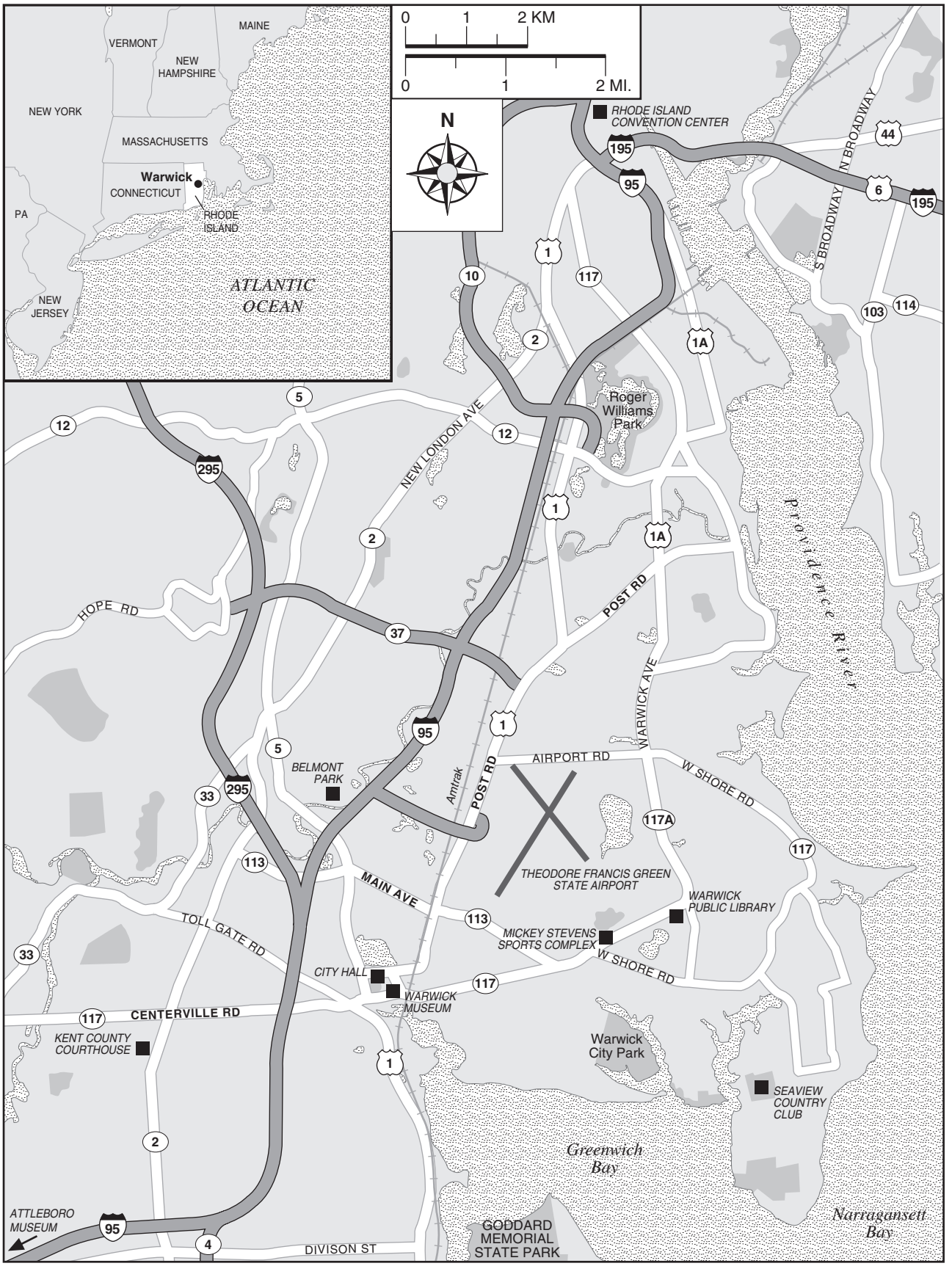
Area: 20.53 square miles (2000)
Elevation: 64 feet above sea level
Average Annual Temperature: 48.7° F
Average Annual Precipitation: 19 inches rain; 35.5 inches snowfall

Major Economic Sectors: Education and health services, financial services, wholesale and retail trade, manufacturing
Unemployment Rate: 4.8% (April 2005)
Per Capita Income: $23,410 (1999)

2002 FBI Crime Index Total: 2,931

Major Colleges and Universities: Community College of Rhode Island, New England Institute of Technology

Daily Newspapers: *The Kent County Daily Times*


MAINE
VERMONT
NEW HAMPSHIRE
NEW YORK
MASSACHUSETTS
Warwick
CONNECTICUT
RHODE ISLAND
PA
NEW JERSEY
ATLANTIC OCEAN
0 1 2 KM
0 1 2 MI.
N
RHODE ISLAND CONVENTION CENTER
N BROADWAY
S BROADWAY
Roger Williams Park
NEW LONDON AVE
HOPE RD
POST RD
WARWICK AVE
providence River
BELMONT PARK
Amtrak
AIRPORT RD
W SHORE RD
THEODORE FRANCIS GREEN STATE AIRPORT
WARWICK PUBLIC LIBRARY
MAIN AVE
TOLL GATE RD
MICKEY STEVENS SPORTS COMPLEX
CITY HALL
WARWICK MUSEUM
CENTERVILLE RD
KENT COUNTY COURTHOUSE
Warwick City Park
SEAVIEW COUNTRY CLUB
Greenwich Bay
ATTLEBORO MUSEUM
GODDARD MEMORIAL STATE PARK
DIVISON ST
Narragansett Bay

Introduction

Warwick may at first glance seem ''connected at the hip'' to nearby Providence, but the small city has a long, proud history as a colonial outpost, a roost for revolutionary rabble-rousers, and a mecca for manufacturing. Like the rest of Rhode Island, Warwick was founded by independent and free-thinking people seeking a refuge from religious intolerance. What they found in Warwick was a site of transcendental beauty and power, situated on a saltwater bay and fast-flowing rivers. The pioneer qualities that created Warwick have served it well in its evolutionary journey over the decades, as it has transformed from a rough manufacturing town to a sophisticated city attracting financiers and tourists while still appreciating a home-town atmosphere.

Geography and Climate

Warwick is located in central Rhode Island on the northwest end of the Narragansett Bay, a natural harbor to the north of the Rhode Island Sound. Thirty-nine miles of coastline distinguish the city, including the shore along the Providence River that borders the northern and eastern edges of Warwick. Thirty separate villages make up the municipality of Warwick.

The entire state experiences four distinct seasons; the bay moderates the climate, making this area of the state somewhat warmer in the winter and cooler in the summer. The weather is of the kind described by meteorologists as humid continental. Hurricanes occur every 15 years or so, and hail is infrequent.

Area: 20.53 square miles (2000)

Elevation: 64 feet above sea level

Average Temperatures: January, 28.7° F; July, 73.3° F; annual average, 48.7° F

Average Annual Precipitation: 19 inches rain; 35.5 inches snowfall

History

Going Its Own Way

Warwick and the rest of Rhode Island started out as part of the western coast of Africa more than 500 million years ago. Tectonic forces gradually moved what is now Rhode Island toward the North American continent where it collided and stuck, creating the Appalachian Mountains in the process. A series of ice ages changed the landscape over time through the approach and retreat of glaciers, which scraped a channel into the land that separated an archipelago from the mainland and filled what is now Narragansett Bay. About 3,000 years after the glaciers cleared out, humans moved in; evidence indicates that people have been living in the greater Warwick area for somewhere between 10,000 and 12,000 years. These hunter-gatherers transitioned into the native tribes more familiar today, with the Narragansett (members of the Algonquian tribe) Indians being the primary occupants of the Rhode Island area before Europeans settled the area.

The first European known to have visited the Narragansett Bay area was Giovani Verrazzano, who briefly touched down in the region during an expedition in 1524. Dutch explorer Adriaen Block navigated and mapped the Narragansett Bay about 80 years later, and Dutch fur traders followed to capitalize on the abundant resources in the region. Exposure to European-borne diseases began to take a toll on the resident native tribes, and the debilitated Indians started to let go of territories to willing buyers. In 1642, the Narragansett tribe sold the site where Warwick now stands to a group led by Samuel Gorton. Gorton was a man of extreme religious views, and he not only quarreled with authorities in Massachusetts but also with his fellow religious refugees in the newly-formed Rhode Island colony. So, Gorton and his followers found their own corner of Rhode Island, soon to be joined by other independent-minded or persecuted groups.

The state's reputation as a haven for individualists earned it the nickname ''Rogues Island,'' particularly when coupled with Rhode Island's encouragement of privateering during wartime. Warwick also contributed to the notorious ''Triangular Trade'' perpetrated in Newport in which Caribbean molasses was imported to Newport, where it was made into rum that was shipped to Africa to trade for slaves, who were then transported to the Caribbean to be sold for molasses that would make its way back to Newport. Rhode Island remained the leading slave trader of the colonies until a partial ban was placed on importation of slaves in 1774; in 1784, Rhode Island enacted legislation that declared free all children born to slaves in the state, thus gradually emancipating the enforced workers about 55 years before the Civil War.

In the 1760s the Triangular Trade and maritime industries were flourishing along coastal Rhode Island, interesting the British government. A series of laws were enacted to limit the molasses, sugar, and rum trades; Rhode Island entrepreneurs responded by taking to smuggling. British customs officials stepped up enforcement activities, until one particularly aggressive British ship, *The Gaspee,* ran aground in the

Narragansett Bay while chasing smugglers. Warwick locals set fire to the ship as a protest against British interference with the trade of the colonies—this was a seminal event leading up to the American Revolution.

Warwick gave the American War of Independence one of its most noted patriots in Nathanael Greene, who was second in command to General George Washington. With a victory in the War of Independence, the colonies had to figure out how to organize themselves; Rhode Island was the last of the original 13 colonies to ratify the proposed constitution, out of concern for loss of state's rights and because the dominant Quaker culture was opposed to the compromise it required on the issue of slavery. But sign Rhode Island did, independently deciding to ban slavery over the ensuing five years. Ironically, the cotton mill spurred the area's industrial revolution in the late 1700s, using materials gained by the back-breaking forced labor of imported Africans.

In spite of the contradiction, Warwick and other towns on water (which functioned then as the primary source of power) built textile and metalworking mills. The War of 1812 and other conflicts made goods from abroad difficult to obtain, making Rhode Island cloth, lace, jewelry and other items the only available in town. Warwick and similar communities benefited from their position near ports that could move their wares up and down the coast. The expansion of railroad systems later in the 1800s facilitated movement of Rhode Island-produced goods to points west. Jobs in the mills pulled in former agricultural workers seeking a better pay-off for their labor and recent immigrants, particularly the Irish, who were looking for work. The incoming homogenous groups created the villages that comprise modern-day Warwick, as they settled in separate communities that retained the flavor of homes far away.

The mid-1800s were a time of prosperity and industrial progress for Warwick and Rhode Island. The Triangular Trade had been replaced by the China Trade, with locally-produced goods such as textiles and crops being traded in Asia for exotic items. Here at home, the country had begun to fracture, however, and Rhode Island was somewhat torn when it came to picking a side. Warwick and a number of other Rhode Island towns had woven themselves wealth and reputation in textile mills supplied by southern, slave-owning plantations. Concurrently, Rhode Island had pre-emptively abolished slavery and had a large contingent of Quakers pushing for the state to join the Union. When the war commenced in 1861, Rhode Island sided with the blue and again contributed mightily to the war effort, while also seeing a marked increase in need for cloth and worked metal produced in its factories.

A Modern Warwick Emerges

Warwick industry continued to boom after the Civil War; at the same time, the region became more accessible to more people with the development of the automobile and continued expansion of passenger train service. Warwick's lovely beaches started to generate a buzz as a tourist destination, no doubt assisted by the proximity of Newport and its yachting set. World War I took a toll on the population of Warwick, but local industry received another boost that lasted until the Great Depression hit in the late 1920s. Mills closed abruptly, and displaced workers found themselves building local schools and roads as part of government aid programs.

World War II stimulated the economy again to some extent, and Warwick was back to moderate levels of industrial production and residential construction. T.F. Green Airport was commandeered by the U.S. Army in a move that, along with Newport's Naval installation, generated a major military presence in the small state that is still felt today. Control of the airfield was returned to the State of Rhode Island in 1946.

The end of the war heralded a significant shift in Warwick—families from the Providence area, attempting to escape the travails of big city life, started to migrate into Warwick, creating a need for expanded infrastructure, housing, and schools. Retail trade gradually began to develop into the fastest growing economic sector; the Midland Mall (now called the Rhode Island Mall) and the Warwick Mall put Warwick on the map and attracted shoppers from across the New England region.

After enduring a series of natural disasters—hurricanes in 1954 and 1955, and a record snowfall in 1978 that shut down the city for several days—Warwick continues to hum along, not to the sound of factories and mills but to the whir of cash registers at the largest malls in the state. Even more than the siren call of good shopping deals, visitors and new residents are drawn to Warwick by the water, the ebb and flow of which reflect the history of this tough, adaptable town.

Historical Information: Warwick Historical Society, 25 Roger Williams Circle, Warwick, RI 02888; telephone (401)467-7447. Rhode Island Historical Society, 121 Hope Street, Providence, RI 02906; telephone (401)273-8107

Population Profile

Metropolitan Area Residents (MSA)
1980: 1,072,725
1990: 1,134,352
2000: 1,188,613
Percent change, 1990-2000: 4.8%
U.S. rank in 2000: 39th

City Residents

1980: 87,123
1990: 85,427
2000: 85,808
2004 estimate: 87,683
Percent change, 1990-2000: 0.4%
U.S. rank in 1990: 255th (2nd in state)
U.S. rank in 2000: 328th (2nd in state)

Density: 2,417.2 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 81,695
Black or African American: 996
American Indian and Alaskan Native: 213
Asian: 1,281
Native Hawaiian and Pacific Islander: 15
Hispanic or Latino (may be of any race): 1,372
Other: 506

Percent of residents born in state: 75.8% (2000)

Age characteristics: (2000)
Population under 5 years old: 4,640
Population 5 to 9 years old: 5,222
Population 10 to 14 years old: 5,670
Population 15 to 19 years old: 4,958
Population 20 to 24 years old: 4,074
Population 25 to 34 years old: 10,994
Population 35 to 44 years old: 14,804
Population 45 to 54 years old: 12,738
Population 55 to 59 years old: 4,583
Population 60 to 64 years old: 3,567
Population 65 to 74 years old: 7,101
Population 75 to 84 years old: 5,629
Population 85 years and over: 1,828
Median age: 40 years

Births (2000)
Total number: 917

Deaths (2000)
Total number: 961 (of which, 6 were infants under the age of 1 year)

Money income (1999)
Per capita income: $23,410
Median household income: $46,483
Total households: 35,517

Number of households with income of . . .
less than $10,000: 2,441
$10,000 to $14,999: 2,197
$15,000 to $24,999: 3,997
$25,000 to $34,999: 4,332
$35,000 to $49,999: 6,234
$50,000 to $74,999: 8,349
$75,000 to $99,999: 4,326
$100,000 to $149,999: 2,651
$150,000 to $199,999: 528
$200,000 or more: 488

Percent of families below poverty level: 13.7% (15% of which were female householder families with children under 5 years)

2002 FBI Crime Index Total: 2,931

Municipal Government

The city of Warwick functions under the mayor-council form of government, with nine council members elected by and representing the nine city wards. Elections for both the mayor and council members are held every November in even-numbered years, making terms in office two years in duration. The mayor is elected by the general populace of Warwick.

Head Official: Mayor Scott Avedisian (R) (since 2000; current term expires 2006)

Total Number of City Employees: 900 (2005)

City Information: City of Warwick, Warwick City Hall, 3275 Post Road, Warwick, RI 02886; telephone (401)738-2000

Economy

Major Industries and Commercial Activity

Warwick is one of Rhode Island's major manufacturing zones, home to textile factories, metal fabrication centers, and electronic plants. However, Rhode Island's retail trade industry has increasingly centered in Warwick and the city has become more of a bedroom community for Providence workers. As the city moves into the twenty-first century, finance and high-tech industries are gaining a foothold and appear, along with tourism, to be the wave of the future in Warwick.

In 1996, the nonprofit Central Rhode Island Development Corporation (CRIDCO) was formed to counter downsizing in the local defense industry. The Corporation is dedicated not just to the support of existing manufacturers and industries, but also to the identification and attraction of growth-oriented industries. To this end, CRIDCO offers a Manufacturers Roundtable, during which business owners can discuss strategies, brainstorm problems, and develop joint

projects. The Food Manufacturers Network brings together local food producers to cut costs by sharing resources and consult with experts in the field. CRIDCO is in the process of creating a Hi-Tec/Bio-Tec Network that will provide support for entrepreneurs and small business owners.

Items and goods produced: Diecast machinery and tools; human resource, finance, and inventory control software technology; jewelry; seafood

Incentive Programs—New and Existing Companies

Both the city of Warwick and the state of Rhode Island are invested in attracting and keeping viable businesses, with a particular emphasis on companies that are doing international business or who are in the high-tech industry.

Local programs—The municipal government offers the Warwick Export Development Program as a support for businesses that are engaging or would like to engage in international trade. Services included are an international trade data network, seminars, consulting reports, and a global link program. The U.S. Small Business Administration has housed local Small Business Development Centers within chambers of commerce across Rhode Island. The Central Rhode Island Chamber of Commerce in Warwick assists businesses in accessing capital, provides professional development workshops, helps with marketing strategies, and coordinates trade shows.

State programs—Rhode Island provides a corporate income tax rate reduction for those firms increasing employment. Manufacturers and trade service firms paying above average wages or investing significantly in work training are able to take a 10 percent credit on purchased or leased equipment. Businesses may also take a significant credit for expenses for approved job training programs. Creativity is rewarded by income tax exemption for writers and artists who sell their works. Research and development activities may also be eligible for tax credits under a variety of programs administered by the Rhode Island Economic Development Corporation. Restoration of historic buildings as businesses or residences may qualify for tax breaks, as may businesses located in certified mill buildings. Other state programs offer benefits to businesses that provide adult education, that create apprenticeship opportunities, or that are engaged in manufacturing, particularly within the areas of defense, medical instruments, or pharmaceuticals.

Job training programs—The Rhode Island Department of Labor & Training provides employers and small businesses with counseling and direct access to federal and state training, labor market information, recruitment and skills enhancement programs, and grants. The state additionally coordinates services to dislocated workers, foreign workers, youth who wish to be employed, and military veterans. The state maintains a large database of available jobs for those seeking employment. The Workforce Partnership of Greater Rhode Island supports the Department of Labor & Training by assisting businesses and industries in grant writing, goal-setting, job fair coordination, creation of school-to-work linkages, and employee training to address critical skill shortages.

The Tech Collective marshals the resources of high-tech companies and educational institutions across the state of Rhode Island, in an effort to provide workforce development in support of technology businesses. In the Warwick area, the nonprofit agency has partnered with the Central Rhode Island Chamber of Commerce and the Warwick Career and Technical Center to coordinate programs such as the Groundhog Job Shadow Day, technology partnerships that train workers in innovative industries such as biomanufacturing, a Grrl Tech program that encourages young women to enter and remain in the field, and Principal for a Day, in which a business or civic leader has the opportunity to get to know a local school.

Among other services, the Central Rhode Island Development Corporation also offers training assistance for the local workforce.

Development Projects

In 2004 the state of Rhode Island received $856,000 in federal money to create a wireless communication system to increase security of ports in the Narragansett Bay area. The U.S. Department of Homeland Defense supplied the funds, and Lockheed-Martin acted as consultant in the design of the project, which ultimately will employ video cameras, text messaging, and voice communication capabilities linked with motion, biochemical, and underwater sensors. Once complete, the system could serve as a model for other ports across the nation.

T.F. Green State Airport handles the bulk of passenger air travel in Rhode Island and the number of people passing through its gates is expected to double within the next 20 years. As a result, airport authorities have formulated a 20-year master plan that identifies facilities necessary for the airfield to remain in compliance with the Federal Aviation Administration. The master plan lists an expanded terminal with twice the current capacity, a new 500-foot main runway, a new parallel runway, additional terminal road access, and enhanced parking structures. The plan is not without its detractors—a Concerned Airport Neighbors group has been involved in public meetings regarding noise issues, and an environmental impact study is being conducted to determine how the proposed expansions will affect wetlands and traditional tribal grounds in the path of construction.

The Rocky Point Amusement Park gave Warwick thrills since original developer Captain William Winslow began to

add attractions in 1847. Over time, the park saw a virtual parade of carnival acts and rides, including rollercoasters, houses of horror, flumes, and a saltwater pool. The park was decimated by a hurricane in 1938 and was rebuilt, only to face closure in the 1990s. Now, the site is being reborn via an ambitious redevelopment project to build a resort that will incorporate some of the amusement park's entertainment aspects. The project will cost an estimated $175 million and will include a holistic healing center, a tribute to Rocky Point Amusement Park, a retail mall, an artist village, ''A Taste of Rhode Island'' cuisine center, an amphitheater, a hiking trail system, and other features. Planning and discussion have been ongoing since 2003, and construction was expected to be complete in summer of 2007.

Commercial Shipping

T.F. Green Airport in the Warwick/Providence area offers some shipping resources, with airlines such as Continental, American and United onsite. Boston's Logan International Airport is approximately 70 minutes from Warwick and provides access to a number of national and international cargo carriers. On an annual basis, Logan moves more than 364,000 metric tons of cargo and mail. The airport is part of Foreign Trade Zone #27, allowing for temporary storage of imported goods that are exempt from full U.S. Customs scrutiny. For water transport, Warwick is only minutes away from the Port of Providence, which has been increased to a 40-foot depth in order to accommodate medium and deep-draft vessels. The Port can handle any type of cargo, has approximately 300,000 square feet of warehouse capacity, and offers 25 wharves and docks.

Located at the center of the state's superhighway system, Warwick is a hub for ground transportation of goods. Interstates 95 and 295 serve as the primary access to and from the Warwick area. A number of over-the-road freight transporters operate in the Warwick-Providence area. The United Parcel Service maintains a huge presence in Warwick and is one of the area's largest employers. The Providence & Worcester Railroad hauls cargo regionally, with a focus on waste and scrap and the capacity to carry stone, chemicals, and fabricated materials.

Labor Force and Employment Outlook

Warwick's population tends to be educated, a little older on average, and more experienced vocationally as a result. The 2000 U.S. census reported that 85 percent of Warwick residents had earned a high school diploma or its equivalent, while more than a quarter of the citizens went on to earn a bachelor's degree or higher. Statewide, it is anticipated that overall employment will increase by 11.5 percent by the year 2012, with significant gains in construction, professional and technical services, healthcare and social assistance, leisure and recreation businesses, and accommodation and food service industries. It is anticipated that manufacturing jobs will fall by approximately 13.5 percent by 2012, the only employment sector in which there are projected losses.

The following is a summary of data regarding the Providence-Fall River-Warwick, RI-MA metropolitan statistical area labor force, 2004 annual averages.

Size of nonagricultural labor force: 581,300

Number of workers employed in . . .
natural resources and mining: 300
construction: 25,600
manufacturing: 75,700
trade, transportation and utilities: 102,700
information: 11,700
financial activities: 37,200
professional and business services: 60,900
educational and health services: 106,900
leisure and hospitality: 58,900
other services: 26,500
government: 74,900

Average hourly earnings of production workers employed in manufacturing: $13.45 (April 2005)

Unemployment rate: 4.8% (April 2005)

Largest employers	*Number of employees (2004)*
Kent Memorial Hospital	2,300
Citizens Bank Warwick Call Center	1,000
United Parcel Service	1,000
Metropolitan Life Insurance	950
City of Warwick	900
Leviton Manufacturing Co., Inc.	840
WalMart	800
Community College of Rhode Island	687
J.C. Penney Co., Inc.	550
Kenney Manufacturing Company	550
Metlife Auto and Home Insurance	500
Autocenter Imports (Inskip)	350

Cost of Living

In a small state like Rhode Island, housing is at a premium and housing costs reflect that scarcity. The local legislature is continually under pressure to reduce the amount of property taxes that are paid in Rhode Island. When combined with salaries that aren't significantly higher than other states across the nation, it would appear that Warwick has a relatively high cost of living.

2004 (3rd Quarter) ACCRA Average House Price: $472,818 (Providence, RI)

2004 (3rd Quarter) ACCRA Cost of Living Index: 127.7 (U.S. average = 100.0) (Providence metro)

State income tax rate: 3.75% to 9.9%

State sales tax rate: 7%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $14.81 per $1,000 assessed market value

Economic Information: Central Rhode Island Chamber of Commerce, 3288 Post Road, Warwick, RI 02886; telephone (401)732-1100. Rhode Island Economic Development Corporation, One West Exchange Street, Providence, RI; telephone (401)222-2601

Education and Research

Elementary and Secondary Schools

Warwick Public Schools (WPS) expresses in its mission statement its desire to create individualized learning experiences for its diverse students while preparing them for the higher-tech workplace of today. The school district has cultivated relationships with institutions of higher learning in an effort to facilitate the transition from high school to college, and the district has additionally created the Warwick Area Career and Technical Center as a resource for both preparing students in grades 10 through 12 for college coursework as well as providing students with skills that will serve them well immediately in employment. In total, WPS graduated 93 percent of its students in 2003.

Warwick Public Schools also administers an Adult Learning Center that is housed at the Warwick Area Career and Technical Center facility. The center offers GED preparation, English as a Second Language instruction, and vocational training for adult learners.

The following is a summary of data regarding the Warwick public schools as of the 2004–2005 school year.

Total enrollment: 11,993

Number of facilities
elementary schools: 20
junior high schools: 3
high schools: 3
other: 2

Student teacher ratio: 13:1

Teacher salaries
minimum: $31,025
maximum: $55,973

Funding per pupil: $11,132

Five private Catholic schools and three independent private schools operate in the Warwick area, along with one school for students of all ages with special needs. The J. Arthur Trudeau Center provides respite care, case management, an applied behavior analysis program for children with autism, vocational skills training, community support service, and home-based therapy for clients.

Public Schools Information: Warwick Public Schools, 34 Warwick Lake Avenue, Warwick, RI 02889; telephone (401)734-3000

Colleges and Universities

The main campus of the Community College of Rhode Island (CCRI) is located in Warwick, operating as a public two-year institution of higher education that offers associate's degrees and certifications in nursing, legal studies, computer science, chemistry, dental health, foreign languages and cultures, mathematics, and more. Most credits can be transferred to a four-year university if desired. CCRI enrolls approximately 16,000 students per year and has a faculty of 300. The New England Institute of Technology (NEIT) in Warwick was founded in 1940; during the past 60-some years, technology has progressed at astonishing speed, and NEIT is designed to assist students in keeping up the pace. The private, nonprofit institution offers bachelor's of science and associate's degrees in 29 programs including mechanical engineering, architectural building engineering, programming technology, interior design, digital recording arts, software engineering, video and radio production, and business management technology. NEIT strongly emphasizes practical application of theoretical concepts as its primary teaching strategy.

Nearby Providence, Rhode Island, is home to a number of vocational schools, community colleges, and universities, including Johnson & Wales, a private nonprofit institution with a student body of 16,084 and 58 undergraduate degree programs. Associate's and bachelor's degrees can be obtained in business, technology, education, and hospitality. The culinary arts program at J & W is renowned for turning out chefs such as Emeril Lagasse of Food Network fame. The university also offers graduate programs such as a Masters in the Art of Teaching, a Doctorate in Education, and a Masters in Business Administration. Brown University in Providence enrolls 7,595 students in undergraduate and graduate degree programs as well as its medical school. The Rhode Island School of Design, a private art and design institution, offers undergraduate and graduate degrees in 18 disciplines such as apparel design, ceramics, photography, sculpture, and furniture design. Providence is also home to several schools focusing on the medical professions of radiology, sonography, nuclear medicine, and nursing.

Libraries and Research Centers

The Warwick Public Library contains approximately 200,000 texts, more than 8,000 audio-visual materials, and more than

500 periodic subscriptions. The central library branch is located on Sandy Lane, and three branch libraries are situated in Warwick villages such as Apponaug. The library coordinates story hours and children's activities throughout the year. Located in another of Warwick's many villages, the Pontiac Free Library offers 20,000 books, 500 audio-visual materials and 50 subscriptions to its public. The Free Library has been serving Pontiac and surrounding villages since 1884; programming now includes storytelling for children, summer reading challenges, and a book discussion group. The modern library offers patrons internet access.

The Warwick campus of the Community College of Rhode Island has access to more than 100,000 volumes and 600 periodicals through the interlibrary loan system, which allows students at one campus to borrow materials from other campuses. Specialized collections include Academy Award-winning movies from 1990 to the present.

Brown University in Providence coordinates a library system containing more than six million items. Humanities and social sciences resources are located in the university's John D. Rockefeller Jr. Library, while medical students conduct their literature reviews in the Sciences Library. Special collections, such as rare books and Americana, are housed in the John Hay and John Carter Brown Libraries. The university received $110 million in research dollars during fiscal year 2003, funding projects through NASA, the National Science Foundation and the Departments of Defense and Energy, to name a few. Increased lab space, completed in 2004, has enhanced the university's ability to participate in research in the areas of marine biology, life science, and computational molecular biology. Other specialized libraries are within easy reach of Warwick, with the Health Library at Kent County Hospital, the U.S. Naval War College Library in Newport, and the Rhode Island State Law Library in Providence.

Public Library Information: Warwick Public Library, 600 Sandy Lane, Warwick, RI 02889; telephone (401)739-5440

Health Care

Kent Hospital in Warwick has been serving the Kent County area since 1951 as an acute care nonprofit medical facility. Expansions over the years have brought the number of licensed beds at the hospital to 359 at present, and a major renovation of the emergency department in 2004 has increased the patient care bays to 46. The hospital's Women's Care Center is in the process of remodeling in 2005, with the postpartum rooms being updated with a more homey, welcoming feel. Kent Hospital's hyperbaric medicine chamber is a resource for all of southeastern New England for the treatment of carbon monoxide poisoning. The hospital additionally provides extended coronary care, wound recovery treatment, oncology and chemotherapy services, and diagnostic imaging.

The Visiting Nurse Association of Care New England provides home healthcare options such as preventive, short-term, chronic, and terminal care. Nutritional consultation, occupational and physical therapy, spiritual counseling, and respite services are available along with general nursing attention to patients' medical issues. Warwick is also served by two walk-in medical clinics, a variety of specialists, several veterinary practices, and a range of alternative healthcare providers including acupuncturists, massage therapists, reflexologists, and naturopaths.

The Kent Center in Warwick coordinates outpatient, day treatment and partial hospitalization for the treatment of alcoholism and substance abuse. The program accepts adolescent and adult clients from a variety of referral sources and specializes in treatment of dually diagnosed clients.

Recreation

Sightseeing

Each of Warwick's 30 distinctive villages has something to offer the sightseer—historic Pawtuxet Village is the oldest in New England and was home to the rabble-rousers who burned the British customs ship, *The Gaspee,* at the start of the American Revolutionary War. Pawtuxet also served as a stop on the Underground Railroad for escaped slaves prior to and during the Civil War. Warwick City Park is located in the Buttonwoods district, with more than 120 acres of nature trails, beaches, and bike routes. Buttonwoods beaches hosted parties in the 1800s that made New England clambakes popular. The Oakland Beach neighborhood provides access to more beaches and seashore activities, while the Conimicut Village features Conimicut Point Park and Lighthouse. The lighthouse is still operational and in use, thus not open to the public; however, it remains a picturesque and historical structure in a wild and beautiful setting. Apponaug Village once abutted the western wilderness beyond the original Warwick settlement but now is considered the downtown and houses the Victorian-era Warwick City Hall with its six-story clock tower. The Warwick Museum is located in Apponaug as well, with historical exhibitions and displays arranged in the circa-1912 Kentish Artillery Armory building which was built with two wall openings for its Revolutionary War-era cannons.

The Warwick Neck Lighthouse is the last traditional lighthouse built in Rhode Island. Located at the bottom of Warwick Neck, the 1827 lighthouse is still in use today, and also not open to the public. Regardless, its history, dramatic location, and charming exterior continue to attract visitors. The John Waterman Arnold House is a fine example of architecture in the late 1700s; the clapboard house has two stories containing a beehive oven, wall niches in the winding stairwell, a fireplace, and paneled walls. This structure is now home to the Warwick Historical Society.

The Industrial Revolution started spinning at Slater Mill in nearby Pawtucket. A living history museum acknowledges the contribution Samuel Slater made to the manufacturing industry locally when he constructed the first cotton mill in the state. Demonstrations of nineteenth-century waterpower, arts, crafts, and gardening take place during daily tours from March through October.

The Roger Williams Park Zoo in Providence is the third oldest zoo in the country and now contains a polar bear habitat, a collection of bison, and the Marco Polo Trail. The Trail recreates Marco Polo's three-year exploration through Asia and combines the zoological experience with history and culture.

The State of Rhode Island has developed a Heritage Trail system that provides sightseers with efficient, educational, and fun routes to follow throughout the state. The Warwick Heritage Trail runs from the upper Narragansett Bay into the western hills of Rhode Island, encompassing a number of the historical sites mentioned above. Trail maps can be obtained from Warwick City Hall. Tours by water can be an excellent way to get the big picture of Warwick and can be arranged for small or large groups.

Arts and Culture

The Warwick Museum of Art in the downtown Apponaug Village coordinates showings by Rhode Island painters, sculptors, photographers, and ceramicists in addition to exhibitions by artists from across the nation and the globe. Performance art shows also are held in the museum, including poetry and prose readings and comedy troupe acts. The Museum School provides art workshops and classes for students of all ages throughout the year. Complements Art Gallery in Warwick offers art consultation services, exhibitions, and art sales to private individuals and corporations.

In nearby Providence, the Waterfire exhibit must be seen to be believed. The award-winning ''fire sculpture'' consists of 100 bonfires suspended just above the surface of the three rivers that run through downtown, illuminating an expanse of urban public spaces and parks. Fire tenders silently maintain the blazes, dressed all in black for increased drama, and the entire experience is a feast for the senses. The Rhode Island School of Design in Providence is home to an eclectic collection of art ranging from antiquarian times to the contemporary. The nearly 80,000 works are international and are in every variety of media, including sculpture, textiles, painting, and photography.

Also in Providence and recently restored to its original 1928 opulence, the Providence Performing Arts Center (PPAC) was originally a Loew's Movie Palace and now is home to touring Broadway shows, theatrical offerings of all sorts, current and classical movies, and concerts. The PPAC contains a rare Mighty Wurlitzer organ to accompany screenings of silent films. The Providence Black Repertory Company stages performances year-round at its theatre center, with professional productions that celebrate the creativity and unique view of black theatre in the U.S. The Trinity Repertory Company in Providence produces annual performances of *A Christmas Carol* and a summer Shakespeare Project, along with seven other shows throughout its season. The Trinity stages its productions in the restored 1917 Majestic Theatre and provides educational outreach programs to local schools.

The Narragansett Bay Chorus makes its home in Providence at the Providence Performing Arts Center, but the group sings throughout Rhode Island and neighboring states. Performances are *a capella* in the barbershop quartet style. Opera Providence is in its sixth season as a professional-level opera company, staging comic and tragic operas such as *Carmen, La Boheme,* and *Porgy and Bess.* Festival Ballet of Providence puts on four performances per season in addition to its annual production of *The Nutcracker.*

Arts and Culture Information: Providence/Warwick Convention and Visitors Bureau, One West Exchange Street, Providence, RI 02903; telephone (401)274-1636; toll free (800)233-1636

Festivals and Holidays

BrightNight Providence is the biggest New Years party in Rhode Island, with more than 160 performers such as jugglers, acrobats, musicians, and magicians. At the end of March or in early April, Shawomet Baptist Church's Easter sunrise services are held at the Warwick Neck Lighthouse. The Warwick area then kicks off summer with frequent clambakes, seafood festivals, and the Gaspee Days Festival, held over the Memorial Day weekend. The colonial history of Pawtuxet and Warwick's other villages is celebrated with costume contests, fireworks, an arts and crafts fair, reenactment of the burning of *The Gaspee,* and a golf scramble. The same weekend, Oakland Beach puts on a festival as well. Pawtuxet hosts a Kayak Regatta in mid-June, with prizes awarded in several categories. The June Festival Del Sanchoco in Providence showcases the Latino community in a party centered around a flavorful stew. Recipe competitions, music, booths, crafts, and entertain-

ment make this a family-friendly event. Warwick's Summer Concert Series is held on Wednesday nights from mid-June through mid-August. Also in mid-August, cinema buffs can cool off in an air-conditioned theater while enjoying the Rhode Island International Film Festival, a six-day juried art show with entries from across the planet in categories such as animated short, documentary, and feature presentations. The festival is accompanied by the Providence Film Festival, which acknowledges local film producers.

Downtown Warwick welcomes fall with the Apponaug Festival, held in the historic village at the center of the city in September, followed by the three-day St. Gregory the Great Parish Festival. Providence welcomes the Halloween season with the Rhode Island International Horror Festival in late October. Short films, documentaries, and scary cinema of all varieties are screened at the Columbus Theatre, with a juried competition among entrants. The Great International Beer Competition and Festival takes place in November; Providence is home to this celebration of the grain, in which more than 50 local, regional, national and international breweries compete for top honors in 10 categories. November is also the month for the Warwick Annual Indoor Powwow, featuring dances, costumes, and foods of the native people who first populated the region. The weekend of Veterans Day features the historical remembrances of the Warwick Heritage Festival.

Sports for the Spectator

Baseball fans may need to commute a short distance to get their fix, but just north of Providence is the home of the Pawtucket Red Sox, a AAA affiliate of the Boston Red Sox baseball franchise. The stars of tomorrow (and sometimes yesterday) play home games at McCoy Stadium. For fans who want to see the baseball stars of today, the 2004 champion Boston Red Sox and storied Fenway Park are a mere 50 miles to the north.

The Providence Bruins compete in minor league hockey in the American Hockey League. An affiliate of the Boston Bruins, the Providence team plays its home games in the Dunkin' Donuts Center. The Boston Bruins play in the National Hockey League and over the years have featured standout players such as Bobby Orr and Ray Borque, who went on to win the Stanley Cup as part of the Colorado Avalanche. Other professional teams in Boston are the Celtics (NBA basketball), the New England Patriots (NFL football and winners of three recent Superbowls), and the New England Revolution (Major League Soccer).

Brown University in Providence competes in the Ivy League of Division I of the National Collegiate Athletic Association, with men's and women's programs in basketball, crew, ice hockey, lacrosse, soccer, fencing, track, and swimming. Boston's universities and colleges also sponsor varsity sports.

Sports for the Participant

Warwick boasts 39 miles of coastline and dozens of marinas, making boating one of the major recreational activities. Anchorage is good in Greenwich Cove and Warwick Cove, where sailors can pilot their own vessels, rent a boat, or take instruction. Rental canoes and kayaks can also be obtained for exciting or leisurely outings on the bay or rivers, depending on the section attempted. Many of the city and state parks are excellent spots for fishing, and anglers can either go after marine varieties like swordfish, bluefin tuna, and striped bass or freshwater fish such as black bass, rainbow trout, and yellow perch. Saltwater swimming, surfing and boogie boarding can be enjoyed at Goddard Memorial State Park, Oakland Beach Park, and City Park Beach. For a more leisurely water experience, take a lazy float down the Providence River on a gondola, leaving from Citizens Plaza in Providence.

The City of Warwick coordinates more than 850 acres of recreational facilities, including bike paths, 56 ball fields, 39 tennis courts, 32 basketball courts, 2 ice rinks, 8 parks, 53 playgrounds, and an Olympic-sized swimming pool. The Mickey Stevens Sports Complex alone houses two bocce courts, two basketball courts, a baseball field, two indoor ice rinks, an indoor pool, six tennis courts, and a jogging track. Local golf courses are located at Goddard State Park (a nine-hole public course), Potowomut Golf Club (an 18-hole private course), the Seaview Country Club (nine holes that are semi-private), and the Warwick Country Club (private course with 18 holes).

Hiking and bird-watching can be had both at Goddard State Park near Warwick and across the Narragansett Bay at the Prudence and Patience Islands Wildlife Management Area in Bristol, Rhode Island.

Shopping and Dining

Warwick has become a retail trade monster, home to two of Rhode Island's largest malls. The Warwick Mall on Bald Hill Road is anchored by four department stores—Macy's, JCPenney, Filene's and Old Navy. An expansive food court and hundreds of national chain shops draw shoppers from throughout the New England region. The somewhat smaller and more discount-oriented Rhode Island Mall next door on Bald Hill Road contains a WalMart and a Kohl's department store. Pontiac Mills adds a historical touch to the shopping experience—an eclectic mix of shops, boutiques, galleries, antique stores, art dealers, and custom furniture purveyors are now resident in the renovated former textile mill that once housed the Fruit of the Loom company. Pawtuxet Village has also cultivated a quaint feel in its shops, coupled with an unbeatable harbor view. Ann & Hope Outlet Plaza is a Warwick original; opened as the first discount self-service store, Ann & Hope has evolved into a collection of deep-

discount retail outlets. Other shopping meccas include Bald Hill Commons, Bald Hill Plaza, CompUSA Plaza, Greenwich Village, Marketplace Center, Summit Square, and Warwick Commons.

Seafood is big in Warwick, both literally and figuratively—chowder houses, fish 'n' chips stands, clam shacks, and lobster eateries abound. A local delicacy, the quahog is a large and tasty hard-shell clam that is often featured in Warwick clambakes. As a reflection of Warwick's immigrant past, a wide menu of ethnic cuisines are served, with an emphasis on Chinese fare and Italian dishes. Restaurant ambience ranges from fast-food sites to fine bistros in upscale settings. Several locally-owned coffeehouses round out the offerings, and a visit to Johnson & Wales' fine culinary institute in Providence might yield the opportunity to get a foretaste of great chefs to come.

Convention Facilities

The place for exhibitions and tradeshows is the Rhode Island Convention Center in Providence; four halls offer a combined 100,000 square feet of space in which up to 500 booths can be erected. The space can be modified to accommodate small meetings or massive tradeshows as required, and the facility is equipped to handle all related audio-visual needs. In-house catering is available, and a loading dock and parking garage complete the arrangements for large-scale events.

The historic Aldrich Mansion overlooking Narragansett Bay in Warwick offers an elegant alternative meeting site, with a 230-seat capacity and a European cuisine dining. In nearby Cranston, groups from 50 to 2,500 people can participate in meetings, tradeshows, seminars, or social functions at Rhodes-on-the-Pawtuxtet, a ballroom and gazebo that were once part of a resort-class complex of facilities. The ballroom offers 22,000 square feet of flexible space and fine in-house cuisine is available for events.

Transportation

Approaching the City

T.F. Green State Airport handles more than a million passengers yearly, making it the busiest airfield in Rhode Island. The airport is served by major airlines such as American, Continental, Delta, and United in addition to regional charters. The city of Warwick is in the process of developing plans to build an Amtrak station near the airport. Amtrak currently passes through Warwick and provides passenger rail service. Boston's Logan International Airport is approximately two hours from Newport and provides access to all points across the country and the globe. In 2003, the airport saw 22,778,495 passengers move through its portals. Travelers coming to Warwick by car primarily access the city via Interstates 95 and 295. Regional bus service is coordinated through the Rhode Island Public Transit Authority, and Greyhound Bus Company caters to the national traveler.

Traveling in the City

Warwick was built on a section of land that projects out into Narragansett Bay, and its street grid reflects this with a slight bent to the northeast. Warwick Neck Avenue and Tidewater Drive are two primary north-south arterials within the city center, and state highway 117, Sandy Lane, and Rocky Point Avenue run east-west. Bus service within Warwick is coordinated by the Rhode Island Public Transit Authority, while the City of Warwick operates the Transwick program, providing rides to residents 55 years of age or older who have a disability or who lack access to other means of transportation. Taxi service is readily available through a menu of providers, and efforts are being made to improve existing bike paths that run along the Washington Secondary rail line from West Warwick, through Warwick, to Cranston. The vision of bike path advocates is to join the Washington Secondary trail with the Blackstone River Bikeway that runs through Providence. The Warwick-East Greenwich Bicycle Network links the north end of Warwick with the southeast village via a system of bike paths.

Communications

Newspapers and Magazines

The daily paper serving Warwick and the greater Kent County area is *The Kent County Daily Times,* which is published Monday through Saturday in West Warwick and provides local, state, national, and international news coverage. Folks in Warwick get their community news from *The Warwick Beacon,* which is published two times every week and concentrates on local news, sports, entertainment, and events. *The Narragansett Times* also reports on local news and is published twice a week.

Television and Radio

Television programming is primarily relayed from the Providence area, which is home to a Fox affiliate (WPRI) and an ABC affiliate (WLNE). An NBC affiliate, WJAR, broad-

casts out of Cranston. Other networks and cable channels are available through the cable company that serves the Warwick region.

Warwick is served by one Christian AM radio station, WARV; other AM and FM stations in a broad range of formats are accessible via Providence and Boston.

Media Information: *The Kent County Times,* 1353 Main Street, West Warwick, RI 02893; telephone (401)821-7400

Warwick Online

Central Rhode Island Chamber of Commerce. Available www.centralrichamber.com

City of Warwick. Available www.warwickri.gov

Providence/Warwick Convention & Visitors Bureau. Available www.pwcvb.com

Rhode Island Convention Center. Available www.riconvention.com

Rhode Island Economic Development. Available www.riedc.com

Rhode Island Public Transit Authority. Available www.ripta.com

Rhode Island Tourism Division. Available www.visitrhodeisland.com

Warwick Public School District. Available www.warwickschools.org

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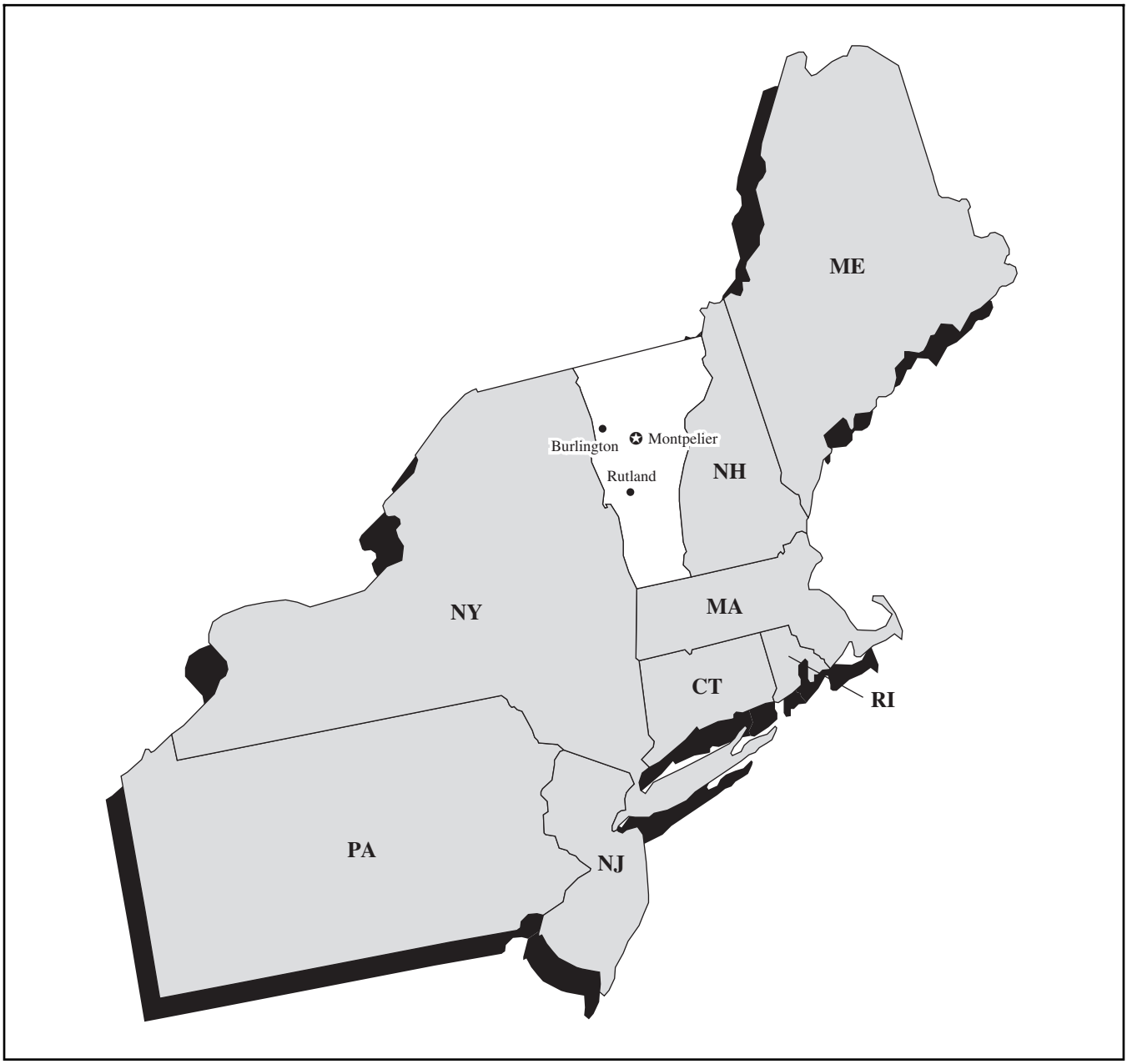
VERMONT

Burlington 523
Montpelier 535
Rutland 545



The State in Brief

Nickname: Green Mountain State
Motto: Vermont, freedom, and unity

Flower: Red clover
Bird: Hermit thrush

Area: 9,614 square miles (2000; U.S. rank: 45th)
Elevation: Ranges from 95 feet to 4,393 feet
Climate: Long, cold winters; warm summers

Admitted to Union: March 4, 1791
Capital: Montpelier
Head Official: Governor James H. Douglas (R) (until 2007)

Population
- **1980:** 511,456
- **1990:** 562,758
- **2000:** 608,827
- **2004 estimate:** 621,394
- **Percent change, 1990–2000:** 8.2%
- **U.S. rank in 2004:** 49th
- **Percent of residents born in state:** 54.3% (2000)
- **Density:** 65.8 people per square mile (2000)
- **2002 FBI Crime Index Total:** 15,600

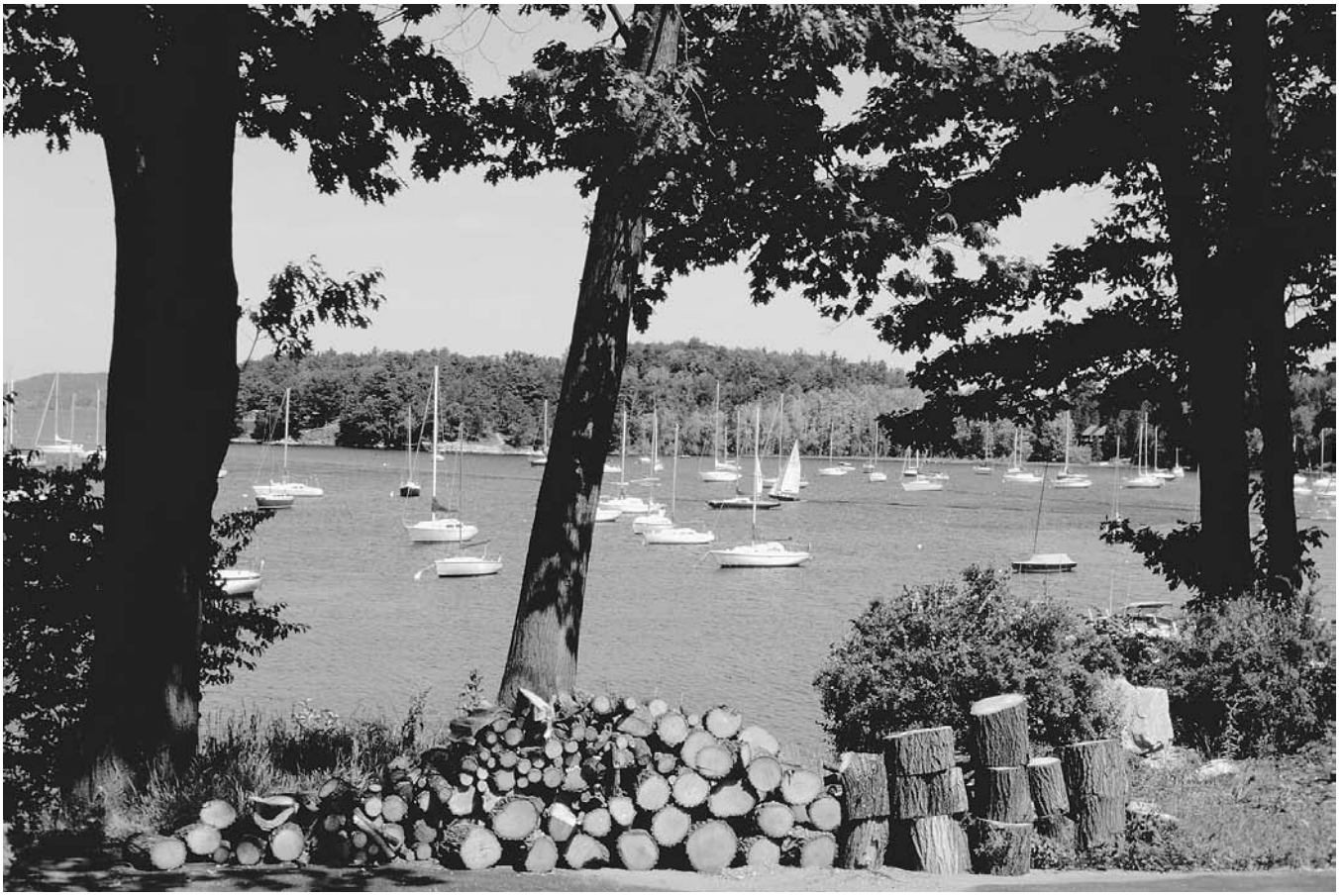
Racial and Ethnic Characteristics (2000)
- **White:** 589,208
- **Black or African American:** 3,063
- **American Indian and Alaska Native:** 2,420
- **Asian:** 5,217
- **Native Hawaiian and Pacific Islander:** 141
- **Hispanic or Latino (may be of any race):** 5,504
- **Other:** 1,443

Age Characteristics (2000)
- **Population under 5 years old:** 33,989
- **Population 5 to 19 years old:** 132,268
- **Percent of population 65 years and over:** 12.4%
- **Median age:** 37.7 years (2000)

Vital Statistics
- **Total number of births (2003):** 6,546
- **Total number of deaths (2003):** 5,068 (infant deaths, 32)
- **AIDS cases reported through 2003:** 250

Economy
- **Major industries:** Services, manufacturing, tourism
- **Unemployment rate:** 3.3% (April 2005)
- **Per capita income:** $30,534 (2003; U.S. rank: 23rd)
- **Median household income:** $43,212 (3-year average, 2001-2003)
- **Percentage of persons below poverty level:** 9.4% (3-year average, 2001-2003)
- **Income tax rate:** 3.6–9.5%
- **Sales tax rate:** 6.0%

Burlington



The City in Brief

Chartered: 1763 (incorporated, 1865)

Head Official: Mayor Peter A. Clavelle (NP) (since 1989)

City Population
1980: 37,712
1990: 39,127
2000: 38,889
2003 estimate: 39,148
Percent change, 1990–2000: −0.6%
U.S. rank in 1980: 590th
U.S. rank in 1990: 675th
U.S. rank in 2000: Not reported (State rank: 1st)

Metropolitan Area Population
1980: 115,308
1990: 151,506
2000: 169,391
Percent change, 1990–2000: 11.8%
U.S. rank in 1980: 224th
U.S. rank in 1990: 218th
U.S. rank in 2000: 183rd

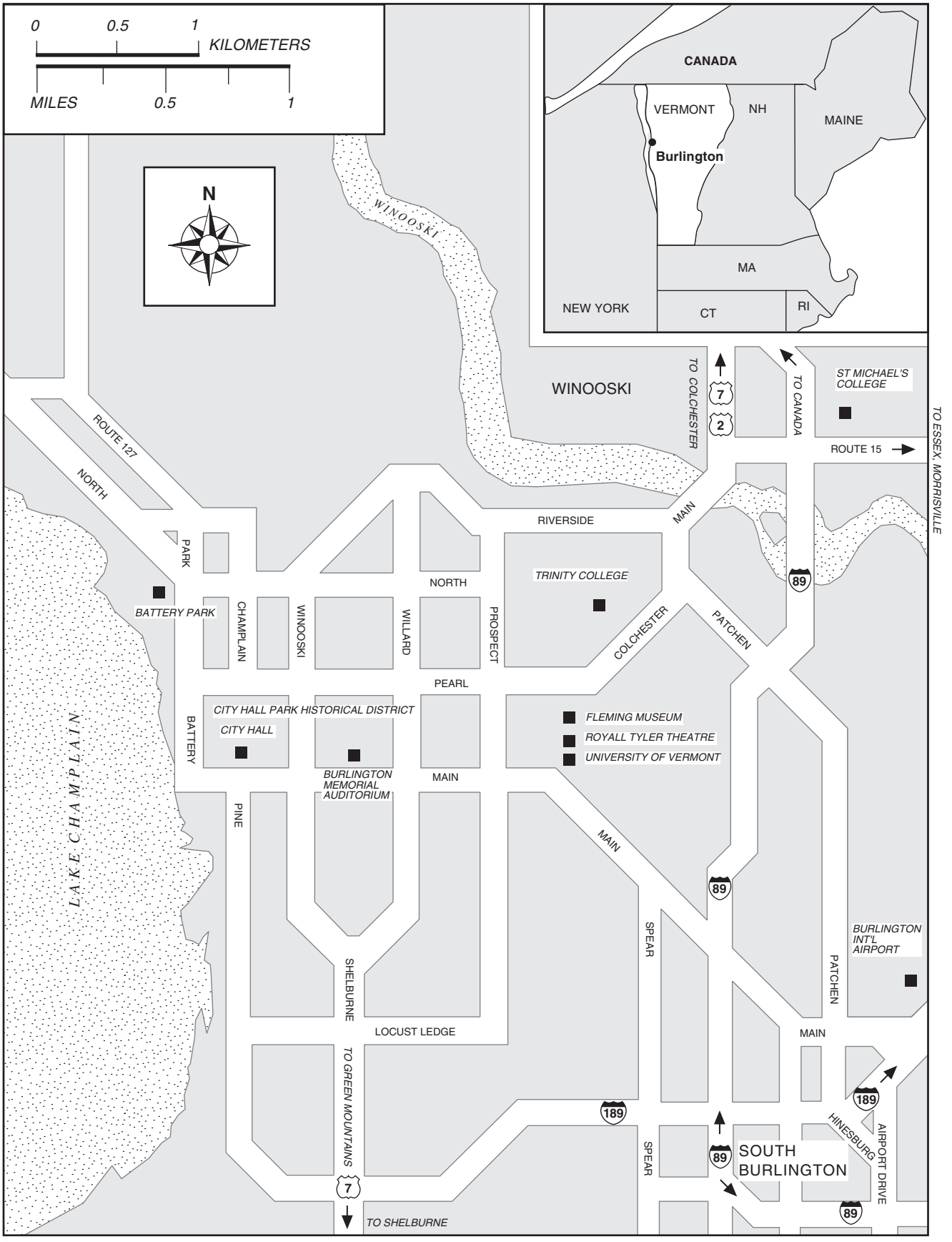
Area: 15.48 square miles (2000)
Elevation: 112 feet above sea level
Average Annual Temperature: 44.6° F
Average Annual Precipitation: 34.5 inches of rain; 78.3 inches of snow

Major Economic Sectors: Services, manufacturing
Unemployment Rate: 3.1% (April 2005)
Per Capita Income: $19,011 (1999)

2002 FBI Crime Index Total: 1,871

Major Colleges and Universities: University of Vermont; Champlain College

Daily Newspaper: *The Burlington Free Press*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ST MICHAEL'S COLLEGE
TO ESSEX, MORRISVILLE
ROUTE 15
ROUTE 127
NORTH
RIVERSIDE
MAIN
PARK
BATTERY PARK
CHAMPLAIN
WINOOSKI
WILLARD
PROSPECT
NORTH
TRINITY COLLEGE
COLCHESTER
PATCHEN
PEARL
CITY HALL PARK HISTORICAL DISTRICT
CITY HALL
BATTERY
BURLINGTON MEMORIAL AUDITORIUM
MAIN
FLEMING MUSEUM
ROYALL TYLER THEATRE
UNIVERSITY OF VERMONT
LAKE CHAMPLAIN
PINE
MAIN
SPEAR
BURLINGTON INT'L AIRPORT
PATCHEN
SHELBURNE
LOCUST LEDGE
MAIN
TO GREEN MOUNTAINS
SPEAR
HINESBURG
AIRPORT DRIVE
SOUTH BURLINGTON
TO SHELBURNE

Introduction

Burlington is the largest city in Vermont and is the state's business, industrial, educational, financial, and cultural center. Situated on the eastern shore of beautiful Lake Champlain near the Green Mountains, Burlington is a port city offering spectacular scenery and year-round recreational opportunities. In the Greater Burlington area, the old lives in harmony with the new as farms that have been in the same family for centuries coexist with industries engaged in space-age technology. The region's population is thriving while the high-level labor force leads to the prosperity of the overall business climate. Burlington's successes have frequently been cited: in 1999, by the Arts & Entertainment Network (A&E) that proclaimed it as ''No. 1 of Top 10 Cities to Have it All,'' along with the 2004 presentation of ''Outstanding Achievement Award'' by the U.S. Conference of Mayors as part of its annual ''City Livability Awards.''

Geography and Climate

Burlington is built on three terraced slopes on the shores of Lake Champlain in northern Vermont. The lake moderates temperatures, relative to the rest of the state, by creating little variance during the four seasons; summers are cool while winter temperatures remain fixed below the freezing mark.

Area: 15.48 square miles (2000)

Elevation: 112 feet above sea level

Average Temperatures: January, 16.3° F; July, 70.5° F; annual average, 44.6° F

Average Annual Precipitation: 34.5 inches of rain; 78.3 inches of snow

History

Lumber Industry Supports Early Economy

Samuel de Champlain, adventurer and captain in the French Navy, was one of the first Europeans to explore the Burlington area. In the spring of 1609 Champlain was led on an expedition by a young Algonquian chief to the great lake of the Iroquois that now bears the name Lake Champlain. When the Iroquois caught sight of the party, a battle ensued into which the French were reluctantly drawn, inspiring the Iroquois animosity that caused them to align with the British against the French during the hostilities that occupied the territory for nearly 150 years over control of the area. In 1764 England's King George III ruled that the disputed land in Vermont, at various times claimed by kings, governors, and land speculators, belonged to New York. Burlington had been chartered a year earlier but few people lived there. Among them was Ethan Allen who, to prevent Vermont from being annexed by any other state, formed the Green Mountain Boys. This group began to drive New Yorkers off the disputed lands, but their efforts were interrupted by the outbreak of the American Revolution in 1775. The Green Mountain Boys were called upon to assist Connecticut Captain Benedict Arnold in seizing the cannon at nearby Fort Ticonderoga for transport to Boston, where the rebels required artillery for their battle against the British. Despite this assistance, Vermont as a whole remained a fiercely independent territory, and following the signing of the Declaration of Independence in 1776 by the original 13 colonies, Vermont declared itself an independent republic. In 1791, however, Vermont agreed to join the Union, becoming the first new state after the original colonies.

By the early 1800s Burlington, which had been laid out by Ethan Allen's brother Ira, was capitalizing on the abundant lumber in the region, carrying on a lively export business with Canada. The War of 1812 disrupted the city's economic life when President Thomas Jefferson ordered an extension on the trade embargo with the British to include trade with Canada, thus foreclosing the major economic outlet of the Burlington region. Citizens ignored the embargo, smuggling goods across the border. This situation, which might have resulted in Vermonters aligning themselves with Canada against the United States government, was resolved when the British were defeated on Lake Champlain in 1814.

By 1830 lumber supplies in the Burlington area were nearly depleted; the city shifted to importing timber for finishing into boards and wood products for shipment elsewhere. By the mid-nineteenth century, Burlington was the third largest lumber mart in the country, attracting many settlers of French-Canadian descent. In 1850 St. Joseph's in Burlington became the first French-Catholic parish in the United States. At the same time, the arrival of the railroad in Burlington portended the decline of water-borne commerce. The railroads brought products that could be sold for less than the small manufacturers in Burlington needed to stay solvent, and the trains made it easier for citizens to leave the city for the West, thus beginning Burlington's population decline.

Progressive History Greets High-Technology Industry and Future Economic Stability

Vermont's constitution, based on the liberal views of William Penn, founder of Pennsylvania, included a then-unique

provision prohibiting slavery. During the Civil War of 1861 to 1865 Vermonters proved their dedication to the anti-slavery cause when the state suffered more casualties per capita than any other northern state. Vermont appropriated the then-enormous sum of $8 million to the war effort. The economic effect of that decision was felt for many long, hard years; many more young people moved West.

Burlington's fortunes took a dramatic turn for the better in 1957 when IBM Corporation chose the city as the site of its new plant for the design and production of computer memory chips. Immediately 4,000 jobs were created, and by 1980 the plant provided over 7,000 jobs. The economic wave continued as new recreational facilities and dozens of light industrial firms were built. The state launched a newspaper campaign urging former Vermonters to return home; many of them did.

As Burlington grew, so did concern over the impact of this growth on the environment. In 1969 Vermont voters passed Act 250, a stringent land-use law to restrict the expansion; billboard and bottle bans followed. Act 250 was invoked by Burlington to block a proposed shopping mall backed by New York State developers.

Burlington entered the 2000s a comparatively small and appealing city with an interest in attracting high-technology, manufacturing, and service industries while preserving control of its future. The city continues to be consistently rated highly for its quality of life: a diverse cultural scene, annual festivals, scenic views, historic neighborhoods, and recreational opportunities. These factors have helped to maintain the city's population between 1980 and 2000 as well as fuel the dramatic growth of the region during that same time (47 percent). In turn, residents and business leaders enjoy the positive effects that economic growth and a positive business climate bring.

Historical Information: Vermont Historical Society, 60 Washington St., Barre, VT 05641-4209; telephone (802)479-8500; fax (802)479-8510; email vhs@vhs.state.vt.us

Population Profile

Metropolitan Area Residents

1980: 115,308
1990: 151,506
2000: 169,391
Percent change, 1990–2000 11.8%
U.S. rank in 1980: 224th
U.S. rank in 1990: 218th
U.S. rank in 2000: 183rd

City Residents

1980: 37,712
1990: 39,217
2000: 38,889
2003 estimate: 39,148
Percent change, 1990–2000: −0.6%
U.S. rank in 1980: 590th
U.S. rank in 1990: 675th
U.S. rank in 2000: Not reported (State rank: 1st)

Density: 3,682 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 35,883
Black or African American: 693
American Indian and Alaska Native: 182
Asian: 1,031
Native Hawaiian and Pacific Islander: 8
Hispanic or Latino (may be of any race): 546
Other: 211

Percent of residents born in state: 45.1% (2000)

Age characteristics (2000)
Population under 5 years old: 1,788
Population 5 to 9 years old: 1,826
Population 10 to 14 years old: 1,690
Population 15 to 19 years old: 3,566
Population 20 to 24 years old: 7,343
Population 25 to 34 years old: 6,822
Population 35 to 44 years old: 5,244
Population 45 to 54 years old: 4,073
Population 55 to 59 years old: 1,387
Population 60 to 64 years old: 1,058
Population 65 to 74 years old: 1,936
Population 75 to 84 years old: 1,451
Population 85 years and older: 705
Median age: 29.2 years

Births (2002, Chittenden County)
Total number: 1,600

Deaths (2002, Chittenden County)
Total number: 984 (of which, 2 were infants under the age of 1 year)

Money income (1999)
Per capita income: $19,011
Median household income: $33,070
Total households: 15,869

Number of households with income of . . .
less than $10,000: 2,016
$10,000 to $14,999: 1,225
$15,000 to $24,999: 2,665
$25,000 to $34,999: 2,389
$35,000 to $49,999: 2,706

$50,000 to $74,999: 2,469
$75,000 to $99,999: 1,316
$100,000 to $149,999: 693
$150,000 to $199,999: 170
$200,000 or more: 220

Percent of families below poverty level: 10.4% (45.4% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: 1,871

Municipal Government

Burlington operates under a weak-mayoral form of government. The mayor is elected to a 3-year term while the 14 members of the city council receive 2-year terms. Burlington is the seat of Chittenden County.

Head Official: Mayor Peter A. Clavelle (NP) (since 1989; current term expires April 2006)

Total Number of City Employees: 654 (2005)

City Information: City of Burlington, City Hall, 149 Church St., Burlington, VT 05401; telephone (802)865-7000

Economy

Major Industries and Commercial Activity

Greater Burlington is the industrial, tourist, and financial center of the state. Manufacturing is the largest industry in Burlington, led by the electronics industries that had fueled an industrial boom during the 1990s. This region of Vermont supports nearly one-third of the state's manufacturing employment. The 20-block downtown shopping and residential district alone accounts for 9,000 workers in positions such as service, government, and retail, making it the second largest employment area in the state. The Greater Burlington region contains hundreds of small manufacturers producing a wide variety of products; many national and international manufacturing businesses have plants there that also support attendant service businesses. Tourism is the area's second largest industry; several banks are also headquartered there.

Items and goods produced: electronics and computer parts; food products; textiles; apparel; lumber; paper and wood products; furniture and fixtures; chemicals and allied products; petroleum, coal, rubber, plastic, leather, stone, clay, and glass products; toys; jewelry; primary and fabricated metals; machinery and electrical equipment; instruments.

Incentive Programs—New and Existing Companies

Local programs—Vermont, under the Regional Economic Development Program, has been organized into development districts to provide in-depth assistance to existing businesses and industries interested in locating in the area. Each of these nonprofit development corporations coordinates economic development efforts in the region. The agency responsible for Burlington is the Greater Burlington Industrial Corporation (GBIC). Also assisting local businesses is the Community and Economic Development Office, a department of the city of Burlington, that maintains business guides, offers tax incentives and loans, and advises on general business planning matters.

State programs—The Vermont Economic Development Authority (VEDA) consists of nine members appointed by the governor who facilitate several funding programs, while the State of Vermont's Department of Economic Development fosters business development and overseas trading. In 1998, Vermont passed Act 71, an Act Relating to Education, Taxation and Education Financing that contains a package of financial incentives, the most comprehensive in Vermont's history, designed to stimulate quality growth throughout the State of Vermont. Unlike incentive programs adopted by many states, Vermont's program incorporates a strategic framework that emphasizes quality jobs and symbolizes the state's core values with regard to meaningful employment opportunity. Facilitated by the Vermont Economic Progress Council (VEPC), the statute creates an innovative approval process for awarding tax incentives to both businesses and municipalities for economic development activity. Applications will be approved if they compare favorably to a set of guidelines and show that they will have a net positive fiscal effect. The incentives program is designed to benefit companies that already call Vermont home, with a special focus on small businesses.

Job training programs—The State of Vermont Department of Labor (VDOL) operates Career Resource Centers throughout the state for job-seekers, a free jobs database at Vermont JobLink, and the Workforce Education and Training Fund for both new and active workers while giving employers tax incentives for hiring displaced workers. The Lake Champlain Regional Chamber of Commerce's Learn to Earn program, as part of the Vermont School-to-Work collaborative, strives to enhance economic development and quality of life by focusing on improving the quality of education in the Lake Champlain region through business-education partnerships, School-to-Work transition initiatives, and workforce preparation strategies. It provides Learn to Earn opportunities in a variety of industry-certified

programs including building trades, culinary studies, aviation technology, printing trades, dental assisting, childcare, and others. Students entering these programs receive advanced credits and placements when they enroll in college. Graduates of these partnership programs receive education and training that enables smooth transition into high paying jobs in the community.

The Vermont Small Business Development Center (VtSBDC), partially funded by the federal Small Business Administration (SBA), is available to assist new and existing small businesses with basic training courses and individual counseling; the Chittenden County branch worked with 170 clients in 2003. A field office of the Vermont Manufacturing Extension Center (VMEC) is in Burlington, and offers workshops and counseling to small- and medium-sized manufacturers. The VMEC collaborates with the National Institute of Standards & Technology (NIST), state colleges, and other state agencies.

Development Projects

The city's Community and Economic Development Office (CEDO) creates detailed annual action plans that focus on particular projects and programs throughout the area. Recent developments reported by the CEDO in their 2003–2004 plan include the Innovation Center of Vermont, the Burlington Town Center, and waterfront growth (including a $14 million project involving an inn, theaters, and retail and office space). The vitality of the downtown area can be seen in the planning of 300 new housing units by 2008, and a condominium project. And, according to the proposed 2005 city budget, nearly $1 million in developmental monies have been set aside for improving the ascetics of the downtown area. In transportation, the Burlington International Airport began a $24.8 million expansion in 2003 that included a new parking garage, expansion of a terminal, and the addition of gates; the third phase is still in progress in 2005.

Economic Development Information: Greater Burlington Industrial Corporation, 60 Main St., PO Box 786, Burlington, VT 05402; telephone (802)862-5726; toll-free (800)942-4288; fax (802)860-4288; email gbic@vermont.org. Lake Champlain Regional Chamber of Commerce, 60 Main St., Ste. 100, Burlington, VT 05401; telephone (802)863-3489; toll-free (877)686-5253; fax (802)863-1538; email vermont@vermont.org

Commercial Shipping

Once perceived as a rural area far removed from transportation networks and cut off from important markets, supplies and services, the Greater Burlington area has solidified its position in telecommunications, road, rail, air, and waterborne transport of goods to all areas of the United States, Canada, and worldwide.

An excellent—and scenic—highway system is used by a number of local and long-distance trucking companies offering overnight service to cities as distant as Washington, D.C., Pittsburgh, and Toronto, Canada—roughly 80 million consumers are located within a 500-mile radius of the city. Rail freight service is provided by Vermont Railway, which connects Burlington with three interline carriers including the Canadian Pacific Railway System, and Central Vermont Railway. Modern Burlington International Airport (BTV) offers air freight and expedited air service. Tugboats, barges, and tankers on Lake Champlain and its canals carry cargo to the Port of Montreal, the St. Lawrence Seaway, and south to the Port of New York.

Labor Force and Employment Outlook

Workers in the Greater Burlington area have been described as industrious, dependable, ingenious, and self-motivated. Its labor force has witnessed consistent growth in recent years with the total amount in 2002 of 106,500, representing nearly a third of Vermont's workers. Meanwhile, the city of Burlington's employment level of over 31,000 in 2002 also accounted for a third of Chittenden County's workforce. The greatest gains have been in the service industry which have helped to offset some losses in the manufacturing sector.

One of Vermont's biggest growth industries in the 1990s and 2000s was the ''captive insurance'' business, wholly-owned subsidiaries of large corporations that enable them to control insurance costs. Vermont passed its captive insurance law in 1981 and one captive was formed that year; by 1986 there were 69, and in 1990 there were 215; the number ballooned to more than 700 by the end of 2004.

The following is a summary of data regarding the Burlington and South Burlington, Vermont metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 113,300

Number of workers employed in . . .
construction and mining: 6,100
manufacturing: 15,300
trade, transportation and utilities: 22,000
information: 3,200
financial activities: 5,400
professional and business services: 10,000
educational and health services: 18,100
leisure and hospitality: 10,700
other services: 3,700
government: 19,100

Average hourly earnings of production workers employed in manufacturing: $15.15

Unemployment rate: 3.1% (April 2005)

Largest employers (Burlington metropolitan area)	*Number of employees*
IBM Corporation	6,000
Fletcher Allen Health Care	4,086
University of Vermont	3,137
Chittenden Corp.	1,208
IDX Systems Corporation	750
Ben & Jerry's Homemade, Inc.	735
Napoli Group	680
City of Burlington	654
Verizon	650
Goodrich Corp.	645

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Burlington area.

2004 (3rd Quarter) ACCRA Average House Price: $339,117

2004 (3rd Quarter) ACCRA Cost of Living Index: 117.6 (U.S. average = 100.0)

State income tax rate: 3.6–9.5%

State sales tax rate: 6%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $2.7162 per $100 of value (2005)

Economic Information: Lake Champlain Valley RMO, The Lake Champlain Regional Marketing Organization, 60 Main St., Ste. 100, Burlington, VT 05401; telephone (802)863-3489; toll-free (877)686-5253; fax (802)863-1538; email vermont @vermont.org. Greater Burlington Industrial Corporation, 60 Main St., PO Box 786, Burlington, VT 05402; telephone (802)862-5726; toll-free (800)942-4288; fax (802)860-4288; email gbic@vermont.org. Vermont Department of Labor, PO Box 488, 5 Green Mountain Dr., Montpelier, VT 05601; telephone (802)828-4000; fax (802)828-4022. Community & Economic Development Office, City Hall, 149 Church St., Rm. 32, Burlington, VT 05401; telephone (802)865-7144; fax (802)865-7024; fd@ci.burlington.vt.us

Education and Research

Elementary and Secondary Schools

Burlington's is the largest and most diverse school district in Vermont. The system is overseen by the Board of School Commissioners whose 14 members are elected to two-year terms. Connections with five institutions of higher education, including the University of Vermont and partnerships with a variety of businesses, including IBM, support the high standards for learning in the Burlington schools. On average, teachers in the district hold master's degrees coupled with 15 years of experience.

The following is a summary of information regarding the Burlington public schools as of the 2004–2005 school year.

Total enrollment: 3,532

Number of facilities
elementary schools: 6
junior high/middle schools: 2
senior high schools: 1
other: 4

Student/teacher ratio: 11.8:1

Teacher salaries
average: $50,754

Funding per pupil: $7,264

Chittenden County is also home to a number of parochial elementary and secondary schools along with several dozen private institutions.

Public Schools Information: Superintendent of Schools, Burlington School District, 150 Colchester Ave., Burlington, VT 05401; telephone (802)865-5332; fax (802)864-8501

Colleges and Universities

Burlington is home to the University of Vermont, founded in 1791, which offers more than 90 fields of study in 8 undergraduate divisions and graduate programs, including medicine. The campus resides on 450 acres and educates 8,000 undergraduates, nearly 1,300 graduate students, and about 400 medical students. The College of Medicine received a ninth-place ranking (of 125 medical schools nationwide) in a 2006 survey by *U.S. News and World Report* for its primary care training. Established in 1878, the private Champlain College provides its 1,700 fulltime students 29 undergraduate-degree programs and two master's degree programs. Also located in the city is Burlington College, an alternative liberal arts private college; St. Michael's College, renowned for its theater program; and the Community College of Vermont.

Libraries and Research Centers

Burlington's Fletcher Free Library contains more than 100,000 books along with CDs, audio books, videos, and children's materials. The Romanesque-style Billings Library, built in 1885 and rededicated in 1962 as the Billings Student Center, houses the 12,000-book collection assembled by George Perkins Marsh, author of *Man and Nature,* still regarded as the ecologist's bible. Four libraries at the

University of Vermont boast 1.4 million volumes and 20,000 periodicals along with a variety of other resources, while Champlain College features 60,000 volumes and 6,000 electronic books. Libraries are also maintained by Trinity College, Planned Parenthood of Northern New England, and the National Gardening Association.

Research on heart disease, cancer, and other illnesses is conducted by Fletcher Allen Health Care in conjunction with the University of Vermont College of Medicine. The university also conducts research in such areas as international studies, rural studies, art objects, maple trees and other flora, water needs of cold areas, engineering, business, chemistry, and product development.

Public Library Information: Fletcher Free Public Library, 235 College St., Burlington, VT 05401; telephone (802)863-3403; fax (802)865-7227

Health Care

SELF magazine selected Burlington as the healthiest city in the country in November 2003. In 1995 Fletcher Allen Health Care formed via the integration of former entities Fanny Allen Hospital, Medical Center Hospital of Vermont, and University Health Center. A teaching facility, it includes more than 700 physicians and 1,200 registered nurses and provides a full range of tertiary level inpatient and outpatient services at the Colchester and Burlington campuses. Services offered include cardiology, radiology, kidney dialysis and transplant, rehabilitation, occupational and physical therapy, and a regional laboratory. The Howard Center for Human Services is based in Burlington and offers regional families mental health and crisis support services.

Health Care Information: Fletcher Allen Health Care, Medical Center Campus, 111 Colchester Ave., Burlington, VT; telephone (802)847-0000

Recreation

Sightseeing

The Greater Burlington area offers many architectural landmarks. Examples of distinctive nineteenth-century styles can be seen in the Pearl Street Historic District and the Head of Church Street Historic District. City Hall Park Historic District in downtown Burlington preserves significant buildings from the city's early history, such as Ethan Allen Fire Station and City Hall. The University Green Historic District at the University of Vermont is surrounded by 29 historic buildings; the land was donated by Ira Allen, brother of Ethan, with the stipulation that it be preserved.

Battery Park, the scene of a battle between British and American troops during the War of 1812, offers scenic vistas and sunsets. Ferry cruises of Lake Champlain depart from Burlington Harbor in the Battery Street-King Street Historic District, the city's earliest settled area.

At Shelburne Farms, a 1,000-acre landscape designed by Olmsted offers breathtaking lake and mountain vistas. Vermont products are sold at its visitor's center.

Arts and Culture

A major showcase for the performing arts in Burlington is the 2,600-seat Memorial Auditorium, which holds about 12 major concerts a year, augmented by about 6 to 8 local concerts. Burlington City Arts operates the Firehouse Center for the Visual Arts, displaying a variety of exhibits at the renovated Ethan Allen Firehouse. The Vermont Symphony Orchestra is based in Burlington and performs 50 concerts annually at different venues across the state.

Burlington offers a rich schedule of artistic events throughout the year. The summer music season includes the Vermont Mozart Festival, offering a series of chamber music concerts at varying locales in the region. Banjo and fiddle contests as well as bandshell concerts are also popular. The University of Vermont's 295-seat Royall Tyler Theatre provides a variety of offerings. Summer professional theatrical performances are presented at St. Michael's Playhouse, while the Art-Deco style, 1,453-seat Flynn Theatre is the scene of performing arts events of all kinds all year long. The Lyric Theatre of Burlington and the Lane Performing Artist Series at the University of Vermont are also popular.

The university is home to Robert Hull Fleming Museum, a $15-million collection of more than 20,000 paintings, sculptures, and decorative arts. The Shelburne Museum in nearby Shelburne, a 100-acre complex housing one of the largest collections of Americana in the country, features 39 early American buildings and an extensive display of 150,000 eighteenth- and nineteenth-century artifacts. The Discovery Museum of Essex specializes in hands-on exhibits oriented toward children, and includes a planetarium. For all ages the ECHO at the Leahy Center provides an educational and enjoyable day at the lake aquarium and science center, highlighted by 100 interactive exhibits and 60 species of animals.

Artisans of all kinds have long been attracted to the natural beauty of Vermont, and their works are on display at several arts and crafts galleries in and around Burlington.

Arts and Culture Information: Burlington City Arts, 149 Church St., Burlington, VT 05401; telephone (802)865-7166

The University of Vermont, considered one of the best undergraduate institutions in the country, was founded in 1791.

Festivals and Holidays

Festivals abound in greater Burlington as the area hosts the Lake Champlain Balloon Festival, the Vermont Mozart Festival, and Ben & Jerry's One World One Heart Festival. St. Patrick's Day is marked by the week-long Burlington Irish Heritage Festival. Vermont is the country's leading producer of maple syrup, and the sugaring season is celebrated in nearby St. Albans at the annual Vermont Maple Festival in early April. A parade, art, and activities make for a fun-filled Kids' Day festival in early May for some 15,000 attendees.

At the Green Mountain Chew-Chew, held in June, local eateries prepare ethnic specialties in what is billed as northern New England's largest smorgasbord, attracting about 60,000 people. Also in June is the Discover Jazz Festival with music at various locations throughout the city, and the Art's Alive Annual Juried Festival of Fine Art which presents workshops and demonstrations. July begins with a Fourth of July celebration; the middle of the month features samplings from 25 breweries at the Vermont Brewers Festival. The summer wraps up with the state's largest county fair, the 10-day Champlain Valley Fair for 300,000 people.

Autumn in Vermont is an unofficial festival, when spectacular fall foliage draws visitors from all over the world. Winter brings the Vermont Handcrafters Fair in November in South Burlington at the Sheraton Conference Center, and a Christmas celebration at the Shelburne Museum in early December with music, an old-fashioned magic show, and craft-making. The holiday season is also celebrated by a lighting ceremony of 100,000 lights at the Church Street Marketplace, followed by First Night on New Year's Eve, when downtown Burlington is the scene of a gala featuring parades, fireworks, music, and other family-friendly performances at 32 venues. In February, the Winter Festival offers indoor and outdoor fun highlighted by ice sculpting, sledding, and other events.

Sports for the Spectator

Affiliated with Major League Baseball's (MLB) Washington Nationals, the Class A Vermont Expos, founded in 1994, play from June through September at Centennial Field, located on the campus of the University of Vermont in the New York-Penn League. The Catamounts of the University of Vermont are part of the National Collegiate Athletic Association's (NCAA) Division I with men's and women's programs in hockey, soccer, basketball, baseball, and track events.

Sports for the Participant

Burlington's location on the shore of Lake Champlain, the nation's sixth largest freshwater lake, near the Green Mountains provides a wide spectrum of year-round recreational opportunities. Summer offers boating, golfing, hiking, horseback riding, swimming, and tennis. An eight-mile bike path curves along the lake, traversing parks and three public beaches. Within the city, 30 parks and natural areas occupy 531 acres and offer residents a variety of options. Fishing is popular winter and summer. Burlington is the hub of downhill skiing in the East; cross-country skiing night and day on miles of scenic trails is also possible, as are sleigh rides and snow boarding. Ice skaters can choose among six different outdoor venues as well as indoors at the Gordon H. Paquette Arena in Leddy Park, which also hosts local hockey leagues.

Shopping and Dining

Constructed in 1981, the centerpiece of downtown Burlington is the Church Street Marketplace, a bustling four-block outdoor pedestrian mall lined with more than 100 shops along with restaurants and cafés; among the wares offered are original works by local artists along with retailers such as Banana Republic, Eddie Bauer, and Old Navy. Adjoining the marketplace is Burlington Square Mall, offering 60 specialty stores on 150,000 square feet of space including Filene's Department Store, Gap, and Victoria's Secret. University Mall in South Burlington is the state's largest indoor mall with more than 70 stores and restaurants and featuring major retailers such as JCPenney, Sears, and the Children's Place. Several indoor and outdoor malls and factory outlet stores are located within a seven-mile radius, as are the types of stores for which Vermont is most famous—crafts, antiques, and Vermont-made products.

Burlington's growing sophistication has resulted in a restaurant renaissance, and many establishments, from small chef-owned to classic country inns, offer Vermont-made dairy and other products; fresh lake trout is a local specialty. After dinner visitors may enjoy a stroll to Ben and Jerry's Ice Cream Parlor for a sampling of what a national magazine described as ''the best ice cream in the world.'' On Saturdays between May and October, the Burlington Farmers' Market in City Hall Park brings out an abundance of food from local farmers and bakers along with the wares of craftsmakers.

Visitor Information: Lake Champlain Regional Chamber of Commerce, 60 Main St., Ste. 100, Burlington, VT 05401; telephone (802)863-3489; toll-free (877)686-5253; fax (802)863-1538; email vermont@vermont.org

Convention Facilities

Meeting and convention business is one of the largest segments of Vermont's economy. The Burlington area offers more than 3,000 guest rooms in 34 hotels and motels along with a variety of meeting facilities encompassing about 385,000 square feet to accommodate large and small groups.

A principal meeting place is Memorial Auditorium in downtown Burlington, offering two levels of exhibit space totaling nearly 17,000 square feet. The 1,453-seat Flynn Theatre, also located downtown, is available for lectures, award ceremonies, and live performances. Conferences can be held on the 500-passenger Spirit of Ethan Allen III cruise ship and dining yacht from May through October. Other unique function space is provided at Fleming and Shelburne museums and Shelburne Farms.

Convention Information: Vermont Convention Bureau, 60 Main St., Ste. 100, Burlington, VA 05401; telephone (802)863-3489; toll-free (877)686-5253; fax (802)863-1538; email meetings@vermont.org

Transportation

Approaching the City

Burlington is the air hub of Vermont. Burlington International Airport (BTV), three miles east of the city, is served by seven major airlines traveling to major destinations in New England and the Midwest; about one-half million passengers are served yearly. Amtrak and Green Mountain Railroad provide rail service throughout New England and the New York area. Major highway routes are interstates 89 and 91, and U.S. 7 and U.S. 2. Greyhound/Vermont Transit offers bus service; passenger and auto ferries travel across Lake Champlain between Vermont and upstate New York at three locations, provided by the Lake Champlain Transportation Company.

Traveling in the City

Driving tours of Burlington and its environs are a popular way to see the area, but rush-hour bottlenecks and traffic jams do occur and the prudent visitor may wish to carry a map. The downtown area has ample parking for those who do wish to venture about with 4,000 spaces in lots and garages. A fleet of 47 buses carry about 1.6 million passengers annually and connects Burlington to the surrounding areas, courtesy of Chittenden County Transportation Authority (CCTA); all buses are equipped with bike racks and paratransit services are available.

Communications

Newspapers and Magazines

Burlington's daily newspaper, *The Burlington Free Press,* is published every morning, and the *Vermont Times, VOX* (an arts newspaper), and *Seven Days* (politics and culture) appear weekly while *The Vermont Catholic Tribune* is produced biweekly. Magazines published monthly in Burlington include *National Gardening, Vermont Business Magazine, Vermont Outdoors Magazine,* and *Kids VT,* published 10 times per year.

Television

Television viewers in Burlington may choose from two network affiliates, one public station, and cable service. Four FM radio stations, including one owned by the University of Vermont and another featuring National Public Radio (NPR) programming, and three AM stations broadcast from Burlington.

Media Information: *The Burlington Free Press,* PO Box 10, Burlington, VT 05402; telephone (802)863-3441

Burlington Online

Burlington City Arts (events). Available www.burlingtoncityarts.com

The Burlington Free Press. Available www.burlingtonfreepress.com

Burlington School District. Available www.bsdvt.org

City of Burlington Home Page. Available at www.ci.burlington.vt.us

Community & Economic Development Office, City of Burlington. Available www.cedoburlington.org

Greater Burlington Industrial Corporation. Available www.vermont.org/gbic

Lake Champlain Regional Chamber of Commerce. Available www.vermont.org

State of Vermont, Department of Labor. Available www.det.state.vt.us

Vermont Convention Bureau. Available www.vermont.org/groups

Vermont Department of Economic Development. Available www.thinkvermont.com

Vermont Department of Education School Report (Burlington). Available crs.uvm.edu/schlrpt

Vermont Department of Tourism. Available www.1-800-vermont.com

Vermont Historical Society. Available www.vermonthistory.org

Vermont Life Magazine. Available www.vtlife.com

Vermont Living. Available www.vtliving.com

Selected Bibliography

Baruth, Philip E., *The Dream of the White Village: A Novel in Stories* (Winooski, Vt.: R.N.M. Inc., 1998)

Montpelier

The City in Brief

Founded: 1791 (incorporated, 1895)

Head Official: City Manager William J. Fraser (since 1995)

City Population
1980: 8,240
1990: 8,247
2000: 8,035
2003 estimate: 7,945
Percent change, 1990–2000: −2.5%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Metropolitan Area Population (Washington County)
1980: 52,393
1990: 54,928
2000: 58,039
Percent change, 1990–2000: 5.7%
U.S. rank in 1980: 758th
U.S. rank in 1990: 796th
U.S. rank in 2000: 824th

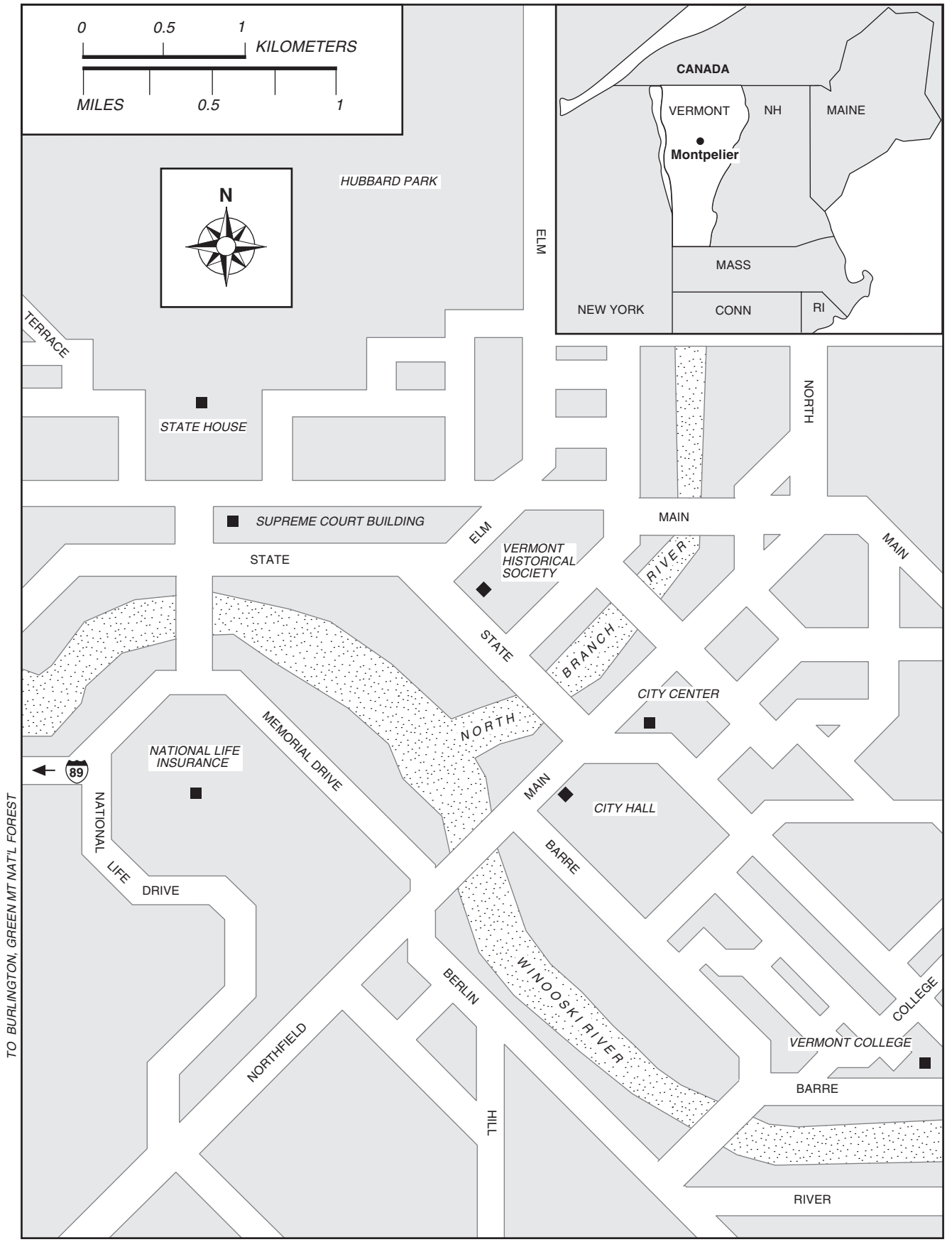
Area: 10.3 square miles (2000)
Elevation: 484 feet above sea level
Average Annual Temperature: 42.8° F (statewide Vermont)
Average Annual Precipitation: Approximately 30 inches of rain; 100 inches of snow

Major Economic Sectors: Government, services, finance, insurance and real estate, manufacturing, tourism
Unemployment Rate: 3.1% (Statewide average, 2005)
Per Capita Income: $22,599 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported

2002 FBI Crime Index Total: Not reported

Major Colleges and Universities: Vermont College of Norwich University; Woodbury College; New England Culinary Institute; Community College of Vermont

Daily Newspaper: *Barre-Montpelier Times-Argus*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MAIN
STATE
BRANCH
CITY CENTER
NORTH
MEMORIAL DRIVE
NATIONAL LIFE INSURANCE
89
MAIN
CITY HALL
NATIONAL LIFE DRIVE
BARRE
TO BURLINGTON, GREEN MT NAT'L FOREST
BERLIN
WINOOSKI RIVER
COLLEGE
VERMONT COLLEGE
NORTHFIELD
BARRE
HILL
RIVER

Introduction

Montpelier is the capital of Vermont and the center of the state's insurance industry. The smallest and possibly most livable of United States capital cities, Montpelier is a cosmopolitan and dignified oasis in a rural and scenic setting. The city's downtown is on the National and State Registers of Historic Places, and *Inc.* magazine recently named it the Top Small City for Doing Business in the United States. The city is traditionally linked to the larger town of Barre, home of the world's largest granite quarry. Montpelier has been recognized as one of the top 100 art towns in the United States.

Geography and Climate

Montpelier is located in a valley on the Winooski and North Branch rivers, which trisect the city, in central Vermont. The city enjoys a four-seasons climate. More than 40 inches of precipitation fall each year, with 30 inches coming as rain and the other 10 in the form of snow, which translates to an annual snowfall of more than 100 inches and a great benefit to the region's long-established ski industry.

Area: 10.3 square miles (2000)

Elevation: 484 feet above sea level

Average Temperatures: January, 19.0° F; August, 69.0° F; annual (statewide) average, 42.8° F

Average Annual Precipitation: Approximately 30 inches of rain; 100 inches of snow

History

Montpelier was settled relatively late in comparison to other Vermont towns. The first permanent settler was Colonel Jacob Davis in 1789. In 1791, the year Vermont entered the union, Montpelier organized itself as a town. It is not known why a town notable for an unusually large number of whiskey distilleries chose the name of a French town notable for wine and brandy, and there are various theories about why Montpelier was chosen by the state legislature in 1805 as the permanent state capital. The theories range from Montpelier's central location to promises of land and money. Some local historians hold that topography explains the development of Montpelier, as four branches of the Winooski River come together there to form what is generally regarded as Vermont's most important river. Since in Vermont roads follow rivers, they explain, the coming together of many roads caused it to become a meeting place for both government and commerce.

The town carried on a thriving trade during the early nineteenth century, attracting craftsmen, factories, sawmills, and ironworks. Nearby Barre's quarries attracted granite workers and sculptors from Italy and Sweden; stonecutters from Spain settled in Montpelier. The coming of the railroad in the mid-1800s stimulated business and brought in the first tourists. At the same time, Dr. Julius Dewey, father of Spanish-American War hero Admiral George Dewey, decided that selling life insurance would be more lucrative than practicing medicine and founded the National Life Insurance Company, now one of the oldest life insurance companies in the world. Following the Civil War of 1861–1865, resort hotels such as the Pavilion in Montpelier attracted visitors from throughout the country, further stimulating Montpelier's economy. The first state publicity service in the country was established in Montpelier in 1891, hurrying the flow of tourism. When the first rope tow in the country powered by a Model T engine was rigged up in Vermont in 1935, the ski industry was born. Montpelier is located near three of Vermont's largest ski areas.

In March 1991, ice floes acting like a dam altered the course of the Winooski River, sending much of it rushing through downtown Montpelier and leaving some areas under six feet of water. Damage was estimated at tens of millions of dollars. Montpelier, in many ways a classic small town, saw its ambitious plans for a riverfront and office park development take shape when construction began in 1997 on the Winooski Riverfront Redevelopment Project. Besides adding acres of parkland, including several hiking and cross-country ski trails, the city has developed some pocket parks. At the dawn of the new millennium Montpelier quietly enjoys its reputation as one of America's most livable cities, with a strong local economy, easy access to beautiful natural surroundings, and minimal growth.

Historical Information: Vermont Historical Society, Pavilion Building, Montpelier, VT 05602; telephone (802)828-2291

Population Profile

Metropolitan Area Residents
1980: 52,393
1990: 54,928
2000: 58,039
Percent change, 1990–2000: 5.7%

U.S. rank in 1980: 758th
U.S. rank in 1990: 796th
U.S. rank in 2000: 824th

City Residents
1980: 8,240
1990: 8,247
2000: 8,035
2003 estimate: 7,945
Percent change, 1990–2000: −2.5%
U.S. rank in 1990: Not reported
U.S. rank in 2000: Not reported

Density: 780.1 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 7,758
Black or African American: 52
American Indian and Alaska Native: 19
Asian: 66
Native Hawaiian and Pacific Islander: 1
Hispanic or Latino (may be of any race): 113
Other: 31

Percent of residents born in state: 48.1% (2000)

Age Characteristics (2000)
Population under 5 years old: 364
Population 5 to 9 years old: 432
Population 10 to 14 years old: 549
Population 15 to 19 years old: 548
Population 20 to 24 years old: 505
Population 25 to 34 years old: 970
Population 35 to 44 years old: 1,292
Population 45 to 54 years old: 1,448
Population 55 to 59 years old: 411
Population 60 to 64 years old: 316
Population 65 to 74 years old: 557
Population 75 to 84 years old: 447
Population 85 years and older: 196
Median age: 40.5 years

Births (2002, Washington County)
Total number: 636

Deaths (2002, Washington County)
Total number: 500

Money income (1999)
Per capita income: $22,599
Median household income: $37,513
Total households: 3,735

Number of households with income of . . .
less than $10,000: 390
$10,000 to $14,999: 282
$15,000 to $24,999: 509
$25,000 to $34,999: 569
$35,000 to $49,999: 688
$50,000 to $74,999: 624
$75,000 to $99,999: 339
$100,000 to $149,999: 235
$150,000 to $199,999: 63
$200,000 or more: 36

Percent of families below poverty level: 7.2% (70% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Montpelier operates under a city-manager form of government. The mayor and six aldermen are elected to two-year terms and appoint the city manager for an unspecified term.

Head Official: City Manager William J. Fraser (since 1995)

Total Number of City Employees: 100 (2005)

City Information: Montpelier City Hall, 39 Main Street, Montpelier, VT 05602; telephone (802)223-9502

Economy

Major Industries and Commercial Activity

Montpelier's economy is dominated by state governmental activities. Approximately 2,300 state employees work in Montpelier—truly remarkable in a city of its size. The presence of state government has led to a large service and retail industry. Higher education and insurance, including the headquarters of National Life Insurance Company, which is among the nation's largest insurance providers, also are significant economic presences. Due to its position at the center of a popular East Coast resort area, as well as being the state capital, Montpelier supports a thriving tourism industry; the Sugarbush and Mad River Glen ski areas are known throughout the northeast. In the Central Vermont region, which includes Montpelier, are manufacturers known worldwide for the production of granite memorials, manufacturers of machinery and instruments for the semiconductor industry, an expanding food-processing industry including the headquarters of Ben & Jerry's Ice Cream, and many other small manufacturers.

Incentive Programs—New and Existing Companies

Local programs—The Central Vermont Economic Development Corporation (CVEDC), one of 12 regional development agencies in Vermont, assists new and existing businesses through programs such as mortgage loans, industrial revenue bonds, and low-interest loan guarantees. The CVEDC is one of just three U.S. Small Business Administration certified development companies in Vermont, and has helped bring more than $46 million in capital investment and 1,200 permanent jobs to the region since its inception in 1976. The City of Montpelier Planning and Development office guides entrepreneurs through the approval process. Through its Community Development Agency, the city administers a business development revolving loan fund, a handicap accessibility loan fund, and other economic development programs, including support of the Montpelier Downtown Community Association. The city also administers several successful housing renovation and home ownership programs to benefit persons of low and moderate income.

State programs—Vermont's tax incentive program offers incentives based on quality jobs. These tax incentives are available based on whether or not the proposed economic development meets certain guidelines, and whether a cost/benefit model analysis points to a positive net fiscal effect on Vermont's tax revenue. The cost benefit model and other functions of the program are mainly coordinated by the Vermont Economic Progress Council. Vermont's Downtown Development Act is an incentive to help benefit Vermont's downtowns with programs for rehabilitation of certified historic or older buildings, sprinkler system rebates, reallocation of sales tax on construction materials, downtown transportation, related capitol improvement fund, planning grant for qualifying for designation, and other state and federal incentives.

Vermont's Act Relating to Education, Taxation and Education Financing provides financial incentives to grow businesses that are the most comprehensive in the state's history. The statute awards tax incentives to both businesses and municipalities for economic development activity, with a special focus on small businesses. The state also offers sales tax exemptions on certain resources vital to industry, including electricity, building materials in excess of $1 million, industrial fuels, and heavy machinery and equipment.

Development Projects

The City of Monptelier and the State of Vermont, working jointly through the City-State Commission, developed the Capital District Master Plan in an effort to identify, encourage, and coordinate mutually beneficial development plans for the Capitol Complex, downtown Montpelier, and the Winooski River corridor. The plan presents recommendations and concepts for meeting the state's projected office space needs, establishing a greenway along the Winooski River, and considering numerous physical improvements to improve pedestrian and vehicular circulation and stimulate downtown redevelopment.

In 2005 the city released information on its Transportation Planning Project, with an eye toward reducing urban sprawl, encouraging alternative modes of transportation to the automobile, and making the city even more bicycle-friendly for both commuters and recreational bicyclists. Plans called for a new Winooski West Bike Path to meet with the existing Winooski East Bike Path at Stone Cutters Way, and in turn to connect with the Central Vermont Regional System that would eventually run all the way to East Barre. In 2002 voters approved $800,000 to be spent on turning the old Carr Lot train depot into a state-of-the-art transit center and public park.

Economic Development Information: Central Vermont Chamber of Commerce, PO Box 336, Barre, Vermont 05641; telephone (802)229-5711

Commercial Shipping

Montpelier is linked to major East Coast and Canadian cities by interstate highways and rail via the New England Railroad. The Burlington International Airport is located less than 40 miles away in Burlington, and corporate planes can fly to Montpelier via the Knapp State Airport in neighboring Berlin.

Labor Force and Employment Outlook

Vermont's labor force is described as productive and loyal with a low rate of absenteeism. Due to its position as the state capital and as a center for various service-oriented businesses, employment in Montpelier is dominated by professional and service-oriented jobs.

Montpelier's workforce is well educated, with nearly 17 percent of its adult residents holding an advanced degree, 50 percent holding a college degree, and 88.4 percent as high school graduates. Workers are well paid compared to regional and state averages. Average household incomes are the highest in Washington County and among the highest in Vermont.

With a preponderance of its jobs in state government, utilities, and education, the economic base for the greater Montpelier region is very stable. But the true advantage is the region's relatively high number of small businesses; there are nearly 2,300 employers in the central Vermont region, plus an estimated 2,500 self-employed workers. The average business in the region employers fewer than a dozen people, which is an advantage because small businesses tend to react to change much more rapidly than larger corporations. Analysts predict that most new jobs in the near future will be in non-manufacturing areas, especially services and trade. Finance, insurance, and real estate should remain stable.

The following is a summary of data regarding the Burlington and South Burlington, Vermont metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 113,300

Number of workers employed in . . .
construction and mining: 6,100
manufacturing: 15,300
trade, transportation and utilities: 22,000
information: 3,200
financial activities: 5,400
professional and business services: 10,000
educational and health services: 18,100
leisure and hospitality: 10,700
other services: 3,700
government: 19,100

Average hourly earnings of production workers employed in manufacturing: $13.65 (statewide average)

Unemployment rate: 3.1% (Statewide average, 2005)

Largest employers (Central Vermont region, 2003)	*Number of employees*
State of Vermont	9,250
Central Vermont Medical Center	1,178
National Life Insurance Co.	1,000
Sugarbush Ski Resort (in season)	980
Rock of Ages Quarries	854
Cabot Cooperative Creamery	575
Washington County Mental Health	560
Green Mountain Coffee Roasters	540
New England Culinary Institute	506

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Montpelier area.

2004 ACCRA Average House Price: Not reported

2004 ACCRA Cost of Living Index: Not reported

State income tax rate: 24% of federal tax liability (2005)

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: $2.65 per $100 of assessed value (2005)

Economic Information: Vermont Department of Employment & Training, PO Box 488, Montpelier, VT 05601-0488; telephone (802)828-4000; fax (802)828-4022. Department of Planning & Development, City Hall, 39 Main Street, Montpelier, VT 05602-2950; telephone (802)223-9506; fax (802)223-9524; email planning@montpelier-vt.org

Education and Research

Elementary and Secondary Schools

The management of the Montpelier public schools is vested in a Board of School Commissioners, which appoints a superintendent. According to the superintendent, test scores of public school students in Montpelier are above state and national norms, and 80 percent of high school graduates go on to college. Each school building is supplemented by an Educational Support Team that assists with academic remediation, behavioral support, and motor and language development. Preschool special education and at-home or daycare education is coordinated through the Essential Early Education System.

The following is a summary of data regarding the Montpelier public schools as of the 2004–2005 school year.

Total enrollment: 1,077

Number of facilities
elementary schools: 1
middle schools: 1
high schools: 1

Student/teacher ratio: 18:1

Teacher salaries
average: $38,636

Funding per pupil: $9,353

Public Schools Information: Superintendent of Schools, Montpelier School District, 58 Barre Street, Montpelier, VT 05602; telephone (802)223-9796

Colleges and Universities

Montpelier is home to Vermont College, which offers a full range of undergraduate majors, coeducational military lifestyle at the Northfield Campus, nationally renowned adult degree and creative writing programs, a nursing program, and the state's only school of architecture at its 35 acre Montpelier campus. In 2001 the 1,000-student Vermont College was acquired by Union Institute and University, which also maintains a campus in Brattleboro, Vermont. The Community College of Vermont is also located on the Vermont College campus and offers associate degrees and other educational services to approximately 900 students annually. Norwich University's adult degree program is also

operated from Vermont College. The New England Culinary Institute, with 400 students, offers an Associate's degree in Occupational Studies and a Bachelor's degree in Service and Management. The school occupies a four-acre Main Street campus. In addition to the main campus, the school owns and operates the Chef's Table and the Main Street Bar & Grill restaurants and the La Brioche Bakery & Cafe downtown. In 2004 the New England Culinary Institute was named Best Cooking School by the International Association of Culinary Professionals. Woodbury College, which offers programs in mediation, paralegal studies, prevention and community development, and psychology is also located in Montpelier. More than half of the seventeen colleges in the Vermont Consortium of Colleges are within 90 minutes of the city.

Libraries and Research Centers

The Kellogg-Hubbard Library, privately endowed in 1894, houses a collection of more than 69,000 items in its Adult Library; its Children's Room offers a collection for ages up to 14.

The Vermont Historical Society Library in nearby Barre holds more than 50,000 volumes on Vermont history, Vermontiana, and New England history and genealogy, as well as photographs and maps. The library's manuscript collection offers letters, diaries, business records, and personal papers documenting the lives of ordinary Vermonters, including a special Civil War collection and documents tracing Vermont's history with the underground railroad. The Historical Society also maintains a museum in Montpelier.

The State of Vermont Department of Libraries has extensive microfiche and software as well as 220,000 volumes on current state and federal statutory law. The Nature Conservancy of Vermont conducts research on rare plants and animals.

Public Library Information: Kellogg-Hubbard Library, 135 Main St., Montpelier, VT 05602; telephone (802)223-3338; fax (802)223-3338; email kellogg_hubb@dol.state.vt.us

Health Care

The health care needs of Montpelier residents are attended to at the Central Vermont Medical Center, which is comprised of the 122-bed Central Vermont Hospital in nearby Berlin, Vermont (a 24-hour acute care facility), the 10-member Central Vermont Physician Practice Corporation, and the Woodbridge Nursing Home. The hospital is staffed by more than 150 physicians and nearly 1,000 full- and part-time nurses, technicians, and other support personnel.

Recreation

Sightseeing

The Montpelier skyline is dominated by the gold dome of the State House, standing out in elegant relief against the surrounding green hills. Dedicated in 1859, the State House is constructed in the Grecian style of granite quarried in Barre; a statue of Ceres, the Roman goddess of agriculture, surmounts the dome; a marble statue of Ethan Allen, a Revolutionary War hero from Vermont, stands at the front entrance. The interior decor is Victorian, with a number of interesting details. Visitors may observe legislative sessions from January to April. Across the street is the Supreme Court Building, an example of modern architecture. On a hill off State Street a few blocks west of the capitol, Green Mount Cemetery was founded in 1854 and has been a memorial for the area's talented sculptors and prominent citizens.

Hubbard Park, behind the State House, offers a good view of the Worcester Mountains and the Winooski River Valley; the park was created through a gift of 125 acres to the City of Montpelier by John E. Hubbard in 1899. Since then several other parcels have been added to the park which now consists of 185 acres and roughly 7 miles of hiking and skiing trails, numerous picnic areas, a soccer and baseball field, a small pond, a sledding hill, and a 54 foot observation tower. The observation tower offers spectacular views of from the highest point in the city.

World War II mementos from the USS *Montpelier* are on view at the second floor of Montpelier City Hall. Architecture buffs may enjoy a stroll through the Vermont College campus, where many fine examples of Victorian architecture are preserved. Montpelier has the largest historic district in Vermont, and walking tours are offered by the Montpelier Heritage Group, the local historical society and preservation organization.

Rock of Ages Quarry in Barre, producer of one-third of the country's memorial granite, offers visitors a surreal view of a working quarry. Nearby Waterbury is home to Ben & Jerry's Ice Cream Factory, which offers tours year-round. The world-famous Cabot cheddar cheese is produced in nearby Cabot, Vermont, where factory tours are available. Wanderers will discover several historic covered bridges throughout the region.

Arts and Culture

Thousands of tourists visit Central Vermont each year, allowing the development of cultural activities in Montpelier beyond what would be expected in an area its size. The Montpelier Theater Guild, a long-time local theater troupe

that was recently resurrected after a several-year intermission, offers theater productions at Montpelier's Union Elementary School Auditorium. The Lost Nation Theater presents professional theatrical performances at the City Hall Arts Center. The Onion River Arts Council presents performances by touring companies in a variety of disciplines, including theater, dance, music, and readings at City Hall and at the elegant Barre Opera House. The finest in world cinema, past and present, is offered at the Savoy Theater, while contemporary films run at the Capitol Theater.

Music lovers enjoy the Vermont Philharmonic's season of concerts performed at the Barre Opera House. Band concerts are held on the State House lawn from June through August, and concerts from a variety of musical genres are presented on Sunday afternoons at Bethany Church. The Montpelier Chamber Orchestra Society has offered unique training and performing opportunities for talented string players in the Central Vermont area since the early 1990s.

The history of Vermont is interpreted through exhibits at the Vermont Historical Society Museum in Montpelier. The T. W. Wood Art Gallery, which celebrated its centennial year in 1997, and the Vermont College Art Center offer permanent exhibits by Thomas Waterman Wood, a Civil-War era artist, as well as changing exhibits by New England artists. The Artisans Hand gallery on Main Street features the handcrafted work of more than 125 local artisans.

Arts and Culture Information: Onion River Arts Council, 43 State Street, Montpelier, VT 05602; telephone (802)229-ARTS; toll-free (800)639-1383

Festivals and Holidays

The State House lawn is the scene of a variety of celebrations during the summer months, such as the Vermont Dairy Celebration in June, and Victorian Ice Cream Social. The Vermont Quilt Festival in nearby Northfield is one of the nation's oldest quilt events, featuring quilt displays, classes, and a merchant's mall. The Vermont Festival of the Arts in the nearby Mad River Valley goes on for three weeks in mid-summer with culinary events, art exhibitions, musical performances, and children's events. Each September brings the Granite Festival in Barre and the Celebrate the Winooski Parade and Festival in Montpelier. Winter brings the Kids' Fest in January and February, a series of six weekly live performances. Sugaring season, which usually begins in March, is celebrated at various locales in the area.

Sports for the Spectator

Burlington, Vermont, less than hour's drive from Montpelier, is home to the Vermont Grizzlies minor league baseball team, which plays at Red Oak Park. The Grand Prix Tennis Tournament is held in nearby Stowe in early August.

Sports for the Participant

One of the principal attractions to life in central Vermont is the easy accessibility to nearly limitless outdoor recreation. Because of this the region attracts outdoor enthusiasts and encourages active, healthy lifestyles among the people who live there. In 1997 Montpelier initiated the first major Central Vermont bicycle and pedestrian paths. The paths provide unrestricted access to the riverbanks and views of the river and both downtown and rural areas of the city. There is excellent mountain biking in the Green Mountains throughout the region. Swimming is available at the Recreation Field pool, at a beach in nearby Wrightsville, or at any of a number of smaller lakes in the area. Winter events include sledding, cross country skiing, and snowshoeing at Hubbard Park, and ice skating outdoors or at a local indoor rink. Montpelier is located within 25 miles of four major ski areas, including Sugarbush, Stowe, and Mad River Glen; there are also dozens of lakes and streams for fishing and canoeing, mountains, golf courses, tennis courts, bowling alleys, and other recreational attractions. The Green Mountain National Forest covers much of the area.

Shopping and Dining

Downtown Montpelier offers a variety of specialty shops, such as The Artisan's Hand, a cooperative craft shop featuring works by Vermont artists, and Bear Pond Books, stocking a good selection of New England titles. Salaam Boutique has trendy fashions from local designers. The Vermont Trading Co. has natural fiber clothing, and Onion River Sports features quality outdoor clothing and gear. Morse Farm, a few miles away, specializes in maple syrup, fresh produce, and cheese. Bragg Farm Sugarhouse and gift shop, in nearby East Montpelier, offers films and tours about maple sugarmaking, as well as tasty food specialties and unique gifts. The Hunger Mountain Co-Op at Stone Cutters Way features local and regional beers and wines.

The presence of New England Culinary Institute offers a unique advantage to the hospitality industry in Montpelier. The institute maintains three restaurants, including the celebrated Chef's Table restaurant, a bakery, and a catering service, offering nouvelle cuisine and other items prepared by students. The GoldenDomer Brewery offers tastes of the latest brews. Conoscenti and Giasole offer Italian and Mediterranean cuisine. J. Morgan's is a steakhouse right near the railroad tracks. McGillicuddy's is an Irish pub and Thrush Tavern claims the best burger in town. The area offers scores of other dining opportunities ranging from fast-food to elegant restaurants and charming country inns.

Visitor Information: Central Vermont Chamber of Commerce, PO Box 336, Barre, Vermont 05641; telephone (802)229-5711; email CVChamber@AOL.com. Vermont Department of Tourism and Marketing, toll-free (800)-Vermont

Convention Facilities

A principal meeting facility in Montpelier is the Capitol Plaza, which offers a total of 190 rooms and 14,000 square feet of conference space, plus accommodations for groups from 20 to 300 people. There is an Econo Lodge in Montpelier, and a number of bed and breakfast facilities have opened their doors for small groups. The Inn at Montpelier adds an elegant touch and boasts an authentically beautiful wraparound Victorian porch. Facilities at Vermont College are also available, and the Central Vermont region offers more than a dozen other hotels, motels, meeting sites, and many inns. Larger groups can be accommodated in Burlington, 40 minutes drive to the west.

Convention Information: Vermont Lodging and Restaurant Association, Three Main Street, Suite 106, Burlington VT 05401; telephone (802)660-9001

Transportation

Approaching the City

Montpelier is located 30 miles from Burlington International Airport and is within minutes of E. F. Knapp (Barre-Montpelier) Airport. Amtrak's *Vermonter* offers train service, with daily service between Washington, D.C., New York, and St. Albans; it makes nine stops along the length of Vermont. Bus service is available from New York and Boston with connections south and west. Interstate 89 in the Central Vermont region has won awards for its beauty. The state bans billboard advertising along its highways to emphasize the scenic beauty of its countryside.

Traveling in the City

Locals appreciate the bike paths and safe bike routes throughout Montpelier. Three principal streets, Main, State, and Elm, follow the Winooski River and its tributary, North Branch. In 1995 Montpelier's Towne Hill Road became the site of the United States' first modern roundabout, a circular intersection design able to slow traffic while lowering higher traffic volumes. Walking tour guides of the Montpelier Historic District are available at the Vermont Historical Society Museum. The city is serviced by the Green Mountain Transit Authority, which operates the Capital Shuttle in around downtown Montpelier. They also run the LINK Express bus service between Montpelier and Burlington.

Communications

Newspapers and Magazines

Newspaper readers in Montpelier are served by the *Times-Argus,* published weekdays in the evening and in the morning on weekends. *Seven Days Newspaper* is a weekly covering Vermont news, views, and culture. Magazines published in Montpelier include *Vermont Life,* self-described as the ''most beautiful magazine in the world,'' *American Journal of Art Therapy,* and *Organic Farmer.*

Television and Radio

Television viewers in the Montpelier area may choose from three network affiliates and a public television station. Cable television is supplied by Adelphia Entertainment. One FM radio station broadcasts from Montpelier. A variety of radio formats emanate from surrounding communities, including Burlington, although signals can be unpredictable depending on location due to interference from the Green Mountains.

Media Information: *Times-Argus,* 540 N. Main St., PO Box 707, Barre, VT 05641; telephone (802)479-0191. *Vermont Life,* 6 Baldwin St., Montpelier, VT 05602; telephone (802)828-3241

Montpelier Online

Central Vermont Chamber of Commerce. Available www.central-vt.com

City of Montpelier Home Page. Available montpelier-vt.org

Kellogg-Hubbard Library. Available www.kellogghubbard.lib.vt.us

Montpelier Public Schools. Available fc.mpsvt.org/~mps

Seven Days Newspaper. Available www.sevendaysvt.com

State of Vermont Department of Economic Development. Available www.thinkvermont.com

Times-Argus. Available www.timesargus.com

Vermont Department of Tourism & Marketing. Available www.1-800-vermont.com

Vermont Life Magazine. Available www.state.vt.us/vtlife

Vermont Lodging and Restaurant Association. Available www.visitvt.com

Vermont Newspapers and Magazines. Available www.vtliving.com/newspapers

The World (Central Vermont's online newspaper). Available www.vt-world.com

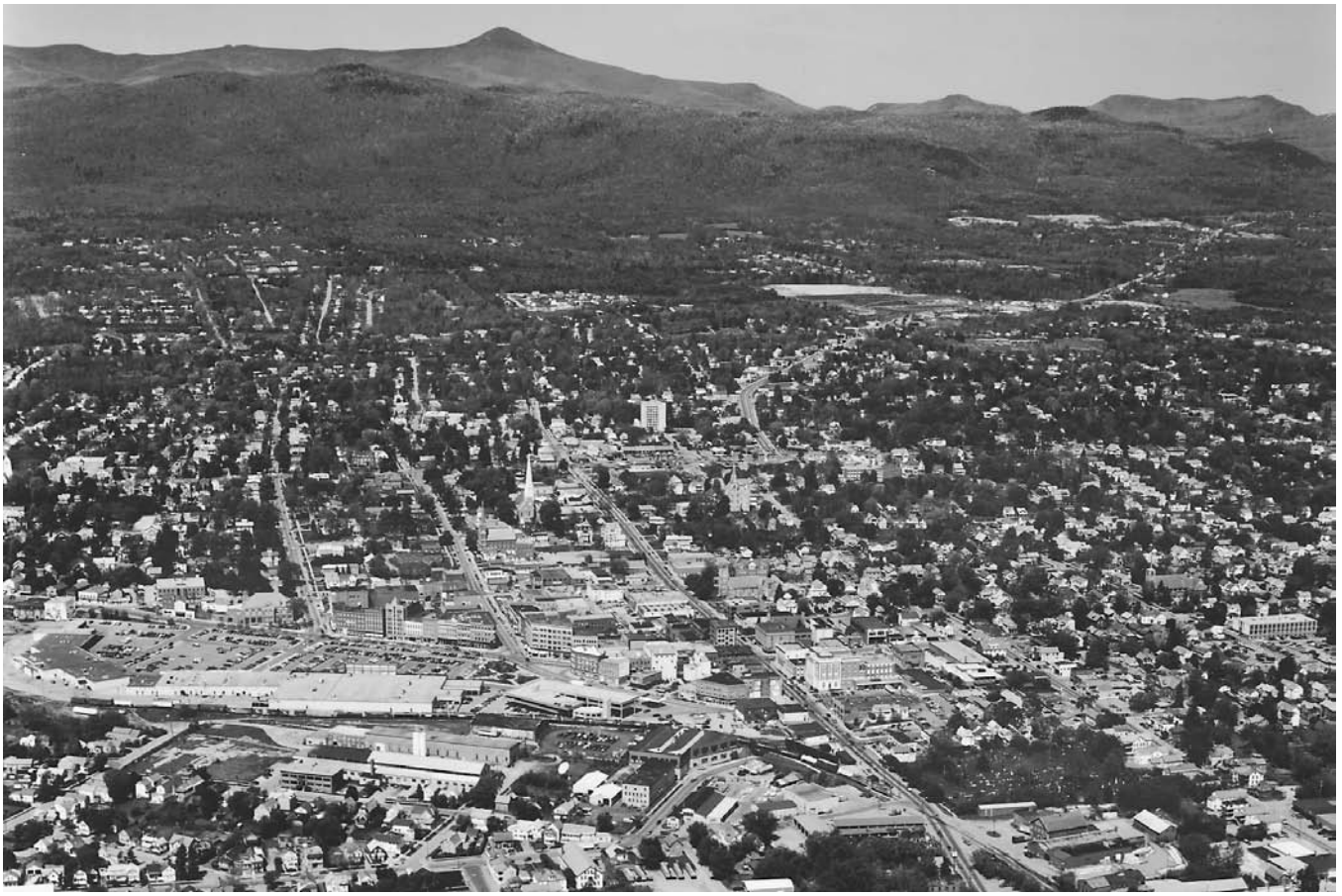
Selected Bibliography

Beardsworth, Gary, *Recipes from the Moon: More Recipes from the Horn of the Moon Cafe* (Ten Speed Press, 1995)

Lager, Fred, *Ben & Jerry's: The Inside Scoop: How Two Real Guys Built a Business with a Social Conscience and a Sense of Humor* (Three Rivers Press, 1995)

Thompson, Daniel P., *History of the Town of Montpelier, From the Time It Was First Chartered in 1781 to the Year 1860. Together with Biographical Sketches of Its Most Noted Deceased Citizens* (Montpelier: E. P. Walton, printer, 1860)

Rutland



The City in Brief

Chartered: 1761 (incorporated, 1892)

Head Official: Mayor John P. Cassarino (since 1999)

City Population
1980: 18,436
1990: 18,230
2000: 17,292
2004 estimate: 17,103
Percent change, 1990–2000: −5.1%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 1,657th

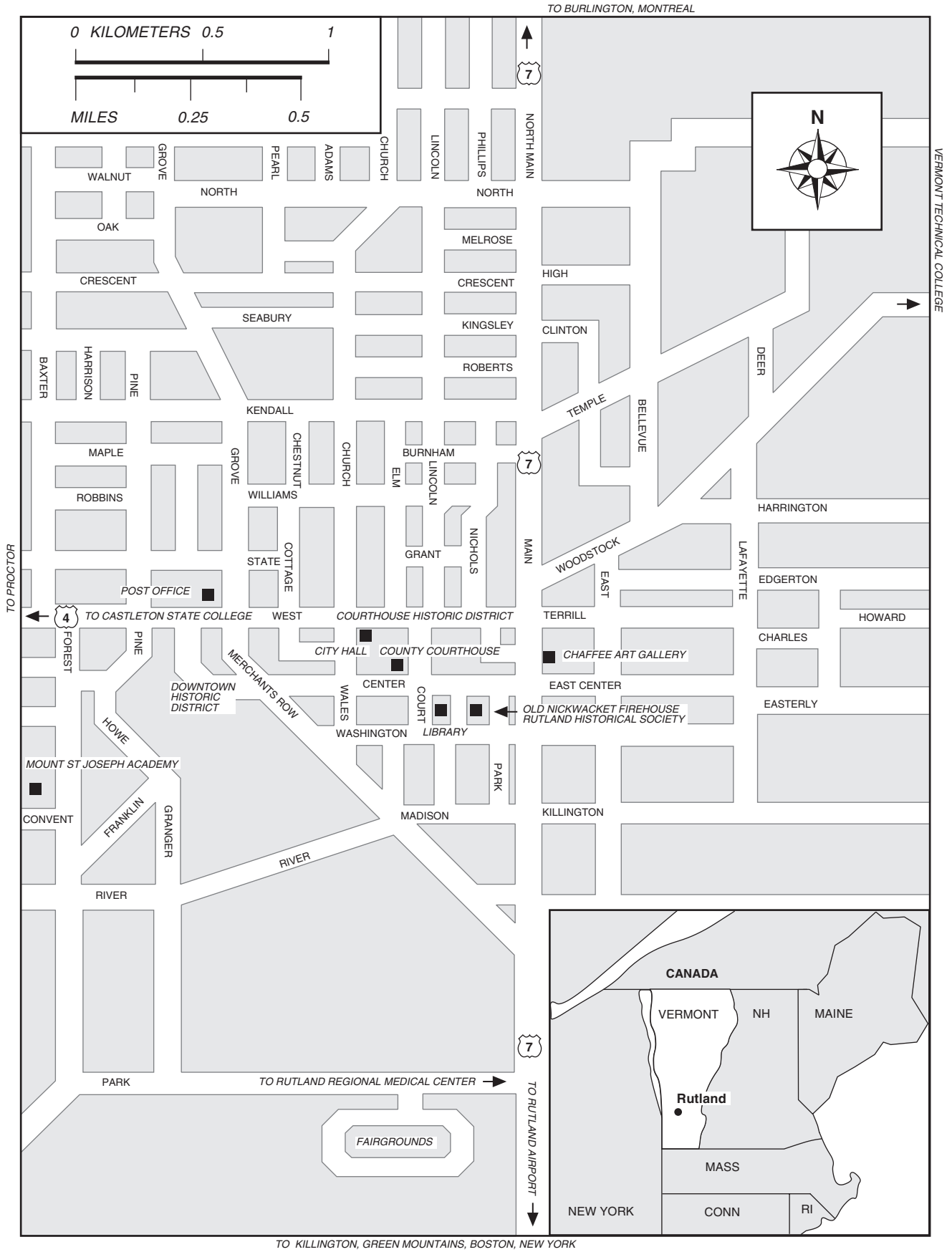
Metropolitan Area Population (Rutland County)
1980: 58,347
1990: 62,142
2000: 63,400
Percent change, 1990–2000: 2.0%
U.S. rank in 1980: 690th
U.S. rank in 1990: 714th
U.S. rank in 2000: 764th

Area: 7.64 square miles (Rutland city, 2000)
Elevation: 560 feet above sea level
Average Annual Temperature: 42.8° F
Average Annual Precipitation: 23 inches of rain, 140 inches of snow (state-wide averages)

Major Economic Sectors: Agriculture, tourism, manufacturing
Unemployment Rate: 3.3% (April 2005)
Per Capita Income: $17,075 (1999)
2004 ACCRA Average House Price: Not reported
2004 ACCRA Cost of Living Index: Not reported
2002 Crime Index Total: Not reported

Major Colleges and Universities: College of St. Joseph

Daily Newspaper: *Rutland Daily Herald*


TO BURLINGTON, MONTREAL
0 KILOMETERS 0.5 1
MILES 0.25 0.5
N
VERMONT TECHNICAL COLLEGE
WALNUT
GROVE
NORTH
PEARL
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NORTH MAIN
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MELROSE
CRESCENT
CRESCENT
HIGH
SEABURY
KINGSLEY
CLINTON
BAXTER
HARRISON
PINE
ROBERTS
DEER
KENDALL
TEMPLE
BELLEVUE
MAPLE
GROVE
CHESTNUT
CHURCH
BURNHAM
ELM
LINCOLN
HARRINGTON
ROBBINS
WILLIAMS
STATE
COTTAGE
GRANT
NICHOLS
MAIN
WOODSTOCK
LAFAYETTE
EAST
EDGERTON
TO PROCTOR
POST OFFICE
TO CASTLETON STATE COLLEGE
WEST
COURTHOUSE HISTORIC DISTRICT
TERRILL
HOWARD
CHARLES
FOREST
PINE
CITY HALL
COUNTY COURTHOUSE
CHAFFEE ART GALLERY
MERCHANTS ROW
CENTER
EAST CENTER
DOWNTOWN HISTORIC DISTRICT
WALES
COURT
OLD NICKWACKET FIREHOUSE
RUTLAND HISTORICAL SOCIETY
EASTERLY
WASHINGTON
LIBRARY
HOWE
MOUNT ST JOSEPH ACADEMY
PARK
KILLINGTON
CONVENT
FRANKLIN
GRANGER
MADISON
RIVER
RIVER
CANADA
VERMONT
NH
MAINE
Rutland
MASS
NEW YORK
CONN
RI
PARK
TO RUTLAND REGIONAL MEDICAL CENTER
FAIRGROUNDS
TO RUTLAND AIRPORT
TO KILLINGTON, GREEN MOUNTAINS, BOSTON, NEW YORK

Introduction

Rutland is the second largest city in Vermont and the center of one of the world's largest marble quarrying districts. Located near the famed ski areas of Killington and Pico, and the popular tourist destination of Woodstock, Rutland is a trading center for the surrounding towns and farms. The city's industrial, recreational, and cultural activities, and its beautiful natural setting make Rutland a highly livable small community.

Geography and Climate

Rutland is located in the fertile Otter Creek Valley in south central Vermont, approximately 30 miles north of Massachusetts and 20 miles east of New York. It is bounded by the Taconic and Green mountains. The city enjoys a four-seasons climate.

Area: 7.64 square miles (Rutland city, 2000)

Elevation: 560 feet above sea level

Average Temperatures: January, 19° F; August, 69° F; annual average, 42.8° F (state-wide averages)

Average Annual Precipitation: 23 inches of rain, 140 inches of snow (state-wide averages)

History

Various Native American tribes knew the Otter Creek Valley where Rutland now stands primarily as a place to fish and hunt beaver. The first description of the creek's falls was recorded in the journal of James Cross, a fur trader, in 1730. Otter Creek served as a junction on the military road connecting the Champlain forts to the north with the Connecticut Valley during the French and Indian War, and settlement was not attempted until that hostility ceased. The first grantee of a patent to settle the territory was John Murray of Rutland, Massachusetts, who was responsible for the name of the town. The first actual settler was John Mead, who brought his wife and ten children there in 1770. Mead built a gristmill and sawmill, and Rutland soon became an active frontier community. Fort Rutland was built in 1775, and in 1778 the city became the headquarters for state troops during the American Revolution.

Among the city's early notables was the Reverend Samuel Williams, brilliant scholar, author of the first history of Vermont, and founder in 1794 of the *Rutland Herald,* Vermont's oldest continuously published newspaper. Between 1800 and 1880 Rutland's population grew from 2,124 to 12,149 people, surpassing for the first and only time the population of Burlington, the largest community in the state. This explosive growth is attributed to the arrival in 1849 of the railroad and the resulting boom in the marble industry, which had been operating on a small scale since the early nineteenth century. Colonel Redfield Proctor is credited with transforming the marble business into one of the country's greatest industries, bringing prosperity to Rutland and power to Proctor. In 1886 Proctor succeeded in convincing the state legislature that two new townships should be created from the original town. The new townships of Proctor and West Rutland, largely owned or controlled by the Proctor family, contained some of the richest marble deposits in the world; thus did Rutland lose its title as Marble City (in 1993 a long chapter in the city's history sadly came to a close when the Vermont Marble company closed its quarry operations in Proctor).

The city continued to prosper, however, largely due to the Howe Scales company, which moved there in 1877. The opening up of the ski industry in the 1930s added considerably to Rutland's prosperity, as did the decision in the 1960s of General Electric Corporation to build two defense contract plants in the area. City leaders have been engaged since the 1960s in the renovation of the downtown core, and the modern city exists as a retail trading and industrial center as well as the gateway to two famous ski resorts. Rutland's tree-lined streets and Victorian mansions add to the charm of this vigorous small community.

A small, progressive community with the cultural and recreational attractions of a much larger city, Rutland is the kind of city many of today's younger professional and high-technology workers seem drawn to. For that reason the city's economic picture remains bright.

Historical Information: Rutland Historical Society, 96 Center Street, Rutland, VT 05701; telephone (802)775-2006

Population Profile

Metropolitan Area Residents
1980: 58,347
1990: 62,142
2000: 63,400
Percent change, 1990–2000: 2%
U.S. rank in 1980: 690th

U.S. rank in 1990: 714th
U.S. rank in 2000: 764th

City Residents
1980: 18,436
1990: 18,230
2000: 17,292
2004 estimate: 17,103
Percent change, 1990–2000: −5.1%
U.S. rank in 1990: Not reported
U.S. rank in 2000: 1,657th

Density: 2,264 people per square mile (2000)

Racial and ethnic characteristics (2000)
White: 16,912
Black or African American: 76
American Indian and Alaska Native: 42
Native Hawaiian and Pacific Islander: 9
Asian: 74
Hispanic or Latino (may be of any race): 156
Other: 22

Percent of residents born in state: 67.3% (2000)

Age characteristics (2000)
Population under 5 years old: 996
Population 5 to 9 years old: 1,076
Population 10 to 14 years old: 1,214
Population 15 to 19 years old: 1,027
Population 20 to 24 years old: 982
Population 25 to 34 years old: 2,194
Population 35 to 44 years old: 2,783
Population 45 to 54 years old: 2,377
Population 55 to 59 years old: 876
Population 60 to 64 years old: 623
Population 65 to 74 years old: 1,376
Population 75 to 84 years old: 1,230
Population 85 years and older: 538
Median age: 39.3 years

Births
Total number: 599 (2002, Rutland County)

Deaths
Total number: 588 (2002, Rutland County)

Money income (1999)
Per capita income: $17,075
Median household income: $30,478
Total households: 7,436

Number of households with income of . . .
less than $10,000: 1,018
$10,000 to $14,999: 718
$15,000 to $24,999: 1,318
$25,000 to $34,999: 1,034
$35,000 to $49,999: 1,337
$50,000 to $74,999: 1,366
$75,000 to $99,999: 363
$100,000 to $149,999: 179
$150,000 to 199,999: 50
$200,000 or more: 53

Percent of families below poverty level: 10.3% (56.1% of which were female householder families with related children under 5 years)

2002 FBI Crime Index Total: Not reported

Municipal Government

Rutland voters elect an eleven-member board of aldermen and a mayor to two-year terms.

Head Official: Mayor John P. Cassarino (since 1999; current term expires 2006)

Total Number of City Employees: 181 (2005)

City Information: City Hall, PO Box 969, Rutland, VT 05702; telephone (802)773-1800

Economy

Major Industries and Commercial Activity

The thriving economy of the Rutland region is based on a balance of agriculture, tourist-related services, and small manufacturing businesses producing nontraditional durable goods. The region initially thrived on the basis of its high quality marble quarrying operations, and marble is still a key component to the local economy. In the early 2000s, however, local business leaders are seeking to further diversify the economic structure of Rutland by attracting firms in the high technology sector.

Rutland is the financial and commercial center of south central Vermont. General Electric Corporation maintains two plants in the region, and since the late 1960s a thriving electronics industry has developed.

Items and goods produced: food, wood, and marble products; scales; jet blades and vanes; stone-working machinery; home repair products

Incentive Programs—New and Existing Companies

Local programs—The Rutland Economic Development Corporation (REDC) offers a revolving loan fund to help new businesses relocating to the area or for the expansion of existing businesses. Loans of between $5,000 and $75,000 are available to qualifying firms. Housed at REDC, the Small Business Development Center (SBDC) provides free technical assistance to starting and growing small businesses. Operated through the Vermont State College System, SBDC links businesses with higher education, state and federal programs, as well as other businesses.

The Rutland Regional Chamber of Commerce informs business owners or prospective owners about tax incentives. They include payroll tax credits; credits for incremental payroll; Workforce Development Tax Credit for eligible employee training costs; Research and Development Tax Credit for eligible research and development costs; Investment Tax Credit for new capital equipment exceeding an annual threshold of $250,000; and an Export Sales Incentive.

State programs—The Vermont Economic Development Authority (VEDA) is a state-wide organization that provides low-interest loans, mortgage insurance, revenue bonds, and a loss reserve fund to encourage small business loans by participating banks. VEDA can make direct loans to manufacturing firms and other eligible loans under state statute for the acquisition of land, building and improvements, machinery and equipment, and working capital. VEDA also offers a training assistance program for new and existing businesses. These individually designed programs may include on-the-job, classroom, skill upgrade or other specialized training. The Vermont Manufacturing Extension Center (VMEC) provides assistance to Vermont's small and medium size manufacturers (under 500 employees).

Vermont's tax incentive program offers incentives based on quality jobs. These tax incentives are available based on whether or not the proposed economic development meets certain guidelines, and whether a cost/benefit model analysis points to a positive net fiscal effect on Vermont's tax revenue. The cost benefit model and other functions of the program are mainly coordinated by the Vermont Economic Progress Council. Vermont's Downtown Development Act is an incentive to help benefit Vermont's downtowns; incentives include assistance with rehabilitation of certified historic or older buildings, sprinkler system rebates, reallocation of sales tax on construction materials, downtown transportation, related capitol improvement fund, planning grant for qualifying for designation, and others.

Vermont's Act Relating to Education, Taxation, and Education Financing provides financial incentives to grow businesses that are the most comprehensive in the state's history. Vermont's program incorporates a strategic framework that emphasizes quality jobs and symbolizes the state's core values with regard to meaningful employment opportunity. The statute creates an innovative approval process for awarding tax incentives to both businesses and municipalities for economic development activity, especially companies that already call Vermont home, with a special focus on small businesses. The state also offers sales tax exemptions on certain resources vital to industry, including electricity, building materials in excess of $1 million, industrial fuels, and heavy machinery and equipment.

Job training programs—The Community College of Vermont (with a branch in Rutland) and Green Mountain College (in nearby Poultney) offer two and four-year associates degrees in dozens of career-oriented concentrations. Stafford Technical Center, a public educational center primarily aimed at providing technical and career training to 11th and 12th graders from 10 regional high schools, also provides adult diploma programs and specialized training programs for business and industry. The Vermont Department of Employment and Training offers an apprenticeship training program to help employers upgrade the quality of their workforce. The department also offers on-the-job-training programs that reimburse the employer for a significant portion of employer-provided new hire training.

Development Projects

The Rutland Partnership, a public private partnership for the revitalization of downtown Rutland, has created a master plan for the commercial heart of the Rutland region. Continuing efforts include complete renovation of the downtown plaza, new streetscaping, increased office and commercial space, and a renewed emphasis on the nineteenth- century character of the main streets.

Efforts had begun as early as the early 1990s to restore the long-neglected Playhouse Theater of Rutland, built in 1912 and once considered among the finest smaller performing arts theaters in America. The successful restoration of the renamed Paramount Theatre was completed in February 2000 and an Opening Night Gala in March 2000 honored the artisans and contributors who made the historic project possible. The Paramount Theatre has again assumed its role as an arts, cultural, and educational leader, and as a significant and valuable community resource.

In 2003 large-scale development, and some attendant controversy, came to Rutland with the opening of a Home Depot store on the site of the old Rutland Mall, which was demolished due the popularity of the newer Diamond Run Mall. Fears were calmed, however, as initial studies of the economic impact of the large discount hardware chain showed negative effects on existing smaller and family-owned businesses of a similar nature were minimal.

In 2005 the Rutland Amateur Hockey Association was more than halfway to its goal of raising $3.3 million toward the construction of a new Rutland Regional Fieldhouse. Aside from hosting local youth and adult hockey leagues, the multi-use facility would be available for regional Vermont and New England hockey tournaments, bringing additional tourist dollars to the city. The proposed Fieldhouse will also attract additional meetings and exhibitions and other indoor sporting events.

Economic Development Information: Rutland Economic Development Corporation, 256 N. Main St., Rutland, VT 05701; telephone (802)773-9147. Rutland Region Chamber of Commerce, 256 North Main Street, Rutland, Vermont 05701; telephone (802)773-2747; fax (802)773-2772

Commercial Shipping

Strategically located between the markets of Boston, New York, and Montreal, Canada, Rutland County is on the shipping routes of major trucking firms, and more than 20 trucking firms are located in the area. The city is situated at the intersection of U.S. highways 4 and 7, providing east-west and north-south access and linking the region with interstates 89, 91 and 87. Railroad freight service is available throughout the area and a number of trucking companies offer services. The city is within easy reach of several major seaports and the Foreign Trade Zone at Burlington International Airport. All of the major national and international package delivery services operate in the city.

Labor Force and Employment Outlook

A small, progressive community with the cultural and recreational attractions of a much larger city, Rutland is the kind of city many of today's younger professional and high-technology workers seem drawn to. For that reason the city's economic picture remains bright. The Rutland region's workforce is viewed as among the most stable, mature, and educated in the Northeast. Once dominated by agriculture, today's working population is comprised of occupations from banker and lawyer to engineer and advertising agency and nearly everything in between. The local workforce is, in relative terms, middle-aged, most often married couples with children; own single family homes; have moderate to high incomes; are employed in professional, managerial or other white-collar occupations; with 79.4 percent as high school graduates (the national average is 75.2 percent). In a survey of Rutland area manufacturers, the high productivity and strong work ethic of employees was cited as the area's greatest business advantage. Stability and loyalty were also mentioned as characteristic of Rutland workers. It is projected that the 20- to 49-year-old age group will continue to grow.

The continued presence of General Electric Corporation is expected to provide the strength to maintain employment growth in the area. Analysts predict that most new jobs will be in non-manufacturing sectors, especially services and trade (nearly 30 percent of the local workforce in 2005).

The following is a summary of data regarding the Burlington and South Burlington, Vermont metropolitan area labor force, 2004 annual averages.

Size of nonagricultural labor force: 113,300

Number of workers employed in . . .
construction and mining: 6,100
manufacturing: 15,300
trade, transportation and utilities: 22,000
information: 3,200
financial activities: 5,400
professional and business services: 10,000
educational and health services: 18,100
leisure and hospitality: 10,700
other services: 3,700
government: 19,100

Average hourly earnings of production workers employed in manufacturing: $13.65 (statewide average)

Unemployment rate: 3.3% (April 2005)

Largest employers (Rutland County, 2005)	*Number of employees*
Killington Ltd.	1,950
Casella Waste Systems	1,325
General Electric Corporation-Aircraft Engines	1,100
Rutland Region Medical Center	1,100
Carris Community of Companies	500-999
Central Vermont Public Service Corp.	542
Vermont Country Store	400

Cost of Living

The following is a summary of data regarding several key cost of living factors in the Rutland area.

2004 ACCRA Cost of Living Index: Not reported

2004 ACCRA Average House Price: Not reported

State income tax rate: 24% of federal tax liability (2005)

State sales tax rate: 6.0%

Local income tax rate: None

Local sales tax rate: None

Property tax rate: Averages $2.73 per $100 of assessed value (2005)

Economic Information: Director of Community Development, City of Rutland, PO Box 609, Rutland, VT 05702;

telephone (802)773-1800. Vermont Department of Employment and Training, PO Box 488, Montpelier, VT 05601-0488; telephone (802)828-4000

Education and Research

Elementary and Secondary Schools

The Rutland City Public School district is comprised of 3,000 students in six schools and three special programs, supported by a staff of about 500. In 2002 Rutland voters passed a $4.3 million school bond issue which, after an additional $2.3 million in state contributions, provided $6.6 million for improvements to school buildings, fields, and a community track facility. In addition to elementary, middle, and high schools, the district's Stafford Technical Center is a public educational center serving students in grades 11 and 12 from the 10 regional high schools in the Rutland area. It offers an evening adult education program and adult diploma programs.

The following is a summary of data regarding the Rutland public schools as of the 2004–2005 school year.

Total enrollment: 3,000

Number of facilities
elementary schools: 3
junior high/middle schools: 1
senior high schools: 1
other: 1 technical school

Student/teacher ratio: 13.3:1

Teacher salaries
average: $40,812 (statewide Vermont)

Funding per pupil: $10,306

Several private and parochial schools also operate in the Rutland area.

Public Schools Information: Rutland City Public Schools, 6 Church Street, Rutland, VT 05701; telephone (802)773-1900

Colleges and Universities

Rutland is home to the College of St. Joseph, a small private business, liberal arts, and teachers' college with a 2005 enrollment of about 500 students. The Community College of Vermont, the second largest college in the state, has classrooms at Howe Center in Rutland and offers associate degrees in self-designated concentrations. Other colleges in the area are Castleton State College, Green Mountain College, Middlebury College, Vermont Law School, St. Michael's College, and Vermont Technical College. All area colleges serve as a resource for local industries and work with manufacturers to meet their training needs.

Libraries and Research Centers

The Rutland Free Library holds more than 87,000 volumes within its 24,000 square foot facility on Center Street. The library initiated humanities and reading/discussion programs in the state, creating a model that has been used by the American Library Association and others. Its Nella Grimm Fox Room hosts regular cultural events, and the Vermont Room contains genealogical items.

Rutland is also home to the Southeast Regional Library, which has 60,000 volumes. Central Vermont Public Service Corporation's library specializes in energy, business, management, and electrical engineering. Other libraries in the region include one at the Rutland Regional Medical Center, containing medical and health information. The Community College of Vermont houses a small collection, and libraries are available at the College of St. Joseph in Rutland and Castleton State College, approximately 13 miles from Rutland. Each of these institutions opens its doors to the public.

Public Library Information: Rutland Free Library, 10 Court Street, Rutland, VT 05701; telephone (802)773-1860; fax (802)773-1825; email rutland_free@dol.state.vt.us

Health Care

Rutland is served by the Rutland Regional Medical Center, which has been qualified as a Medicare-designated Rural Referral Center and is Vermont's second largest medical facility. The Medical Center, with 188 licensed beds, has a staff of more than 120 physicians in 35 specialty areas. The center offers a 24-hour emergency department, a cardiac unit, a community cancer center, an eating disorders clinic, an HIV/AIDS clinic, MRI imaging, renal dialysis, a diabetes center, a rehabilitation center, a sleep disorders center, and women's and children's services.

Recreation

Sightseeing

Newly opened in 2004 and designed with site-sensitive structures by world renowned architect Peter Bohlin, the Vermont Institute of Natural Science's Nature Center in nearby Quechee won a 2005 *Yankee Magazine* Editor's Choice award in its annual Travel Guide to New England.

Located next to one of New England's natural wonders, the Quechee Gorge, the Nature Center includes a state-of-the art Raptor Exhibit, displaying one of North America's finest collections of birds of prey, where visitors can come face to face with Snowy Owls, Peregrine Falcons, Red-tailed Hawks, Bald Eagles, and other birds of prey.

Rutland's restored Downtown Historic District contains many architecturally interesting buildings, some constructed of or embellished with local marble. Examples of these are the Opera House, the Gryphon Building, and Merchants Row. The Rutland Courthouse Historic District includes 85 residential, public, and religious buildings. Significant among these are the Italianate Revival-style County Courthouse, the U.S. Post Office, and the Queen Anne-style residences on South Main Street. Main Street Park, once the site of the courthouse jail, now teems with activity during the summer months. The Rutland Area Cultural Alliance offers guided tours of the historic downtown daily from July through mid-October.

The Vermont Marble Exhibit in Proctor attracts more than 100,000 visitors annually, who enjoy a view of the country's largest marble production center; also featured are a geological display, a sculptor-in-residence, a movie, and a gift shop. Near Proctor, Wilson Castle, a 32-room nineteenth century stone chateau on a 115-acre estate, is furnished with elaborate Oriental and European artifacts, stained glass, and wood paneling.

Rutland bills itself as ''Heart of the Maple World,'' and many sugar houses in the area are open to visitors. The New England Maple Museum in nearby Pittsford houses one of the largest collections of antique maple sugaring artifacts in the world. Hathaway Farm in Rutland is locally famous for its massive and extremely challenging Corn Maze.

Arts and Culture

Rutland's Crossroads Arts Council presents performances including classical music, opera, dance, jazz, theater, and family events at a variety of locales throughout the area.

The Rutland Historical Society Museum, housed in the Old Nickwacket Fire House, interprets the history of the area through its collection of tools, clothing, artifacts, and photographs. The Chaffee Center for the Visual Arts, formerly a private home and now listed on the National Register of Historic Places, displays traditional and contemporary paintings, sculptures, crafts, and photographs, and hosts two art festivals annually. Moon Brook Arts Union Gallery in the Opera House showcases the works of area artists. Contemporary art can also be found at the Night Owl and Farrow galleries. The Norman Rockwell Museum displays more than 2,500 pictures as well as Rockwell memorabilia, covering more than 60 years of the artist's career.

Arts and Culture Information: Crossroads Arts Council, 5 Court Street, Rutland, VT 05701; telephone (802)775-5413

Festivals and Holidays

The Killington Music Festival holds a variety of different musical events during the ski resort's off-season. There is a Fireworks Extravaganza each July 4th on the Vermont State Fairgrounds. Thousands of visitors are attracted to Rutland in early September for the Vermont State Fair, featuring a rodeo, races and other contests, and a midway. The second week in October is peak foliage season in the area and many communities hold festivals and country fairs. For 15 years the city has celebrated a New Year's Eve First Night Rutland party with music, arts, magic, family fun, and fireworks at midnight.

Sports for the Participant

Rutland is perhaps best known to visitors for its proximity to outstanding ski resorts. Pico Peak, one of the country's few major ski areas dating back to World War II, is 9 miles east of the city; the Killington ski area is located 15 miles east and is arguably the northeast's best ski area, with 212 trails, 6 high-speed quad lifts, a new heated 8-seat lift, and the brand new K1 Gondola. Okemo Mountain in Ludlow has 112 trails. More than 56,000 acres of national forest and many state parks in the area offer year-round recreational opportunities of all kinds, and an 18-hole golf course is available at the Rutland Country Club. Rutland is situated just 10 miles from the Green Mountains National Forest. Long Trail, the south-north hiking route from Massachusetts to Canada which is part of the Appalachian Trail System, passes near there.

Shopping and Dining

The Downtown Rutland Partnership, a public private partnership for the revitalization of downtown Rutland, has created a master plan for the commercial heart of the region. Efforts completed include a complete renovation of the downtown plaza, new streetscaping, restoration of the Paramount Theater, increased office and commercial space and a renewed emphasis on the 19th century character of the main streets. Clusters of specialty shops are located throughout downtown Rutland. North and South Main streets feature many interesting and unusual stores, such as Creative Hands, offering the work of Vermont craftspeople, and Charles E. Tuttle Company of Rutland and Tokyo's Antiquarian Books, stocking one of the largest collections of used and rare books in New England as well as books on Oriental art. Rutland's two market towns, Oakham and Uppingham, are the main shopping centers. Nearby Stamford is also very popular and warrants a visit. Other major shopping areas include the Diamond Run Mall, a 450,000-square-foot facility whose anchor stores include K-Mart, Sears and JC Penney. Downtown's Rutland Shopping Plaza has a Price Chopper Superstore, Movieplex 9, Wal-Mart, and other shops.

The Rutland region offers a wide variety of shopping experiences. Of unique interest are the Haunted Mansion Bookshop in Cuttingsville, located across from an unusual cemetery and now filled with antiquarian books; a genuine general store, herb farm and retail shop; and several arts, crafts, and antique shops.

Rutland has attracted distinguished chefs who prepare sophisticated fare with French, Austrian, and Belgian accents. For those seeking something less formal, several area restaurants serve traditional New England fare in informal settings. The Rutland region also supports many country inns whose restaurants are open to the public. Of note is the Fair Haven Inn in nearby Fair Haven.

Visitor Information: Rutland Region Chamber of Commerce, 256 N. Main St., Rutland, VT 05701; telephone (802)773-2747; toll-free (800)756-8880; fax (802)773-2772; email info@rutlandvermont.com

Convention Facilities

A principal meeting place in Rutland is the Holiday Inn Centre of Vermont complex, offering 8,000 square feet of meeting space accommodating groups up to 500 people. Located five miles from Rutland State Airport, this facility provides 151 renovated guest rooms. The Franklin Conference Center at the Howe Center can host meetings with from 25 to 300 participants. The recently renovated Best Western in Rutland has 56 guest rooms. Meeting space for groups from 30 to 800 people is available at six locations in the region, which is also home to many country inns for those in need of accommodations. Larger meeting rooms and halls are available within a reasonable distance in Burlington, Vermont (65 miles) and Albany, New York (110 miles). The Rutland Free Library's meeting rooms can accommodate up to 200 people for meetings or events.

Convention Information: Vermont Travel Division, 134 State Street, Montpelier, VT 05602; telephone (802)828-3236

Transportation

Approaching the City

The Rutland State Airport's new terminal building and expanded parking have made the facility both modern and convenient. Continental Connection, operated by Commutair, offers two daily flights Monday through Friday to Boston's Logan Airport. Flights to several large northeastern cities can be booked from Burlington, and there is an international airport in Albany. Amtrak provides passenger rail service in Vermont with both the Vermonter (Washington, D.C. to St. Albans, via White River Junction) and the Ethan Allen Express (New York City to Rutland, via Albany, New York). U.S. Routes 4 and 7 intersect in Rutland and link the region with interstates 89, 91, and 87.

Traveling in the City

The main thoroughfares in Rutland are Main Street, which runs north-south, and U.S. Route 4, running east-west; side streets head westward and downhill. Marble Valley Regional Transit District ''The Bus'' provides local transportation on set routes. The Bus links riders to all train routes heading in and out of Rutland, as well as the airport. A shuttle service operates between Killington Ski Resort, Diamond Run shopping mall, and downtown Rutland.

Communications

Newspapers

The *Rutland Herald,* the oldest newspaper in the state and frequent winner of journalism awards, is published every morning. *Rutland Business Journal,* a monthly, publishes a special section on new businesses, a calendar of events, and local business news.

Television and Radio

One television station broadcasts from Rutland; others are available from nearby communities. Three FM radio stations operate within town, while broadcasts from a variety of radio stations from neighboring towns and cities provide a broad spectrum of programming.

Media Information: *Rutland Herald,* 27 Wales Street, PO Box 668, Rutland, VT 05701; telephone (802)747-6121; fax (802)775-2423. *Rutland Business Journal,* 110 Merchants Row, Rutland, VT 05701; telephone (802)775-0650

Rutland Online

City of Rutland. Available www.rutlandcity.com

Rutland Business Journal. Available www.businessvermont.com/rbj

Rutland Downtown Partnership. Available www.rutlanddowntown.com

Rutland Economic Development Council. Available www.rutlandeconomy.com

Rutland Free Library. Available www.rutlandfree.org

Rutland Herald Online. Available www.rutlandherald.com

Rutland Public Schools. Available at rutlandhs.k12.vt.us

Rutland Region Chamber of Commerce. Available www .rutlandvermont.com

Vermont Department of Economic Development. Available www.thinkvermont.com

Vermont Department of Tourism and Marketing. Available www.travel-vermont.com

Vermont Historical Society. Available www.vermonthistory .org

Vermont Life Magazine. Available www. vtlife.com

Vermont Small Business Development Center. Available www.vtsbdc.org

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Shaughnessy, Jim, *The Rutland Road* (Syracuse, NY: Syracuse University Press, 1997)

Smith, H.P., *History of Rutland County, Vermont, with Illustrations and Biographical Sketches of Some of Its Prominent Men and Pioneers (*Syracuse, N.Y.: D. Mason, 1886)

Cumulative Index

The one hundred eighty-nine cities featured in *Cities of the United States,* Volume 1: *The South,* Volume 2: *The West,* Volume 3: *The Midwest,* and Volume 4: *The Northeast,* along with names of individuals, organizations, historical events, etc., are designated in this Cumulative Index by name of the appropriate regional volume, or volumes, followed by the page number(s) on which the term appears in that volume.

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